



Jefferson County  
**PUBLIC LIBRARY**

## **BOARD STUDY SESSION**

**DATE:** February 8, 2018

**TIME:** 5:30 P.M.

**PLACE:** Administration Conference Room  
10200 W. 20<sup>th</sup> Avenue  
Lakewood, CO 80215

### **Topics:**

- Organizational Analysis – Phase 1
- Privacy (Policy 2.1)
- Policy Consolidation Review - Board Policy Governance Manual
- III Contract Information
- Tolin Contract Information
- LSC Easement
- Financial Review

**NEXT BOARD STUDY SESSION**

**administration**

10200 W. 20th Ave.  
Lakewood, CO 80215  
303.235.5275

[jeffcolibrary.org](http://jeffcolibrary.org)



To: Pam Nissler, Executive Director  
From: Sandie Coutts, Director of Employee Relations & Development  
Date: January 30, 2018  
RE: Organizational Analysis – Phase 1

At the December meeting of the Board of Trustees, SMT made a commitment to develop a phased approach to the implementation of the recommendations of our Organizational Analysis. In January, a recommendation that we increase our authorized positions by 13.5 FTE in 2018 to address our most urgent staffing needs was brought to the Board:

- 3.5 additional FTEs to operate the new Edgewater Library.
- 2 Public Services Managers and 6 Public Services Associates in 2018 to meet our strategic goals and provide the program and service delivery our patrons expect.
- 1 FTE to manage safety and security system wide.
- 1FTE to manage employee training system wide.

The next step in the process of adding these FTEs is for the Library Board of Trustees to inform the Board of County Commissioners of the plan to increase Library FTE positions from 215 to 228.5 in 2018. A Briefing Paper detailing the additional FTEs and requesting consent to be placed on the agenda at a future BCC briefing has been prepared for your review and approval.

(To be completed by Originator)

**BOARD OF COUNTY COMMISSIONERS BRIEFING PAPER**

**Topic - Increase Library FTE Positions**

**Date - January 30, 2018**

For Information

For Discussion/Board Direction

Consent to  
Place on Business/  
Hearing Agenda

**ISSUE:** We want to inform the Board of County Commissioners of the Library's plans to increase FTE Positions by 13.5 in 2018, from 215 to 228.5. The Library Board of Trustees has approved a budget transfer in the 2018 Library Budget to support these positions.

**BACKGROUND:** Following the economic recession Jefferson County Public Library reduced services and staffing in order to balance the budget. Between 2009 and 2013 JCPL eliminated a total of 79.5 FTE\* positions. As a result, JCPL has ranked in the bottom quartile of performance in FTE\*/1000 capita, a key performance benchmark, for four of the past five years. \*FTE, as used here, represents the number of 40-hour equivalents. This calculation includes all paid hours, including temporary staff.

In 2015, Jeffco voters approved a mill levy increase for the library and in 2016, JCPL began to restore services by increasing its investment in books and materials, expanding service hours, updating technology and beginning to catch up on delayed capital maintenance projects. JCPL also hired employees to support expanded service hours, using the same, lean staffing model used during the recession. The Library ranks near the bottom of its peer group in staff expenditures and FTEs/1000 capita. We do not have the human resources necessary to fully execute our strategic plan and meet our long and short term goals.

In June 2017 the Library contracted with the firm Government Performance Solutions, Inc. (GPS) to conduct an organizational analysis and the following recommendations/findings were shared with the Library Board of Trustees:

- JCPL's organizational structure is basically sound. However, the Library is severely resource constrained.
- JCPL would need to add 43 -63 FTEs over time to achieve the 50<sup>th</sup> -70<sup>th</sup> percentile of performance compared to peers.
- The Library's 10-year financial forecast projects that JCPL could add all of these new positions and still remain well below its peers in terms of the percentage of operating funds spent on staffing.

## Agenda Item\_\_\_\_\_

- Staffing additions should be phased-in over time, based on priority concerns, and elements of the staffing recommendations should be tested over time.

JCPL has determined that it has a critical need for 13.5 additional positions in 2018. They are as follows:

- 3.5 Public Services staff to support the new Edgewater Library. JCPL is partnering with the city of Edgewater to build a new 10,000 sq. ft. library in Edgewater, planned for opening next fall. We'll need 3.5 additional FTEs to operate the new library.
- 2 Public Services Managers and 6 Public Services Associates to assist with program and service delivery in our Libraries. The organizational analysis showed that an increase is needed in both public services managers and on-the-floor resources for direct patron service. An additional 6 FTE is needed at the Associate level across nine locations. Two additional FTE are needed to manage Services to Kids & Families (early literacy) and Programming.
- 1 FTE Safety and Security Manager to assist with keeping our patrons, staff and libraries safe. JCPL has seen an increase in the number of reported incidents involving people who are experiencing homelessness, incidents involving drug abuse and mental health issues, and incidents involving law enforcement. We've addressed this increase by adding contract security guards at key locations, but the problem persists and is only getting worse. In 2018, we seek to strengthen our ability to respond appropriately to these incidents by adding 1 FTE to manage safety and security.
- 1 FTE Manager of Training and Development. In 2010 JCPL laid off 2 FTEs, reassigned 1 FTE and removed the employee training and development function as part of the budget reduction. Responsibility for training and development of JCPL employees is shared across Public Services and Employee Relations staff who do not have the capacity to meet current and future needs. In 2018, we seek to restore comprehensive and consolidated coordination of employee training and development by adding back 1 FTE to manage employee training system wide.

**DISCUSSION:** In keeping with Resilient Jeffco, the Library has contacted the County Human Services department and the Jeffco Sheriff's Office to determine if some of the Library's staffing needs could be met through new partnerships and/or sharing existing human resources. We are currently exploring new partnership options with both Human Services and Sheriff's

**Agenda Item\_\_\_\_\_**

Office leadership, but it is clear that they do not have the capacity to provide us with the human resources needed to fill our most urgent staffing gaps.

**FISCAL IMPACT:** The projected costs associated with these positions are detailed below:

• 3.5 Public Services Staff for Edgewater Library	\$163,009
• 2 Public Services Managers	\$153,116
• 6 Public Services Associates	\$279,444
• 1 Manager of Safety and Security	\$ 65,636
• 1 Manager of Training and Development	<u>\$ 70,888</u>
	\$732,093

Funding for these additional positions in 2018 can be absorbed in the current year’s budget: analysis of the Library’s Books and Materials budget indicate that the 2018 budget of \$8.1 million should be reduced to the 2017 level of \$6.9 million. An analysis of the Library’s current floor space and available shelving indicate that the Library is now near capacity for the holdings.

Reducing the Library Books and Materials budget to 2017 levels releases \$1.2 million that will be used to fund the new positions. Excess of what is needed for the positions will be placed in a contingency line item that may be used later in the year if/when needed.

Needs for additional staffing will be evaluated annually as part of the Board’s annual budget process. Costs for the positions have been factored in the Library’s 5- and 10-year financial plan as on-going operational costs and will be funded by revenues received in those years.

**RECOMMENDATIONS:** In keeping with the powers and responsibilities of the Library Board of Trustees as outlined in [Colorado Library Law](#) CSR 24-90-109 (1c), we have determined that these positions are necessary in 2018 to support the ongoing operations of the Library. And in keeping with CSR 24-90-109 (1e), we are exercising our authority over the disbursement of Library funds and effecting a budget transfer to support these positions.

**ORIGINATOR:** Library Board of Trustees

**CONTACTS FOR ADDITIONAL INFORMATION:**

Pam Nissler, Executive Director - JCPL

Sandie Coutts, Director of Employee Relations & Development - JCPL

## memorandum

to: Pam Nissler, Executive Director  
from: Gloria Overholt, Interim Director of Finance & Budget  
re: 2018 Budget Transfer  
date: February 8, 2018

### **A. 2018 Budget Transfer**

At the January 11, 2018 Board study session the Board was presented with plan to phase in the recommendations of the Organizational Analysis study. The Executive Director recommended that Phase 1 begin in 2018 with the addition of 13.5 FTE's. The projected costs of the positions is \$732,093. These costs can be absorbed in 2018 by adjusting the 2018 budget.

An analysis of the Library Books and Materials budget was done and the conclusion was the funding levels budgeted in 2018 were too high. The Public Services Director in charge of the collection and her staff have determined that the 2017 funding levels are adequate for 2018. The Library's current floor spaces in the facilities and available shelving indicate the Library is at capacity for the holdings.

Reducing the Library Books and Materials budget to 2017 levels releases \$1.2 million that will be used to fund the new positions. Excess of what is needed for the positions will be placed in a contingency line item that may be used later in the year if/when needed.

A formal budget transfer request will be made at the February 15, 2018 Board of Trustees meeting.



## **MEMORANDUM**

TO: Pam Nissler

FROM: Donna Walker, Director of Public Services

RE: New Privacy Policy and Privacy Message to Users

DATE: 1/30/2018

**Recommendation:** Approve a new Privacy Policy, create a new message for users about library practices with personally identifying information (PII), and update library practices to align with the new policy.

**Why:** When reviewing their monitoring reports 2.1.1-2.1.4 in February, 2017 the Board requested more detailed information about current practice for notifying library users of changes regarding the privacy of their library records. In addition, the American Library Association (ALA) had recently updated its recommendations for best practices for library privacy guidelines. Conversations with library leaders were bringing up questions about new approaches to use of patron personally identifying information with third party vendors and for marketing purposes which created new opportunities and challenges for JCPL. When library staff audited current practices and policy, we decided to craft a new policy for board approval and a new message for users.

**Process:** Library staff audited current practice, consulted with the ALA Office for Intellectual Freedom (OIF), reviewed best practice models provided by ALA, and held interviews with a dozen stakeholders. New documents were created based on this input and research. The new policy and message to users was reviewed by the State Library, the ALA OIF and the County Attorney.

**Confirmation:** All three entities confirm that our policy and message cover the main elements needed to protect privacy of user records for the reasonable operation of the library and in accordance with Colorado state law.

## Library Patron Privacy and Confidentiality Policy

Purpose: To comply with the Board of Trustees Monitoring Policy 2.1, Treatment of Patrons

With respect to interactions with patrons, the Executive Director shall not cause or allow conditions or procedures which are unfair, unsafe, undignified, unnecessarily intrusive, or which fail to provide confidentiality in use of facilities and resources, and a high level of customer service.

As it pertains to privacy of user records, this policy applies to numbers 1-4:

#1 I shall not elicit and maintain patron information for which there is no clear necessity.

#2. I shall not collect, review, transmit, store or destroy patron information in a manner that fails to protect against loss of or improper access to that information.

#3. I shall not fail to maintain facilities that provide a reasonable level of privacy, both aural and visual, and that are reasonably free from public distraction and disturbance.

#4. I shall not fail to maintain the confidentiality of a patron's use of the JCPL and patron record except as required by law.

In order to comply, the library shall follow the policy statement:

Privacy is essential to the exercise of free speech, free thought, and free association. Jefferson County Public Library (JCPL) is committed to protecting user privacy, whether using our website and digital properties or a visitor to one of our locations.

We are committed to keeping information about an individual's use of the library only as long as needed in order to provide Library services. Full and current guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

Colorado state law requires that we treat as confidential information about materials users check out, information they access, and their use of the library. We also do so because it is in keeping with our commitment to protect patron privacy.

"...a publicly-supported library shall not disclose any record or other information that identifies a person as having requested or obtained specific materials or service or as otherwise having used the library. (2) Records may be disclosed in the following instances: (a) When necessary for the reasonable operation of the library; (b) Upon written consent of the user; (c) Pursuant to subpoena, upon court order, or where otherwise required by law; (d) To a custodial parent or legal guardian who has access to a minor's library card or its authorization number for the purpose of accessing by electronic means library records of the minor. (3) Any library official, employee, or volunteer who discloses information in violation of this section commits a class 2 petty offense and, upon conviction thereof, shall be punished by a fine of not more than three hundred dollars." (C.R.S. § 24-90-119)

This statement has been adopted by the Library Board of Trustees to recognize the importance of protecting patron privacy and the confidentiality of user records. However, the Library Board of Trustees reserves the right to alter or modify the parameters of this policy as the Board believes to be in the best interests of the community and for reasonable operation of the library.



## Jefferson County Public Library Privacy Policy

Privacy is essential to the exercise of free speech, free thought, and free association. Jefferson County Public Library (JCPL) is committed to protecting user privacy, whether using our website and digital properties or a visitor to one of our locations.

We are committed to keeping information about an individual's use of the library only as long as needed in order to provide Library services. Full and current guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library. We also do so because it is in keeping with our commitment to protect patron privacy.

...a publicly-supported library shall not disclose any record or other information that identifies a person as having requested or obtained specific materials or service or as otherwise having used the library. (2) Records may be disclosed in the following instances: (a) When necessary for the reasonable operation of the library; (b) Upon written consent of the user; (c) Pursuant to subpoena, upon court order, or where otherwise required by law; (d) To a custodial parent or legal guardian who has access to a minor's library card or its authorization number for the purpose of accessing by electronic means library records of the minor. (3) Any library official, employee, or volunteer who discloses information in violation of this section commits a class 2 petty offense and, upon conviction thereof, shall be punished by a fine of not more than three hundred dollars.

### Message to JCPL Users about their Privacy

This Privacy Policy explains what information we collect from you and why. By using our website, downloading mobile applications, downloading e-content, or visiting a Library location, you agree to this policy. You also agree to let us use your email and postal address to communicate with you about our programs, services, and more. Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials you check out, information you access, and your use of the library. We also do so because it is in keeping with our commitment to you to protect your privacy. In developing this Privacy Policy, we drew upon industry best practices and national standards for privacy.

This Privacy Policy may change from time to time. We will post such changes to our website. We will alert you to material changes that have been made by noting the updated date on the policy, placing a notice on our website and/or by sending you an email. <Read more>. **(This top portion is what is posted on website with link to fuller details)**

### What information does JCPL collect?

We collect different types of information from you depending on your chosen level of engagement with our Library services and the information needed in order to provide you with access to those services. We collect information about you in three ways: 1. directly from you, 2. from automatically-collected network logs, and 3. through cookies. We typically keep information only for so long as it is needed for the reasonable operation of the Library and in order to better deliver Library services to you. We may retain some information in backup storage systems, hard copy form, or as required by law.

1. **User-Provided Information.** When you register for a user account for our Library services, we may ask you to share certain information. If you register with us or for a service we provide, we offer you the opportunity to review and, when practical, to update, change or delete some information you have provided. You can do this by logging into your registered user account or you can ask our staff to assist you by phone at 303-235-5275 or by emailing us at [eref@jeffcolibrary.org](mailto:eref@jeffcolibrary.org), or by visiting a Library location and speaking to our staff. If you deactivate your registered user account, you may not be able to continue using certain Library services that require registration. The following are examples of information that you might be asked to provide:

- **Personal Information:** information that can personally identify you, such as your name, physical address, email address, phone number, Library card number, payment information, and other similar information.
- **Residency Verification:** information such as driver's license, other government-issued identification, and utility bills containing a postal address (click [here](#) for a complete list of acceptable forms of proof of residency).
- **Shared Content:** includes anything created by you that you choose to make public by using our Library services such as reviews, ratings or lists of recommendations. Your registered user account and any information you have chosen to display may accompany your shared content.
- **Social Media Information:** includes the option of using your social media accounts and posting content, including photos, on our social media pages, our crowdsourcing sites, or elsewhere on the Internet, and such information you allow to be shared.
- **Photos and Videos:** occasionally, Library staff may seek to photograph or videotape patrons engaging in Library activities to use in promotional materials produced by the Library. Signs will be posted to notify patrons when staff wish to photograph or videotape events, and patrons may decline from being photographed by speaking to any staff member to express their concerns. In the absence of such notification, patrons are assumed to grant permission to the Library and its affiliates and/or agents to use their photograph on the Library website and/or in social media or print materials for any purpose, including commercial or promotional purposes, without further authorization.
- **Login Credentials:** includes library card number, username and password or PIN, which are provided as part of the process to create an online user account which allows you to view your Library Records at any time by logging into your account.
- **Library Record:** contains your Personal Information related to your personal use of circulating and downloadable Library materials, including but not limited to saved searches, interlibrary-loan transactions, e-mails, requests for photocopies of Library materials, title reserve requests, and the use of audio-visual materials such as films and music.
- We are committed to keeping such information, outlined in all the examples above, only as long as needed in order to provide Library services.

2. **Information JCPL Automatically Collects.** When you use our Library services, such as our website and mobile applications, our computer servers automatically capture and may digitally store information about your usage of our Library services. This information is usually de-identified and used in aggregate. Personally identifying information is cleared regularly. Examples of information that we may collect include:

- Your Internet Protocol (IP) address
- Your location
- Kind of web browser or electronic device that you use

- Date and time of your visit
- Website that you visited immediately before arriving at our website
- Pages that you viewed on our website
- Certain searches/queries that you conducted
- Video footage
- Records of documented incidents or accidents
- Record of payment of fines or fees

If you are using a Library device, we may also record your Library card number time and length of your session, and the websites that you visited. If you are using our public Wi-Fi network, we may, in addition, also collect the MAC address and name of your Wi-Fi device.

3. **Cookies.** A cookie is a small data file sent from your web browser to a web server and stored on your digital device's hard drive. They are generated by websites to provide users with a personalized and often simplified online experience. You have the option of disabling such cookies if you choose not to allow their use. If you prefer, you can usually remove or reject browser cookies through the settings on your browser or device. Most web browsers are set to accept cookies by default. Keep in mind, though, that removing or rejecting cookies could affect the availability and functionality of our Library services.

You should be aware that information collected about you through any of the above means may be de-identified and aggregated with information collected about other users or visitors. This de-identified and aggregated information cannot be used to reasonably identify you. This information helps us to administer services, analyze usage, provide security and identify new users of our Library services. In addition, it helps us to improve your user experience.

#### **How does JCPL use the information collected?**

Depending on the Library services you choose to use, the following are some examples of the ways we use your information in order to provide those services to you. You always have the option not to provide the information being used for such services.

- We use Personal Information and Residency Verification to issue Library cards. If a user chooses to provide an email address, JCPL may use it to send account alerts and other communications. We use Library Records to assist in maintaining our collections and to verify records of users' paid and unpaid fines and fees.
- In some cases we use Shared Content, Log-in Credentials, Social Media Information and Library Records to deliver enhanced or personalized services. Both your agreement to the terms of use and any preferences you set in an application determine how and to what extent this information is used.
- We use Personal Information, Login Credentials, and Residency Verification to provide access to some e-content, databases and through our mobile applications.
- We use Personal Information when collecting or processing payments, fines, and fees.
- We use Personal Information and Social Media Information to deliver promotions, surveys, and contests.
- We use cookies to collect information about your activity, browser, and device in order to provide you Library services. Cookies are used by web and software applications to remind them of who you are and help you navigate our website and digital services when you visit. Cookies also allow you to save your preferences so you do not have to reenter this information each time you use our Library services. You have the option of disabling cookies by using the settings on your web browser.

## How do you manage information that JCPL has collected about you?

You can manage most information within your registered user account or you can ask our staff to assist you by phone at 303-265-5275, by email at [eref@jeffcolibrary.org](mailto:eref@jeffcolibrary.org) or by visiting a Library location and speaking to our staff. Our information storage systems are configured in a way that helps us to protect information from accidental or malicious destruction. To that purpose, the information we collect is also saved in backup storage systems. Therefore, any update, change or deletion you make to your information or preferences may not immediately be reflected in all copies of the information we have and may not be removed from our backup storage systems until overwritten.

## When does JCPL share information?

These are the ways JCPL shares your information:

- 1. *When You Share Content with the JCPL Community.*** If you choose to share content through our online services, the Shared Content may be publicly accessible. If you do not want to share content publicly, you can use your privacy settings to limit sharing. You may delete some content that you shared, but some interactive shared content may persist in association with your registered user account, even after your account is terminated. Therefore, you should keep this in mind when participating in shared content activity through our Library services.
- 2. *Third-Party Library Service Providers.*** We use third-party library service providers and technologies to help deliver some of our services to you. If and when you choose to use such services, we may share your information with these third parties, but only as necessary for them to provide services to JCPL. We may also display links to third-party services or content. By following links, you may be providing information (including, but not limited to Personal Information) directly to a third party, to us, or to both. You acknowledge and agree that JCPL is not responsible for how those third parties collect or use your information. Third parties must either agree to adhere to strict confidentiality obligations in a way that is consistent with this Privacy Policy and the agreements we enter into with them or we require them to post their own privacy policy. We encourage you to review the privacy policies of every third-party website or service that you visit or use, including those third parties with whom you interact with through our Library services.
- 3. *Marketing Outreach.*** In order to ensure the most efficient use of our resources, we may use third party vendors to make sure the contact information we have for our users is current. We may also use your information to improve our marketing outreach by working with third-party vendors to build models to identify and reach users. You can easily opt-out of such use of your information by (a) clicking the 'unsubscribe' link at the bottom of any marketing or communications e-mail you receive from us, (b) [clicking here<insert link>](#) to request immediate removal, or (c) contacting Communications and Marketing by phone at: 303-235-5275, or email to: [Communications@jeffcolibrary.org](mailto:Communications@jeffcolibrary.org).
- 4. *Legal Requests.*** Sometimes the law requires us to share your information, such as if we receive a valid subpoena, warrant, or court order. We may share your information if our careful review leads us to believe that the law, including state privacy law applicable to Library Records, requires us to do so.

## How does JCPL collect and share children's information?

If you are under the age of 13, you may not be allowed to use our online services without your parent's or guardian's permission, especially when your personal information may be collected. If you are under the age of 17, you may not be allowed to get a library card without your parent's or guardian's

permission. Parents and guardians of children under the age of 17 may view their children’s Library Records if they have access to their library card number. We may partner with third-party services to provide educational content for children. Parents and guardians should review those services’ privacy policies. Parents and guardians may also need to sign additional consent forms for the collection of information about their children before they gain access to optional programs and services, such as our enrolled programs. The Library may assist third-party services in collecting consent from parents or guardians.

**For more information**

If you have questions or concerns about our Privacy Policy and practices, please send us an e-mail at: [DLPS <add link>](#)

DRAFT



Jefferson County  
PUBLIC LIBRARY

## memorandum

To: Pam Nissler  
From: Amber Fisher  
Re: Board Governance Policy Manual Consolidation & Compliance  
Date: February 8, 2018

This memo provides information related to the consolidation of Board Governance Policies, Statements and Guidelines into the Board Governance Manual to achieve compliance. Currently several governance policies are not in the Board's Governance Manual.

The Library Board's Governance Policy 4.1.5 states: All policies of the Library Board are contained in this document and they remain in effect unless amended or deleted by Board action.

After reviewing the Governance Manual, the recommendation is to add the following Governance Policies to Section IV: Governance Process (i.e. the 4.0 policies). This section also includes governance related to submitting the annual budget to the BCC; approval of all capital projects above \$50,000 and other items that make this section an appropriate choice. Currently this section ends at 4.8. I would like to add a new sub-section as follows:

- 4.9 Policies, Statements and Guidelines
- 4.9.1 Budget Cover Letter to the Board of County Commissioners
- 4.9.2 Capital and Controlled Asset Management Policy
- 4.9.3 Library Books and materials Budget Policy
- 4.9.4 Fund Balance Policy Statement
- 4.9.5 Capital Project Funding Internal Guideline

Copies of the policies noted above are included as attachments to this memo. The table of contents for the Board's Governance Manual is also attached to reflect where the documents would be added.

Next actions would be to take this recommendation to the Board as an information item at the February Study Session, and request authorization at the February Board meeting.

Please let me know if you have any questions.

## Board of Trustees Budget Cover Letter to Board of County Commissioners

Purpose: The Board of Trustees supports and acknowledges their responsibility to present the budget necessary to provide residents of Jefferson County with quality library services. In order to ensure the proposed budget meets that responsibility the Board will submit a budget cover letter with the budget submittal. The cover letter will ensure the submitted budget meets the following goals:

1. The submitted budget generally meets the Board of County Commissioners annual guidelines, and any deviations from the guidelines will be explained, justified and validated in the budget cover letter.
2. The submitted budget meets the Library Board of Trustees fiduciary responsibilities with respect to:
  - a. State of Colorado Library Law, 24-90-109 Powers and Duties of Board of Trustees:
    - i. Submit annually a budget as required by law and certify to the legislative body of the governmental unit or units that the library serves the amount of the mill necessary to maintain and operate the library during the ensuing year.
3. The Board of Trustees will submit to the Board of County Commissioners the required mill levy needed to fund the proposed budget. The mill levy required will not exceed the voter approved maximum of 4.5000 mills.

## Capital and Controlled Asset Management Policy

Purpose: To comply with the Board of Trustees Governing Policy 2.4, Asset Protection:

The Library's Executive Director shall not allow the Library's assets to be unprotected, inadequately maintained or unnecessarily risked.

Item #7 under this governing policy states: "I shall not fail to maintain a system for the management of fixed and controlled assets that provides sufficient information for the preparation of financial statements, ensures proper use, and provides for their maintenance, replacement and disposal."

In order to comply with this policy the Library shall follow the guidelines stated below:

1. Every five years the Library shall contract with an asset management firm to conduct a complete and thorough physical inventory of all Library fixed assets over \$5,000 and controlled assets as defined during the year of the audit.
2. Every year the controlled tagged items will be inventoried by Library staff. These items include: Desktop PC's, laptops, tablets, monitors, laser printers, supporting network hardware, LCD projectors, televisions, and any other controlled/tagged assets in this asset class.
3. The remainder of the fixed assets, whether tagged or not, will be inventoried on a schedule to be determined by the Finance Director, but within the 5 year time period between the complete asset audit.
4. The valuation, assigning fair market value and replacement costs for inventoried items shall be reviewed, updated and maintained by the Finance office on a yearly basis.
5. The results of the above steps will be reported to the Board of Trustees to ensure the Library is in compliance with Governing Policy 2.4, Asset Protection.



## FUND BALANCE POLICY STATEMENT

Jefferson County Public Library recognizes the importance of maintaining an appropriate and prudent level of fund balance. After evaluating the Library's operating characteristics, diversity of tax base, working capital needs, emergency and uncertainty risks, and other contingency issues, the Library Board of Trustees establishes the following goals regarding fund balance.

- The level of fund balance that the Library strives to maintain is an amount equal to 16% of current year budgeted revenues.
- In addition, an amount equal to 9% of current year budgeted revenues is designated as an "uncertainty reserve".
- The maximum level of fund balance will be 50% of current year budgeted revenues.
  - Any funds over this amount will be used to fund one-time expenditures only such as capital projects, payment of debt - excluding on-going operating expenditures.

This statement has been adopted by the Library Board of Trustees to recognize the financial importance of a stable and sufficient level of fund balance. However, the Library Board of Trustees reserves the right to appropriate funds from the Fund Balance for emergencies and other requirements and alter or modify the parameters of this policy as the Board believes to be in the best interest of the Library.

## CAPITAL PROJECT FUNDING INTERNAL GUIDELINE

In order to ensure the 5 Year Capital Plan for Jefferson County Public Library has adequate resources to fund projects, the Board of Trustees adopts the following internal guideline regarding funding for capital projects:

- Designate a minimum of 4.5% of Property Tax Revenue each year to fund capital projects.

This internal guideline has been adopted by the Library Board of Trustees to recognize the financial importance of a designated revenue stream for capital projects. However, the Library Board of Trustees, reserves the right to adjust the percentage each year during the budget process as the Board believes to be in the best interest of the Library.

## Library Books and Materials Budget Policy

Purpose: The Library desires to maintain a responsible level of access to books and materials for Jefferson County residents as defined by demand and use measures of holdings per capita, circulation per capita and annual turnover rate. Each year library staff will establish annual targets for these measures in relation to benchmarks of peer libraries with the aim of reaching the top 75<sup>th</sup> percentile over time. The annual budget for books and materials will be based on projections developed by the Finance office and Public Services to ensure continual progress toward this goal. The budget for books and materials will ensure that the amount budgeted will move the Library closer to the annual target.

The internal guideline for the budget for Library Books and Materials has been adopted by the Library Board of Trustees to recognize the importance of maintaining the investment in Library Books and Materials.

This guideline serves to ensure that the Library Board of Trustee's Ends Statement #1 is met each year.

*"All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources."*

The Library Board of Trustees reserves the right to modify or adjust the policy each year during the budget process as the Board believes to be in the best interest of the Library.

**GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC  
LIBRARY  
BOARD OF TRUSTEES**

**GOVERNING POLICIES MANUAL  
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**ADMINISTRATION**  
10200 W. 20th Ave.  
Lakewood, CO 80215  
303.235.5275



[jeffcolibrary.org](http://jeffcolibrary.org)

TO: Pam Nissler, Executive Director  
FROM: Patrick Klein, IT Director  
DATE: January 29, 2018  
RE: Innovative Service Agreements

**History of Contract: Innovative Interfaces Incorporated – Subscription License Agreement and Master Professional Services Agreement**

Description of service/ project: Innovative Interfaces Incorporated (III) License and Professional Services Agreements

Short history of RFP – III has been the service provider for Jefferson County Public Library, Library Information Systems for the past 6+ years. These service agreements are a renewal and consolidation of several current agreements.

These Agreements will have an effective date of January 8, 2018 and be in effect for five years with possible 1 year extensions.

**Total Cost:**

The initial cost of the Licensing Services is \$204,946.34 per year with potential increases of 5% or CPI, whichever is greater upon year 2 and thereafter.

**Budget:**

These agreements would be a consolidation of several budget lines into a single line in fiscal year 2019. The consolidated budget will be: 70060.434375, Software Maintenance Agreement. The Master Professional Services Agreement will be for services required based on programmed and unprogrammed service implementations. For the first year the cost is planned at \$4,998 and would be funded from 70060.433090, Professional Services. This consolidation will save JCPL approximately \$25,000 per year and will greatly simplify tracking of the many software agreements.

**Next Actions:**

The County Attorney has reviewed the documents and has approved them for form and substance. The SMT has been briefed on the agreements. The next step is for the Board of Trustees to approve the Executive Director to agree to and sign the agreements.



Jefferson County  
PUBLIC LIBRARY

## memorandum

To: Pam Nissler, Executive Director JCPL  
From: Steve Chestnut, Director of Facilities and Construction  
Re: Tolin Mechanical Contract  
Date: January 29, 2018

Hi Pam,

In 2017 we entered into a contract with Tolin Mechanical Systems to help us with our HVAC maintenance needs. The contract was for 1 year with the ability to renew the contract yearly for an additional 4 years. The contract value is \$87,948 annually which does not include emergency repairs or repair of equipment outside of the maintenance agreement.

Tolin has done an exceptional job of meeting our expectations and has consistently demonstrated fair pricing for their work. Based upon this performance I like to recommend to our Board that we renew the contract with Tolin in 2018 at the February regular Board meeting. I'll be happy to address any questions that they may have about the contract prior to that meeting.

## memorandum

To: Pam Nissler, Executive Director JCPL  
From: Steve Chestnut, Director of Facilities and Construction  
Re: Library Service Center RTD Stop  
Date: January 29, 2018

Hi Pam,

As you know the City of Wheat Ridge has forwarded a letter to the Board asking for a right of entry to the Service Center property at 10500 W. 38<sup>th</sup> Ave. in Wheat Ridge. I forwarded a copy of the letter to the County Attorney, Kurt Behn to assess whether there were any legal issues to consider with the request.

Based upon that review Mr. Behn had a couple of options for the BOT to consider as follows;

Ordinarily we would do a temporary construction easement for work like this, with insurance requirements, etc. If we do a permanent easement, we could probably roll those together into one document. If we don't need a permanent easement, I'd have to think more about whether this letter is sufficient. It's definitely less than we usually require, but it could be acceptable for such a small project.

Another possible route could be to dedicate a strip of right of way along that whole side of the street to include the encroaching pad. Then it would be WR property for them to do with what they please with no need for a permanent easement. I don't know what that property looks like so I don't know how feasible/appealing that is.

Based upon the two possible options that Mr. Behn suggests I would recommend the latter because it relieves us of any maintenance of the property and also limits our liability. I'll be happy to address any questions that the Board may have and move forward with having Mr. Behn draft up the option they chose and work with Wheat Ridge to execute the agreement.