

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

February 15, 2018



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, February 15, 2018 – LAKEWOOD LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2.	Pledge of Allegiance
3. Action	Approve Agenda Call for motion and second
4. Action	Approval of Minutes Call for motion and second <ul style="list-style-type: none"> January 11, 2018 Board Study Session Minutes January 18, 2018 Board Meeting Minutes
5.	Public Comment
6. Information	<ul style="list-style-type: none"> Foundation Report – Jo Schantz
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> Executive Director Update <ul style="list-style-type: none"> Facilities Master Plan Overview – Steve Chestnut & Julianne Rist, Group 4 Special Meeting – March 8 Call for Motion Employee Relations & Development Department – Sandie Coutts <ul style="list-style-type: none"> Organizational Analysis Phase 1 Call for Motion Finance Department – Gloria Overholt <ul style="list-style-type: none"> Financial Reports Call for Motion Public Services Department <ul style="list-style-type: none"> Edgewater Update – Paul Wember, Wember, Inc. Privacy Policy Call for Motion Facilities Department – Steve Chestnut <ul style="list-style-type: none"> Tolin Contract Authorization Call for Motion LSC Easement Call for Motion Information Technology Department – Pat Klein <u>Subscription License Agreement and Master Professional Services Agreement</u> Call for Motion

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

8. Action as Needed	Consent Agenda (4.3.4) <ul style="list-style-type: none"> Executive Director Recruitment – Search Committee Call for Motion to Adopt Resolution Establishing Search Committee Nominating Committee Reports to Board Bylaws Committee Reports to Board Informational Only: Adopted Sunshine Resolution
9. Emerging Issues Action as Needed	
10. Action as Needed	Ends – No items
11. Action as Needed	Governing Policies: Management Limitations (Monitoring Reports) <u>Monitoring Executive Director's Performance</u> Call for Motions <ul style="list-style-type: none"> 2.0 General Management Constraints 2.1 Treatment of Patrons 2.2 Treatment of Staff 2.3 Financial Condition and Activities 2.4 Asset Protection <u>Governing Policies: Governance Process</u> Policy Consolidation Recommendation Call for Motion:
12. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS <ul style="list-style-type: none"> February 8 – Study Session – 5:30 pm – Administration Conference Room February 15 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room March 8 – Special Meeting– 5:30 pm - Administration Conference Room March 15 – Board Meeting – 5:30 pm - Lakewood Library Meeting Room April 12 – Study Session – 5:30 pm - Administration Conference Room April 19 – Board Meeting – 5:30 pm – Arvada Library Meeting Room
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none"> Report of the Chair – Correspondence, Other Other Announcements
16. EXECUTIVE SESSION Action	EXECUTIVE SESSION: Call for Motion: To adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session pursuant to CRS 24-6-402(4)(f) Personnel matters to review the Executive Director's performance and compensation (4.3.6).
17. Reconvene Regular Meeting	Executive Session Summary
18. Adjournment	

APPROVAL OF MINUTES

Jefferson County Public Library Board of Trustees
Study Session
January 11, 2018 – 5:30 p.m.
Administration Conference Room

TOPICS:

- 2018 Strategic Plan Changes & Highlights
 - Overview of Public Library Measures; Edge Initiative, Impact Survey and PLA Project Outcome
- Organizational Analysis – Next Steps
- Proposed Sunshine Resolution
- LSC – RTD Bus Stop/Property
- Standley Lake Active Outdoor Learning Environment

Call to Order

The Study Session was called to order at 5:30 p.m. by Julia Hill-Nichols, Chair.

Other Trustees present: Charles Naumer (Vice-Chair), Kim Johnson (Secretary), John Bodnar, Deborah Deal and Brian DeLaet.

Trustees not present: Pam Anderson.

Staff present: Pam Nissler, Executive Director; Gloria Overholt, Interim Director of Budget & Finance; Donna Walker, Director of Public Services; Julianne Rist, Director of Public Services; Pat Klein, Director of Information Technology; Steve Chestnut, Director of Facilities and Construction Projects; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Letter to Commissioner Rosier

The Library Board signed a letter to Commissioner Rosier thanking him for his service and extending best wishes.

ALA Midwinter Conference & Staff Presentations

The American Library Association (ALA) Midwinter Conference is being held in Denver, February 9-13. JCPL has four staff members attending the conference. Lizzie Gall, Manager of Patron Experience and the Golden Library, is attending as part of her committee work on the Notable Books Committee for RUSA (Reference and User Services Association). Donna Walker, Director of Public Services is attending as part of her committee work on the PLA Leadership Development Committee.

Meeting Attendance Responses

The Chair asked the Board to respond to quorum determination requests in a timely manner and noted that acceptance of the meeting invitations sent via Outlook at the beginning of the year is not sufficient to determine quorum as Trustees' schedules change throughout the year. The Chair also asked the Trustees to review the Board Governance Policies in sections 3.0 and 4.0 that cover Board protocols as a matter of good practice.

2018 Strategic Plan Changes & Highlights

The Executive Director addressed the Board and presented information on the 2018 Strategic Plan changes and highlights. The Senior Management Team expanded the community outcome goal to broaden the outcome from early literacy to cover other desired outcomes. The strategic focus was enhanced to highlight Board strategic priorities versus staff operational initiatives.

Much of what is reflected in the 2018 Strategic Plan is operational. Library Administration would like to focus the Board's attention on the four key strategic initiatives that will establish a foundation for future success. The four key strategic initiatives for the Board are:

1. Master Facilities Plan. Goal: Assess community needs and interests
Measure: Square footage/capita
2. Executive Director Recruitment. Goal: Execute a leadership succession plan
Measure: Milestones met
3. Edgewater Library. Goal: Expand service in underserved areas
Measure: Square footage/capita
4. Organizational Assessment. Goal: Ensure appropriate staffing levels
Measure: FTE/1000 capita

The scorecard was expanded for 2018 to track new library measures that were introduced last year. The focus is on impacts and outcomes, as well as quantitative data. Those expanded measures include the Edge Initiative, Impact Survey, Public Library Association Project Outcome and the Customer Satisfaction Survey.

The reporting schedule was revised from quarterly to bi-annually to provide the Board with the most meaningful data in scorecard and success measures.

In response to questions, the Board was advised that:

- The Senior Management Team will look at visitors/usage data for the scorecard and respond back to the Board.

- In 2017, the Library focused on supporting a culture of reading and early literacy. In 2018, JCPL will continue to offer support for literacy (summer reading and early literacy initiatives) but also work on the shared outcomes with partners like the Jefferson County Child and Youth Leadership Commission (CYLC), Live Well Colorado and Aging Well to connect patrons with access to government services.

The Board was provided with the draft 2018 Strategic Plan and asked to submit any questions to the Executive Director. The Board will have an opportunity to further discuss the 2018 Strategic Plan at the January 18, 2018 Board meeting. The Board was advised that the results of the 2017 Strategic Plan is included in the January Board Report and will also be discussed at the January Board meeting.

Organizational Analysis – Next Steps

The Executive Director addressed the Board and introduced the topic. The Board received the organizational analysis report from Government Performance Solutions. In December, the Library advised the Board that the Senior Management Team (SMT) would be presenting more information to the Board regarding a phased approach, including a proposal to consider regarding 2018 critical positions. In careful consideration of the findings of that organizational analysis and the recommendations of the consultant, Government Performance Solutions Inc., the Board was presented with a recommendation to address the most urgent staffing needs.

In response to questions, the Board was advised that:

- The Library has the funds to cover the costs of the critical positions within its approved 2018 budget.
- The Library is preparing business cases, which include job descriptions and classifications, and anticipates submitting that information to the County in February or March.
- The Executive Director has requested a meeting with the County Administrator.
- The roles of the two Public Service Managers reflect two of the core services, Kids and Families and Programming. Currently those responsibilities are assigned to the Manager of the Columbine Library and the Manager of the Arvada Library. The Library cannot continue to increase services and take on strategic initiatives without providing additional human resources. The Managers of these core services have reached capacity.
- The Library recognizes the challenges of providing space for additional staff and believes space requirements for these critical positions can be accommodated.
- The Library will present additional information on the critical positions to the Board at the February Study Session.

Proposed Sunshine Resolution

The Board was provided with the proposed Sunshine Resolution for review and will be asked to adopt the resolution at the January 18, 2018 Library Board meeting.

LSC – RTD Bus Stop/Property

Steve Chestnut, Director of Facilities and Construction Projects addressed the Board and introduced the topic. JCPL has been approached by the City of Wheat Ridge requesting cooperation in placing a RTD stop at the corner of 38th and Moore, which is at the northeast corner of the Library Service Center (LSC) property. The proposed stop will encroach on the Library's property line and the current configuration will take up approximately 40 square feet of Library property. The Board was advised that a request was made to the City of Wheat Ridge asking that they send a formal written request to the Library Board.

In response to questions, the Board was advised that:

- The Library expects that the property would be deeded over to the City of Wheat Ridge and the Library would hold no further liability for that property.
- The best current information on the timeline is for an April/May start to the project.
- The Library will request information on the City's maintenance plans for that property.

Standley Lake Active Outdoor learning environment

Donna Walker, Director of Public Services, shared information with the Board on the Standley Lake Active Outdoor Learning Environment project. The contracting and design for the project started in earnest in 2017. Now the project has spanned over several budget years and into 2018. This project will be included in the capital project reporting in the 2018 budget. Over the course of several months in late 2016 and 2017, donations totaling \$45,000 were received by the Jefferson County Library Foundation for use at the Standley Lake Library for this project. The next step in the project, with Board approval, will be to bid for a contractor, with the goal of breaking ground this spring. The design team is working concurrently with the Foundation, Promotions & Marketing, and Standley Lake staff on donor acknowledgement, naming and marketing the space, communication during construction, hours and usage guidelines and soliciting donations for future phases. They will also be forging collaborations with the community and Jeffco Open Space, ranging from donations of materials, gardening support, volunteers to help create and maintain the space and nature-based programming. In response to a question, the Board was advised that the draft design with conceptual photographs would be provided to the Board.

Board Meeting Attendance Confirmation

Trustees Bodnar, Deal, Johnson, DeLaet, Naumer and Hill-Nichols confirmed that they will attend the January 18, 2018 Library Board Meeting.

ADJOURNMENT

The study session was adjourned at 6:28 p.m.

Kim Johnson, Secretary

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
January 18, 2018

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on January 18, 2018. Library Board of Trustees Chair, Julia Hill-Nichols called the meeting to order at 5:30 p.m. Other Trustees present: Charles Naumer (Vice-Chair), Kim Johnson (Secretary), John Bodnar, Deborah Deal and Brian DeLaet.

Trustees not present: Pam Anderson.

Guests: Paul Wember, President, Wember, Inc.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Director of Public Services; Rebecca Winning, Director of Communications; Steve Chestnut, Director of Facilities and Construction Projects; Gloria Overholt, Interim Director of Finance Budget; Pat Klein, Director of Information Technology; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

MOTION: Brian DeLaet moved that the Trustees approve the agenda as presented. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: Charles Naumer moved approval of the minutes of the December 14, 2017 Board meeting. Seconded by Brian DeLaet the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

There was no public comment.

FOUNDATION REPORT

Jo Schantz, Executive Director of the Foundation provided an update on the activities of the Foundation. The December financials were presented to the Foundation Board at their meeting. A verbal summary was provided; 2017 revenues \$557,664, expenses \$464,950. A \$20,000 emergency fund was set up in a savings account. The Foundation expects to add at

least \$20,000 to the endowment fund. An invitation to the Friends Annual Meeting was extended to the Library Board. The luncheon event is February 2, at the Wheat Ridge Recreation Center. The March Madness book sale will be held at the Columbine Library on March 16 and 17.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. Group 4 held a meeting with the Combined Management Team and received wonderful feedback from staff. Group 4 will be presenting to the Trustees at the February Board meeting. The Trustees received a revised 2018 Strategic Plan Scorecard with the visits per capita measures as requested by the Board at the January Study Session.

Budget and Finance Department

Gloria Overholt, Interim Director of the Finance and Budget Department presented information on the activities of the Budget and Finance Department.

Financial Reports

The Trustees were provided with the preliminary financial report for December 2017. The report is preliminary because expenditures from 2017 are still accruing. Salaries and benefits are expected to come in below budget. Some additional revenue will be received when the County does their investment income allocation, which usually occurs in February. The Trustees were provided with information on the fund balance including how it is calculated and measured against the fund balance policy. The Trustees were asked for comments on the report and asked if they found it helpful. The Trustees indicated the report was very helpful and expressed appreciation to Gloria for the information. The Board was provided with the project to date financial information for the Columbine Library Remodel project and the Edgewater Tenant Finish project. The Columbine project is still accruing expenses related to the sorter.

In response to questions, the Board was advised that:

- Salaries and benefits are coming in below budget. Included in the reduction is the salary and benefits association with the vacant Director of Budget and Finance position. Gloria Overholt serves in a part time, non-benefited capacity as the interim Director of Budget and Finance.
- Revenues from fines and fees came in lower than projected. Downloadable materials do not accrue fines and that accounts for some of the reduction in that revenue.
- Projections are calculated by the Director of Budget and Finance and are based on knowledge of how the Library finances work. When a new director comes on board, it may take some time for them to come up to speed.

- The financial reports are prepared when the books close and the second payroll of the month has been posted. Preparing the reports prior to these events would not provide the Trustees with accurate financial information.

The Library recognized that the Board may not have time for a thorough review of the financial reports before the Board meeting and suggested adding a financial review topic to the Study Sessions. Instead of having two monthly financial reports prepared for the Board to review (an estimated report and an actual report), this approach would allow the Board more review time and another opportunity to ask questions. The Chair advised the Trustees to send questions about the financial report to her and she would forward them to the Executive Director so staff could gather the information and have responses for the Board at the Study Session.

Pine Library

The Trustees discussed the annual gift to the Pine Library. In response to questions, the Board was advised that:

- The Pine Library is located in Jefferson County and serves Jefferson County residents.
- Past gifts have been utilized by the North Fork Library Association to pay for a variety of needs including insurance and a new bathroom.
- The patrons of the Pine Library and the North Fork Library Association have expressed their preference to operate the Pine Library as a small community run library.
- The Library provided the Pine Library with assistance with their internet service set-up.
- The Trustees were encouraged to attend the Pine Library's Annual Potluck. Invitations are extended to the Library Board each year.

MOTION: Deborah Deal moved that the Library Board authorize a gift of \$1,000 to the North Fork Library Association to support the operation of the Pine Library in 2018. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

Public Services

Edgewater Library Update

Paul Wember, President of Wember, Inc., addressed the Board. The project team and architectural team transitions are going very well. The design team has made progress on the floor plan and shelving options and advance design has begun on ceiling plans. The furniture and fixtures meetings will be scheduled as soon as the walls and ceiling plans have been developed. The team visited the offices of Humphries Poli and experienced a

virtual tour of the architectural model. The team is planning to bring the portable virtual equipment to a future Board meeting so the Trustees can experience a 3-D view of the Edgewater Library.

Pat Klein, Director of Information Technology, shared his video of the construction progress for weeks eight and nine. The City of Edgewater has posted the video on their website.

CONSENT AGENDA

Sunshine Resolution

MOTION: Kim Johnson moved that the Library Board of Trustees adopt the Sunshine Resolution LB-01-18-18. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

Chair appoints Trustee representative to Foundation Board

The Chair announced the appointment of Deborah Deal as the Trustee representative to the Foundation Board.

Nominating Committee Appointments

The Chair announced the appointments of Brian DeLaet and Deborah Deal to serve on the committee to nominate board officers.

Bylaws Committee Appointments

The Chair announced the appointments of Kim Johnson and Pam Anderson to serve on the committee to review the By-Laws.

The Chair advised the committee members to contact Amber Fisher with any questions about process and guidelines for serving on the committees.

2018 Governance Process Calendar - Informational

The Trustees were provided with the 2018 Governance Process Calendar as adopted at the December 14, 2017 Library Board meeting.

ENDS

The Trustees were provided with the 2017 Year End Strategic Priorities and the 2018 Strategic Priorities. There were no question from the Board.

The Executive Director advised the Board that 2019 Strategic Planning will be a topic at the March Study Session.

GOVERNING POLICIES

Monitoring Executive Director's Performance

The Chair called for Consensus to delay the Executive Director's performance and compensation review (4.3.6) to the February 15, 2018 Library Board Meeting.

The Board reached consensus to delay the review. In response to a question, the Board was advised the policy states that the review will be conducted during the month of the employment anniversary date, not a specific month.

BOARD SCHEDULE – NEXT MEETINGS

- February 8 – Study Session – 5:30 pm – Administration Conference Room
- February 15 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- March 8 – Study Session – Administration Conference Room
- March 15 – Board Meeting – Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

Board Study Session Attendance Confirmation

Trustees Bodnar, Deal, Johnson, DeLaet and Hill-Nichols confirmed that they will attend the February 8, 2018 Library Board Study Session. Trustee Naumer will not be in attendance.

ADJOURNMENT

The regular Board meeting was adjourned at 6:15 p.m.

Kim Johnson, Secretary

FOUNDATION REPORT

JEFFERSON COUNTY LIBRARY FOUNDATION

EXECUTIVE DIRECTOR REPORT

FEBRUARY 2018 (JANUARY 19 – FEBRUARY 15)

By Jo Schantz

1) Recent events

- a) **Friends Annual Meeting** – was held on Friday, February 2, from 11:30 a.m. to 1 p.m. at the Wheat Ridge Recreation Center in Wheat Ridge. Our guest speaker was author Scott Gibson. We hosted 35 guests at the event, where Scott also signed and sold his books. Part of the proceeds from the book sales were donated back to JCLF.

2) Upcoming events

- a) **Speakeasy Series**, featuring former 9NEWS/KUSA investigative television reporter, Paula Woodward (date and location TBD)
 - o Paula will be discussing her book: ***We Have Your Daughter – the Unsolved Murder of JonBenét Ramsey, 20 Years Later***
- b) **International Women’s Day luncheon and awards ceremony** (for Girls in STEM winners)
 - o Thursday, Mar. 8, 11:30 a.m. to 1 p.m., Baldoria on the Water, Lakewood
 - o JCLF is a sponsor of this event
- c) **Pen & Podium author presentation** – Monday, March 12, at the Newman Center, DU (featuring Pulitzer Prize-winning playwright/screenwriter, Tony Kushner)
 - o JCLF is a featured partner of the Pen & Podium Series, and we received a \$5,000 check from Pen & Podium (Denver Post Community Fund) in 2017
- d) **March Madness book sale** – Thurs/Fri, March 16/17, 9 a.m. to 4 p.m. at Columbine Library
- e) **Good News Breakfast** – Tuesday, April 24, 7 a.m., Jeffco Fairgrounds
 - o JCLF is a sponsor of this event
- f) **Spring Whale of a Used Book Sale** – June 1-3, Jeffco Fairgrounds
 - o Friends-only Preview Night – Thursday, May 31, from 6 to 8 p.m.

3) Meetings and networking

In preparation for launching a planned giving program this year, I met with Virgil Scott, a fundraising consultant, on January 23 to discuss how to organize the effort and what marketing materials we need to create. Virgil has put together a proposal to work with the Foundation (on a contract capacity) to help launch the campaign, and I am currently reviewing the scope of work and determining the cost.

Along those same lines, I am meeting with several social media consultants to see if our best option is to outsource this communications effort to ensure consistency and timeliness in Foundation messaging. I have already met with Heather Golaska (Social Media Maiden) and have an appointment to meet with Kaitlyn Holeman from Hummingbird Media on Feb. 16.

I recently met with Debby Ridgell, JCPL Volunteer Coordinator, to review through the Foundation’s annual grant calendar and map out timelines for grant reports and 2018 grant applications. Debby is also helping to supply information and statistics for interim reports to current grantors.

On January 24, Board VP Jeannie Mann and I hosted a site visit at the Foundation with Peter Radford and John Wann. Peter is the executive director of the Theda & Tamblin Clark Smith Family Foundation, a \$50 million private foundation, and John is Peter’s next door neighbor – one who has encouraged Peter to support the Library.

Funding from the Clark Smith Family Foundation traditionally comes to us via the annual Goldilocks & The Little Bear fundraising event held in Evergreen. I have been invited to submit a grant proposal to this Foundation in April, focused on children's programs serving low-income families.

Pam Nissler and I had our semi-monthly, 1-1 meeting on Friday, January 26. The following Tuesday, I met with Debby Ridgell and Cindy Jaye (JCPL Public Services Manager) to discuss upcoming events for 2018 – ways in which the Foundation can become involved and also support the Library. We discussed the Stouts & Stories/Ales & Tales beer fest (that the Foundation has agreed to take on as a fundraising event), plus the Arvada Center's Book Fair in May, Summer Reading, the Girls in STEM program expansion and the Snowball Fandom Fest slated for later this year.

On February 1st, Don Dube (our warehouse coordinator) and I met with the Library's Senior Management Team to discuss a possible book donation bin at Columbine Library. Don's 2nd annual job review took place on Friday, February 7. I am also meeting this month with our online book vendors, Ben & Heather Mack, to revise and renew their 2018 contract with the Foundation.

I am working with two Governance Committee members (Deb Deal and Sally Reed) to update and amend our Foundation employee handbook and to review the Foundation's bylaws. Deb Deal and I represented the Foundation by attending the Golden Chamber's annual awards dinner on Wednesday, February 7, at Fossil Trace Golf Course. On February 14, I participated in a Steering Committee meeting for the 2018 Good News Breakfast. This year's theme is "Jeffco at Work: Providing Pathways for a Changing World."

This past month, I posted the job opening for the Office Coordinator position and received 16 applications. After reviewing the resumes, I selected three candidates for interviews. I am currently checking references for the top candidate and hope to have the position filled before the February Board meeting. In the interim, Kirstin Kraig, our Whale Sale event planner, has been hired on contract to work part time as our administrative staff member.

As part of the advisory committee for Jeffco International Women's Day, I met with other committee members on February 13 to review the nominations and select winners for Woman Volunteer of the Year and Woman Innovator of the Year. The luncheon event will also celebrate teen and pre-teen winners of the Girls in STEM competition. We have invited Verizon Foundation to serve as Title Sponsor of the luncheon, in honor (and as part of) their gift of \$10,000 for the Girls in STEM pilot project in 2017.

On Sunday, February 4, I attended the Girls in STEM competition that was held at the Golden Library.

4) Grants and Sponsorships

Grants update:

- \$4,000 from the Melvin & Elaine Wolf Foundation (for Early Literacy programming) was re-directed at the funder's discretion to help support 2018 Summer Reading

Sponsorship update – 2018 Friends Community Partners (commitments to date):

- Westerra Credit Union
- Bandimere Speedway
- Pinkard Construction
- Etkin Johnson Real Estate Partners
- Bean Fosters

Operational Updates

Executive Director Update

MEMORANDUM



TO: Library Board of Trustees

FROM: Pam Nissler, Executive Director

RE: January 2018 Board Report

This month, I participated in meetings that aren't part of my regular meeting schedule.

I attended the Jefferson Success Pathway (Edgewater Collective) annual report meeting. The Director, Joel Newton, reported progress in a number of key measurements, they are kindergarden readiness, 3rd grade reading scores, 5th grade math scores, 8th grade math scores and high school graduation rates. The library partners with the Collective with our early literacy programs and I am on the executive steering committee.

I attended an organizational meeting of the Key Leaders group for the Jefferson County Communities That Care initiative. It is a structured, evidence-base community change process focused on preventing youth substance abuse, violence and depression. This process has been used across the country to guide communities through the process of matching risk factors evident in community data with proven methods for addressing those risks. The aim is that Jefferson County will have healthier communities that use positive youth development to produce better outcomes for our kids. It is undertaken in partnership with CYLC.

I had an informational meeting with Don Davis, County Manager, to update him on our Orange Boy demographic study, our Organizational Analysis and our Long Range Facilities plan.

I attended the CAL legislative Committee meeting to learn about the legislative priorities for libraries. The CAL lobbyists will focus on retaining and increasing state funding for libraries. The goal is to have libraries funded statewide at \$1 per capita. That level has not been reached yet but the hope is to raise the funding from 2.5 million dollars to 3 million dollars in 2018. JCPL received \$160,805 in state funds in 2017. It was used to purchase early literacy materials.

The Senior Management Team had a retreat on February 12th and 13th to work on long range planning and to develop informational materials for the March Board study session.

I also attended the county staff farewell gathering for Commissioner Rosier

In addition, I attended the following regular meetings:

- The Front Range Library Directors' meeting
- The West Chamber monthly board meeting and the Chairman's Gala
- CYLC (Children and Youth Leadership Council)
- The Child Welfare subcommittee of CYLC
- The Elected Officials Personnel Board meeting
- The monthly meeting with Julia and Chic



C O N T E N T S

1. EXECUTIVE SUMMARY.....1

 Introduction 1

 Summary of Findings and Recommendations..... 2

 Recommended Facility Projects 4

 Implementation Strategies and Next Steps..... 6

2. INTRODUCTION7

 Project Background and Objectives..... 7

 Project Methodology and Participation 7

3. ANALYSIS.....9

 About Jefferson County 9

 Library Services and Use Patterns 11

 Library Facilities Analysis..... 12

 Analysis of Branch Library Space Needs..... 14

 Space for Systemwide Functions..... 18

4. RECOMMENDATIONS20

 Recommended Branch Library Space Planning Target 20

 Sustainable Branch Facilities Growth 21

 Recommended Space Strategy for Systemwide Services 22

 Master Plan System Buildout Vision 23

 Vision for Customer Experience in JCPL Facilities..... 26

5. IMPLEMENTATION STRATEGIES.....	29
Capital Budgets and Resources.....	29
Facilities Project Sequencing.....	30
ASD Strategies and Implementation.....	32
Site Criteria.....	33
6. BRANCH FACILITY SUMMARIES	34
Arvada Library	34
Belmar Library.....	36
Columbine Library	38
Conifer Library	40
Edgewater Library	41
Evergreen Library	42
Golden Library	44
Lakewood Library	46
Standley Lake Library	48
Wheat Ridge Library.....	50



INTRODUCTION

Jefferson County Public Library is a high performance organization and vital resource for Jefferson County. It provides excellent, responsive service to the community, which in 2015 showed its appreciation and support for the Library by approving a mill levy increase. JCPL has demonstrated that it is a responsible steward of these public funds, operating well within resources and building financial reserves even while expanding services and hours of operation for the public.

The Library is also proactive in evaluating and improving its capacity for service. In recent years, JCPL has undertaken deep, data-driven analysis of its customer base (2016 OrangeBoy Market Analysis), its performance compared to regional and national peer libraries (2016 Benchmark Study), and its organizational effectiveness and capacity (2017 Organizational Analysis).

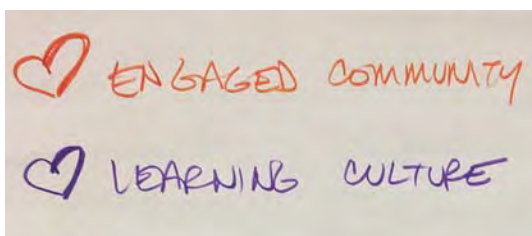
In 2017 JCPL commissioned the preparation of a Facilities Master Plan to guide planning, decision-making, and capital investment in its facilities over the next two decades. This Master Plan is the result of an efficient, data-driven process that leverages previous studies with new analysis of the amount, type, and distribution of space needed to provide excellent library service to Jefferson County communities. This FMP sets forth a clear set of recommended capital projects that JCPL can begin planning and implementing immediately. At the same time, this FMP is intended as a flexible, “living” document that will enable JCPL to easily adjust and update its capital facilities planning as circumstances evolve and opportunities arise over time.



SUMMARY OF FINDINGS AND RECOMMENDATIONS

Over the years, JCPL has done a lot of things right with respect to its facilities. It has been strategic and intentional about operating a modest number of library branches, which is a highly cost-effective and fundamentally sustainable operating strategy. Growth by adding space rather than by adding branches has resulted in a network of large branch libraries that are community destinations for excellent services, programs, materials, and technology.

And JCPL has taken excellent care of its facilities over time, with regular maintenance to keep them welcoming, accessible, and comfortable even through the economic downturn in the early 2010s. Most recently, the Library has begun implementing its new library service model, which is delighting customers and staff alike at the renovated Golden and Columbine branches.





That said, this Master Plan did identify several areas of significant facility needs that will be important for JCPL to address over the next 20 years.

- Countywide, JCPL’s library branches provide less than 70% of the space needed to serve Jefferson County’s current population, and lack the capacity to accommodate future community growth. This Master Plan recommends that JCPL establish a countywide space planning target of 0.5 to 0.6 square feet of branch library space per capita. JCPL should build capacity sustainably, according to its established facility construction and operating principles, by continuing to develop large destination libraries and keeping the total number of branches low.
- JCPL’s library branches are not equitably distributed relative to community development; branch capacity is disproportionately concentrated in central and northern parts of Jefferson County, while southern county areas are at a deficit. This Master Plan recommends the construction of a new destination library of at least 30,000 square feet in south Jefferson County as an early priority project, among other capacity-expansion projects countywide over time.
- JCPL’s systemwide administrative and operations functions are divided among multiple, undersized facilities scattered across different cities, which keeps the organization from achieving maximum efficiency and effectiveness. This Master Plan recommends the development of a consolidated facility or campus with enough space to accommodate all systemwide administrative and operations functions, enhance inter-departmental collaboration and innovation, and support organizational growth and development over time.

RECOMMENDED FACILITY PROJECTS

The major capital projects recommended in this Master Plan are summarized below. They are grouped into three general “phases” that strive to balance JCPL’s priorities for reinvesting in its existing facilities, building additional branch library capacity, and improving the efficiency and effectiveness of systemwide functions.

Major capital projects within each phase are listed alphabetically; JCPL will determine the actual sequence as projects and resources are confirmed and refined. The potential start of each phase is a preliminary estimate based on approximate project budgets and revenue projections; the actual time to complete each project and phase will depend on a variety of factors that JCPL should revisit regularly.

Phase 1 projects — begin 2018

- Belmar Library renovation
- Evergreen Library renovation
- Standley Lake Library renovation/expansion
- South County new branch — minimum 30,000 square feet

Phase 2 projects — begin ~2023-2025

- Administration/Operations Center relocation/consolidation
- Arvada Library renovation
- Lakewood Library renovation/expansion into east wing

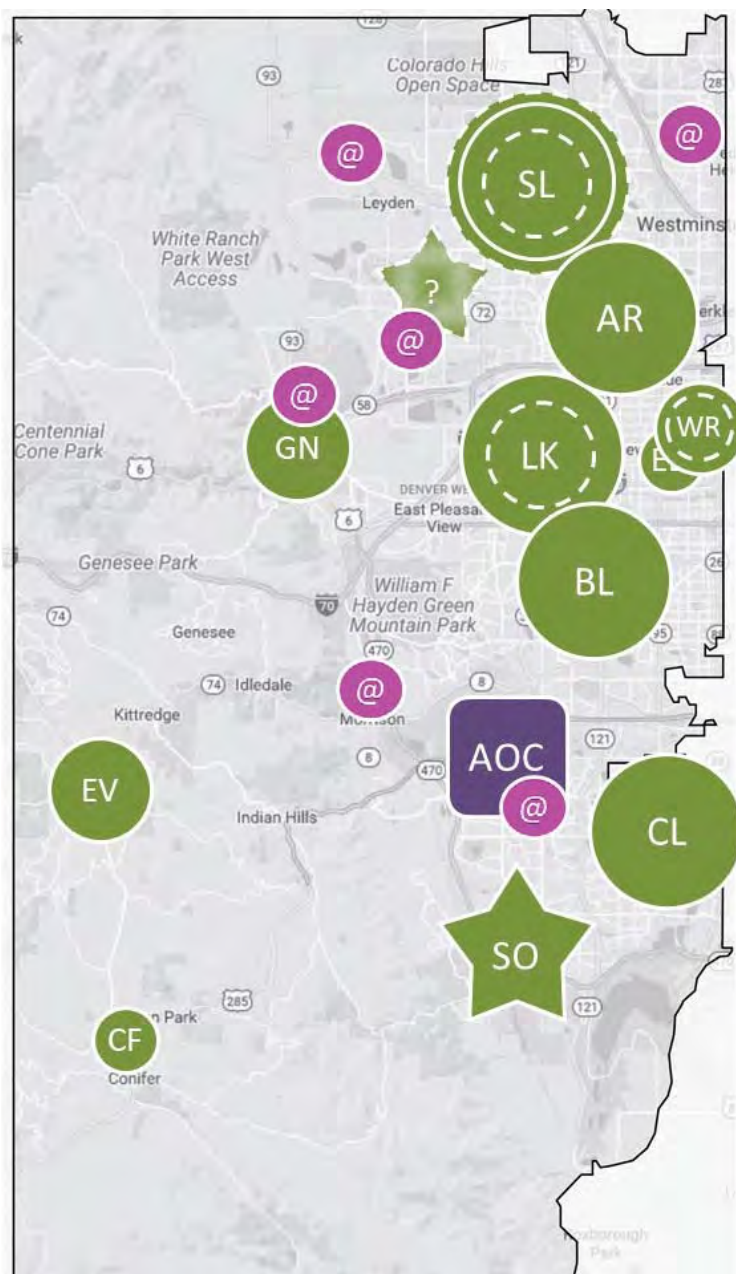
Phase 3 projects — begin ~2030-2032

- Conifer Library relocation/expansion
- North County additional capacity strategy
- Wheat Ridge Library relocation/expansion

In order to keep its libraries fresh, welcoming, and comfortable for the community, JCPL’s ongoing capital maintenance program strives to refresh finishes, furniture, and systems at each branch every 10 years. This capital maintenance program will continue in parallel to the major capital recommendations of this Master Plan. For example, it is anticipated that the 10-year refresh of the Columbine Library will be scheduled and coordinated with the Phase 2 Master Plan projects, while Conifer and Wheat Ridge may undergo a round of refresh maintenance before implementation of their major recommendations in Master Plan Phase 3.

Alternative Service Delivery (ASD) Strategies

As opportunities arise, this Master Plan encourages JCPL to consider high-impact and sustainable Alternative Service Delivery (ASD) strategies — for example, embedded staff in partner locations — that complement and enhance the services available through its branch libraries. ASD can be implemented in parallel to the major capital projects as needs and opportunities are identified. The Library should confirm the ASD strategies that address specific community needs; develop service and operating requirements and budgets for each strategy; and establish a clear framework and criteria for evaluating and responding opportunities as they arise.



MASTER PLAN BUILDOUT VISION

- **11-12 branch libraries**
- ★ **(1-2 net new)**
 - 0.5-0.6 SF/capita over 15-20 years
 - full-service destination libraries
 - leverage partnerships for space and services
- ② **alternative service delivery (ASD)**
 - leverage opportunities for increased access and impact
 - (locations shown on map are placeholders)
- **consolidate systemwide services**
 - effective and space-efficient



The Evergreen Library (top) and Belmar Library (above) are high priorities for renovation to address deferred capital maintenance needs and update the library service model.



The Standley Lake Library site appears to offer significant capacity for building expansion.

IMPLEMENTATION STRATEGIES AND NEXT STEPS

JCPL has deep organizational experience in managing facility improvement projects and, with capital reserves available, is well-positioned to get started. Next steps for implementation include confirming the scope, budget, and development timelines for Phase 1 projects, some of which may require more lead time than others.

Near-Term Planning for Phase 1 Projects

- The Evergreen Library is a high priority for renovation to address deferred maintenance needs and update the service model.
- The Belmar Library is also a high priority for both capital maintenance and service model upgrades. JCPL should explore the feasibility of partnering with the City of Lakewood to expand the building toward the park.
- The Standley Lake Library should be significantly expanded. Depending on the availability of funds, expansion could potentially be developed in phases.
- The proposed new South County branch may have a long lead time, as it will require the acquisition of an appropriate site. JCPL should explore alternatives to purchasing undeveloped sites, including acquiring an existing facility suitable for conversion to a branch library, and identifying potential partnerships for shared sites and even facilities.

Near-Term Planning for Phase 2

Although the proposed Administration and Operations Center is shown in Phase 2, JCPL should begin planning for this project soon. Near-term steps include:

- **Determining space needs.** Detailed assessment of space needs for JCPL systemwide functions was beyond the scope of this Master Plan. JCPL will need to undertake focused study in order to confirm and refine the amount and type of space that will be needed.
- **Finding a site.** The Fehring Ranch site appears to provide a good location and sufficient capacity for this facility, and would be a good candidate – especially if JCPL elects to move forward with this project as an earlier priority. JCPL should also evaluate the feasibility of finding an alternate site, such as acquiring a property with an existing facility for conversion. Either way, the Fehring Ranch property is a valuable asset that JCPL should retain at least until the AOC site is selected.

PROJECT BACKGROUND AND OBJECTIVES

Jefferson County, Colorado has a rich history of library service. For the first half of the 20th century, independent libraries were established to meet local community needs. In 1952, the Jefferson County Public Library (JCPL) was established as a consolidated system to provide library services to all Jefferson County residents. JCPL has since grown significantly, and now has the third largest service population in the state of Colorado. JCPL provides service through 10 branch libraries, a bookmobile, outreach, and home delivery service.

The Library is funded primarily through a dedicated mill levy. During the recession of the late 2000s and early 2010s, lower property values in Jefferson County as well as a reduction in the Library's mill levy resulted in a significant reduction in revenue for JCPL. In addition to cutting service and open hours, the Library also deferred a number of facilities maintenance projects.

In 2013 the mill levy was mostly restored to its pre-recession levels. In 2015, voters in Jefferson County approved an additional 1.0 mills for library service – more than a 25% increase – which enabled the Library to not only restore library hours, but even expand them countywide. Today, most library branches in Jefferson County are now open seven days per week. The Library has also developed a plan for organizational changes and growth in order to further enhance public service, which it will begin implementing over the next few years.

In the fall of 2017, the Library commissioned a Facilities Master Plan to guide decision-making about capital investments over the next decade. Addressing deferred and proactive maintenance needs in its current facilities was a primary objective for the plan, balanced with a fiscally responsible and financially sustainable strategy to expand library space and enhance access to library services. The Library wanted to develop the Master Plan by February 2018 in order to inform budgeting and enable the Library to begin making major capital improvements in FY2019.

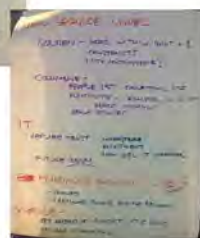
PROJECT METHODOLOGY AND PARTICIPATION

JCPL selected Group 4 Architecture, Research + Planning, Inc. to facilitate development of the Master Plan. The project began in October 2017 and was completed in February 2018. The process included close collaboration with the Library's Senior Management Team as well as input and support from the Combined Management Team. Project participants include those listed below.

JCPL BOARD OF TRUSTEES

Julia Hill-Nichols, Chair
Charles Naumer, Vice-Chair
Kim Johnson, Secretary
Pam Anderson
John Bodnar
Deborah Deal
Brian DeLaet

PROJECT GOALS + OBJECTIVES



➤ vision and road map for facility improvements

- define capital facility projects, budgets, and implementation priorities / sequencing
- establish framework for evaluating opportunities – partnerships, new library locations
- identify criteria for identifying and evaluating potential new sites – land acquisition, lease vs. own
- recommend highest and best use for current assets (e.g., Fehrer Ranch property)
- provide phasing and budget information for February 2018 budgeting cycle

JCPL SENIOR MANAGEMENT TEAM

Pamela Nissler, Executive Director
 Steve Chestnut, Director of Facilities and Construction
 Julianne Rist, Director of Public Services
 Donna Walker, Director of Public Services
 Gloria Overholt, Interim Director of Budget and Finance
 Rebecca Winning, Director of Communications
 Sandie Coutts, Director of Employee Relations and Development
 Patrick Klein, Director of Information Technology
 Amber Fisher, Executive Assistant

JCPL PUBLIC SERVICE MANAGEMENT TEAM/COMBINED MANAGEMENT TEAM

Cindy Jaye, Public Services Manager – Arvada/Programming and Patron Education
 Tricia Lee, Public Services Manager – Belmar/Diversity and Inclusion
 Barbara Yeutter Roig, Public Services Manager – Columbine/Kids and Families
 Lizzie Gall, Public Services Manager – Golden/Patron Experience and Staff Training
 Padma Polepeddi, Public Services Manager – Lakewood/Library to You
 Peg Hooper, Public Services Manager – Standley Lake/Adult Services
 Nick Taylor, Public Services Manager – Wheat Ridge/Edgewater/Teen Services
 Patrick Farrell, Public Services Manager – Digital Experience
 Monica Rezac, Public Services Manager – Evergreen/Conifer/Data Market Analysis
 Debbi Mikash, Public Services Manager – Collections
 Cindy Matthews, Promotions and Marketing Manager
 Sue Dothage, Graphics Design and Production Manager
 Danny Lagage, IT Operations Manager
 Jaime Romero, Systems Administrator Senior
 Kathy Halloran, ILS System Administrator
 Jill Krantz, Employee Relations Manager
 Kim Curtis, Interim Employee Development Manager
 Kurt Jungwirth, Facilities Operations Manager
 Orlando Gallegos, Facilities Supervisor
 Samantha Haskett, Administrative Coordinator

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ABOUT JEFFERSON COUNTY

JCPL serves the entire population of Jefferson County, which as of the most recent estimate included more than 570,000 people in a geographic area of more than 770 square miles. A November 2016 Market Analysis by OrangeBoy found that relative to a selection of other Denver metro area counties, Jefferson County residents on average tend to be slightly older, with higher median incomes, higher median housing values, and fewer children living at home.

That said, these median values do not reflect the full diversity of communities within Jefferson County. Based on its Area of Dominant Influence (ADI)¹* analysis, the OrangeBoy study found that:

- The highest proportion of residents who have achieved a Bachelor's degree or higher level of education are in the Evergreen Library (58%) and Golden Library (54%) communities, while the lowest proportion live in the Edgewater Library (23%) community.
- More than 20% of households in the Edgewater Library community speak a language other than English at home, and nearly 40% of these households live below the poverty level. The median household income in this community is less than 60% of the median household income in Jefferson County overall.
- More than one-third of households in the communities around the Columbine and Standley Lake libraries have children under 18 living at home. Households least likely to have children at home are in the Wheat Ridge Library (23%) and Lakewood Library (25%) communities.

The State of Colorado projects that Jefferson County's population will grow more than 20% by 2040, adding about another 115,000 people over the next two decades. Some of this growth will result from new development to the south and north west county areas, such as the Candelas developments. Many established communities in Jefferson County will also experience increased density through infill development.

¹ See page 13 for information about OrangeBoy's ADI analysis.



ARVADA

- Established 1937; current building opened 2006
- ~34,200 SF (includes basement)
- JCPL-owned



EVERGREEN

- Established 1917; current building opened 1993
- ~27,400 SF (includes basement)
- JCPL-owned



BELMAR

- Current building opened 2000
- ~31,500 SF
- JCPL-owned



GOLDEN

- Established 1913; opened in current building in 1996; remodeled 2015
- ~13,500 SF
- JCPL-owned



COLUMBINE

- Current building opened 1989; remodeled 2017
- ~30,000 SF
- JCPL-owned



LAKEWOOD

- Established 1937; opened in current building in 1979
- ~40,000 SF (public + admin wings)
- JCPL-owned



CONIFER

- Established 1950; opened in current location in 1996
- ~8,900 SF space in Conifer High School



STANDLEY LAKE

- Current building opened 1991
- ~29,100 SF
- JCPL-owned



EDGEWATER

- Established 1937; opened in current location in 1987
- ~1,500 SF lease space in city hall
- Moving to new ~10,000 SF space in 2019



WHEAT RIDGE

- Opened in current location in 1979
- ~6,500 SF lease space in Senior Resource Center

LIBRARY SERVICES AND USE PATTERNS

JCPL is a high-performance library providing high quality services to its customers. An 2017 Organizational Analysis found that compared to a selection of peers, JCPL's performance was high on many measures – including circulation and program offerings – despite relatively low staffing levels at that time.

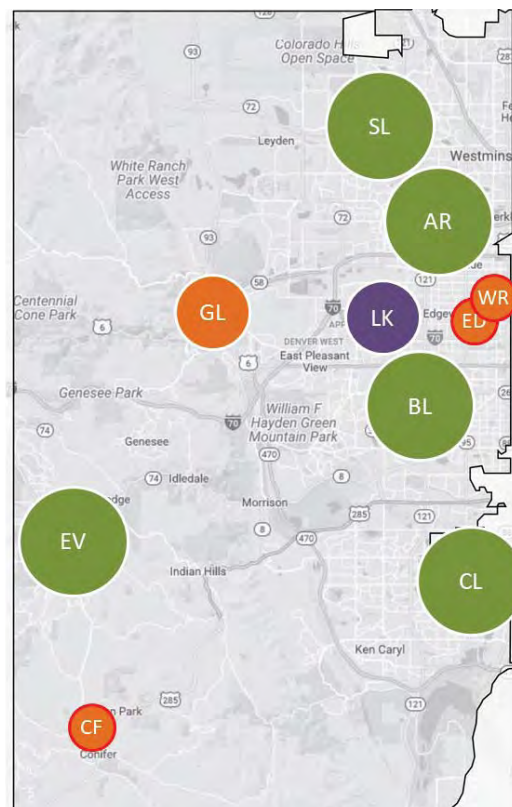
According to data from the Colorado State Library, more than half of Jefferson County residents have active JCPL library cards. Per year, the average Jefferson County resident visits JCPL's website more than five times; walks into a JCPL branch more than four times; and checks out about 14 collection items. Children's materials make up more than a third of JCPL's annual circulation – which is high relative to the number of Jefferson County households with children living at home. JCPL is especially responsive to its customers' popular collection interests, shown by the high annual rate of turnover; each item in the collection is checked out more than seven times per year.

JCPL service statistics show a general correlation between the size of JCPL's branches and the amount of service they provide on measures such as annual visits, circulation, and program attendance. In other words, on these measures, JCPL's larger branches provide more service to more people.

Three of JCPL's largest libraries – Belmar, Columbine, and Standley Lake – together account for nearly half of all library visits countywide, as well as more than half of total circulation and program attendance. Per the 2016 OrangeBoy study, more than 60% of Jefferson County residents live within the Area of Dominant Influence (ADI) of these three branches.² Arvada Library, also one of JCPL's largest branches, comes in a close fourth on most service measures.

On the other hand, JCPL's three smallest libraries – Conifer, Edgewater, and Wheat Ridge – are ranked at the bottom on most service measures, even taking into account differences in hours of operation. These three branches also have the lowest ADI populations according to the 2016 OrangeBoy study. JCPL's investment in operating these small branches is disproportionately high compared to the cost of operating its larger branches, as a minimum complement of staff is needed at every branch regardless of its size.

None of this is to say that JCPL's smaller libraries are not vital for the community members who use them, or that they should be abandoned. Rather, it is worth asking whether expanded facilities could enable these branches to provide more service and more impact for the operating dollars invested. JCPL will have the opportunity to evaluate the answer to this question beginning in 2019, when the Edgewater Library moves to a new, larger location (currently under construction).



Typologies today

- **Small branches**
 - current JCPL libraries <15,000 SF
 - limited core services
 - small geographic ADI (“area of dominant influence” – see JCPL Orangeboy study)
- **Full service destinations**
 - current JCPL libraries >15,000 SF
 - full complement of core library services
 - strategically located signature services
 - ADI geographic area generally correlates with library size

² See page 13 for information about OrangeBoy's ADI analysis.



LIBRARY FACILITIES ANALYSIS

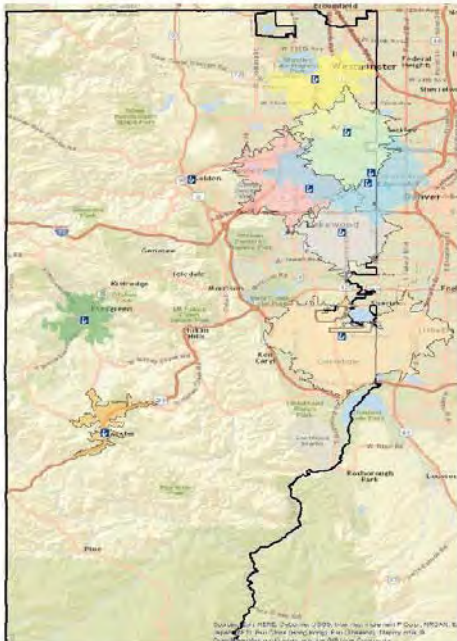
When JCPL was founded in 1952, it operated about 10 branches to serve a population of less than 60,000 people. As the county's population grew over time, JCPL sought to grow by increasing the size of its library buildings, rather than by adding more branches. Over time, tiny libraries were replaced with bigger buildings that could provide more people with more – and more diverse – services. Libraries moved and expanded in order to increase both capacity and geographic access to library services. As a result, although Jefferson County's population has more than tripled in size over the past 65 years, JCPL still operates just 10 libraries – which overall provide good service, as the service metrics and use pattern analysis above show.

This large “destination library” model is one that has proven successful for JCPL. Destination libraries offer the potential for larger and more diverse selections of seating, technology, and collections. Community members can feel confident that they will find what they want at destination libraries – whether it be a particular book, an open computer, or a place to sit and work – and therefore are more willing to travel longer distances to get there. Because larger libraries provide economies of scale for space for these core library services, they also can offer opportunities for unique, high-value signature services. An example of a destination signature service is JCPL's flexible new maker/learning lab space in the remodeled Columbine Library.

JCPL owns most of its facilities – and generally speaking, these are in excellent condition. On average, JCPL's public service locations are less than 25 years old, and most are of relatively recent, energy-efficient, high quality construction. The economic downturn earlier in this decade delayed some maintenance projects, but JCPL has made great progress in addressing them in the last few years. The Library Service Center underwent a major renovation project in 2014, in which the structure and major systems were upgraded. The Golden Library and the Columbine Library each underwent major renovation in the last few years.

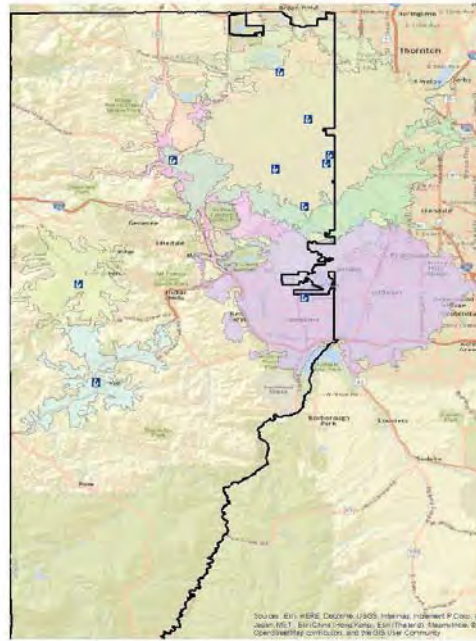
Travel Time Maps

5 minute travel time



Jefferson County Public Library

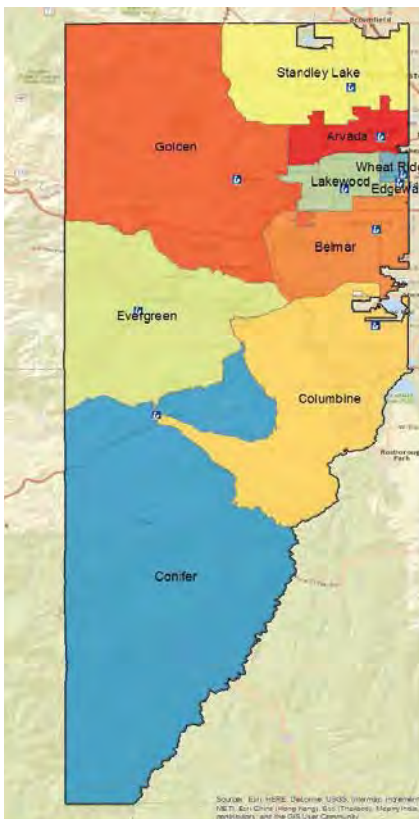
10 minute travel time



Market Analysis | Wednesday, November 9, 2016

OrangeBoy inc.

30



Areas of Dominant Influence Methodology

- Each library location is assigned an area of dominant influence
- ADIs are created by assigning census tracts to each library location
- The library location with the most active cardholders within the census tract will be awarded the census tract to it's ADI
 - Based on customer's last activity location
 - If no last activity location is assigned to the customer, home location is used
- Only the part of the census tract within the library's service area is used.

ANALYSIS OF BRANCH LIBRARY SPACE NEEDS

All of the above notwithstanding, JCPL faces a significant lack of branch library space. Space to grow the collection within current facilities would need to be carved out of space for people and programs – which is already in high demand and at capacity. Both at the system level and at individual branches, there is no extra space for JCPL to grow core library services or add new programs to meet community needs.

Today, JCPL's branch libraries provide approximately 0.35 square feet per capita of public service space countywide, not including space for systemwide administrative and operations functions (such as at the Library Service Center).³ This ratio will continue to drop as Jefferson County continues to grow over the next 20 years.

There is no square-foot-per-capita factor that is universally appropriate for all communities. Each library system must establish its own space-per-capita target, taking into consideration the community's unique profile, mobility, needs, and patterns of library use, as well as the library's organizational characteristics, service priorities, partnerships, and resources.

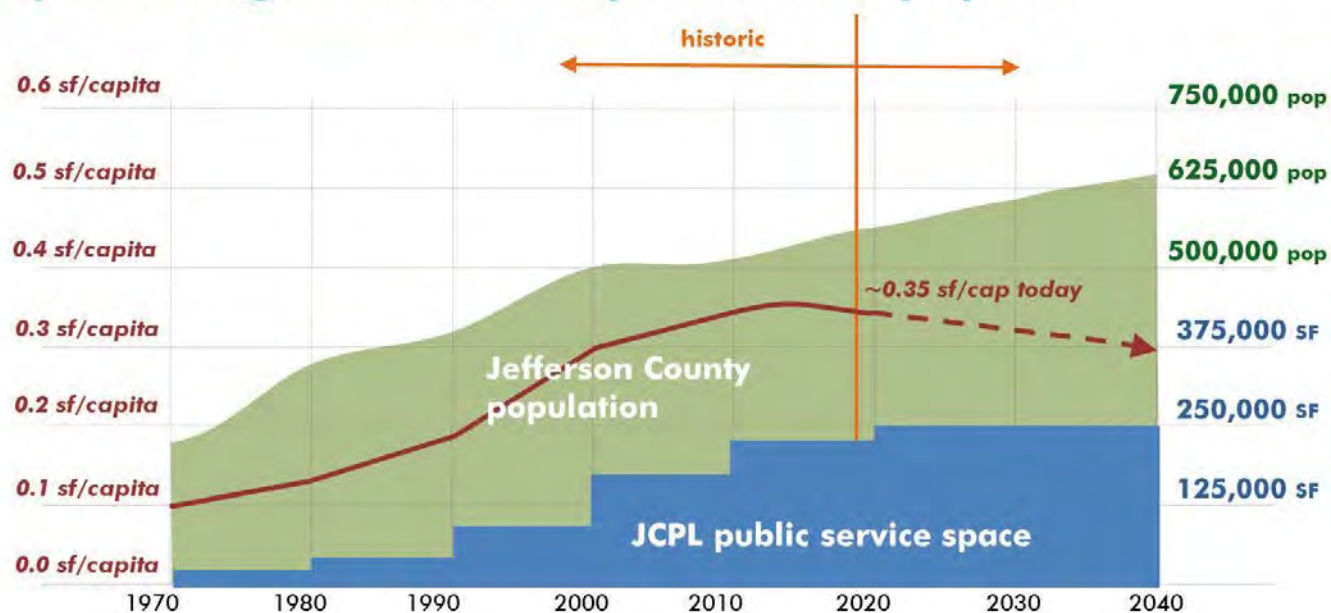
This Facilities Master Plan explored the following factors in analyzing the amount of library space per capita that may be needed in Jefferson County.

Community factors

- **Population size** – JCPL's service population is the third largest in the state of Colorado, and is larger than many library systems nationwide. Economies of scale tend to enable libraries such as JCPL to serve their larger populations with a lower amount of space per capita relative to smaller library systems.
- **Community mobility** – The ADI and travel time analyses in the 2016 OrangeBoy study suggest that Jefferson County residents are highly mobile. On the whole, they are able and willing to travel to the library of their choice – which may not be the library closest to their home. The mountain communities – such as Conifer and Evergreen – are somewhat more remote, but the OrangeBoy analysis and anecdotal evidence suggest that even these residents are mobile; Conifer community residents often visit the Columbine and Evergreen libraries.
- **Community interests** – Jefferson County residents are reported to be highly interested in recreational reading, listening, and viewing materials. Popular materials tend to have high circulation rates and spend more time out of the library – which can reduce the need for shelves compared to communities with more archival, research-oriented collection interests. JCPL also has been steadily building the quality and diversity of services available through its website, as well as investing in digital collection materials. Increased community choice and interest in ways to get services in-person and online can moderate the need for increased space in the branches.
- **Community expectations** – Jefferson County residents also need and expect to be able to find space in their libraries for programs, collaboration, studying, and strengthening community connections. The library is an important “third place” in the community, and must be a comfortable and welcoming space for people. As noted above, JCPL's facilities must expand in order to be able to provide more space for people without sacrificing other space-constrained core library services.

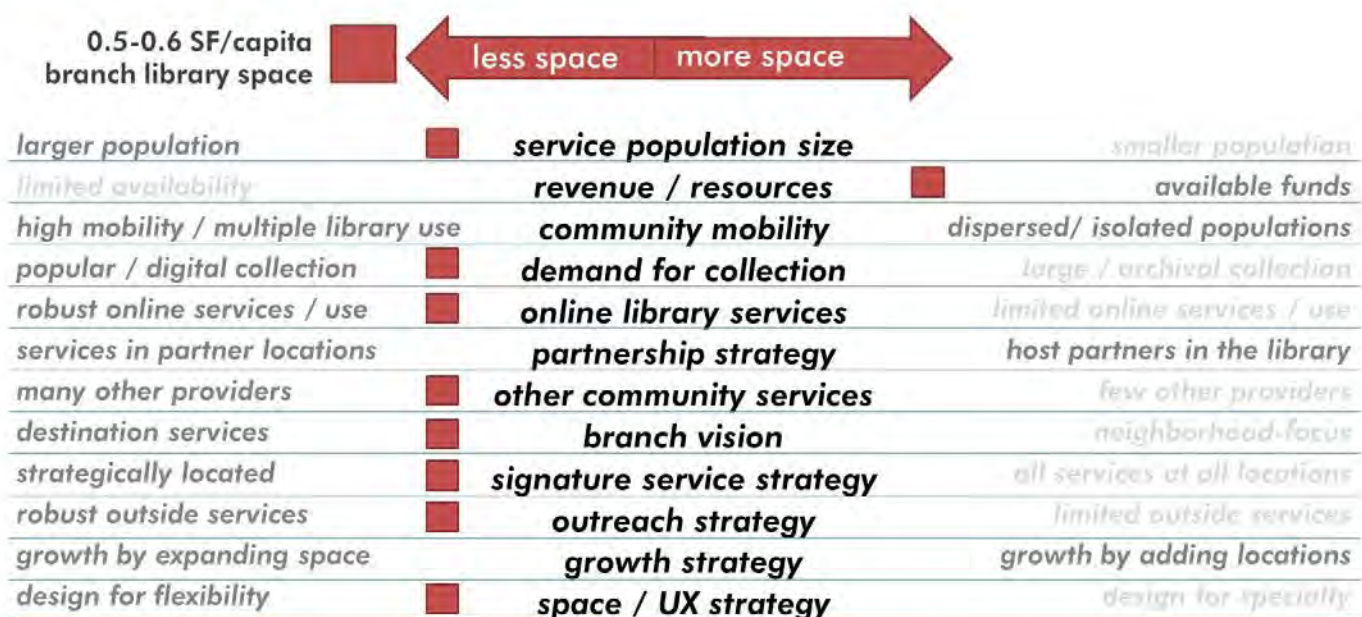
³ The exclusion of systemwide spaces is why this calculation differs from the square foot per capita figure from JCPL's annual benchmarking analysis. Refer to the sidebar on page 17 for more information about what is included and excluded from the space-per-capita analysis for this Master Plan.

Population growth has outpaced library space



The graph above plots population growth in Jefferson County against the amount of branch library space over time; the Y-axis on the right side shows the scale for both of these measures. The red trend line shows the ratio of branch library space to population size; the scale for this line (square feet per capita) is on the Y-axis on the left side of the graph. While JCPL has significantly expanded its facilities over the last 50 years, its current branch library space capacity is still relatively low. And if no additional branch library space is added, the square foot per capita ratio will continue to decline over time as the population continues to grow. [Population data source: State of Colorado]

Library space drivers



At the system level, there are many variables that influence the need for public service space in libraries. This graphic summarizes some of JCPL's unique vision, circumstances, resources, and community characteristics relative to the typical drivers of library space needs.

- **Available community services** – Jefferson County residents have many services available to them beyond what is provided by JCPL. Compared to communities in which the library may be the first stop for many residents underserved by social, educational, health, financial, and other services, Jefferson County residents look to JCPL for services in its areas of greatest value.

Facility factors

- **Branch vision and growth strategy** – JCPL’s destination library strategy has built-in economies of scale that require less space per capita than if the Library provided service through smaller, neighborhood-scale facilities. Complementary to this is JCPL’s practice of maintaining a modest number of branches, choosing to increase the size of its libraries where possible rather than continuing to add new locations.
- **Signature service strategy** – The destination library model and the community’s relatively high mobility support JCPL’s ability to strategically locate signature, high-value services rather than providing them at every branch. For example, it will be much more cost-effective for JCPL to operate well-equipped maker spaces with specially-trained staff at a few locations rather than at every branch, which would require increased space as well as increased operating costs.
- **Space strategy** – The renovated Columbine and Golden libraries are each reported to “feel bigger” than they were before, despite not having added a single square foot of space overall. Part of the reason for this is the emphasis on flexible space that adapts easily to a wide variety of daily uses. This design strategy maximizes space usability and utilization, compared to spaces that are difficult to use for more than one activity type.

Organizational factors

- **Outreach strategy** – In addition to delivering high-quality services in its branches, JCPL is dedicated to providing robust services at the point of need in the community. As with digital services, providing customers with more choice in how and where to access services outside the branches can moderate the amount of in-library space that JCPL will need to provide.
- **Partnership strategy** – At the same time that JCPL is developing partnerships for space in other community locations, it also recognizes the potential value of hosting community partners within the library for varying lengths of time – from a few hours to a few weeks or more. The ability to host partners within the library without displacing day-to-day library programs will require additional space.
- **Available resources** – Library systems without funding for significant capital projects must often, by default, adopt a lower space planning target. JCPL has funds available to support a planning target responsive to community space needs.

ABOUT SQUARE FEET PER CAPITA MEASURES

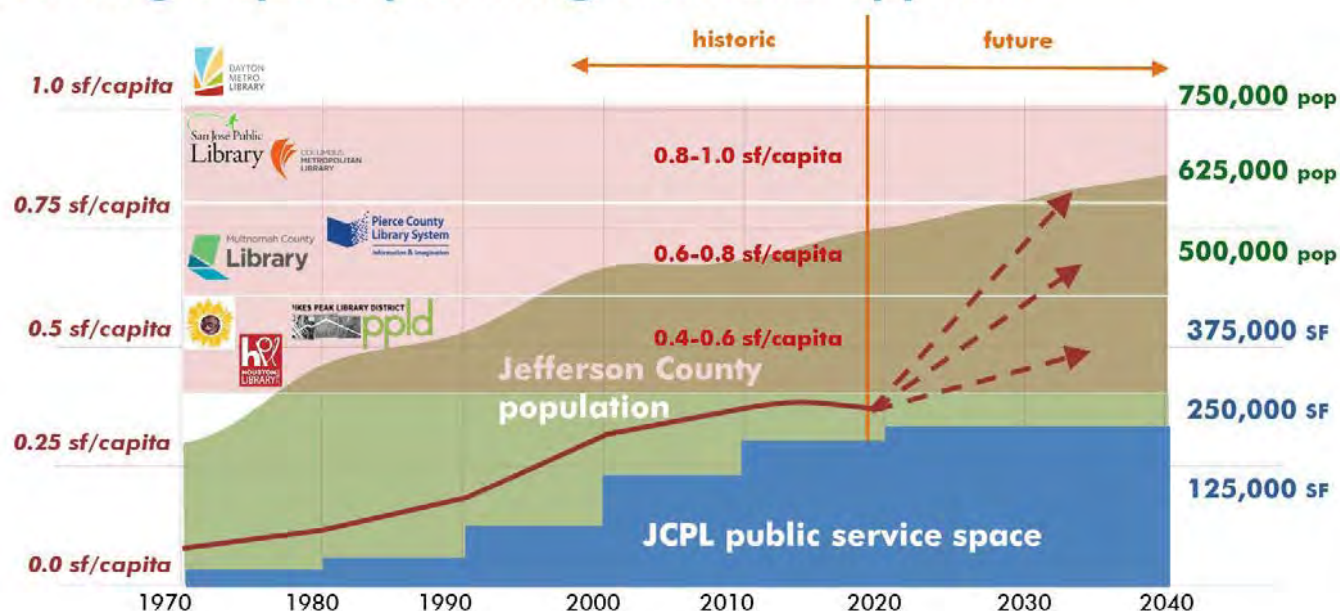
Square feet per capita is perhaps the most common method of calculating and communicating the need for space in libraries. As the demand for library services tends to grow proportionate to the population, so does the need for library space to support those services. For this reason, the ratio of space to service population is a time-tested measure for evaluating and planning library space at a big picture level.

When using this space-to-population framework, it is important to be clear about what spaces are – and are not – included in the calculation. For the purposes of this JCPL Facilities Master Plan, square feet per capita is a gross space measure that includes all staff, support, and non-assignable spaces that support branch service delivery. However, it excludes facilities and spaces that are primarily occupied by systemwide administrative and operations functions, or are essentially unable to be occupied. To illustrate, here are some examples of how different JCPL facilities fit this definition:

- The Belmar Library is included in the square foot per capita calculation, while the LSC is not.
- The western portion of the Lakewood Library is included, but the Administrative wing is not.
- The public service floor of the Evergreen Library is included, but the basement space is not.
- The first and second floors of the Arvada Library are included, but because some of the basement is used for staff and storage not directly related to services at this location, that portion is excluded from the square foot per capita calculation.

On the other hand, public service space calculations at JCPL's leased locations – Conifer, Edgewater, and Wheat Ridge – are credited at slightly more than the amount of tenant space they actually occupy. If these tenant spaces were standalone buildings, they would have additional infrastructure and support space – bathrooms, mechanical rooms, building storage, etc. As such, these facilities get an additional space credit allowance beyond the assignable square feet available within the leased tenant space.

No single space planning standard applies



Admin wing @ Lakewood ~15,000 SF today

- Lakewood Admin wing currently provides ~200 GSF per person for ~65 workstations*, which is quite low for typical office/ work environments
- This FMP uses a proposed space target of ~220-250 GSF per person for typical office/ work environments (this is a modest target for public agencies)
- More focused analysis will be required to confirm and refine current and future space needs



** GSF per person calculation includes temporary workstations/hot desks, but excludes the bookmobile garage.*



Photo above courtesy of Group 4.

SPACE FOR SYSTEMWIDE FUNCTIONS

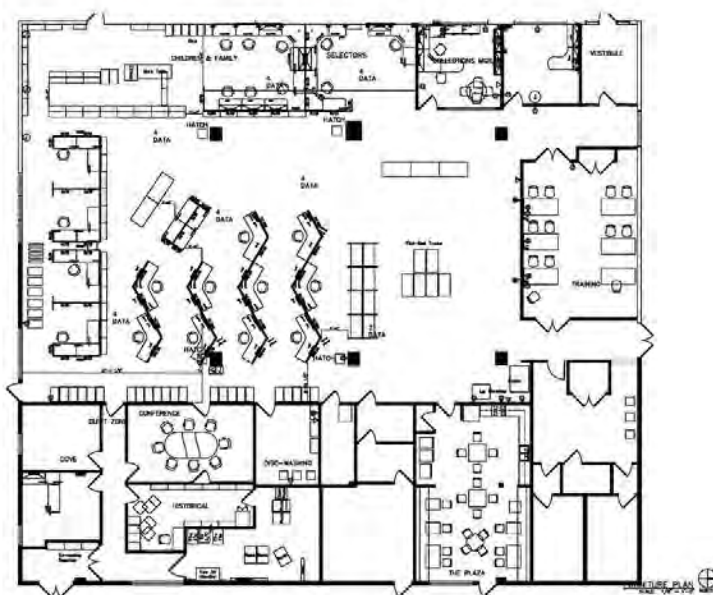
Space for systemwide functions does not tend to grow at the same linear rate as the need for space public service, which is why these spaces are excluded from the square foot per capita measure. Over time, JCPL has been highly creative in finding space for its systemwide functions, which currently are housed in multiple locations – including the Arvada Library basement as well as the east wing of the Lakewood Library, the Library Service Center, and four leased shop/warehouse spaces in an industrial park on W. 50th Avenue.

This distribution of functions and space is largely the result of necessity rather than design, and reduces both the effectiveness and space-efficiency of these important functions.

- Both inter- and intra-department connections are less than ideal. Inter-departmental meetings and collaboration often require scheduling and travel. Staff located in different places have fewer opportunities for positive “collisions” – the Harvard Business Review’s term for the “chance encounters and unplanned interactions” that spark inspiration and innovation in high-performance organizations like JCPL.

Library Service Center ~11,000 SF today

- LSC has many functions, including typical office-type work as well as processing/ operations spaces
- Currently there are ~25 offices + workstations; how many are assigned/ fully occupied vs. shared?
- How much will headcount grow for LSC functions in coming years? Will all require unique assigned desks or can they be shared?
- More focused analysis will be required to confirm and refine current and future space needs

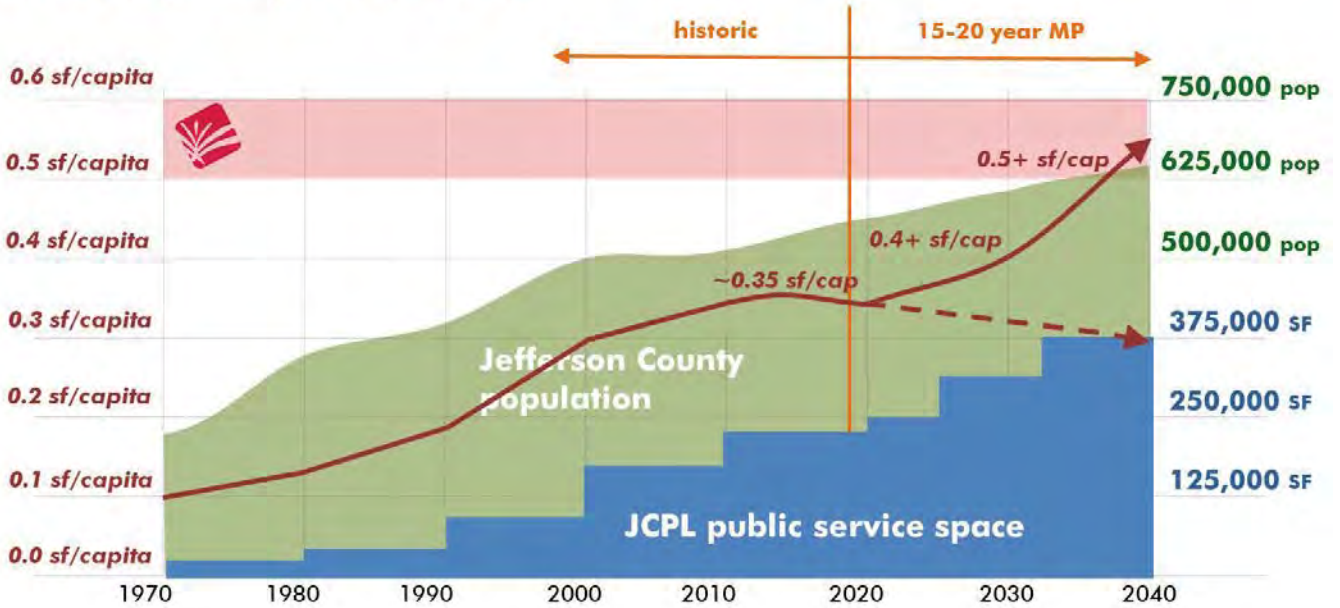


- Many JCPL work groups are mismatched to the amount of space they occupy, and most are moderately to significantly crowded. Staff report that the approximately 11,000 square foot LSC provides insufficient space for either of its main tenants – Collections Services and the Kids and Family Services team.
- Distributed among multiple buildings, JCPL's systemwide functions require proportionately more support and unassignable space than they would in consolidated facilities. For example, staff report that the total area of the four leased shop/warehouse units might be sufficient to meet JCPL's needs, if duplicated restrooms, break areas, and other support facilities were not taking up so much space.
- By some office work environment planning guidelines, the approximately 15,000 square foot Administration wing at the Lakewood Library has as much as a 25% space deficit for the number of staff currently located there.

All of these deficiencies will continue to grow and impact services as JCPL implements the recommendations of the 2017 Organizational Analysis over the next few years, in addition to growing service needs from the increasing county population over time.



Build capacity over time



RECOMMENDED BRANCH LIBRARY SPACE PLANNING TARGET

This Facilities Master Plan recommends a systemwide target of 0.5-0.6 square feet of branch library space per capita to serve Jefferson County's current and future population. The lower end of this range is a threshold below which JCPL will experience space-related challenges, while the upper end of the range will further enhance service to the community. This space per capita target is a gross square foot measure, meaning that it includes all staff, support, and non-assignable spaces associated with service delivery in the branches.¹ Space for systemwide functions is planned using a separate methodology that is discussed in the next section.

By this measure, JCPL is currently operating at a branch library space deficit of 25-30% for Jefferson County's current population of nearly 600,000 people. This translates to the need for at least 100,000 additional square feet of branch library space just to "catch up" and correct the current deficit – more than the Arvada, Belmar, and Columbine libraries combined.

And even more space will be needed to accommodate future growth. The State of Colorado projects that Jefferson County's population will add more than 115,000 people over the next two decades. That will translate to another 45,000 square feet or more of branch library space – in addition to the 100,000 square feet needed to correct today's deficit.

¹ Refer to page 17 for a more detailed description of this space-per-capita metric.

SUSTAINABLE BRANCH FACILITIES GROWTH

This Facilities Master Plan recommends that the Library should build branch library capacity sustainably according to the following principles.

- **Grow the “destination library” model.** Destination libraries are a highly efficient and effective strategy for building capacity, with economies of scale that maximize service and efficiency per square foot. New and expanded destination libraries in Jefferson County should be at least 30,000 square feet, and JCPL is encouraged to build even larger branches as opportunities and capital resources permit. The magnitude of JCPL’s need for additional space is beyond what can be met sustainably through neighborhood-scale facilities, and the Library should avoid adding small branches to its network.
- **Leverage the network.** JCPL should look for strategic capacity-building opportunities that balance community access with capital and operational costs.
 - *Capacity for the physical collection can be considered at the countywide level. JCPL customers can (and do) request materials to be delivered for pickup at the branch library of their choice. For this reason, shelving does not necessarily need to be added at every branch. Strategic opportunities to significantly increase shelving capacity at a few locations will benefit all JCPL customers.*
 - *Space for high value signature services, such as “maker spaces” and high-occupancy program space, can be considered at a regional level. Jefferson County community members do not exclusively use the libraries closest to their homes, but travel to the libraries that best meet their needs. As such, JCPL can be strategic about where it locates special services, balancing geographic access with operating considerations.*
 - *Space for people is important to consider locally. Space for library programs, group collaboration, meetings, individual study, and quiet study are all needed throughout the county. “Third place” is an increasingly important library service to provide locally, especially for community members with transit or mobility challenges. Children, teens, and families – who will continue to be a priority service population for JCPL – do often tend to choose libraries that are closer to home.*
- **Build capacity cost-effectively.** Generally speaking, JCPL’s long-standing practice of building capacity by expanding existing libraries is a more sustainable strategy than adding net new library locations. Depending on the size and design, an expanded library may be operated with few or even no additional staff – whereas each new library added to the system requires an additional complement of staff. That said, small facility expansion projects generally are not recommended as a capacity-building strategy, as they often provide low return for the capital investment.
- **Think outside the branch.** JCPL should consider opportunities to implement Alternative Service Delivery (ASD) strategies as a complement to its destination libraries and outreach services. Different ASD strategies have varying service, access, operating, and partnership implications that should be evaluated based on the specific needs and goals to be addressed. See page 32 for more information about ASD strategies.

Major branch library project recommendations are described on page 24.

RECOMMENDED SPACE STRATEGY FOR SYSTEMWIDE SERVICES

Because the need for space for systemwide services, partners, and other non-public uses tends to grow at a rate that is proportionately lower than – or even unrelated to – population growth, these are developed using different methodology and are added on top of the branch library space-per-capita target.

This master plan recommends that JCPL consolidate and right-size space for its systemwide service functions in order to provide a variety of significant benefits.

- **Adding capacity to accommodate organizational growth.** More space is needed in order to meet strategic goals and community service needs. The 2017 JCPL Organizational Analysis by Government Performance Solutions recommended adding new positions in most JCPL departments. However, both the current Administration wing at the Lakewood Library and the Library Service Center lack the space needed to accommodate this growth.
- **Increasing organizational effectiveness.** Bringing JCPL's systemwide services together will enhance organizational connectivity and communication, which will be especially critical as services, operations, and facilities grow in the coming years. Co-location will also increase opportunities for interdepartmental collaboration and innovation in responding to community needs.
- **Maximizing space efficiency.** Consolidating functions at a single site will provide more flexibility in order to support improved organizational agility as departments and work groups evolve and change over time.

Although detailed space planning for JCPL's systemwide functions was beyond this master plan's scope, a ballpark estimate of space needs was developed in order to gauge the feasibility and explore opportunities to implement this recommendation.

This master plan estimates that JCPL would need a facility of approximately 45,000 to 50,000 square feet to accommodate the functions currently located in the Administration wing at Lakewood Library, the Library Service Center, and the leased warehouse/shop facilities at W. 50th Avenue. JCPL should relocate and consolidate these functions in a more flexible and efficient Administration + Operations Center (AOC) facility with sufficient capacity for all departments. JCPL should conduct a more detailed study to refine the amount and type of space needed for an AOC.

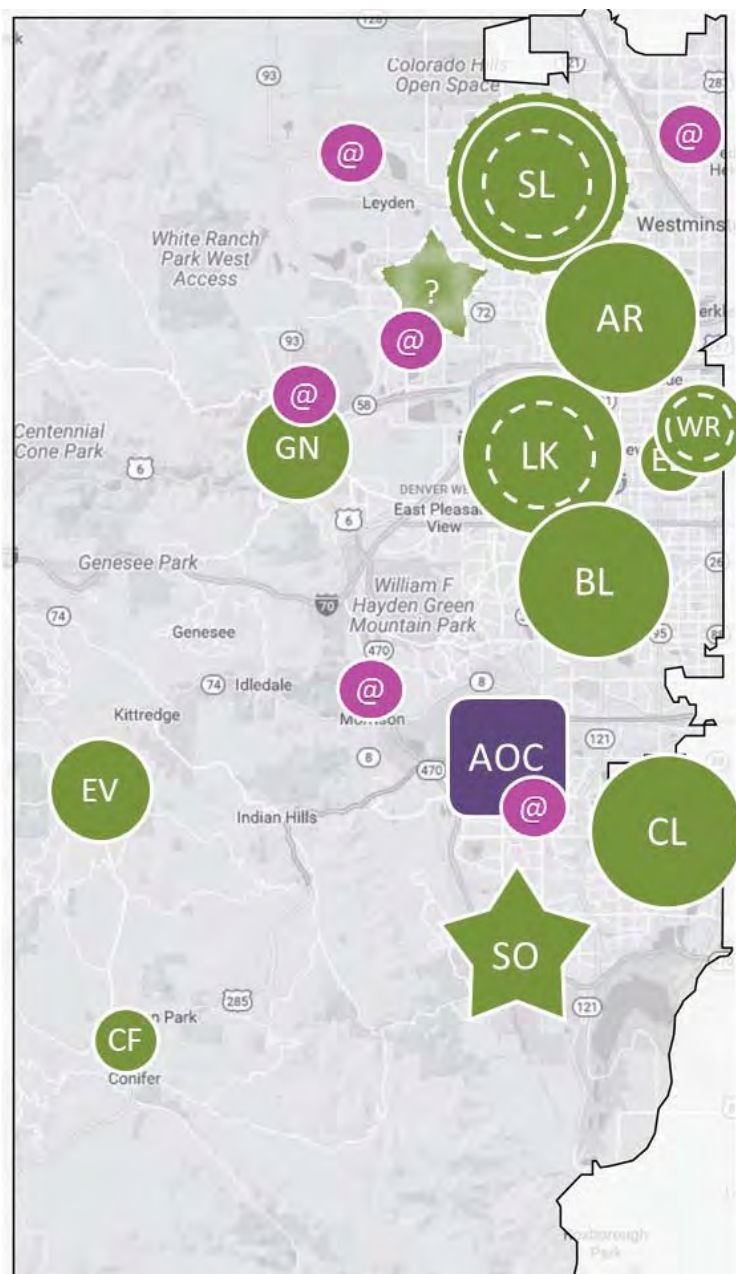
Opportunities to develop an AOC include the following.

- The Fehringer Ranch property appears to fulfill the capacity and location requirements for new construction of an AOC, if this project is an early priority for implementation.
- JCPL should also explore the availability and feasibility of alternate sites, including opportunities to acquire an existing building (such as an office building, grocery store, distribution center, etc.) for conversion to an AOC.
- The current Library Service Center site appears to lack sufficient capacity for a building, parking, and site circulation for all AOC functions. Further study may be warranted to confirm this assumption and/or determine whether some functions might remain at the LSC or if it should become a surplus asset.

It may be possible to develop an AOC in multiple phases over time, if needed. Relocating staff out of the east wing of the Lakewood Library is a particularly high priority.

MASTER PLAN SYSTEM BUILDOUT VISION

The buildout vision for the JCPL Facilities Master Plan is a network of up to 12 vibrant destination libraries serving a thriving Jefferson County community. JCPL's destination libraries will be enhanced with ASD strategies that increase access and impact in targeted community locations to be determined over time. Systemwide functions will be consolidated into centrally-located, operationally efficient, and cost-effective facilities that support excellent and sustainable operations.



MASTER PLAN BUILDOUT VISION

11-12 branch libraries

(1-2 net new)

- 0.5-0.6 SF/capita over 15-20 years
- full-service destination libraries
- leverage partnerships for space and services

alternative service delivery (ASD)

- leverage opportunities for increased access and impact
- (locations shown on map are placeholders)

consolidate systemwide services

- effective and space-efficient

RECOMMENDED FACILITIES PROJECTS**Arvada Library**

- Renovate building and site systems to address deferred maintenance and life cycle needs.
- Interior makeover to update the service model in public areas of the library (first and second floors).
- Explore opportunities for reorganizing the lower level to expand capacity for public service.

Belmar Library

- Renovate site and building systems to address deferred maintenance and life cycle needs.
- Interior makeover to update the library service model.
- Evaluate the feasibility of significant building expansion (minimum 5,000 square feet) to enhance capacity.

Columbine Library

- The Columbine Library reopened in 2017 after a major renovation and service model update. Other than ongoing maintenance, no major capital improvements are planned for this library during the Master Plan timeline.

Conifer Library

- The Conifer Library is owned by Jefferson County Public Schools, which is responsible for site and building maintenance.
- Explore opportunities to relocate the Conifer Library to a larger and/or more accessible space, as well as ASD strategies to enhance service.

Edgewater Library

- The Edgewater Library will move to a new, larger location in 2019. No renovation (other than ongoing maintenance) is planned for this library during this Master Plan timeline.

Evergreen Library

- Renovate building and site systems to address deferred maintenance and life cycle needs (including roof replacement).
- Interior makeover to update the service model in public areas of the library.

Golden Library

- The Golden Library underwent major renovation and a service model makeover in 2015. Other than ongoing maintenance, no major capital improvements are planned for the Golden Library during the Master Plan timeline.
- Although the current Golden Library does not provide as much space as might otherwise be recommended, expansion or replacement is not likely to be a cost-effective strategy for building capacity. This Master Plan recommends that JCPL evaluate ASD strategies to supplement the services available at the Golden Library.

Lakewood Library

- Renovate building and site systems to address deferred maintenance and life cycle needs (including roof replacement).
- Service model makeover and conversion of the east wing to public service space (once vacated by JCPL administrative and operations functions).

South County Library

- Develop a new destination library in south Jefferson County of at least 30,000 square feet; a larger facility is encouraged if financially feasible.
- Consider partnership opportunities for site acquisition and/or joint facility development.
- Consider opportunities to acquire an existing building for conversion to a library as an alternative to all-new construction.

Standley Lake Library

- Renovate the building to address deferred maintenance and life cycle needs, with interior makeover to update the library service model.
- Expand the building by at least 15,000 square feet to provide additional capacity for public service.
- Expansion may be achieved in multiple phases depending on system capacity needs and available funding.

Wheat Ridge Library

- The current Wheat Ridge Library space is owned by the Senior Resource Center, which is responsible for maintenance of site and building systems.
- Explore opportunities to relocate the Wheat Ridge Library into expanded space for increased service capacity and impact.

North County Additional Capacity

- As the population grows and residential development continues over time, JCPL should evaluate the needs, feasibility, and cost-effectiveness of building additional capacity in northern and northwest areas of the county. Capacity-building strategies may include significant expansion of the Standley Lake Library; a new destination branch library; and/or ASD and partnership strategies.

Administration + Operations Center

- JCPL should relocate and consolidate systemwide functions in a flexible and efficient Administration + Operations Center (AOC) facility. JCPL should conduct a detailed analysis of the amount and type of space needed for an AOC.



Flexible furnishings and shelving support a welcoming and comfortable environment that customers can tailor to meet their individual needs and preferences.

VISION FOR CUSTOMER EXPERIENCE IN JCPL FACILITIES

Jefferson County Public Library is committed to providing safe, convenient, and inviting places where customers can access information and resources and participate in community life. As recently demonstrated by the comprehensive makeover of the Columbine Library, JCPL is moving away from the past character of the public library as a warehouse of materials to one that reflects 21st century library roles promoting learning, discovery, creation, engagement, and more.

Examples of current best and emerging library design practice include:

- Consideration of the library as a “third place” or “community living room” for the public to feel welcome, spend time, and socialize when not at home, school, or work.
- Comfortable seating and flexible tables invite visitors to extend their stay at the library, and encourage group collaboration.
- Distinct, attractive children’s areas that delight the youngest library patrons.
- Well-equipped maker spaces, craft areas, and/or media production facilities that offer opportunities for creative and experiential learning.
- Collaborative spaces from open commons to group study and conference rooms of varying capacity to promote literacy, community engagement, and support for entrepreneurs and small businesses.
- Technology-rich spaces — with library-provided audio-visual and computer resources as well as support for customer provided devices — that provide the tools needed for modern day study and work.
- Merchandising presentation to make materials more accessible and browsable.

Images on pages 26-28 are courtesy of Group 4.

Functionality and Sustainability

To support excellent service for decades to come, library spaces must be durable, easy to maintain, and environmentally and operationally sustainable. Quality materials will keep the building looking fresh and welcoming. Each project should be evaluated for ambitious energy conservation goals which have the added benefit of lowered utility costs. Materials should be considered for both recycled content and impact on indoor air quality.

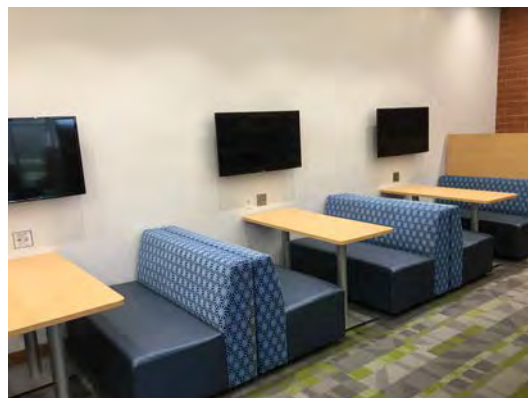
Strategies to enhance functionality include:

- Excellent wayfinding and sightlines that make it easy for customers and staff to interact.
- Access to power at every seat, enabling patrons to spend more time in the library working or browsing on their own devices.
- Single point of service desks (combining traditionally separate reference and circulation services).
- Labor-saving technologies such as automated materials handling equipment.
- Ample short-term parking spaces for convenient drop off and pickups as well as general parking to support longer library visits.

Flexibility

Rather than single-purpose rooms that sit empty for much of the day, spaces in the library should maximize use by supporting a variety of activities. Features such as sliding glass walls, shelving on wheels or casters, and movable white boards make spaces adaptable to different uses and age groups from hour to hour.

Libraries should also be highly adaptable, with building systems that facilitate reorganization over time in response to changing community needs over the years. Investments in long term flexibility such as column-free spaces and raised floors should be evaluated on every project.



Flexible collaboration spaces at the Columbine Library provide comfortable seating and connections for power and display.



Retractable glass doors enhance the flexibility of the Columbine Library meeting room to accommodate varied activities and group sizes. Depending on the need, the meeting room can be opened up to the main reading area or to the maker space — or to both.



A technology-rich media lab is an example of a signature service that JCPL can consider implementing in improved and expanded branches.



Top: Comfortable seating and windows provide great views and places to read.

Above: Generous aisles and seating interspersed with shelving makes the collections far more accessible and easy to browse.

Signature Design

Customers entering the library should experience wonder and delight at all that is on offer. The primary impression in this vibrant, community-oriented place should be of people – including family, friends, and neighbors as well as skilled, helpful staff. A high degree of transparency in the building envelope makes libraries inviting, filling interior spaces with light and views.

Attractive, well-designed outdoor spaces provide opportunities for the community to enjoy library services during pleasant weather. Children are able to express their exuberance in protected gardens, while teens and adults read, socialize, and perhaps even turn a spade in a pleasant, shaded terrace.

Interior “branding” of library spaces communicates that each branch is part of the JCPL family, while providing opportunities to develop a unique design that reflects and connects to its community. Dynamic and different furnishings provide a variety of settings for reading, work, study, collaboration, and socializing that the community may not be able to find anywhere else.

Design Process

Each proposed library improvement project will go through a programming and design process that will be enriched through community and staff input. Each project will be planned in consideration of its nearby libraries and will contain many similar features but may also have unique or complementary features to serve the overall system best.

CAPITAL BUDGETS AND RESOURCES

This Master Plan recommends the renovation of more than 130,000 square feet of existing library facilities, as well as significant expansion and new construction of more than 150,000 additional square feet to make up for the current space deficit and build capacity for future population growth. While the recommendations represent a relatively modest and cost-effective approach to addressing maintenance needs while building capacity for future population growth, implementation of the recommended projects will still require a significant financial investment.

In 2018 dollars, the overall capital program recommended in this Master Plan is budgeted at more than \$100 million. This budget includes general allowances for design/engineering fees and other owner costs as well as the “hard” costs of site and building construction, furniture, shelving, and technology infrastructure. Property acquisition costs are not included in this budget, nor are potential proceeds from disposition of surplus assets (if any). Additional staffing, operations, and maintenance costs at new and expanded libraries are also excluded from this overall capital program budget, as are ongoing capital maintenance throughout JCPL’s facilities.

Because of the flexible nature of this Master Plan and the recommended projects, detailed budgets were not developed for individual projects. Project-specific budgets should be developed as each project is defined and designed, and revisited regularly to ensure that construction market changes and anticipated escalation are reflected. This will support accurate and informed planning and budgeting for projects through JCPL’s CIP.

Fortunately, as of early 2018, JCPL has financial reserves available to begin working on the first capital projects. Even though its expenditures will increase as the organization grows and operating costs rise, JCPL is optimistic that revenue generated through the mill levy can support the recommended facilities projects and reaching the 0.5 square feet per capita public space threshold over a 15 to 20 year timeframe. Supplemental capital funds may provide opportunities for JCPL to shorten the implementation timeframe and/or pursue a higher public space per capita target.



Opportunities for Admin/Operations Center

Options

- Option A: new construction @ Fehringer Ranch site
 - include public service elements (e.g., kiosk for materials pickup/dropoff; meeting/program room)
 - can potentially develop in phases
 - can use a mix of building types – e.g., prefabricated
- Option B: acquire alternate site with sufficient capacity and central location
 - new construction or acquire an existing building for adaptive reuse
 - public service elements?



FACILITIES PROJECT SEQUENCING

Based on known priorities at the time of this Master Plan, the recommended facilities projects are proposed for implementation in three “phases” as listed below. Each phase includes both renovation and capacity-building projects, in order to achieve progress toward both goals. JCPL need not necessarily wait for all projects in each phase to be completed before initiating the next phase. Depending on resources and capacity, JCPL may well be able to manage and overlap phases such that the community sees continuous improvements without interruption over the implementation timeline of the plan.

The list of projects within each phase is ordered alphabetically, and is not meant to suggest any particular priority or sequence. JCPL will determine the sequence of projects within each phase to reflect individual project requirements and budgets, available funds, staff capacity, strategic priorities, and other considerations. JCPL may also choose to resequence projects within or between phases in response to changing opportunities, conditions, and resources over time.

The timeframe shown for each phase is a preliminary estimate based on estimated project budgets and revenue projections. The actual time to complete each phase will depend on a variety of factors, such as available capital funds, individual project budgets and development schedules, JCPL staff capacity to manage multiple projects simultaneously, branch closure management, etc.

Phase 1 projects — begin 2018

- Belmar Library renovation
- Evergreen Library renovation
- Standley Lake Library renovation/expansion
- South County new branch — minimum 30,000 square feet

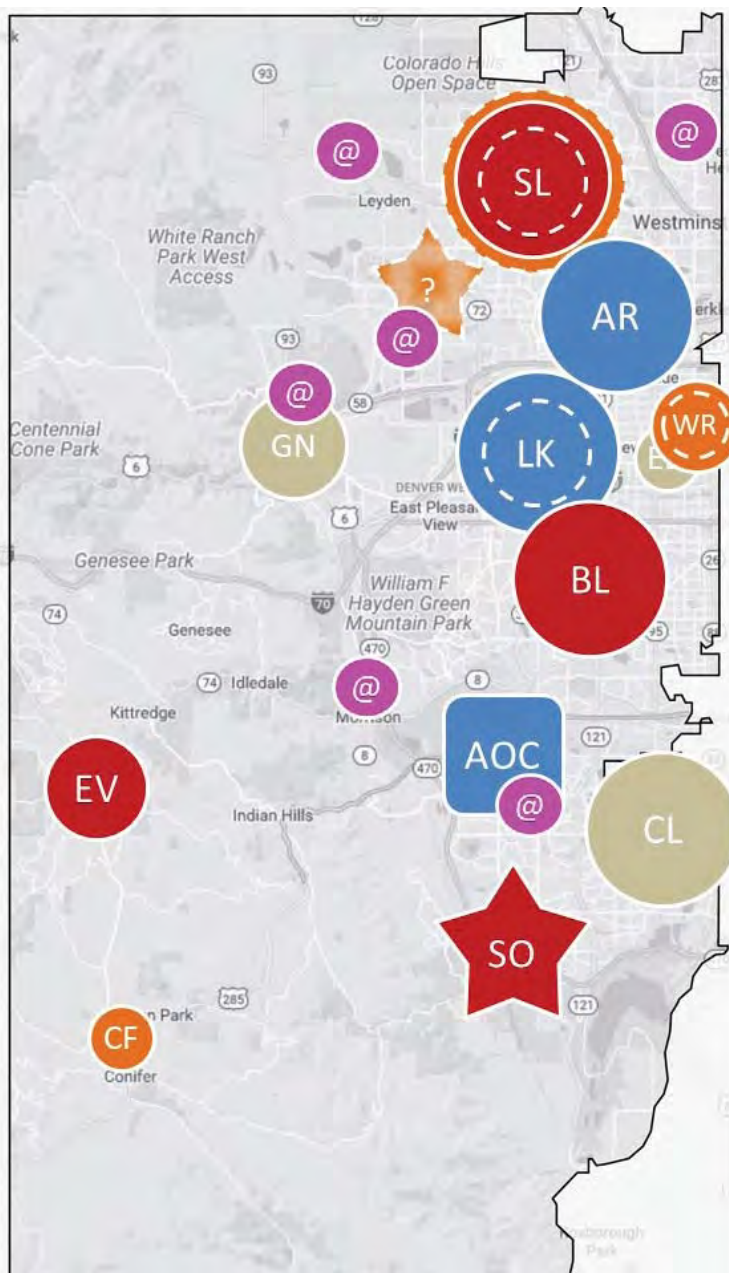
Phase 2 projects — begin ~2023-2025

- Administration/Operations Center relocation/consolidation
- Arvada Library renovation
- Lakewood Library renovation/expansion into east wing

Phase 3 projects — begin ~2030-2032

- Conifer Library relocation/expansion
- North County additional capacity strategy
- Wheat Ridge Library relocation/expansion





MASTER PLAN PROJECTS

Phase 1 ~ begin 2018

- Belmar renovation (expansion opportunity?)
- Evergreen renovation
- New South County library *adds capacity* **adds staff**
- Standley Lake expansion *adds capacity*
- +ASD opportunities

Phase 2 ~ begin 2023-2025

- Admin + Operations Center (AOC) w/ASD
- Arvada renovation
- Lakewood renovation/expansion *adds capacity* (**adds staff**?)
- +ASD opportunities

Phase 3 ~ begin 2030-2032

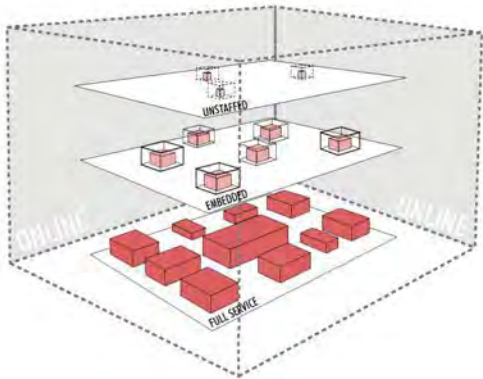
- Conifer remodel/relocate
- Add capacity in North County – strategy and location TBD (ASD, additional expansion @ SL, new branch?)
- Wheat Ridge remodel/relocate
- +ASD opportunities

ongoing capital maintenance at all branches will also continue

Alternative service delivery (ASD)

	Browsing	Pick-up	Technology	Places Programs	Hours	Cost capital/ops
Large Branch	+++	++	+++	+++	+++	\$\$\$
Small Branch	++	++	++	+	++	\$\$
Embed	+	++	+	++	+	\$
Pop-up	+	++	+	+	+++	\$
Kiosk	+	++	o	o	+++	\$

INSIDE | OUTSIDE | ONLINE



ASD STRATEGIES AND IMPLEMENTATION

This Master Plan encourages JCPL to leverage alternative service delivery (ASD) strategies to complement and enhance its services available through its library branches and outreach programs, but does not include a set of specific recommendations for ASD in the same way that it recommends facilities projects.

Defining impacts, requirements, and capital and operating budgets for each ASD strategy will be important for JCPL in communicating with potential partners, stakeholders, and the community about opportunities. JCPL should continue to refine its framework and criteria for evaluating ASD needs and opportunities. JCPL should also clarify the measures and criteria it will use to evaluate whether ASD strategies – individually and overall – are achieving their service targets and impact goals.



Library materials pickup and online service access point in the Olathe Community Center in Olathe, Kansas. Photo courtesy of Group 4.

SITE CRITERIA

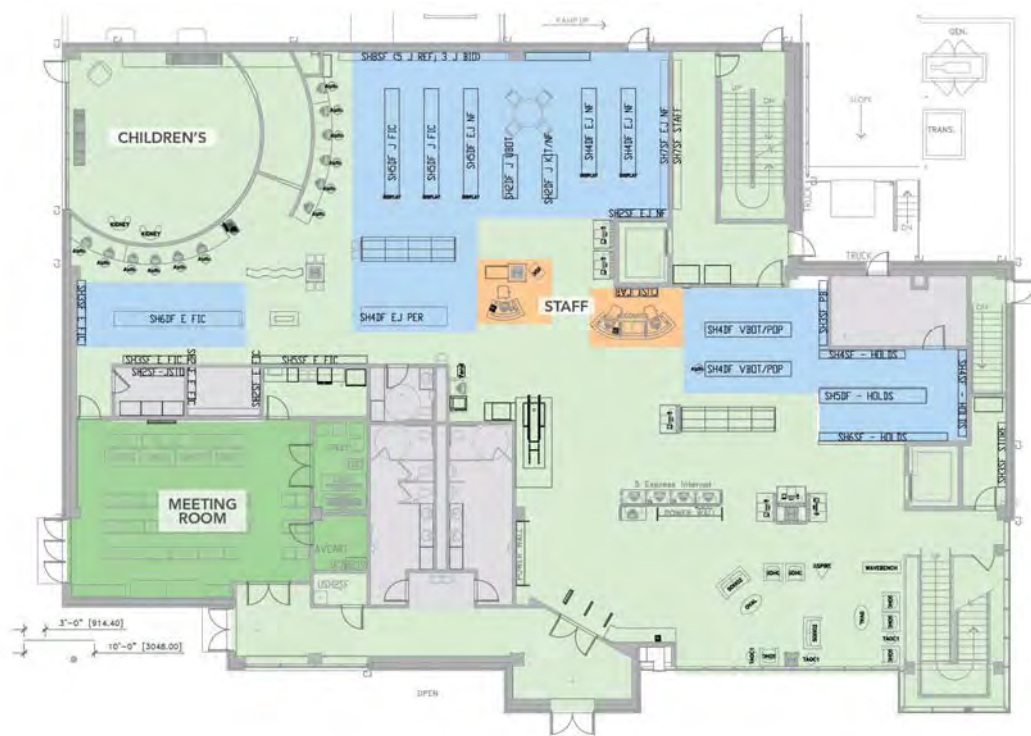
Some of the recommended projects will require JCPL to find new or alternate locations for some of the branch libraries. Considerations for identifying appropriate sites include:

- **Site capacity.** New sites should have enough buildable area to accommodate the library building, outdoor amenities (such as patio seating and children's story gardens), landscaping, and parking. The Belmar and Columbine library sites demonstrate that approximately 4 to 5 acres is sufficient for a single-story building of around 30,000 square feet with on-site surface parking. Additional site capacity is recommended for larger buildings and to preserve the flexibility for future expansion. Smaller sites may require more compact development, such as a multi-story library building (which may be more expensive to operate over time) and/or a multi-level parking garage.
- **Compatibility with adjacent uses.** Some uses, such as parks and community/cultural centers, are excellent neighbors that increase community awareness and use of library services. If identified early, there may even be opportunities to develop shared facilities in order to increase service, decrease development costs, and optimize operational costs over time. Co-location with commercial/retail uses, civic facilities, and large mixed-use developments may offer opportunities for shared parking strategies.
- **Site visibility and accessibility.** Sites should have a high degree of visibility and accessibility from major travel corridors. Each of JCPL's facilities is an important member of the countywide network, and should feel accessible and welcoming to all county residents. Co-location with other partners/uses is acceptable and even encouraged, so long as the library is prominently located and highly visible on the site.
- **Cost.** The Library will need to evaluate the cost of acquiring specific properties against the benefits they offer, including ongoing service and operational considerations. A property with a higher pricetag may actually be a great value if it can support a building that will be less expensive to staff and maintain over time. A property with a lower acquisition cost may prove less of a bargain if it requires a more expensive building solution (such as under-building parking) or a less efficient operational model.
- **Availability.** JCPL may decide to delay or accelerate certain projects depending on the availability of appropriate sites. JCPL should evaluate the availability and feasibility of acquiring properties with existing buildings that can be adapted cost-effectively. There are many examples of a broad range of building types – including offices, retail spaces, and even warehouses – being transformed into modern, attractive, and operationally efficient public libraries as well as operations center/support facilities.

ARVADA



Second Floor

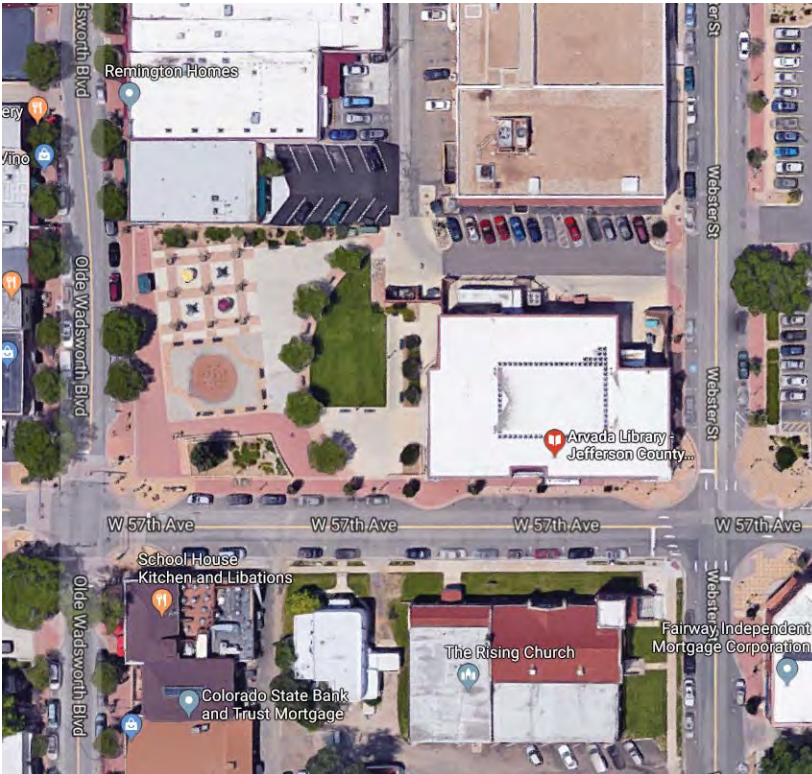


First Floor



Basement
N.T.S.

Note: part of basement is used for system-wide services.



ARVADA LIBRARY RECOMMENDATIONS

- Renovate building and site systems to address deferred maintenance and life cycle needs.
- Interior makeover to update the service model in public areas of the library (first and second floors).
- Explore opportunities for reorganizing the lower level to expand capacity for public service.

Building Data

Year built: 2006

Public service area allocation: ~29,200 SF (third largest in JCPL system)

Total building size: ~34,200 GSF

2017 Statistics

- 332,811 total visits (ranked #4)
- 581,652 circulation (ranked #4)
- 25,202 program attendees

BELMAR



Floor Plan
N.T.S



BELMAR LIBRARY RECOMMENDATIONS

- Renovate site and building systems to address deferred maintenance and life cycle needs.
- Interior makeover to update the library service model.
- Evaluate the feasibility of significant building expansion (at least 5,000 square feet; preferably more) to enhance capacity.

Building Data

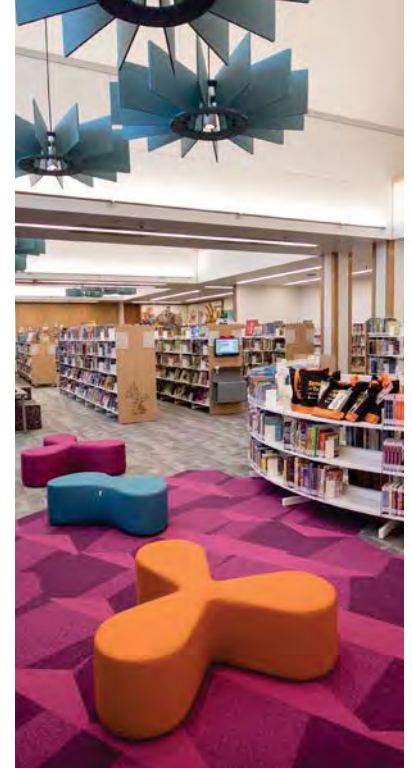
Year built: 2006

Total area: ~31,500 GSF (largest public service allocation in JCPL system)

2017 Statistics

- 505,086 total visits (ranked #1); most visits per open hour of any JCPL branch
- 1,062,140 circulation (ranked #1); highest circulation per open hour in JCPL system
- 34,453 program attendees (ranked #2)

COLUMBINE



Floor Plan
N.T.S



COLUMBINE LIBRARY RECOMMENDATIONS

- The Columbine Library reopened in 2017 after a major renovation and service model update.
- Other than ongoing maintenance, no major capital improvements are planned for this library during the master plan timeline.

Building Data

Year built: 1989

Remodeled: 2017

Total area/public service allocation:
~30,000 GSF (second largest in JCPL system)

2017 Statistics

Note: Columbine Library was closed for renovation for part of 2017

- 395,801 total visits (ranked #2); second most visits per open hour of any JCPL branch
- 885,123 circulation (ranked #2); second highest circulation per open hour in JCPL system
- 36,239 program attendees (ranked #1); highest average attendance per program

2016 Statistics

- 486,947 total visits (ranked #1)
- 1,112,429 circulation (ranked #1)
- 42,156 program attendees (ranked #1)

CONIFER



Building Data

Opened in current location: 1996

Public service SF: ~8,900 SF

2017 Statistics

- 50,117 total visits
- 148,987 circulation
- 2,017 program attendees



CONIFER LIBRARY RECOMMENDATIONS

- The Conifer Library space is owned by Jefferson County Public Schools, which is responsible for site and building maintenance.
- Explore opportunities to relocate the Conifer Library to a larger and/or more accessible space, as well as ASD strategies to enhance service to the community.



EDGEWATER



EDGEWATER LIBRARY RECOMMENDATIONS

- The Edgewater Library will move to a new, larger location in 2019. Conceptual floor plan (courtesy Jefferson County Public Library) is shown above.
- No renovation (other than ongoing maintenance) is planned for this library during this master plan timeline.

Building Data

Current location is ~1,200 SF; occupied by JCPL since 1987

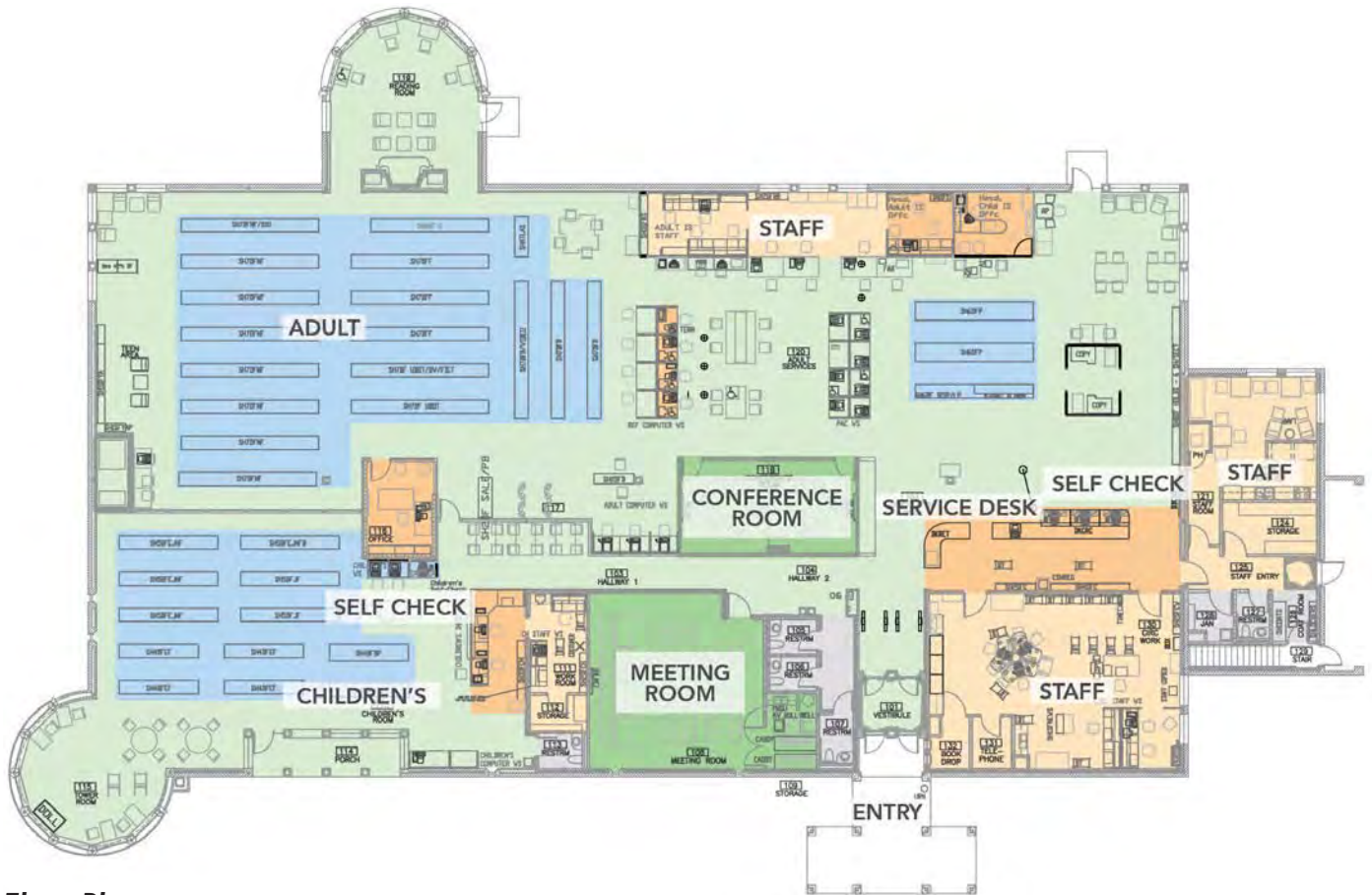
New location (opening 2019) will be a ~10,000 SF tenant space

2017 Statistics

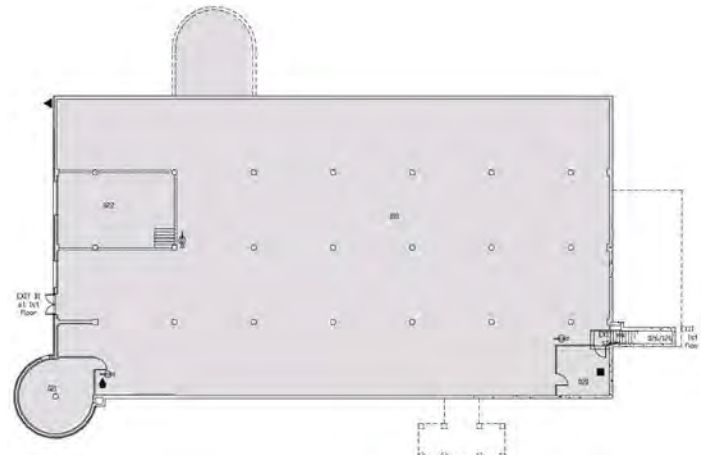
- 66,989 total visits
- 93,896 circulation
- 4,043 program attendees



EVERGREEN



Floor Plan
N.T.S



Basement Plan
N.T.S



EVERGREEN LIBRARY RECOMMENDATIONS

- Renovate building and site systems to address deferred maintenance and life cycle needs (including roof replacement).
- Interior makeover to update the service model in public areas of the library.

Building Data

Year built: 1993

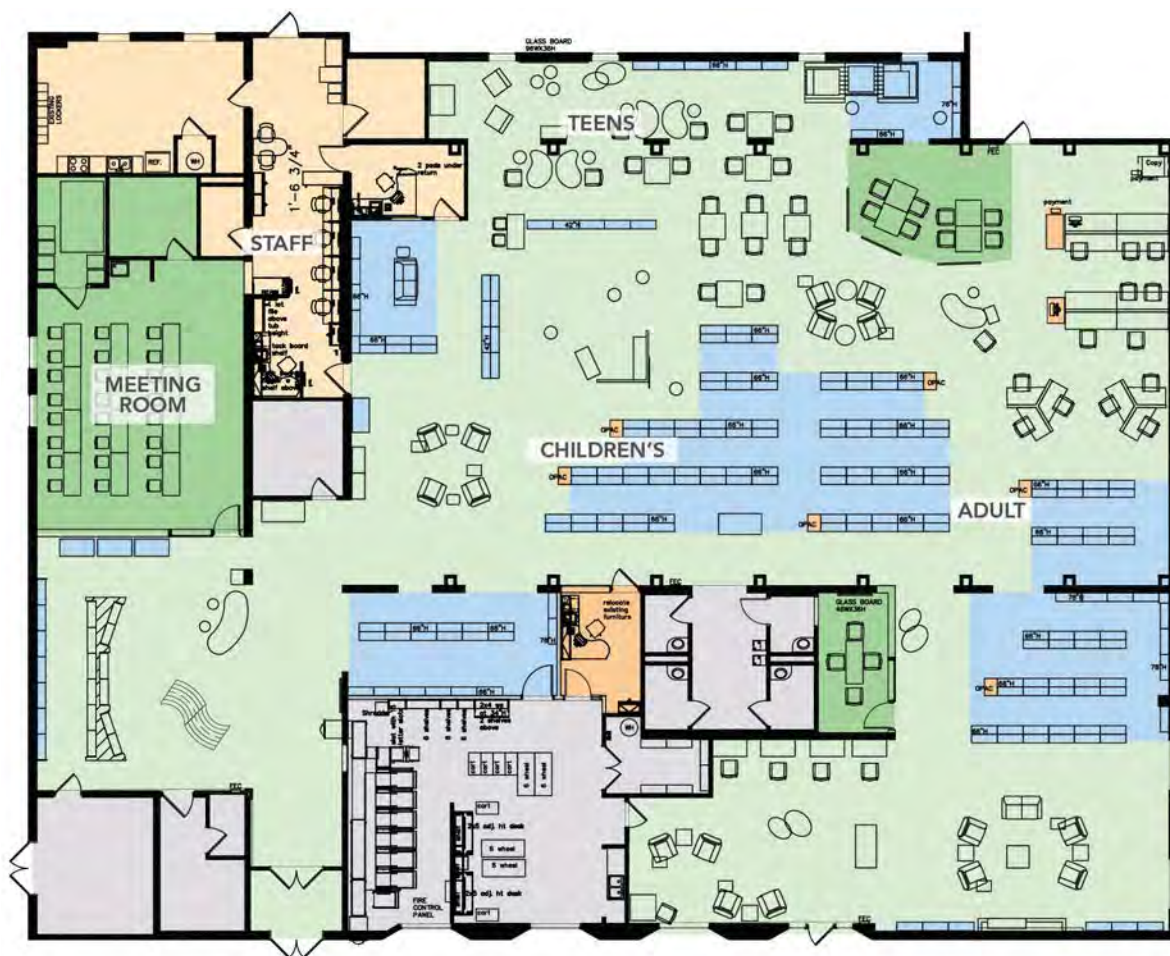
Public service area allocation: ~15,000 SF

Total building area: ~27,400 GSF

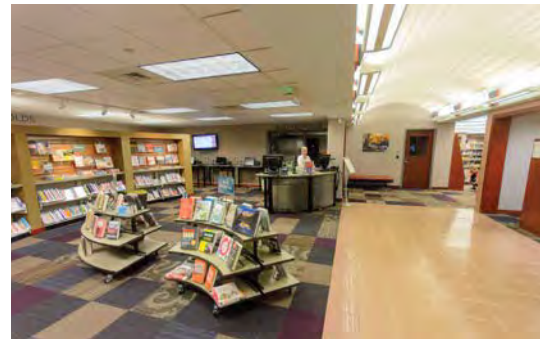
2017 Statistics

- 186,543 total visits
- 386,295 circulation
- 16,422 program attendees

GOLDEN



Floor Plan
N.T.S



GOLDEN LIBRARY RECOMMENDATIONS

- The Golden Library underwent major renovation and a service model makeover in 2015. Other than ongoing maintenance, no major capital improvements are planned for this library during the master plan timeline.
- Although the current Golden Library does not provide as much space as might otherwise be recommended, expansion or replacement is not likely to be a cost-effective strategy for building capacity. This Master Plan recommends that JCPL evaluate ASD strategies to supplement the services available at the Golden Library.

Building Data

Occupied by JCPL since: 1996

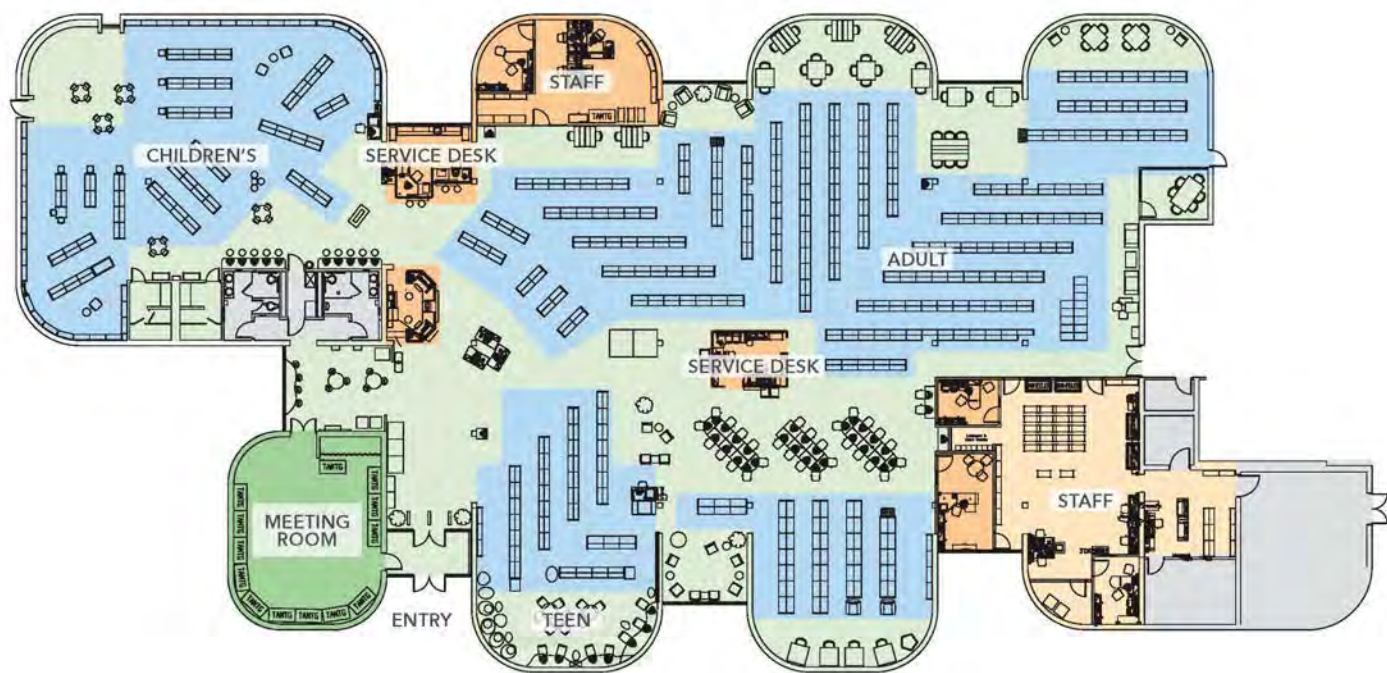
Renovated 2016 with new service model

Total area/public service allocation:
~13,500 GSF

2017 Statistics

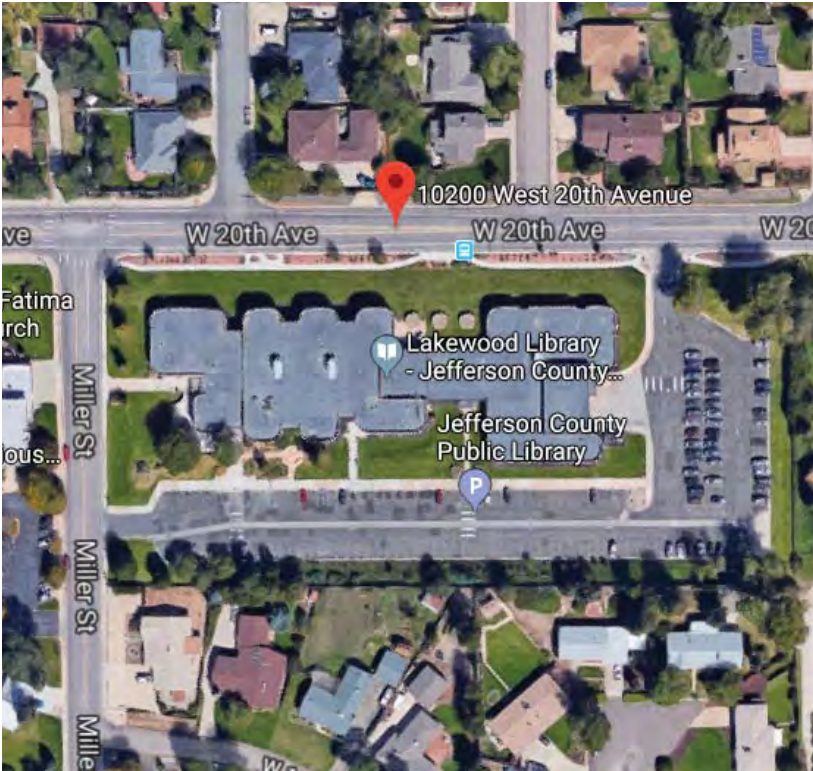
- 286,062 total visits
- 474,872 circulation
- 27,851 program attendees

LAKEWOOD



Floor Plan
N.T.S

LAKEWOOD



LAKEWOOD LIBRARY RECOMMENDATIONS

- Renovate building and site systems to address deferred maintenance and life cycle needs (including roof replacement).
- Service model makeover and conversion of the east wing to public service space (once vacated by JCPL administrative and operations functions).

Building Data

Occupied by JCPL since: 1976

Total area/public service allocation:
~24,900 GSF

2017 Statistics

- 319,619 total visits
- 593,785 circulation
- 20,472 program attendees

STANDLEY LAKE



Floor Plan
N.T.S

STANDLEY LAKE



STANDLEY LAKE LIBRARY RECOMMENDATIONS

- Renovate the building to address deferred maintenance and life cycle needs, with interior makeover to update the library service model.
- Expand the building by at least 15,000 square feet (more is encouraged) to provide additional capacity for public service.
- Expansion may be achieved in multiple phases depending on system capacity needs and available funding.

Building Data

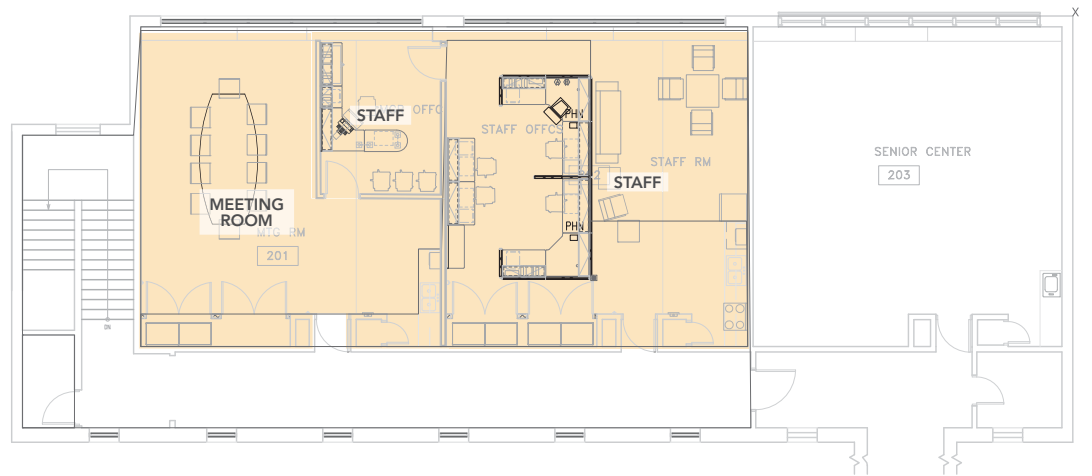
Year built: 1991

Total area/public service allocation:
~29,100 GSF

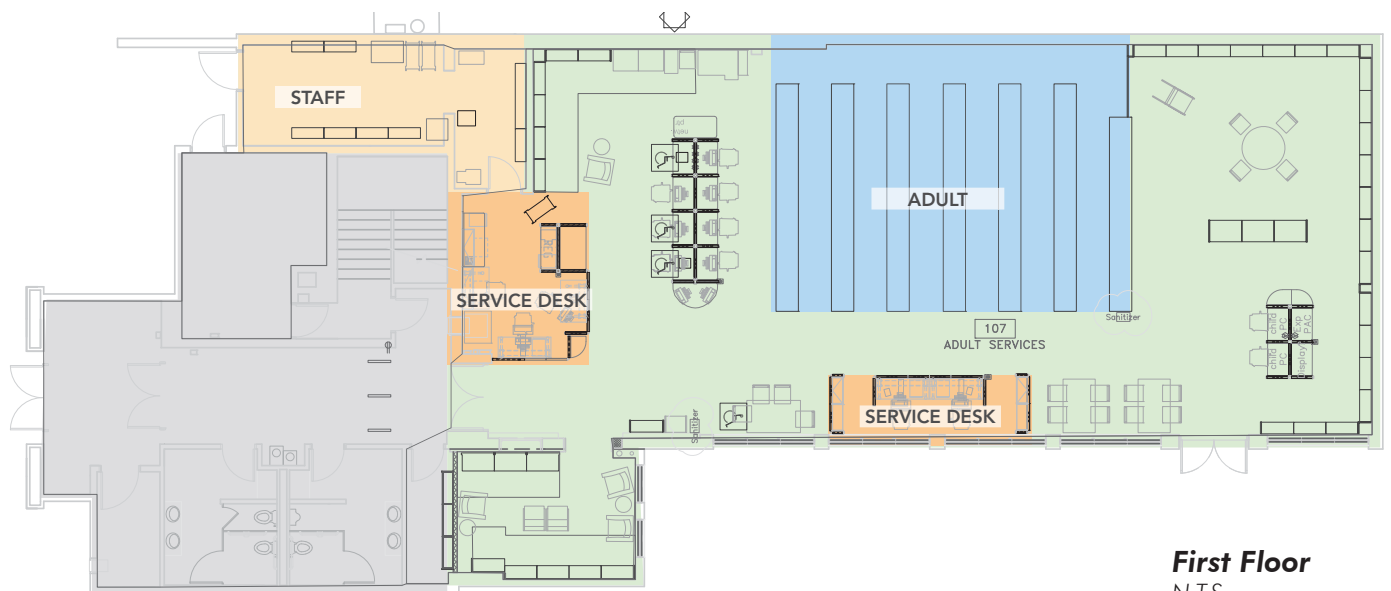
2017 Statistics

- 353,008 total visits (ranked #3); third highest rate of visits per open hour
- 873,282 circulation (ranked #3); third highest circulation per open hour
- 31,761 program attendees (ranked #3); second highest average attendance per program

WHEAT RIDGE



Second Floor
N.T.S



First Floor
N.T.S



WHEAT RIDGE LIBRARY RECOMMENDATIONS

- The current Wheat Ridge Library is owned by the Senior Resource Center, which is responsible for maintenance of site and building systems.
- Explore opportunities to relocate the Wheat Ridge Library for increased service capacity and impact.

Building Data

Space occupied by JCPL since: 1979

Total public service allocation:
~6,500 SF

2017 Statistics

- 92,220 total visits
- 135,410 circulation
- 5,297 program attendees

Operational Updates

Employee Relations & Development

administration

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

jeffcolibrary.org



To: Pam Nissler, Executive Director
From: Sandie Coutts, Director of Employee Relations & Development
Date: February 15, 2018
RE: Organizational Analysis – Phase 1

At the February 8, 2015 Library Board Study Session, the Board was presented with information related to Phase 1 of the Organizational Analysis implementation plan.

The recommendation is that we increase our authorized positions by 13.5 FTE in 2018 to address our most urgent staffing needs:

- 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.

Action Requested:

I recommend that the Library Board of Trustees approve the Briefing Paper to Increase Library FTE Positions by 13.5 and authorize the Library to request a place on the Board of County Commissioners Business/Hearing Agenda in March to present the Briefing Paper.

Operational Updates

Finance Department

memorandum



to: Pam Nissler, Executive Director
from: Gloria Overholt, Interim Director of Finance & Budget
re: Finance Monthly Report - Budget to Actual Tables
2018 Budget Transfer
Date: February 15, 2018

A. Budget to Actual Tables

The Budget to Actual Tables for January 2018 will be forwarded before the meeting, and will include the analysis discussion.

B. 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.

In order to accomplish Phase 1 of the Organizational Analysis a formal budget transfer must be authorized by the Board of Trustees. Phase 1 detail was presented to the Board at the February 8, 2018 Study Session.

Action Item: Authorize the transfer of \$1.2 million from line item Library Books and Materials to Salaries and Benefits in the appropriate business units in the amount of \$732,093 and to the Contingency business unit in the amount of \$467,907.



Jefferson County
PUBLIC LIBRARY

memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Interim Director of Finance & Budget
re: Finance Monthly Report - Budget to Actual Tables
Budget Transfer Approvals
date: February 15, 2018

A. **Budget to Actual Tables**

The Budget to Actual Tables for January are attached. The month of January does not typically show much activity as many of the transactions that occur in January are accrued back to 2017. The most up-to-date transactions for 2017 are also included in the tables for your reference.

Property Tax revenues will begin to come in closer to the end of the first quarter.

Salaries and benefits are posted through the month of January, however, a portion of those transactions are accrued back to 2017 as the hours worked were actually in 2017.

B. **Budget Transfers**

A budget transfer is requested for 2017 and the Carry-forward from 2017 to 2018 is also being requested.

2017 Budget Transfer – A transfer from contingency in the amount of \$51,870 is requested to cover the costs of the sorter maintenance charges in 2017.

2018 Carryforward – A budget amendment is requested to carry forward funds in specific capital projects that will be spent in 2018. At the November 2017 Board meeting staff included in the monthly financial report information concerning a possible carry forward budget amendment would be needed in early 2018. The Columbine Library Project is an addition to the original projects identified as carry-forward projects. A total amendment of \$1,060,751 is requested for the following projects:

- | | |
|---|-----------|
| • Project 16-10 Intranet/Records Management | \$ 51,282 |
| • Project 16-16 Columbine Library Remodel | \$798,342 |
| • Project 17-01 Evergreen HVAC Rebuild | \$ 57,536 |
| • Project 17-07 Edgewater Library Tenant Finish | \$122,631 |
| • Project 17-11 Long Range Facility Master Plan | \$ 30,960 |

Funds will be transferred from fund balance.

memorandum



Action Item: I recommend that the Library Board of Trustees authorize the Executive Director to transfer \$51,870 from 2017 Contingency to Business Unit 70060 IT in the amount of \$51,870 for software maintenance agreements expended in 2017.

Action Item: I recommend that the Library Board of Trustees authorize the Executive Director to submit a carry-forward budget amendment in the amount of \$1,060,751.

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2018 ACTUAL TO BUDGET

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Budget	YTD Actual 01/31/2018	\$ Variance 2018 Budget	Budget to Actual %
Sources of Funds	4.500		4.000			
Revenues						
Taxes						
Property Tax - Operating	\$ 34,728,137	\$ 34,631,343	\$ 35,613,839	\$ -	\$ (35,613,839)	-100%
Property Tax - Capital	1,664,831	1,668,527	1,673,653	-	-	
Total Taxes	\$ 36,392,968	\$ 36,299,870	\$ 37,287,492	\$ -	\$ (37,287,492)	-100%
Federal & State Grants	\$ 130,000	\$ 131,272	\$ 133,000	\$ -	\$ (133,000)	-100%
Fines & Fees	792,970	693,585	530,850	35,803	(495,047)	-93%
Other Revenue	546,220	728,283	329,400	65,610	(263,790)	-80%
Total Other Revenues	\$ 1,469,190	\$ 1,553,140	\$ 993,250	\$ 101,413	\$ (891,837)	-90%
Sub Total Revenues	\$ 37,862,158	\$ 37,853,010	\$ 38,280,742	\$ 101,413	\$ (38,179,329)	-100%
Fund Balance Activity						
Transfer from FB - Operating	\$ -	\$ -	\$ -	\$ 2,231,474	(2,231,474)	NA
Transfer from FB - Capital Projects	2,173,025	3,609,865	2,885,293	-	2,885,293	NA
Transfer to Fund Balance		(800,783)	-	-	-	NA
Total Sources of Funds	\$ 40,035,183	\$ 37,052,227	\$ 41,166,035	\$ 2,332,887	\$ (38,833,148)	-94%
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 12,592,392	\$ 12,430,917	\$ 13,006,602	\$ 701,956	\$ (12,304,646)	-95%
Benefits	3,793,380	3,639,662	4,037,798	219,594	(3,818,204)	-95%
Total Salaries & Benefits	\$ 16,385,772	\$ 16,070,578	\$ 17,044,400	\$ 921,550	\$ (16,122,850)	-95%
Library Books & Materials	\$ 8,349,727	\$ 8,300,671	\$ 9,493,119	\$ 957,387	\$ (8,535,732)	-90%
Supplies	1,287,301	1,097,651	1,460,309	29,866	(1,430,443)	-98%
Operating Capital	12,000	-	120,000	-	(120,000)	-100%
Other Services & Charges	3,784,203	3,183,999	4,422,776	338,836	(4,083,940)	-92%
Internal Transactions /Cost Allocation	1,599,551	1,601,697	1,748,514	83,705	(1,664,809)	-95%
Total Operating Expenditures	\$ 31,418,554	\$ 30,254,598	\$ 34,289,118	\$ 2,331,344	\$ (31,957,774)	-93%
Financing & Debt Service	\$ 1,548,403	\$ 1,519,238	\$ 1,486,667	\$ -	\$ (1,486,667)	-100%
Capital Development Fund	\$ 7,068,226	\$ 5,278,392	\$ 5,390,250	\$ 1,543	\$ (5,388,707)	-100%
Total Uses of Funds	\$ 40,035,183	\$ 37,052,227	\$ 41,166,035	\$ 2,332,887	\$ (38,833,148)	-94%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2018 ACTUAL TO BUDGET

	2017 Budget	2017 Actual	2018 Budget	YTD Actual 01/31/2018	Year End Projected Fund Balance
Beginning Fund Balance	\$ 13,779,031	\$ 13,108,503	\$ 13,779,031	\$ 13,909,284	\$ 13,909,284
Revenues	\$ 36,197,327	\$ 36,184,482	\$ 36,607,089	\$ 101,413	\$ 36,607,089
Capital Funding	1,664,831	1,668,527	4,558,946	-	4,558,946
Total Revenues	\$ 37,862,158	\$ 37,853,009	\$ 41,166,035	\$ 101,413	41,166,035
Expenditures					
Operating Expenditures	\$ 31,418,554	\$ 30,254,598	\$ 34,289,118	\$ 2,331,344	\$ 34,289,118
Debt Service	1,548,403	1,519,238	1,486,667	-	1,486,667
Capital Projects	7,068,226	5,278,392	5,390,250	1,543	5,390,250
Total Expenditures	\$ 40,035,183	\$ 37,052,227	\$ 41,166,035	\$ 2,332,887	\$ 41,166,035
Increase/(Decrease) in Fund Balance	\$ (2,173,025)	\$ 800,782	\$ -	\$ (2,231,474)	-
Ending Fund Balance	\$ 11,606,006	\$ 13,909,284	\$ 13,779,031	\$ 11,677,810	\$ 13,909,284

Fund Balance Policy Calculation					
	2017 Budget		2018 Budget		
16% - Current Year Budgeted Revenues	\$ 6,057,945		\$ 6,586,566		
9% - Current Year Budgeted Revenues - Uncertainty	3,407,594		3,704,943		
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 9,465,539		\$ 10,291,509		
50% of Current Year Budgeted Revenues	\$ 18,931,079		\$ 20,583,018		
Total Maximum F/B Reserve Requirements (CEILING)	\$ 18,931,079		\$ 20,583,018		
Above/(Below) Minimum (FLOOR)	\$ 2,140,467		\$ 3,487,522		
Above/(Below) Maximum (CEILING)	\$ (7,325,073)		\$ (6,803,987)		

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2018 ACTUAL TO BUDGET

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Budget	YTD Actual 01/31/2018	Projected Year-End 2018	Variance 2018 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 35,331,413	\$ 35,409,860	\$ 35,518,639	\$ -	\$ 35,518,639	-100%
Delinquent Taxes	50,124	43,327	96,167	-	96,167	-100%
Prior Year Cancellations	(76,556)	(141,745)	(27,635)	-	(27,635)	-100%
Urban Renewal	(606,610)	(700,288)	-	-	-	NA
Penalties & Interest	29,766	20,189	26,668	-	26,668	-100%
Total Taxes	\$ 34,728,137	\$ 34,631,343	\$ 35,613,839	\$ -	\$ 35,613,839	-100%
Federal & State Grants	\$ 130,000	\$ 131,272	\$ 133,000	\$ -	\$ 133,000	-100%
Library Fines	639,500	568,585	395,800	29,192	394,800	-93%
Charges for Services	153,470	125,000	135,050	6,611	135,050	-95%
Investment Income	149,200	368,208	241,400	68	241,400	-100%
Contributions from Private Sources	200,000	103,781	30,000	-	30,000	-100%
Foundation - Donations	-	-	-	45,200	45,200	NA
Other Revenue	197,020	256,294	58,000	20,342	58,000	-65%
Total Revenues	\$ 36,197,327	\$ 36,184,483	\$ 36,607,089	\$ 101,413	\$ 36,606,089	-100%
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 11,398,213	\$ 10,691,940	\$ 11,712,233	\$ 612,536	\$ 11,712,233	-95%
Awards & Bonuses	100,000	-	120,000	-	120,000	-100%
Termination Pay	-	42,066	-	1,336	-	0%
Temporary Salaries	1,946,245	1,695,665	2,060,789	88,084	2,060,789	-96%
Overtime	13,900	1,246	14,130	-	14,130	-100%
Vacancy Savings	(865,966)	-	(900,550)	-	(900,550)	-100%
Benefits	3,793,380	3,639,662	4,037,798	219,594	4,037,798	-95%
Total Salaries & Benefits	\$ 16,385,772	\$ 16,070,579	\$ 17,044,400	\$ 921,550	\$ 17,044,400	-95%
Library Books & Materials	\$ 6,900,603	\$ 6,312,062	\$ 8,102,000	\$ 385,725	\$ 8,102,000	-95%
Library Computer Materials	1,317,744	1,860,275	1,259,239	559,856	1,259,239	-56%
Library Periodicals	131,380	128,334	131,880	11,806	131,880	-91%
Sub-Total Library Collections	8,349,727	8,300,671	9,493,119	957,387	9,493,119	-90%
Supplies	1,287,301	1,097,651	1,460,309	29,866	1,460,309	-98%
Other Services & Charges	3,784,203	3,183,999	4,422,776	338,836	4,422,776	-92%
Operating Capital	12,000	-	120,000	-	120,000	-100%
Direct Internal Charges	178,688	177,777	140,762	9,876	140,762	-93%
Indirect Cost Allocation	758,653	758,653	929,085	63,764	929,085	-93%
Intra County Transactions	662,210	665,267	678,667	10,065	678,667	-99%
Total Supplies and Other	\$ 15,032,782	\$ 14,184,018	\$ 17,244,718	\$ 1,409,794	\$ 17,244,718	-92%
Total Uses of Funds	\$ 31,418,554	\$ 30,254,597	\$ 34,289,118	\$ 2,331,344	\$ 34,289,118	-93%

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2018 ACTUAL TO BUDGET

Sources and Uses of Funds	2017 Budget	2017 Actual	2018 Budget	YTD Actual 01/31/2018	Projected Year End 2018	Variance 2018 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 516,095	\$ 516,095	\$ 528,501	\$ -	\$ 528,501	\$ -
Interest - Arvada (2005-2024)	107,157	107,157	94,823	-	94,823	-
Principal - Refunding Series 2013	632,740	632,740	608,264	-	608,264	-
Interest - Refunding Series 2013	116,772	116,772	91,544	-	91,544	-
Principal - COP - Capital Projects	142,143	142,143	142,143	-	142,143	-
Interest - COP - Capital Projects	33,496	4,331	21,392	-	21,392	-
Total Debt Service	\$ 1,548,403	\$1,519,238	\$ 1,486,667	\$ -	\$ 1,486,667	\$ -

Arvada
Total Issue \$8,886,000
Term 2005-2024
Use - Arvada Library Facility

Build America Bonds
Total Issue \$6,293,000
Original Term 2011-2020
Refunding Term 2013-2024
Use - Lakewood HVAC
Energy Conservation
Book Sorters
Library Service Center Remodel

Certificates of Participation (COP)
Total Issue \$995,000
Term 2014-2020
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2018 ACTUAL TO BUDGET

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Budget	YTD Actual 01/31/2018	Projected Year End 2018	Variance 2018 Budget
Sources of Funds						
Property Tax - Capital - 4.5%	\$ 1,664,831	\$ 1,668,527	\$ 1,673,653	\$ -	\$ 1,673,653	-100%
Transfer from FB - Edgewater Library Project	-	-	2,600,000	-	2,600,000	100%
Transfer from FB - Capital Expenses	-	3,609,865	285,293	-	285,293	100%
Total Sources of Funds	\$ 1,664,831	\$ 5,278,392	\$ 4,558,946	\$ -	\$ 4,558,946	-100%
Uses of Funds						
Annual Replacement & Maintenance Program (ARM)						
ARM-01 Capital Maintenance	\$ 250,000	\$ 129,595	\$ 250,000	\$ -	\$ 250,000	-100%
ARM-02 Furniture & Equipment	56,000	42,644	36,000	-	36,000	-100%
ARM-03 Computer Replacement Plan	250,000	150,042	250,000	-	250,000	-100%
ARM-04 Book Sorter Sinking Fund	400,000	159,837	350,000	-	350,000	-100%
ARM-05 IT Infrastructure Replacement	526,665	555,614	321,650	-	321,650	-100%
2016 Projects						
16-01 Lakewood Parking Lot	-	7,355	-	-	-	NA
16-03 Evergreen AHU Rebuild	42,979	31,848	-	-	-	NA
16-04 Wheat Ridge HVAC Replacement	41,600	41,599	-	-	-	NA
16-10 Intranet/Records Management	79,000	27,718	120,000	-	120,000	-100%
16-12 IT Software Projects	11,809	11,809	-	-	-	NA
16-13 III Database Server	5,560	5,560	-	-	-	NA
16-14 High Availability Internet Redundancy	-	-	36,000	-	36,000	-100%
2017 Projects						
17-01 Evergreen HVAC Rebuild	135,000	-	-	-	-	NA
17-02 Entry Door Replacement	36,800	-	18,600	-	18,600	-100%
17-03 Virtual Servers upgrades	91,000	18,351	-	-	-	NA
17-05 Implement RFID/Self Check	315,740	264,736	-	-	-	NA
17-08 Large Format Printer	10,000	4,477	-	-	-	NA
17-09 JCPL Mobile Experience	15,700	-	-	-	-	NA
17-10 Mobility Solution	25,000	1,300	-	-	-	NA
17-11 Long-Range Facility Master Plan	78,600	47,640	-	-	-	NA
17-13 Standley Lake Outdoor Learning Env.	-	2,467	-	-	-	NA
2018 Projects						
18-02 Lakewood Fence Replacement	-	-	55,000	-	55,000	NA
18-03 Lakewood Public Restroom Expansion	-	-	120,000	-	-	NA
18-04 Lakewood Admin Restroom Remodel	-	-	48,000	-	-	NA
18-05 Evergreen Parking Lot	-	-	125,000	-	125,000	NA
18-06 Sorter Replacement - 2 sites	-	-	500,000	-	500,000	NA
18-07 LSC Garage & Loading Dock Planning	-	-	10,000	-	10,000	NA
18-08 Bookmobile Replacement Sinking Fund	-	-	200,000	-	200,000	NA
Multi-Year Construction Projects						
16-16 Columbine Library Remodel	4,536,773	3,738,431	-	1,543	798,342	NA
17-07 Edgewater Library	160,000	37,369	2,600,000	-	2,600,000	-100%
18-01 Belmar Library Remodel	-	-	350,000	-	350,000	-100%
Total Capital Projects	\$ 7,068,226	\$ 5,278,392	\$ 5,390,250	\$ 1,543	\$ 6,020,592	-100%
Book Sorter Sinking Fund Reserve						
Beginning Balance	\$ 200,000	\$ 200,000	\$ 500,000	\$ 850,000	\$ 850,000	70%
Source	400,000	459,837	350,000	-	-	-100%
Use	-	(159,837)	-	-	-	NA
Balance	\$ 600,000	\$ 500,000	\$ 850,000	\$ 850,000	\$ 850,000	0%

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2018 BUDGET TO ACTUAL

Project	2018 Budget	YTD Actual 01/31/2018	YTD Encumbrance s	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ -	\$ 172,895	\$ 172,895	\$ 77,105
ARM-02 Furniture & Equipment	36,000	-	-	-	36,000
ARM-03 Computer Replacement Plan	250,000	-	43,205	43,205	206,795
ARM-04 Book Sorter Sinking Fund	350,000	-	-	-	350,000
ARM-05 IT Infrastructure Replacement	321,650	-	142,782	142,782	178,868
16-10 Intranet/Document Management	120,000	-	-	-	120,000
16-14 High Availability Internet Redundancy	36,000	-	-	-	36,000
17-01 Evergreen HVAC Rebuild	-	-	57,536	57,536	(57,536)
17-02 Entry Door Replacement	18,600	-	-	-	18,600
18-02 Lakewood Fence Replacement	55,000	-	-	-	55,000
18-03 Lakewood Public Restroom Expansion	120,000	-	-	-	120,000
18-04 Lakewood Admin Restroom Remodel	48,000	-	-	-	48,000
18-05 Evergreen Parking Lot	125,000	-	-	-	125,000
18-06 Sorter Replacement - 2 sites	500,000	-	-	-	500,000
18-07 LSC Garage & Loading Dock Planning	10,000	-	-	-	10,000
18-08 Bookmobile Replacement Sinking Fund	200,000	-	-	-	200,000
Multi-Year Projects Construction Projects					
16-16 Columbine Remodel	-	1,543	111,641	113,184	(113,184)
17-07 Edgewater Library	2,600,000	-	177,871	177,871	2,422,129
18-01 Belmar Library Remodel	350,000	-	-	-	350,000
Total Capital Projects	\$ 5,390,250	\$ 1,543	\$ 705,930	\$ 707,473	\$ 4,332,777

Operational Updates

Public Services

Project Monthly Update Report

Project Name:

Wember Inc. Project Number:

Issue Date:

Purpose:**Edgewater Public Library**

EPL (2017.08)

February 5, 2018

Project Update thru February 2, 2018

Dear Executive Director Pam Nissler

The purpose of this update is to report on the current status of the Edgewater Public Library.

Summary

Since the following report issued in January the project team has been focused on the interior design and layout of shelving and furniture at the interior of the library.

- Project Successes
 - 100% Design Development Drawings complete. Owner comments were gathered and are being shared online and being resolved.
 - Design meetings and design refinement including shelving layouts
 - Updated budget
- Project Challenges
 - Schedule. Timing of the concrete slab aligning with the Civic Center concrete work. Solutions are being discussed.

Schedule

- Major Milestones
 - 100% Design Development – 1/17/2018 - COMPLETE
 - 100% Construction Documents - 2/23/2018
 - Pricing Phase – 2/23/2018-3/30/2018
 - Board Review and recommendation of GC Pricing – 4/19/2018

Design

- 100% Design Development drawings were submitted to the owner per the schedule and comments generated and returned to the design team. A follow up meeting with the design team, Wember, General Contractor and subcontractors was held to review the owner comments, further refine the design and address costs of the project. The project had some increases in cost due to design elements that have since been addressed and costs are now in line with the budget and cost model.
- The design team will be presenting an updated furniture plan and a lighting design next Wednesday February 7th, 2018. Additionally a meeting will be held with the electrical engineer to complete a final pass at the design of the power and data for the facility.

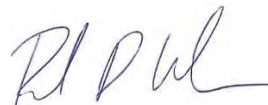
Financial**Budget**

- The comprehensive project estimate has been generated and is currently showing a total project cost of \$2.6 Million to complete the project. The 100% DD indicated areas of cost over runs but have been addressed at this time and the project is on budget. Invoices entail consulting costs for HPA and Wember at this time.

Next Steps

- Continue with Design with advancement of finishes and final furniture and shelving layouts.

Please don't hesitate to contact me if you have any questions.



Paul D. Wember, President, Wember



Jefferson County
PUBLIC LIBRARY

MEMORANDUM

TO: Pam Nissler

FROM: Donna Walker, Director of Public Services

RE: New Privacy Policy and Privacy Message to Users

DATE: February 15, 2018

At the February 8, 2018 Library Board Study Session, the Board was presented with information related to a new operational policy regarding patron privacy, a new message to users and to update library practices to align with the new policy.

Action Requested:

We are asking the Library Board of Trustees to accept the new Privacy Policy and Privacy Message to Users.

Operational Updates

Facilities Department

administration

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

jeffcolibrary.org



To: Pam Nissler, Executive Director
From: Steve Chestnut, Director of Facilities and Construction
Date: January 30, 2018
RE: TOLIN MECHANICAL SYSTEMS CONTRACT AUTHORIZATION

History of Contract: TOLIN MECHANICAL SYSTEMS

Tolin Mechanical Systems was chosen to continue to be our mechanical vendor last year and the BOT authorized us to enter into contract with them on a yearly basis for up to 5 years with contract renewal yearly. We entered into that contract with Tolin on March 1, 2017 and the vendor's consistent fair pricing and contract performance warrant extending the contract in 2018.

Total Cost:

\$87,948 yearly for standard maintenance.

Budget:

Total Budget \$150,000 under account 70006.434331. This budget number reflects both the maintenance contract fee (\$88k) and an up to \$60k in additional budget for repairs and emergency work that is outside the scope of routine maintenance. (Actuals for 2017 was additional \$70k in repairs)

Action Requested:

Facilities recommends that based upon their performance and pricing we should renew our contractual agreement with Tolin Mechanical Systems. We are asking the Library Board of Trustees to authorize the Executive Director to sign a contract with the recommended vendor within the approved 2018 budgeted amount.

Operational Updates

Information Technology

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



jeffcolibrary.org

TO: Pam Nissler, Executive Director

FROM: Patrick Klein, IT Director

DATE: February 15, 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. The County Attorney has reviewed the documents and has approved them as to form and substance.

Action Requested:

Staff recommends the Library Board of Trustees authorize the Executive Director to sign the Subscription License Agreement and Master Professional Services Agreement with Innovative Interfaces Incorporated within the approved 2018 budget.

Consent Agenda

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY
PROPOSED RESOLUTION NO.: LB 02-15-18

Resolution of the Jefferson County Public Library Board of Trustees
Establishing the Executive Director Search Committee

WHEREAS, effective February 15, 2018, the Library Board of Trustees of the Jefferson County Public Library establishes a search committee to assist the Board with the recruitment of an Executive Director.

WHEREAS, the Search Committee shall have five members: two members of the Library Board of Trustees, two community leaders and one senior library staff member. The Chair will appoint all members of the Search Committee.

WHEREAS, the firm Bradbury Miller Associates has been retained to assist the Board and the Committee with the Executive Director recruitment.

WHEREAS, the commitment of the Search Committee will be limited in scope and short-term as follows:

- Two to three days between March and June 2018 as indicated below:
 - Special Board Meeting: 5:30 pm, Thursday, March 8, (90 minute meeting)
 - Review of pool of candidates and selection of semifinalists (two hour meeting)
 - Semifinal Interviews via Skype (two half days-4/5 hours each) to select finalists.
 - Once the finalist have been selected, the Board of Trustees will conduct the final interviews.

WHEREAS, the Search Committee reports to the Library Board of Trustees and may not speak or act for the Library Board except when formally given such authority in writing by the Library Board.

WHEREAS, the Search Committee will comply with all provisions of any related statute, Bylaws and Library Board Governance Policies.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the Jefferson County Public Library hereby establish the Search Committee to assist the Board with the recruitment of an Executive Director.

Date: February 15, 2018

Adopted January 19, 2017

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: LB 01-18-18

WHEREAS, effective June 1, 1991, the Board of Trustees of the Jefferson County Public Library is subject to the provisions of Senate Bill 91-33 (the "Colorado Sunshine Act"); and

WHEREAS, pursuant to Section 24-6-402(2) (c), the Board is required to give notice of meetings, which notice must be posted in a designated public place within the boundaries of the local body no less than twenty-four (24) hours prior to the meeting; and

WHEREAS, the public place in which such notice will be posted must be designated annually.

WHEREAS, the notice must include specific agenda information where possible.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the Jefferson County Public Library hereby designates a public bulletin board in each branch of the Jefferson County Public Library as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Date: January 18, 2018

Governing Policies
Monitoring Reports

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.0

POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT*

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.0: GENERAL MANAGEMENT CONSTRAINT*

I hereby present my monitoring report on your Management Limitations policy 2.0 “General Management Constraint”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: **February 15, 2018**

BROADEST POLICY PROVISION

The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted professional ethics and best practices for public library management.

EXECUTIVE DIRECTOR’S INTERPRETATION: I understand this constraint to include all operational activities that occur within the Library. It does not include activities or decisions occurring or made at the Board level.

I interpret “unlawful” to mean I will not fail to insure that all operational activities are within legal requirements as imposed by all relevant governing bodies, including federal, state, county and city statutes and ordinances.

In matters of prudence and ethics, the Board has comprehensively interpreted these concerns throughout the “Management Limitations”. In areas where no specific Board policy exists; I will use the test of “reasonable and prudent” to evaluate the circumstances. In addition, I understand that “commonly accepted professional ethics and best practices for public library management” is an additional qualifier of the Board’s intentions. By this, if an issue arises which I believe my response would be judged ethical and prudent but for some reason inconsistent with common practices in public libraries; I would not necessarily have the authority to proceed.

REPORT (COMPLIANT): The implementation of the above measures is incorporated into specific monitoring reports provided to the Board on each of the other Management Limitations policies. I therefore am focusing this response on this policy provision proscribing against any “unlawful” actions or situations.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *TREATMENT OF PATRONS*

POLICY 2.1

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.1: *TREATMENT OF PATRONS***

I hereby present my monitoring report on your Management Limitations policy 2.1 “Treatment of Patrons”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: **February 18, 2018**

BROADEST POLICY PROVISION

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

EXECUTIVE DIRECTOR’S INTERPRETATION: I understand this to mean that the Library may not operate without having and enforcing specific policies that clarify patron rights and staff actions toward patrons. The Executive Director, staff and legal counsel review the policies as needed.

REPORT: Library policy requires regular reporting from all units on these elements. Initial and follow-up reports are issued to the Senior Management Team for review or action.

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

EXECUTIVE DIRECTOR’S INTERPRETATION: It is our responsibility to protect the patron’s privacy in their use of the library, its programs **or and** services, neither requesting nor maintaining information (visual, written or otherwise) about our patrons beyond that either required by law or business necessity.

REPORT (COMPLIANT): ~~Patron data is primarily collected within the Circulation module of the Integrated Library System. Patron usage information is automatically deleted when use transactions are complete. Patrons may opt to preserve a record of the items they have borrowed through a feature of the Integrated Library System.~~ **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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

I can report compliance.

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.**

EXECUTIVE DIRECTOR'S INTERPRETATION: It is my interpretation that we must ensure that the documents or on-line gathering of patron data are handled in a manner, from collection until destruction that avoids inappropriate access or loss of such data.

REPORT (COMPLIANT): ~~Patron information is collected and accessible for reasonable business use only. The electronic storage of this information is secured and print materials containing patron information are properly shredded and destroyed.~~ 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

I can report compliance.

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.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Our libraries are designed and managed to serve large populations of users at one time. As such, the library provides many venues for quiet reading and study, computer privacy, individual and group study space, etc. All libraries have spaces and/or equipment to assist with this and staff is instructed to assist patrons with finding a suitable work environment that meets their needs.

REPORT (COMPLIANT): Library programs and services are designed to ensure patron privacy in the use of the library. As new technologies and services are added to our program of service, operational activities are vetted between library staff and the Director of Public Services. When space limitations exist, every effort is made to ensure as much patron privacy as possible.

I can report compliance.

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.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Records of patrons' usage of the Library will not be divulged except when necessary for normal library operations or as provided for in CRS 24-90-119, "Privacy of User Records." I have been designated "Custodian of Library Records" by the Board and can make reasonable exception to this requirement upon application by a patron or a request by law enforcement.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): ~~All staff receives training as part of their Orientation regarding patron confidentiality and the processes and steps they should follow when requests for patron information are made. The Library worked with law enforcement of area municipalities and jurisdictions, the District Attorney's and the County Attorney's offices to ensure that our processes were in compliance with, and defensible by law. All staff receives training on this as a part of New Employee Orientation and a DVD has been provided to law enforcement explaining the law and how the Library can be of assistance.~~ **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.

I can report compliance.

- 5. I shall not fail to ensure that patrons receive prompt, courteous service from competent, well-trained staff.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Educational and training requirements for knowledge, skills and customer service are required and provided to effect useful and respectful service toward our patrons.

REPORT (COMPLIANT): The Library's Employee Relations and Development and Public Services Staff Training units ensure that all hires possess the required education, training and experience for their jobs and have the training required to successfully fulfill their job requirements. The library's customer comment cards and other such avenues for receiving comment on our service characteristically show a pleased patron base.

I can report compliance.

- 6. I shall not fail to set and convey the policies for the use and circulation of library materials; fines/charges for damaged or lost items; a fee schedule for non-basic Library services; and policies for the use of bulletin boards and meeting/study rooms.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Policies are in place that effectively direct public use of materials, resources, and facilities, ~~such~~ **so** that all patrons can use our libraries and resources in a reasonable and responsible manner. We inform patrons of these policies so they understand and follow the rules these policies define without significant comment or complaint. Staff is also versed in the policies such that they can address and discuss them with patrons.

REPORT (COMPLIANT): All of the library policies regarding library use are reviewed and updated as needed by library managers and then by senior management.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

- 7. I shall not fail to enforce clearly articulated policies regarding content and control standards for Internet use and safety.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Internet use policies derive largely from state law, as interpreted by the Library and attorney. Access to internet sites complies with filtering as required by law and Board directed library policy. Staff and the public are made aware of these policies so that user and staff expectations are clear. Staff is trained to recognize non-compliant use and intervene if necessary.

REPORT (COMPLIANT): Our principal responsibility is to be compliant with state statute and Library Board direction within the limits of technology.

I can report compliance.

- 8. I shall not fail to convey that parents, guardians or caretakers are responsible for monitoring the activities and library use, and controlling the behavior of children or other persons requiring supervision during their library visit.**

EXECUTIVE DIRECTOR'S INTERPRETATION: It is my understanding that we have a responsibility to inform parents/guardians/caretakers that it is their responsibility, not the Library's, to control use and provide reasonable supervision to their children or charges when visiting/using the library. Staff is directed to intervene when inappropriate or ~~when~~ illegal behaviors/ ~~or~~ actions interfere with **or disrupt** other's use of the library and its resources.

REPORT (COMPLIANT): It is always difficult for staff to maintain awareness of or judge the level of inappropriate behavior and the necessity for intervention in a very busy and active public library such as ours, however, norms and practices in the Library's Code of Conduct have been developed to assist them in making these decisions. ~~As well we~~ **We** make the Code of Conduct available in our libraries and on our website.

I can report compliance.

- 9. I shall not fail to inform patrons, as **when** appropriate, of this policy, and to provide an open, accessible patron comment process.**

EXECUTIVE DIRECTOR'S INTERPRETATION: It is my understanding that we must inform patrons of library policies that concern and/or protect their use and rights in the library. As well, we must provide a patron comment process so that patrons have the opportunity to express their concerns to administration and management.

REPORT (COMPLIANT): The library uses several means by which to solicit and engage in patron comment including personal interactions with staff, electronic and print comment forms, an open-door process for the public to speak with management or administration, electronic and telephone communications and electronic options on the website. We also have our policies posted on our website and will print them when asked by our public.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

10. I shall not fail to take appropriate steps to safeguard the safety of library patrons.

EXECUTIVE DIRECTOR'S INTERPRETATION: I understand that this provision requires me to develop and implement policies and practices to ensure patron safety.

REPORT (COMPLIANT): We maintain a very high level of patron safety conditions. To confirm our safety standards, key staff (**manager of safety and security, social worker**, facilities, public services, information technology, library manager, etc.); along with local law enforcement conduct safety audits of public use areas. We also maintain and use safety/emergency mechanisms such as fire extinguishers and sprinklers, detection and alarm systems, **AEDs** and surveillance cameras. As well, each library establishes a working relationship with their local law enforcement agencies. The library's Person-In-Charge program trains staff to assist with patron safety be it physical safety, threat or medical.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *TREATMENT OF STAFF*

POLICY 2.2

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.2: *TREATMENT OF STAFF***

I hereby present my monitoring report on your Management Limitations policy 2.2 “Treatment of Staff”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: **February 18, 2018**

BROADEST POLICY PROVISION

With respect to the treatment of staff and volunteers, the Executive Director shall not cause or allow conditions that are unfair, unsafe, undignified **disrespectful or inconsistent with the Jefferson County Personnel Rules, by which the Library abides.**

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively addressed this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, pertaining to staff, I shall not:

- 1. Operate without a written personnel manual, which clarifies personnel rules for staff.**

EXECUTIVE DIRECTOR INTERPRETATION: The Library must have in place a personnel manual that sets forth the rules and policies regarding employment with the Library.

REPORT (COMPLIANT): The Library uses the Jefferson County Personnel Rules for our personnel manual.

I can report compliance.

- 2. Fail to provide staff with avenues for non-disruptive, internal expression of opinions.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this policy to mean that staff must know and be allowed to freely express their support, opposition, and concerns with the Library’s policies and practices without fear of reprisal, as long as their dissent is expressed internally, respectfully and in a manner that does not disrupt operations.

REPORT (COMPLIANT): New Library staff members are made aware that open and honest communication is encouraged at Jefferson County Public Library during their orientation process, and long-standing staff members are aware of this through administrative and management messaging. Jefferson County Public Library is an Equal Opportunity Employer and strongly disapproves of discrimination and harassment. The Library recruits, hires, trains and promotes employees without regard to race, color, religion, sex, national origin, age, disability, sexual orientation or any other status protected by Federal or State law. The Library will not tolerate retaliation for opposing discrimination and harassment. The Library adheres to a formal complaint process, which is available to staff, through Jefferson County Personnel Rules.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

I can report compliance.

3. **Fail to acquaint staff with these governing Federal, State and County laws and Library policies.**

EXECUTIVE DIRECTOR INTERPRETATION: It is my responsibility to ensure that all staff is informed of ~~this policy~~ **these policies**.

REPORT (COMPLIANT): ~~All monitoring reports~~ **These policies** are online and **included in the personnel manual** and staff has access to them. ~~As well, awareness of this policy has been incorporated into the New Employee Orientation for all new staff.~~

I can report compliance.

4. **Allow staff to be unprepared to deal with emergency situations.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that staff will be informed and trained on emergency policies and practices and appropriate staff will be trained to deal with all emergency situations.

REPORT (COMPLIANT): The Library schedules regular Person-In-Charge (PIC) trainings where staff receives additional training for emergency situations. In turn, all libraries have a trained “Person in Charge” (PIC) on duty during hours of operations. The Directors of Public Services serves as the Senior PIC where immediate assistance and direction is provided to the location/library PIC, staff and law enforcement. Further, all incidents are reported and evaluated, for revision. Additional training is provided as needed to prepare staff to respond to specific circumstances.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.3

POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES*

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.3: *FINANCIAL CONDITION AND ACTIVITIES*

I hereby present my monitoring report on your Management Limitations policy 2.3 “Financial Condition and Activities”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: **February 18, 2018**

BROADEST POLICY PROVISION

With respect to financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy, or a material deviation of actual expenditures from the Library Board’s Ends priorities.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, I shall not:

- 1. Exceed the Library’s total expenditure authorization for operations or capital development.**

EXECUTIVE DIRECTOR INTERPRETATION: This requirement prohibits my spending on behalf of the library above the pre-set operations and/or capital development authorizations established by the Library Board and approved by the Board of County Commissioners during the budget approval process. If circumstances arise where expenditure above the appropriated level is necessary, I must follow the budget transfer process or the supplemental appropriation process, outlined in the Library’s Budget Expenditure policy or the provisions of 4 below.

REPORT (COMPLIANT): The Library’s expenditure is reviewed monthly against the total amount authorized and reported in the financial statement. This report discloses year-to-date and projected expenses to the end of the year and is included in the monthly Board reports for informational and review purposes. It also includes any required requests and processes for budget transfers when circumstances arise that require expenditures above the appropriated amount.

I can report compliance.

- 2. Incur debt (with exception of procurement cards, which are to be paid in full when due).**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that no library debt can be incurred without the approval of the Library Board other than short-term procurement card debt, which must always be paid when due. The Library Board can authorize debt as defined in the “Library Law,” or by entering into long-term capital debt by means of Certificates of Participation.

REPORT (COMPLIANT): Monthly financial statements issued by the Library’s Director of Finance demonstrate all outstanding obligations which would show any debt as part of the report.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

These reports are compiled and reviewed monthly by the Library Board.

I can report compliance.

3. Fail to get Library Board approval for:

A. Use of the Library Fund

EXECUTIVE DIRECTOR INTERPRETATION: Accordingly, expenditures that have not been approved by the Board cannot be made in advance.

REPORT (COMPLIANT): Annual internal and external audits look for and report any expense not approved. Also, monthly reports from the Director of Finance regularly report compliance with this limitation and posts requests to the Board when Board approval is required for an expense change.

I can report compliance.

B. Use of ~~Designated and Undesignated Reserves~~ Fund Balance

EXECUTIVE DIRECTOR INTERPRETATION: This limitation requires Board review and approval before any use of ~~reserves~~ fund balance can take place, with the exception of automatic working capital drawdowns until tax collection proceeds are posted to our fund.

REPORT (COMPLIANT): All use of reserves (and requests for use of reserves) is shown on budget development plans or financial reports, which are reviewed and approved by the Board.

I can report compliance.

C. Adding any salaried staff positions. This means that no new standard FTE positions beyond currently authorized positions can be added unless they are recommended by me and approved by the Library Board according to their authority under Colorado Library Law. ~~The Board of County Commissioners approves the addition of FTEs (Full Time Equivalents).~~

EXECUTIVE DIRECTOR INTERPRETATION: This means that no new salaried positions can be added unless they are recommended by me and approved by the Library Board. ~~The Board of County Commissioners approves the addition of FTEs (Full Time Equivalents).~~

REPORT (COMPLIANT): I review and act upon all requests for staffing changes which are reported in my monthly reports and in the annual budgeting process.

I can report compliance.

4. Authorize transfers of greater than \$50,000 among line items and categories within the operational fund.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR INTERPRETATION: Budget transfers less than \$50,000 between expense lines are allowed without board approval but non-emergency transfers greater than \$50,000 require Board authorization. The Executive Director may authorize transfers in excess of \$50,000 when an emergency situation exists and must inform the Board about all emergency transfers as soon as practical.

REPORT (COMPLIANT): All budget transfers follow the above guidelines and any significant transfers are reported in the monthly financial statements. Transfers within capital funds are generally limited by the conditions of those funds, not this policy.

I can report compliance.

5. Fail to settle payroll obligations and payables in a timely manner.

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must process all payables in as timely a manner as possible if not in accordance with the vendor's dictates. Payrolls are processed in accordance with county policy.

REPORT (COMPLIANT): Payables are processed on a daily basis, with warrants written weekly. With regard to payroll, all staff is paid bi-weekly, pay periods end every other Saturday and pay days are every other Friday. There are twenty-six (26) pay periods per year.

I can report compliance.

6. Allow payroll or other tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

EXECUTIVE DIRECTOR INTERPRETATION: The schedules of tax payments to other government units are strictly observed. The two principal payments are payroll taxes and state and local sales tax payments.

REPORT (COMPLIANT): Payroll taxes are paid by the County as part of normal payroll practice and are reflected in our financial statements. Sales tax activity is recorded in the general ledger and the liability is relieved either quarterly or at year end as required by the appropriate jurisdictions.

I can report compliance.

7. Expend more on a capital project than the amount previously authorized by the Board.

EXECUTIVE DIRECTOR INTERPRETATION: This means that capital project expenditures greater than approved must not occur. However, small transfers (being no more than 10% of the total cost of the project or \$50,000, whichever is less) between individual project funds may be necessary, as they are completed.

REPORT (COMPLIANT): Each month, the Director of Finance issues a capital projects report that shows the comparison between budgeted and actual expense of each project.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

I can report compliance.

8. Acquire, encumber, lease or dispose of real property.

EXECUTIVE DIRECTOR INTERPRETATION: By statute, the Library Board is the only authority empowered to hold and acquire property. This means that all decisions regarding real property and buildings, whether owned or leased, must be reviewed and approved by the Board.

REPORT (COMPLIANT): The Library Board holds the authority for acquiring property. As such, the Director of Finance maintains a comprehensive file on our 12 locations and regularly issues updates to that inventory, which are reviewed by me and reported to the Board. The Director of Finance recommends any necessary action to the Board when due.

I can report compliance.

9. Accept gifts or grants from sources that are not, in fact and appearance, legal and consistent with the mission and values of the library.

EXECUTIVE DIRECTOR INTERPRETATION: This means that the Library (nor I on behalf of the Library), cannot accept any gifts or grants when they appear to be inconsistent with our mission and role.

REPORT (COMPLIANT): Through the Agreement between the Library and the Jefferson County Library Foundation, all gifts to the library are processed through the Foundation. In so doing, we have a level of review and the library retains the right to specify the disposition of any gift.

I can report compliance.

10. Fail to pursue material receivables after a reasonable grace period.

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must take action to recover material receivables. We have very few material receivables, with the exception of unpaid overdue fines and fees for lost materials. Material receivables are defined as patron accounts with an accumulation of overdue fines or fees in the amount greater than \$25.00 for over 28 days.

REPORT (COMPLIANT): Patrons whose accounts have a balance of outstanding fines and fees in excess of \$10 may no longer check out library materials until the balance falls below \$10. The library uses several methods for notification and recovery of library materials and monies owed and patrons have several options for payment of these fines. The Library may also pursue outstanding fines via a collection agency.

I can report compliance.

11. Fail to exercise adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must have in place a process of checks and balances to maintain accountability both for payments and for inventory control.

REPORT (COMPLIANT): All payments by the Library are subject to multiple reviews by staff so that payments are only made for goods and services that the library has decided upon. If there are discrepancies in the paperwork, processing stops until a review can determine the validity of the claim. Inventories of equipment and supplies are carefully evaluated on a regular basis to ensure proper disposition of those assets.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *ASSET PROTECTION*

POLICY 2.4

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.4: *ASSET PROTECTION***

Signed: _____, Executive Director

Date: **February 18, 2018**

BROADEST POLICY PROVISION

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

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

- 1. I shall not fail to ensure against theft and casualty losses to at least replacement value, including coverage for Library materials, works of art, mechanical systems, computer equipment and systems, property while in transit, donated items, items not owned by the Library on exhibit/display and all Library facilities, including those buildings not open to the public (Administration, the Library Service Center and Support Services).**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that the library must have in place, a means to ensure against significant loss as expressed in any of the manners above. As well, we must be responsive to the changing value of said items, to changing conditions of risk, and to changes in insurance practices and law.

REPORT (COMPLIANT): The library's insurance program is part of the County's Risk Management program and we contribute to the pool of coverages as specified by that Department. Some of those coverages are self-insured within the pool and some are purchased from agencies, as appropriate. The Library can direct our specific requirements so the Director of Finance periodically commissions an independent consulting assessment of our needs and adjusts the county pool coverages as necessary.

I can report compliance.

- 2. I shall not fail to ensure against loss or damage to library facilities by implementing a disaster response plan.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that we must maintain a comprehensive program of disaster response to ensure that the Library facilities are protected from significant loss from natural or man-made disasters.

REPORT (COMPLIANT): The Library has a Continuity of Operations (COOP) plan in place that identifies goals and objectives during emergency situations and clearly defines the roles and responsibilities of each director and each department within the organization during an emergency. This plan insures protection of the library's assets, continuity of operations as well as a rapid response and recovery. The plan identifies resources and establishes back-up systems required to

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is reviewed and updated annually. Additionally, the Library is part of the County's Emergency Operations Center's plan.

This provision has one associated implication in Monitoring report 2.3 that establishes emergency spending limits in excess of \$50,000 for the executive director during a disaster.

I can report compliance.

3. **I shall not fail to ensure against loss or damage to library computers, technology equipment and systems by implementing a security and replacement plan.**

EXECUTIVE DIRECTOR INTERPRETATION: In order to be compliant on this measure, we must have in place a security and replacement plan to ensure against loss or damage to the library's technological and communication resources and network.

REPORT (COMPLIANT): The IT department has addressed this in the Continuity of Operations Plan (COOP). ~~created a plan for technological protection and replacement of the library's communication resources and network in the event of theft, catastrophic event, and or accidental or malicious contamination.~~

I can report compliance.

4. **I shall not fail to ensure against liability losses to Library Board members, staff and the Library itself, including directors' and officers' liability and errors and omissions coverage, in an amount equal to or greater than the average for comparable organizations.**

EXECUTIVE DIRECTOR INTERPRETATION: This means maintaining a level of protection for Trustees and staff against liability claims while doing the work of the Library.

REPORT (COMPLIANT): Errors and Omissions coverage is a standard element in the Risk Management pool and provides protection for the Trustees and staff.

I can report compliance.

5. **I shall not fail to ensure for general comprehensive on the Library's vehicles.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that we must have complete insurance protection for all vehicle operations.

REPORT (COMPLIANT): Complete vehicle operations insurance coverage is in place as part of the county pool and includes comprehensive, collision and liability coverage.

I can report compliance.

6. **I shall not fail to ensure against employee theft and dishonesty, and/or have bonding in place for all employees who handle cash.**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that all library employees who handle cash or warrants must be bonded to protect the library from such loss from actions by the bonded employee. The coverage should be all-risk.

REPORT (COMPLIANT): All employees who handle significant amounts of cash or warrants are covered under the County's crime policy which the Library participates in as part of the Risk Management pool.

I can report compliance.

7. **I shall not fail to maintain a system for the management of fixed and controlled assets that provides sufficient information for preparation of financial statements, ensures proper use, and provides for their maintenance, replacement and disposal.**

EXECUTIVE DIRECTOR INTERPRETATION: It is my understanding that this provision requires an asset management system that provides a high level of accountability and gives us the necessary information so that we can reflect an accurate value for fixed assets in our financial statements, track material controlled assets, dispose of fixed and controlled assets in conformance with CRS 24-90-109 (1) (i), and make good decisions about the use and management of library assets.

REPORT (COMPLIANT): The Library's Finance department has a procedure and process to ensure that all the Library's fixed assets with a value over \$5,000 are inventoried and accounted for with regard to use, accession and de-accession, and disposal. This requirement is covered under our asset management policy, Jefferson County asset valuation and inventory control practices, and CRS 24-90-109 (1) (i).

I can report compliance.

8. **I shall not fail to maintain and utilize guidelines for the acquisition, lending and de-accession of art.**

EXECUTIVE DIRECTOR INTERPRETATION: It is my interpretation that the library must maintain art guidelines covering acquisition, ~~de-accession~~, lending, maintenance and care, ~~and de-accession of art, which is a distinct and separate collection or asset from library equipment materials.~~

REPORT (COMPLIANT): The library's art policy recognizes the special nature of the library's art collection. It provides for acquisition ~~and management~~, ~~inventory, insurance and maintenance~~. It also addresses conditions of loaning and displaying. **The Art Policy is posted on the Library website.**

I can report compliance.

9. **I shall not fail to employ risk management practices to minimize exposure of the organization, its Board or staff to claims of liability.**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR INTERPRETATION: It is my interpretation that the library must maintain risk management practices that minimize and / or limit claims of liability against the library itself.

REPORT (COMPLIANT): Risk management practices that work to reduce liability are part of the service we receive from County Risk Management. We implement those as directed and appropriate.

I can report compliance.

10. **I shall not allow any purchase wherein normally prudent protection has not been given against conflict of interest.**

EXECUTIVE DIRECTOR INTERPRETATION: I take this to mean that we must have practices in place that guard against staff and board members personally profiting from a procurement decision in which they participated.

REPORT (COMPLIANT): The Library's procurement processes have oversight procedures to minimize the possibility of conflict of interest. ~~Our processes are careful enough to ensure that conflict would be an uncommon event.~~ Our procurement policy **manual** reflects this provision and it is posted on the Library's intranet. Also, Jefferson County has as part of the Personnel Rules, a "Conflict of Interest" policy which covers most significant issues of conflict and which is applicable to all library staff. The library's Policy Governance practices ensure this same oversight for board members.

I can report compliance.

11. **I shall not allow a purchase of \$10,000 or more without using either a negotiated procurement or a competitive bid process, whichever best serves the interests of the Library.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires that significant procurement decisions be competitive or otherwise made in the best interest of the library. Each such decision must demonstrate, as part of the procurement documents, to have been compliant.

REPORT (COMPLIANT): All procurements and purchases conform to this requirement and are documented in the procurement paperwork.

I can report compliance.

12. **I shall not fail to store and preserve Library records in accordance with a Records Retention schedule and program under the direction of the Jefferson County Records Management department.**

EXECUTIVE DIRECTOR INTERPRETATION: The library, as part of its normal practices must carefully preserve its operational history as reflected in its files and records.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): The library works with the County's Records Management department to develop retention schedules that are consistent with applicable statute and good business practices.

I can report compliance.

13. I shall not fail to protect intellectual property, information and files from loss, improper access or significant damage

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that internal documents, files and other operational information must be carefully protected from loss or damage and that access is limited to the terms of public records' statutes and business practices of confidentiality.

REPORT (COMPLIANT): Operational materials, records and resources are managed under basic business practices of confidentiality and security using available means to do so including locked files, electronic controls, password protection, document and data destruction, etc. Confidential files are kept under careful limits of access. Statutes define much of this process for us and we maintain an active understanding of applicable law.

I can report compliance.

14. I shall not receive, process or disburse funds under controls insufficient to meet the County appointed auditor's standards (as set forth in Management Letter and/or other correspondence).

EXECUTIVE DIRECTOR INTERPRETATION: This means that our financial controls and practices must be conducted in a manner consistent with applicable standards of accountability as required by law and County practices. These standards are typically part of our routine audit reports or new standards from authorities such as GASB or GAAP.

REPORT (COMPLIANT): Our financial practices are directed by law and County practices and our Director of Finance and staff follows these structures accordingly.

I can report compliance.

15. I shall not compromise the independence of the financial auditor or the Board's other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisors.

EXECUTIVE DIRECTOR INTERPRETATION: This provision serves to prevent audit contractors from auditing their own work. This is a practice that can diminish the value and the accuracy of audits and other financial reports. I understand that I must make such financial reporting decisions in a way that ensures independent and accurate audits.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): The County selects our external auditor; auditors that then proceed to evaluate our financial practices under commonly accepted standards and the terms of their contract. We have, from time to time, requested County approval for additional auditing services from the auditors, to help us document the value of some of our practices or to provide the Board with additional information. These requests are made and handled to ensure independent and accurate audits and are not in conflict with this policy provision.

I can report compliance.

16. I shall not endanger the organization's public image, its credibility, or its ability to accomplish Ends.

EXECUTIVE DIRECTOR INTERPRETATION: The Library's public image and credibility are among its most valuable assets. I understand that a significant part of my work is protecting that asset, taking into account all of our fiscal, technical, informational, service and public relations activities.

REPORT (COMPLIANT): Much thoughtful work goes into our processes of service and support for the goals the community sets for itself. We can point to service output growth, productive partnerships, invitations to participate as players, high satisfaction approvals and general acceptance that we promote and maintain a positive image in the community.

I can report compliance.

17. I shall not change the organization's name or substantially alter its identity.

EXECUTIVE DIRECTOR INTERPRETATION: The name of this organization is ~~the~~ Jefferson County Public Library. In this provision, the Board has determined that identity changes to the **name** Jefferson County Public Library of any kind must be reviewed and approved by the Board. I further take this to mean that the naming of individual buildings or significant elements of buildings is the Board's prerogative.

REPORT (COMPLIANT): We maintain a careful observance of Board-established names and identities, while investigating the value of selective name changes when such changes can enhance the community's understanding and/or support of our role and our work. In all cases the Library adheres to the Board's naming policy.

I can report compliance.

memorandum



To: Pam Nissler
From: Amber Fisher
Re: Board Governance Policy Manual Consolidation & Compliance
Date: February 15 2018

At the February 8, 2018 Library Board Study Session, the Board was presented with information related to the consolidation of Board Governance Policies, Statements and Guidelines into the Board Governance Manual to achieve compliance.

The recommendation is to add the following Governance Policies to Section IV: Governance Process 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

Action Requested:

We are asking the Library Board of Trustees to approve the Policy Consolidation recommendation as presented.

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 75th 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.

ADMINISTRATION

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Lakewood, CO 80215
303.235.5275

jeffcolibrary.org



Jefferson County

PUBLIC LIBRARY