



Jefferson County
PUBLIC LIBRARY

BOARD STUDY SESSION

DATE: February 14, 2019

TIME: 5:30 P.M.

PLACE: Administration Conference Room
10200 W. 20th Avenue
Lakewood, CO 80215

Topics:

- Mandatory Sexual Harassment Training
- Financial Review
- Trustees Review Proposed Policy Governance Monitoring Reports
 - 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
 - 2.7 EXD Succession
- 2018 Strategic Plan Achievements
- Wember Inc. – Edgewater Schedule Extension Costs Information
- Tolin Contract Information

NEXT BOARD STUDY SESSION

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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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 21, 2019

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 21, 2019

BROADEST POLICY PROVISION

With respect to interactions with patrons, the Executive Director shall not cause or allow conditions or procedures which are unfair, unsafe, 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: ~~The~~ 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 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): 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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

- 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~~ **online** gathering of patron data are handled in a manner, from collection until destruction, that avoids inappropriate access or loss of such data.

REPORT (COMPLIANT): 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~~ **Libraries**. 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.~~

REPORT (COMPLIANT): 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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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 **or obtain consent for exceptions.**

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~~ **Library ensures** 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.~~ **Mechanisms are in place for patron complaints and compliments.**

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, 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.

- 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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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 illegal behaviors/actions interfere with or disrupt ~~other's~~ **others'** 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~~ **Norms** and practices in the Library's Code of Conduct have been developed to assist ~~them~~ **staff** in making these decisions. 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, 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.

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 **strive to** 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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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 21, 2019

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, 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~~ **does not tolerate** 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

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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.

I can report compliance.

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

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

REPORT (COMPLIANT): These policies are **available** online, **on the staff intranet or** ~~and~~ included in the personnel manual and staff has access to them.

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~~ **Director-level staff are available to serve** 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~~ **to improve future response**. 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 21, 2019

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~~ **adopted** 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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Monthly financial statements issued by the ~~Library's Director of~~ Finance division demonstrate all outstanding obligations which would show any debt as part of the report. 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, m~~Monthly financial reports ~~from the Director of Finance~~ regularly report compliance with this limitation. ~~and posts r~~Requests ~~to come before~~ the Board when ~~Board its~~ approval is required for an expense change.

I can report compliance.

B. Use of Fund Balance

EXECUTIVE DIRECTOR INTERPRETATION: This limitation requires Board review and approval before any use of 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.

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.

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~~ in a timely manner, normally ~~with warrants written~~ weekly. With regard to payroll, all staff is paid bi-weekly, pay periods end every other Saturday and paydays 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 **without Board approval**. 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.

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

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.~~ **The Library Board approves all leases, disposals and acquisitions of real property. The Library Board also approves all issues of debt which could encumber real property.**

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 most** gifts to the Library are processed through the Foundation. In so doing, we ~~have~~ **require** 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~~ **payables** in the amount greater than ~~\$25.00~~ **\$500.00** for over 28 days.

REPORT (COMPLIANT): **Payable accounts over \$500.00 and over 60 days overdue are notified and informed of the need to submit payment. Accounts past due over 90 days may be sent to collection. 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**

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~~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.

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 21, 2019

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~~ **The Library** 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

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response and recovery. The plan identifies resources and establishes back-up systems required to maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is ~~reviewed and~~ updated ~~annually~~ **regularly**. 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).

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.~~ **pass a sufficient background check prior to employment and that the library will maintain adequate internal controls to prevent or detect fraud.**

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. **All library managers and finance staff are responsible for internal controls.**

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~~ **division uses the County's procedure to track assets. Asset additions and inventory are reviewed annually with County staff. The Library disposes of assets in accordance with County policy.** ~~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.

REPORT (COMPLIANT): The library's art policy recognizes the special nature of the library's art collection. It provides for acquisition and management. 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,**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

its Board or staff to claims of liability.

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 procurement 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 **division** 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.

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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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 outputs ~~growth~~, productive partnerships, invitations to participate ~~as players, high-satisfaction approvals~~ and ~~general acceptance~~ **other measures** 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 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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.7

POLICY TITLE: *EMERGENCY EXECUTIVE DIRECTOR SUCCESSION*

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.7: *EMERGENCY EXECUTIVE DIRECTOR SUCCESSION***

I hereby present my monitoring report on your Management Limitations policy 2.7 “Emergency Executive Director Succession”, 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 21, 2019

BROADEST POLICY PROVISION

In order to protect the Board from sudden loss of the Executive Director’s services, the Executive Director shall not fail to ensure that at least two (2) other members of the management team are sufficiently familiar with Board and Executive Director issues and processes to take over with reasonable proficiency as an interim successor.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that there are at least two ~~senior~~ management team members prepared to act in an interim capacity as Executive Director if I am not available so that library operations may continue until I return to work or a permanent replacement is named.

REPORT (COMPLIANT): In response to this provision, the positions of Director of ~~Public Services~~ **Libraries** and Director of **Strategy** ~~Budget and Finance~~ are empowered and qualified to assist with the day-to-day operations and strategic projects of the library as well as to serve as, and perform the duties and responsibilities of the Executive Director in the absence of the Executive Director. ~~In addition, the library has a policy of designating one of the Public Services Directors to serve as Library “Person in Charge” for any issue that arises at any time.~~

I can report compliance.



Jefferson County
PUBLIC LIBRARY

2018 Strategic Plan – Year End Results

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JEFFERSON COUNTY PUBLIC LIBRARY STRATEGIC PLAN



WHAT THE
BOARD EXPECTS

BOARD ENDS STATEMENTS

Provide Access and Support: All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.

Create Great Spaces and Places: All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

Advance Shared Community Outcomes: Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

Be Good Stewards: All Jefferson County residents receive maximum return on their shared investment in library services.

HOW WE'LL GET THERE

STRATEGIC GOALS

Increase access, availability & awareness of library resources

Attract, develop & retain a highly skilled and well-qualified workforce

Maintain and improve facilities, equipment, grounds and IT systems

Foster community engagement, lifelong learning, health and well-being

Improve the efficiency and effectiveness of Library services

WHAT WE'RE AIMING FOR

DESIRED OUTCOME

Residents are informed, educated and engaged

Residents have access to technologies

Residents have access to community spaces

JCPL supports shared community outcomes:

Kindergarten readiness
Grade-level proficiencies
High-school graduation rates
Workforce readiness
Business and entrepreneurial success
Healthy behaviors
Aging well

JCPL services are delivered cost effectively

HOW WE'LL KNOW WE SUCCEEDED

SUCCESS MEASURES

We meet or exceed the 50th percentile of library peer performance

We meet or exceed public sector industry measures

We maintain or improve key public library measures

VISION: Jefferson County Public Library will be the essential destination where all generations connect, discover and create.

MISSION: Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

JEFFERSON COUNTY PUBLIC LIBRARY

2018 STRATEGIC PLAN SCORECARD



2018 PRIORITY STRATEGIC INITIATIVES:

- Continue development of the Facility Master Plan
- Attract and retain an Executive Director for JCPL
- Complete construction of the Edgewater Library
- Ensure appropriate staffing levels

LIBRARY BENCHMARK MEASURE	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2017 PERCENTILES*	
				50 TH	75 TH
Circulation/capita	13.71	13.71	13.45	10.30	12.24
Visits/capita	4.5	4.5	4.69	4.51	5.38
Program attendance/1000 capita	439	439	471	423	481
Square footage/capita	0.38	0.39	0.40	0.67	1.03
Public Service hours/1000 capita	52.68	52.75	52.84	74	89
FTEs/1000 capita	0.44	0.48	0.48	0.54	0.74

PUBLIC SECTOR INDUSTRY MEASURE	2017 ACTUAL	2018 TARGET	2018 ACTUAL
Staff turnover	9.1%	TBD	10.1%
% uptime/IT systems	99.8%	98%	99%
% bandwidth utilization	10-50%	50%-79%	50-80%
Technology replacement cycles	3 years	4-7 years	3 years
% uptime Facilities operations	99.9%	98%	99%

CUSTOMER SATISFACTION SURVEY

	2017		2018		JCPL Ranking vs. Peers	
	Importance	Satisfaction	Importance	Satisfaction	Importance	Satisfaction
Customer Satisfaction	9.39/10	8.90/10	n/a	n/a	n/a	n/a

JCPL solicits feedback from patrons through a customer satisfaction survey designed by Counting Opinions, LLC, a company that caters specifically to libraries. It offers a variety of metrics to help us determine patron satisfaction with various aspects of their library experience, and has the added advantage of benchmarking our rankings against other users of the Counting Opinions survey. 2017 results, based on inputs from 442 patrons, measure the importance of the library to our patrons and their overall satisfaction with our services. We were not able to get a statistically significant sample in 2018.

* Latest available data

PUBLIC LIBRARY MEASURES	2016 JCPL SCORE	2018 TARGET	2018 JCPL SCORE	2018 INDUSTRY AVERAGE
EDGE INITIATIVE				
Overall Score	705/1000	Continuous	820/1000	664/1000
Community Value	235/310	Improvement	260/310	229/310
Engaging the Community	185/295		230/295	180/295
Organizational Management	285/395		330/395	255/395

The EDGE score represents how JCPL compares to leading libraries around the country, of all sizes, in the area of public access to technology and support for digital literacy. The online assessment tool measures Community Value (including support for digital literacy, access to digital tools and resources, and responsiveness to community needs); Engaging the Community (including strategy and evaluation, use of strategic partnerships and sharing best practices); and Organizational Management (including planning and policies, staff expertise, devices and bandwidth, technology management and inclusiveness).

% RESPONDENTS USING TECHNOLOGY*	2017	2018 TARGET	2018
IMPACT SURVEY			
Education	34%	n/a	n/a
Employment	33%	n/a	n/a
Entrepreneurship	10%	n/a	n/a
Health and Wellness	29%	n/a	n/a
eGovernment	27%	improvement	n/a
Civic Engagement	31%	n/a	n/a
eCommerce	28%	n/a	n/a
Social Inclusion	35%	n/a	n/a

The Impact Survey is an online survey tool designed specifically for public libraries that want to better understand their communities and how people use their public technology resources and services. The Survey asks patrons how they use library technology services such as public computers, wireless networks, online resources, and digital literacy training. 2017 results demonstrate the percentage of respondents who used library technology for specific purposes listed above and reflect responses from 1,142 patrons. We were not able to retrieve results in 2018.

	2017 JCPL SCORE	2018 TARGET	2018 JCPL SCORE	INDUSTRY AVERAGE
PROJECT OUTCOME				
Summer Reading				
Knowledge	4.2/5	Track	4.2/5	4.3/5
Confidence	3.9/5	measures to	4.0/5	4.1/5
Application/New Skills	3.9/5	establish	4.0/5	4.2/5
Awareness of Resources	3.9/5	trend	4.1/5	4.2/5
Early Literacy Events				
Knowledge	n/a	Track	4.3/5	4.6/5
Confidence	n/a	measures to	4.2/5	4.5/5
Application/New Skills	n/a	establish	4.3/5	4.6/5
Awareness of Resources	n/a	trend	4.3/5	4.6/5

Project Outcome is managed by the Public Library Association (PLA) and provides simple survey instruments and an easy-to-use process for public library staff to seek feedback from patrons and measure the outcomes of their library programs. Results reflect patrons' self-reported assessment of how programs contributed to improvements or changes in four key outcome areas reported above.

* Latest available data

ENDS 1: Provide Access and Support

Goal i - To increase access to, availability & awareness of library resources	Initiatives	Responsibility	Milestones	2018 Success Measures
In order that all Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources we will:				Public Service hours per 1000 capita Circulation per capita Program attendance per 1000 capita Customer Satisfaction Ratings Improvement in Edge ratings
*Improve the collection of materials for download and checkout so that it is of sufficient size, has broad appeal and is easy to access	Digital Discovery: Increase access to online resources and the library catalog through implementation of digital discovery and engagement tools	DX	Q2 Evaluate mobile experience; 6 month evaluation of content model; make decision about Spanish catalog experience for 2019 budget. Q3 Decide go/no go on app development; Decision was “no” Q4 Take action if “go”; evaluate connection to change in use of other library services Milestones met	Maintain circulation per capita Circulation per capita decreased by 0.26. While checkouts increased 1%, renewals decreased 21%. The decrease in renewals was attributed to going to fine free on children’s materials, and changes in how renewals are done on the new website.

*Increase knowledge of library materials and services through more informed staff, better tools, and more effective promotion and marketing of resources.	Shelving: Improve display and merchandising of physical materials to improve ease of access.	PS	Q1 Statistics gathered for number of items, number of shelves, circulation Q2 Plan completed, staff communication about change management planned Q3 Pilot location is determined and a plan is started for implementation Q4 The plan is established for system implementation at Locations Milestones met	Milestones met Met expectations
	Branding: Continue brand rollout	Comm	Internal Roll Out: Q1 Engage brand personality traits with CMT; complete internal roll out timeline; complete brand training with Brand Ambassadors and key stakeholders; complete brand inventory and develop schedule for graphics updates Q2 – Q4; begin phased implementation of graphics updates; implement internal roll out. Milestones met	Milestones met Met expectations
	Market Analysis: Continue data tools rollout	PS/Comm	Q2 Decide on choice of market analysis tool for 2019 budget deadline. Milestone met	Milestone met Met expectations
*Provide access to current and emerging technology	Sustainable Tech: Continue Edge and Impact	IT/PS	Q2 Evaluate Edge Milestone met Q2 Decision made about texting solution. Q4 Implement texting solution; Impact Survey Milestone partially met – texting solution evaluation underway	Improvement in Edge ratings Exceeded expectations Overall Edge ratings increased 115 points

ENDS 1: Provide Access and Support

Goal ii - To attract, develop & retain a highly skilled, well qualified workforce	Initiatives	Responsibility	Milestones	2018 Success Measures
In order to support Jefferson County residents in using information, resources, ideas and technology we will:				Customer Satisfaction Ratings Meet or exceed public sector industry measures for staff turnover FTEs/1000 capita
* Execute a Leadership Succession Plan	Executive Director Recruitment: Attract and retain an Executive Director for JCPL	BOT	Q1 Retain the services of an Executive recruiter Q2 Recruiter facilitates a nationwide talent search Q3 New Executive Director is selected Q4 Onboarding of new Executive Director in process Milestones met	Milestones met Met expectations
* Develop current and future leaders	Leadership Development: refine Covey All Access Pass program; fully partner with County HR on 2018 Jeffco Leadership Academy	ERD	Q1 Celebrate 2017 CAAP graduates Finalize and market 2018 CAAP program Begin collaboration on 2018 Jeffco Leadership Academy (JCLA) Q2 Develop & facilitate JCLA classes Q2-4 Provide IEQ coaching for participants Mentor JCLA work groups Milestones met	75% completion rate Met expectations CAAP on target to reach 75% graduation Exceeded expectations JCLA 100% graduation Training evaluation feedback Exceeded expectations CAAP/JCLA 100% positive training evaluation feedback

*Increase staff training in key areas	All Staff Conference: Provide a full day of professional development opportunities/training to all staff annually	ERD	Q1 Project team assembled Q2 Content developed Q3 Event scheduled and planned Q4 Event completed and evaluated Milestones met	75% employee attendance Substantially met expectations 71% of employees attended (including TEMP) Completion and ratings from online evaluation survey Exceeded expectations 110 survey responders 95% positive evaluation rating
	Diversity & Inclusiveness: Continue foundational training to build all staff knowledge and competency to deliver culturally competent service	Special Pops/ERD	Q3 Training begins Q3 JCPL staff attend Diversity & Inclusion Summit Q4 Supervisors have taken training Q4 Process for integrating foundational training into NEO is established Milestones met	75% of current supervisors have completed training Exceeded expectations 80% supervisors attended, 12/59 remaining Finalized plan for new hire training developed by deadline date. Met expectations
*Enhance non-traditional employee benefits	Wellness : Expand program to include Non-benefit eligible employees & increase system wide participation	ERD	Q1 Wellness program in place Q3 Participation and evaluation data gathered Milestones met	20% increase in staff participation and satisfaction ratings from online evaluation survey Exceeded expectations Increased staff participation in wellness workshops by 24.5% 101 survey respondents – 72% positive rating on program
*Improve tools, systems & processes to maximize employee productivity	Fully implement new Staff Intranet	IT/DX	Q1 Engage staff; Complete documentation & governance Q1 Complete communication & change management process Q2 & Q 3 Training & implementation Milestones met	75% of current staff have completed training Met expectations
Identify and Improve Critical IT Systems	IT systems upgrades: Complete Security Camera Upgrades (Phase II)	IT	Q2 Cameras are replaced at EV, GN, SL, WR & LSC Milestones met	All Analog cameras are replaced and new locations are covered. Met expectations

ENDS 2: Create Great Spaces and Places

Goal iii - To maintain and improve buildings, grounds, facilities and IT systems	Initiatives	Responsibility	Milestones	2018 Success Measures
In order that Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life we will:				<p>Square Footage/capita</p> <p>Public Service hours per 1000 capita</p> <p>98% uptime</p> <p>Replacement schedules are met (4 years for user equipment and 7 years for servers)</p> <p>Bandwidth utilization between 50% and 79%</p> <p>Customer Satisfaction Ratings</p>
*Update Library facilities to new service model	Plan for Expansion or Remodel: facility will be determined after the completion of the facility master plan	PS/FAC	<p>Q3 RFP's completed for architect</p> <p>Q4 2019 remodel budget is approved, design schematic completed, community meetings held</p> <p>Q4 RFP for General Contractor, design development completed, alternative service plan completed</p> <p>Milestones partially met.</p> <p>Alternative service plan intentionally delayed</p>	<p>Vendor is secured through RFP process</p> <p>Design and permitting phase completed and construction phase begins on time</p> <p>Substantially met expectations</p> <p>Community input was gathered, conceptual design finalized, timeline for design development, permitting and construction completed</p>
*Expand service in underserved areas	Complete construction of the Edgewater Library	PS/Facilities	Q1 Construction documents completed, timeline for construction integrated with City's construction timeline.	<p>Increase square Footage per capita</p> <p>Increase Public Service hours per 1000 capita</p> <p>Met expectations.</p>

			Q2-3 Construction Q3 Library opening Milestones met	Square footage per capita increased 0.1. Public service hours per 1000 capita increased 0.09
* Address Safety and Security issues	Evaluate systems and staffing to support enhanced Safety and Security	Facilities/ERD/PS	Q2 Provide MSW support for PS locations Milestone met Evaluate scope of contract for security services Milestone met Q2 Provide management support Q4 Implement some security & safety recommendations Milestones partially met. Recruitment of manager intentionally delayed.	Increased staffing for safety and security for patrons and employees Met expectations
*Develop and execute annual facilities maintenance plans	Facilities Maintenance: Complete planned capital repairs and maintenance	Facilities/IT	Q2 LK fence Initiative removed EV parking lot Delayed to reduce weather issues Q2 Plan sorter replacements for two locations Milestone met Q4 Two sorters replaced Milestone intentionally delayed TBD Library Doors RFP issued, no vendor response	Completion of projects on time and within budget. Partially met expectations

ENDS 3: Advance Shared Community Outcomes

Goal iv – To foster community engagement, lifelong learning, health and well-being	Initiatives	Responsibility	Milestones	2018 Success Measures
In order to support community aspirations and advance community outcomes we will:				PLA Project Outcome ratings against reporting peer libraries are captured Program attendance per 1000 capita Public Service hours per 1000 capita Customer Satisfaction Ratings Improvement in Edge ratings and selected Impact score.
*Continue to support early literacy	Align, expand and promote Early Literacy Initiatives	Kids & Families/Comm /Facilities	Q2 Plan developed for materials, training and space for ED Family Place, SL Outdoor Learning Environment. Story Time competencies developed. Q3 SL & ED Location staff trained Q3 Implement at ED and SL Milestones partially met	All affected staff receive training(SL, ED) Edgewater opens as a Family Place library Standley Lake Outdoor Learning Environment installed PLA Early Literacy Project Outcome ratings for Story Times captured. Substantially met expectations Edgewater opened as a Family Place Library Standley Lake Outdoor learning environment construction began fall 2018, based on advice from vendor. Final installation and planting delayed to Spring 2019. PLA Early Literacy Outcome Ratings captured for Story Times

	Eliminate charging of fines on children's materials	PX	Q1 Implement no fines for children's materials Milestone met	Circulation of children's materials increases Customer Satisfaction Ratings Substantially met expectations. Checkouts for children's materials increased 5%, renewals of children's material decreased 27%, overall children's circulation down 7%.
*Provide programs and services that reflect community aspirations, needs and interests	Core Service Planning	L2Y Adult Services Special Populations	Q2 Implement next phase of L2Y Master Plan. Q3 Implement next phase of plan of service for serving adults. Q4 Plan of service for serving diverse populations updated and recommendations approved. Milestones partially met L2y and adult services plans met. Planning for diverse populations intentionally delayed to 2019 due to PS structure reorg.	Increase Public Service hours per 1000 capita Impact Survey score increased for access to eGovernment Milestones are met Substantially met expectations Public service hours per 1000 increased 0.01 Impact Survey Score completed; results from vendor not available.
	Signature Programs: Develop and implement signature events	Programming/ Adult Services Kids & Families Teen Services Special Pops Comm	Q1 Implement Western Writer's Conference. Q2 Implement Summer Reading 2018 Q4 Implement Fandom Ball Milestones met	PLA Project Outcome ratings for Summer Reading are captured Program Attendance per 1000 capita maintained Exceeded expectations PLA Project Outcome scores showed improvement in 3 of 4 categories Program Attendance per 1000 capita increased 32.49

ENDS 4: Be Good Stewards

Goal v - To improve the effectiveness & efficiency of library services	Initiatives	Responsibility	Milestones	2018 Success Measures
In order that all Jefferson County residents receive maximum return on their shared investment in library facilities and services we will:				Budget appropriately allocated to fund strategic goals FTEs/1000 capita
*Execute long range planning	Update 5-year plan and 10-year forecast	SMT	Q1 SMT agree on plan Q2 Plan presented to BOT Milestones met	Plan approved by BOT Met expectations
*Ensure appropriate staffing levels	Organizational Analysis: Implement phase one of the GPS recommendations	SMT	Q1 Implementation plan developed and 2019 impacts presented to BOT 2018 Supplemental budget including additional FTE approved Q2 Recommendations made on effective organizational structure and 2019 budget for FTE Q4 Plan for 2019 new hires Milestones met	Successful implementation of Phase One of Organizational Analysis Implementation Plan 2019 budget request approved with allocation for increased FTE Met expectations

*Assess community needs & interests	Patron Privacy Update patron privacy policies and practices	PS	Q1 Policy and monitoring report updated Q4 Begin new practices Milestones partially met	Policy and Monitoring report accepted by Board of Trustees Partially met expectations. New policy approved by the Board of Trustees; implementation of new practices intentionally moved to 2019 due to capacity constraints
	Continue Development of the Facility Master Plan	SMT	Q1 Facilities master plan completed and recommendations presented to BOT Q2 Budget and decision packages identified for 2019 projects Q2 Recommendations incorporated into the long-range capital plan and 2019 budgeting Milestone met	Facility Master Plan is used for 2019 budgeting and 5 year capital plan Met expectations Facility Master Plan and recommendations approved by the Board of Trustees and incorporated into the 2019 budget and 5-year capital plan
*Improve promotions and marketing systems and processes	Implement Phase II of Communication Audit Findings	Comm/Program ming	Q1 & 2 introduce new digital signage processes; evaluate alternatives for program promotions. Q3 & 4 Implement alternative options for program promotions; build email capacity By yearend: Implement new promotions and marketing request/ticketing process. Milestones met	Milestones met Met expectations
*Develop alternative sources of revenue	Implement Naming program for Edgewater	Comm	Q1: Solicitation packages designed. Q3: 2018 Naming Rights Agreements finalized. Milestones met	We raise at least \$50K through naming agreements. Substantially met expectations. Raised or committed to date: \$47,175, with additional requests still outstanding



Jefferson County
PUBLIC LIBRARY

memorandum

To: Donna Walker, Executive Director JCPL
From: Steve Chestnut, Director of Facilities and Construction
Re: Additional costs for Edgewater schedule extension
Date: February 5, 2019

Background

The Edgewater Library construction project was intended to be completed in 15 months based upon the anticipated schedule published for completion of the Edgewater Civic Center. As you may recall that schedule was extended several times due to a number of reason out of the control of the Library and the duration ended up being 19 months. I've advised the Board of Trustees several times during the Edgewater updates that those schedule extensions would drive an additional cost to our owner's rep fees. Below is a breakout of those fees;

Wember

2 months additional design review	\$12,308
2 months additional construction admin	\$18,636
4 months reimbursables	<u>\$1,500</u>
Wember Total	\$32,444

It is anticipated that these additional fees will be taken out of the contingency line item for the project and the original budget will not need to be supplemented.

Request

I would like to request the Board of Trustees to authorize you to amend the contract with Wember Inc. by increasing the not to exceed cost by an additional \$32,444. This would bring the total cost of the contract to \$150,247.

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Kurt Jungwirth, Facilities Operations Manager

DATE: February 14, 2019

RE: 2019 JCPL HVAC Maintenance and Emergency Service Contract 2nd Renewal, Study Session Memo

History of Contract:

JCPL HVAC Maintenance and Emergency Service contract with Tolin Mechanical Systems will expire on February 28, 2019. 2019 is the second year of an annually renewable 5-year contract, which commenced on March 01, 2017.

My recommendation is for the Director of Facilities and Construction to request Board authorization for you to renew the contract with Tolin Mechanical Systems Company for HVAC Maintenance and Emergency Service for an additional year. The amount of that term is \$81,024.00 starting on March 01, 2019 and terminating February 29, 2020.

Total Cost:

Amount of \$81,024.00 is requested.

Next Actions:

I anticipate bringing the contract authorization request to the Board at the February 21st board meeting. We will be asking the Library Board of Trustees to authorize the Library Executive Director to sign into a contract with Tolin Mechanical Systems Company for the amount of \$81,024.00.