EXTENDED STUDY SESSION AGENDA

Jefferson County Public Library Board of Trustees

AGENDA SCHEDULE	Thursday, March 14, 2019 – 4:00pm to 8:00pm				
	PAM NISSLER CONFERENCE ROOM AT LIBRARY ADMINSTRATION				
	Facilitator: Mark Leyba, Jefferson County Organizational Readiness Manager				

Objectives:

- > Trustees contribute to 2020 Strategic Planning
- > Trustees are given an opportunity to reflect on strategic inputs and other data points
- > Trustees explore impacts of changes to Ends statements

Outcomes:

- Executive director has heard from the BOT so 2020 strategic planning can begin
- ➤ New ends are understood and incorporated into 2020 vision

1.	4:00 - 4:20	Icebreaker
1.	4:20 - 4:30	Strategic Planning Timeline and Budget Milestones
		Set Expectations for Meeting
3.	4:30 – 5:00	2019 Community Inputs Presentation
4.	5:00 - 5:15	(Break to fill plates for working dinner)
5.	5:15 – 5:45	2019 Community Inputs Discussion
6.	5:45 – 6:15	Trends Insights Activity
7.	6:15 – 6:45	New Board Ends
8.	6:45 – 7:15	Wrap-up
9.	Other Board	Financial Policies
	business	Financial Review
		Landscape Contract Information

Jefferson County Public Library Board of Trustees

2020



Jefferson County Public Library Board of Trustees

2020 Strategic Planning Information Packet

Order of Contents

2020 STRATEGIC PLANNING INFORMATION 1. Strategic Planning Timeline and Budget Milestones 2. 2019 Community Inputs 3. Trends in Libraries Executive Summary 4. Ends Statements 5. Preliminary Market Analysis 6. Master Facilities Plan Executive Summary 7. Organizational Analysis Executive Summary

Strategic Planning Timeline and Budget Milestones



Strategic Planning and Budget Milestones Board modifies Bylaws to include role for Board in defining Ends statements and sharing responsibility 2016 with the Executive Director on strategic planning to address Ends statements. Board worked with Executive Director to develop a plan for Boarrd involvement in strategic planning starting with 2018 with the objective to begin work in 2020. Recognition of details in measures 2017 and what drives us forward. MARCH— Discussed evaluating Ends Statements; conducted a survey April — Discussed Ends Statements; Board 2018 begins Strategic Planning Visioning May — Board suggests developing a plan for moving forward June — Board reaches a consensus on plan to move forward August — Who is our targeted audience? September — Aspen Report October — Measuring what Matters **November** — Review current Ends Statements **December** — Finalize Ends Statements **January** —Board adopts new Ends Statements 2019 March — Board contributes to 2020 Strategic Planning April — Board reviews their Governance Budget April — Board contributes to 2020 Strategic Planning May — Board approves Governance Budget; Board reviews draft of 5 and 10 year financial plan June — BOT authorize submission 2020 budget; 5-year capital plan June — 2021-2024 Long range planning **December** — County Budget approval; Final JCPL Budget and Spending Plan to Board for adoption

2019 Community Inputs



JCPL Strategic Planning

Executive Summary: Community Input Initiative

Purpose

Support the development and implementation of an effective planning process by engaging with stakeholders to assess community needs and interests

Goals

- Introduce Donna as the new Executive Director.
- Begin to build relationships with key stakeholders
- Learn stakeholders' aspirations for the community to help guide long-term planning
- Learn stakeholders' top strategic priorities
- Explore how stakeholders measure the value of the library; learn how they expect the library to contribute

Logistics / Approach:

We hired GPS to help us facilitate community input sessions, including six meetings over the course of four weeks with 96 participants from key stakeholder groups. These included:

- Volunteers
- Business, Chambers of Commerce, and Economic and Workforce Development
- Faith-based and Health and Human Services
- Mayors, City Managers and Foundation Contacts
- Early Literacy and Education
- Elected and Other County Officials

A full list of participants is available upon request. After introductions, participants were organized into breakout groups of five to seven to maximize participation. Topics for discussion centered on the following four questions:

- 1. What are your aspirations for your community?
- 2. What challenges does your community face in reaching these aspirations?
- 3. How can the Library help?
- 4. How will we know the Library is being successful in supporting community aspirations?

GPS encouraged each breakout group to identify a volunteer facilitator to develop consensus themes from the discussions. Participants recorded their own responses on sticky notes, then shared them with the group. Facilitators helped the groups identify common elements, issues or themes. GPS then asked facilitators to summarize these themes and seek validation from the group. Both individual responses and consensus themes were captured.

We then tracked the number of individual and consensus responses across all six groups to identify and prioritize community inputs for each of the four questions, with results presented in key highlights below. A table capturing all of the individual and consensus mentions is available upon request.

Following are highlights from what we heard:

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Question #1: What are your aspirations for your community?

Many shared a vision of safe, sustainable, thriving communities with equal access to:

- Early Learning/Education
- Community Engagement
- Economic Development/Jobs/Commerce
- Affordable Housing
- Spaces to get together, including free and flexible meeting spaces
- Information re: resources and issues
- · Community Identity and Pride
- Arts and cultural enrichment
- · Access to healthcare and other resources
- Health and Healthcare
- Sustainability
- Economic Security
- Transportation
- Services to Seniors

The following emerged as top priorities with strong consensus across the board:

- **Early Literacy and Education** there is broad recognition of the critical role literacy and education play in supporting a community's aspirations. Representative Comments:
 - Enhancing children's literacy
 - Equity in education and other opportunities
 - Everyone understands the importance of financially investing in county schools
- Diverse, Inclusive Communities, with equal opportunities for all a deeply held community value.
 Representative Comments:
 - Sustainable community that embraces diversity and active living, inclusiveness, prosperity, safety
 - Equitable access and educational opportunities, cultural, linguistic, responsive, materials and resources reflective of multiple lenses of diversity
 - Welcoming to immigrants and people who do not speak English
- **Engaged and Connected Communities** People are looking for ways to connect with others in their neighborhoods and communities. Representative Comments:
 - o Connected people, neighborhoods, organizations
 - Connected neighbors/hoods
 - Sense of connection...People as interested in the well-being of others as own
- Leadership/Shared Vision/Collaboration People seek a community united by a shared vision and collaborative approach to problem solving. Representative Comments:
 - o Shared vision. Productive collaboration.
 - o Keep working together to create a safe environment where all can thrive.
 - Everyone is treated and seen as a valued member of the community. Everyone has opportunities to contribute.

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- **Economic Development/Commerce** Participants value small business development and economic-opportunities. Representative Comments:
 - o Economic growth
 - More economic opportunities
 - o Growing, supported businesses
- **Safety** People want safe communities where everyone is respected and valued. Representative Comments:
 - o To have a safe, clean, great and smart community
 - o Keep working together to create a safe environment where all can thrive
 - o All people have access to healthy food, safety, shelter. Safe for children.

Question #2: What challenges does your community face in reaching these aspirations?

- Community Engagement/Feeling Connected People are feeling disconnected from each other and their communities. There is a trend toward social isolation for many residents. Representative Comments:
 - o Language barriers, schedules, education, knowledge of different cultures.
 - o History of marginalization of certain populations
 - o Community being built in the isolation of the digital age
- **Diversity and Inclusion**, while highly valued, bring challenges. Changing demographics, growing economic and wage disparity and the current political environment are contributing to an atmosphere of fear and divisiveness and a lack of civility in common discourse. This is also contributing to concerns about safety and security in patron interactions. Representative Comments:
 - Segregated populations, not caring to know your neighbor. Not accepting everyone due to race, religion, identity, etc. Income and educational disparity.
 - Fear of people who are different. Fear of change. Lack of community mindset.
 - o Anti-civil dialogue and attack of opposing views, division, silo mentality
- Information about/access to community information It's harder and harder to deliver information
 and create broad awareness of community issues, resources and services (including the Library's) to
 Jeffco residents. Representative Comments:
 - o Knowledge of services. Being able to reach people in need with info about services.
 - o Lack of local area information, local news and info home page
 - o Not being aware of resources, isolated resources
- **Resource Constraints** Lack of time & funding topped the list. Staffing/volunteers, transportation & affordable housing were also cited. Representative Comments:
 - Money to pay for programs. People to implement.
 - o Not enough time for connection
 - o Socioeconomic disparity. Infrastructure set up for x and we have 5x.
- Shared Vision and Collaboration People feel there is a leadership void in creating a shared vision for our communities. As a result, people live and work in silos. Representative Comments:

2020 STRATEGIC PLANNING



- Competing forces re: growth, infrastructure, short-sighted leadership, no avenue for respectful civic discourse
- Lack of a shared regional vision
- o Getting everyone on board with the same goal, politics, budget

Question #3: How Can the Library Help?

Many shared a traditional view of the Library providing resources and support, including (in priority order):

- Programs/classes/discussion groups
- Resources for early learning and education
- Technology and innovation
- Free and flexible meeting spaces
- Information about and access to community resources and services
- Events (concerts, fairs, etc.)
- Arts and Cultural Enrichment
- Support for economic development
- Books, movies, music

In addition, the following themes stood out:

- Community Engagement/Connection there was huge demand for this. Stakeholders are looking for the Library to be more than just a collection of physical and digital resources. They are looking for leadership to enable connections with others. Folks felt the Library could and should offer programs that give folks a change to engage, connect, discuss controversial issues, explore cultural differences, learn about each other, etc. They also felt there was a role for the Library out in the community, through enhanced outreach and collaboration with other community groups and services. Representative Comments:
 - o Create space for civil and safe debate, consensus building
 - Hosting community discussions about tough topics like racism, mental health, sexual orientation, immigration and tolerance
 - Continue outreach by connecting others with other organizations and initiatives to increase connections and hear the community voices
- Safe Place/Community Hub while people cited traditional Library resources we saw far greater demand for a safe place where community members can come together to connect and engage.
 Representative Comments:
 - A community place for sharing, togetherness, culture, art, entertainment and engagement.
 Better than Starbucks!
 - Provide place for gathering interactions. People to come together to create a sense of community
 - A 3rd place helps with social media isolation, community engagement, storytelling, community dialogue, collaboration hub...
- **Diversity and Inclusion** The Library is seen as a powerful model and advocate for diversity and inclusion. It is seen as a trusted, neutral space where everyone is welcome and can feel at home. Representative Comments:
 - o Reaching out to all community making sure all ages and diverse groups are included
 - Sense of inclusivity and welcome. Decriminalization of certain behaviors
 - o Provide both a window to other communities & a mirror representing ours

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- Shared Vision/Collaboration/Library as Convener People felt the Library could play a leading role
 in establishing strategic partnerships and convening collaborative management initiatives to support
 community aspirations. Representative Comments:
 - o Vocal advocate for community collaboration and vision
 - Be a convener of community efforts for problem solving
 - o Partnerships with other community groups around aspirational issues and challenges
- Information about/access to resources This was a clear request not only more information about Library services, but information and access to other community resources as well.
 Representative Comments:
 - o Public doesn't know that resources are available
 - o Educate the public on how the Library can help
 - o More community resources for people needing info whether school, county or state. Make it available to all.

Question #4: How will we know the Library is being successful in supporting community aspirations?

- **Usage Statistics** people cited many of the measures we currently track (cardholders, library visits, web visits, circulation, program participation, meeting room use, communications effectiveness, etc. They also suggested we track use of the library by new and more diverse populations.
- Surveys, Focus Groups, Intercept Surveys these were offered as ways to get to patron awareness and satisfaction, as well as how they value the Library.
- "BUZZ" We'll know we're being successful when people are talking about the library and recommending it to others.
- Community Support Funding, advocacy and participation are other measures of success.
- **Programs/Partnerships** Folks suggested we track growth in strategic partnerships and their effect (via agency relationships, referrals and meeting measurable objectives).
- Outcomes a smaller subset suggested we track growth in individuals, or how they were changed by the Library

Representative Comments:

- Measurable objectives; Metrics
- Community perceptions
- Hearing about the Library by word of mouth
- Consistent funding and new funding
- o Increased collaboration with external agencies and referrals
- Defined community partnerships"
- Increase of services that impact (got a job, found a new one)
- Student achievement in demographic groups that were previously struggling"

Summary

2020 STRATEGIC PLANNING







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Trends Executive Summary



Trends in Libraries

"Libraries are having a moment right now" Eric Klinenberg*

Community Impact: Libraries are using community goals to shape services and lead community policy-making to support those goals

- Creating spaces and reasons for people to connect across generations and cultures
- Library as a supporter of the well-being of the community
- Access to books and materials is a given
- Importance and extent of Library contribution to early literacy and business support is building
- Expectation that the Library transcends social issues; we hold the center

Community Engagement: Competition for attention is fierce

- People expect us to keep their data private and also to use it to customize their service
- Proliferation of communication channels
- Expectation of collaboration and partnership with other community agencies
- More meaningful volunteer opportunities for more types of people

Library Services: Do more and do it for everyone – and maybe do it outside

- Equity, Diversity and Inclusion Everyone is welcome
- We are the connector to resources and opportunities to learn
- Fewer barriers; more convenience
- Greater emphasis on programs
- Ahead of the technology curve with access to devices and maker culture
- More outside outreach, outdoors
- My device, my way
- Mental health support

Workforce: Library workforce is expected to reflect the demographics of the community

- Five generations at work, Millennials largest group in workforce
- Expectation of a healthy and safe work environment
- Growing importance of staff and leadership development
- Changing labor market
- Regulatory uncertainty

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TRENDS IN LIBRARIES



Facilities: Designing space for people first, materials next

- Be a 3rd Place people can go hang out, meet up, or just be
- Flexible space and let people see the fun going on inside
- Convenient access
- Outdoor spaces
- Be Green
- Be Safe
- Go beyond ADA to universal accessibility

Stewardship: Don't duplicate effort

- Evidence-based decision-making
- Long-range planning
- Collaborative management
- Focus on outcomes

*American sociologist and author of *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization and the Decline of Civic Life* (2018) at ALA mid-winter, 2019.



Ends Statements



GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: ENDS POLICY 1.0

POLICY TITLE: ENDS POLICIES

Global Ends Statements:

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

- 1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.
- 2. All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.
- 3. Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes
- **4.** All Jefferson County residents receive maximum return on their shared investment in library services.

The following new Ends Statements were adopted at the January 2019 Board Meeting and will go into effect January 2020

Global Ends Statements:

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

- 1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.
- 2. All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.
- **3.** Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.
- **4.** JCPL maximizes return on shared investment by delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.

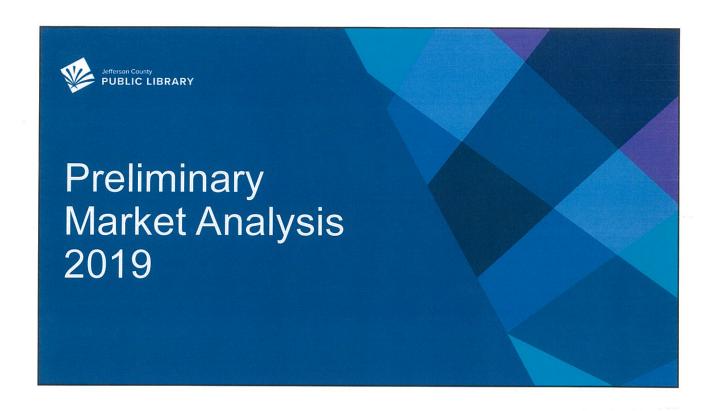
2020 STRATEGIC PLANNING

ENDS STATEMENTS



Preliminary Market Analysis





Market Engagement

Estimated Market Engagement



- Market Engagement, or Market Penetration, is a calculation of the Library's reach throughout the community.
- Measured by household rather than individual to account for families.
- Provides the estimated percentage of households in the Library's Service Area that have at least one active* library card.

*Active: Library card has been used within the last 12 months.

Estimated Market Engagement



92,347

The number of households in the **Library Service Area** that have a library card that has been used during the past 12 months. •

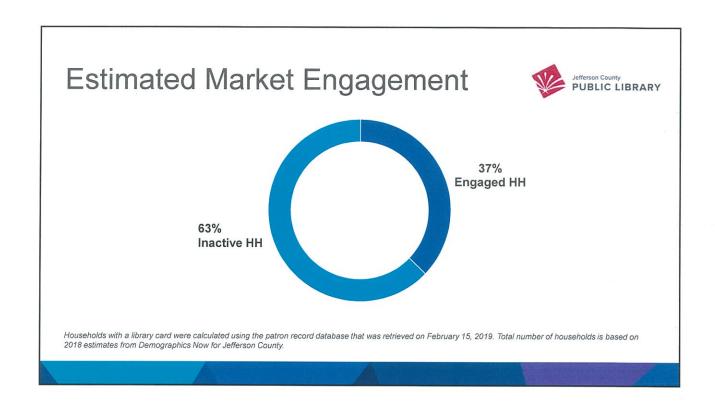
248,541

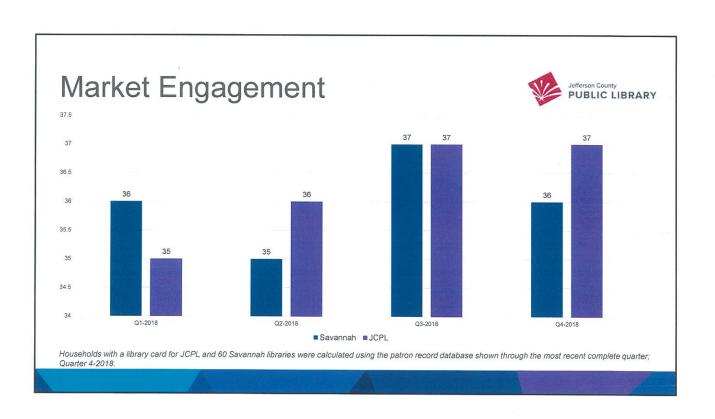
The total number of households in the Library Service Area.

37%

The estimated percentage of households in the Library Service Area that have at least one active library card.

Households with a library card were calculated using the patron record database that was pulled on February 15, 2019. Total number of households is based on 2018 estimates from American Community Survey census data for Jefferson County Public Library's service area.







80

70

60

50

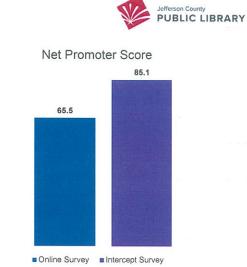
40

30

10

Net Promoter Score

- Net Promoter Score (NPS) is a scale of customer loyalty.
- NPS is calculated by the % of Promoters less the % of Detractors.
- In 2016, Orange Boy conducted an intercept/interview survey to obtain NPS scores for 7 representative locations and an online customer survey for the system as a whole.
- Scores were attributed to a customer's last used library location.
- An updated survey to collect NPS data will be completed by end of 2019.



NPS definitions and scores obtained from Orange Boy Ethnographic Research Findings, November 2016.

Master Facilities Plan Executive Summary



Facility Master Plan

Executive Summary

In 2017 JCPL commissioned Group 4 to prepare a Facilities Master Plan to guide planning, decision-making, and capital investment in its facilities over the next two decades. The Board was presented the Facility Master Plan in February 2018. In March 2018 recommendations were presented to the Board covering the 2019 budget and 5 year capital plan. Staff suggested that these recommendations be reevaluated each year as part of the annual budget and five-year capital plan.

The 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.

Projects that are in progress that were part of the Facilities Master Plan;

- Belmar Redesign
- South County Research and plans for expanded services

Projects that are not part of the plan

- The new Edgewater Library is an example of the flexibility of the Facility Master Plan.
 Edgewater was not listed as a project in the original document, and JCPL was able to leverage the opportunity offered by the City of Edgewater to expand the library as part of the civic center construction.
- The opportunity that has recently come to our attention with the City of Golden buying the Coors property at 311 10th Street for a civic center is another example of how the plan can adapt to meet new opportunities.
- We have also just learned the timeline and plans for remodeling the Conifer High School with the passing of the school bond in 2018. (see items in red on the timeline.)

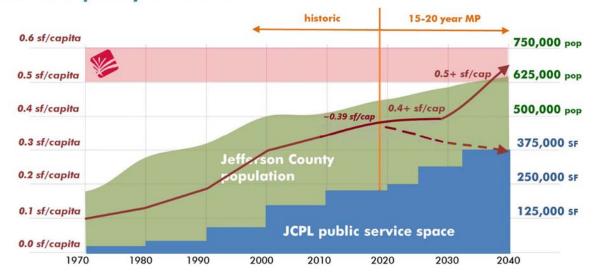
The following graph has been revised to show the impact of Edgewater's expansion. The graph illustrates that the increase of 8500 square feet that quickly disappears with the forecasted population growth. The plan recommends that to adequately provide services to the community, JCPL should be aiming for 0.5 -0.6 square foot public space per capita. JCPL currently has .39 square feet of branch library space per capita. In order to simply catch up to the current population JPCL would need to add 100,000 additional square feet.

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FACILITY MASTER PLAN EXECUTIVE SUMMARY



Build capacity over time



The plan had several key findings and recommendations which are summarized below;

Finding: 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.

Recommendation: 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.

Finding: 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.

Recommendation: 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.

Finding: JCPL's system wide administrative and operations functions are divided among multiple, undersized facilities scattered across different cities, which keeps the organization from achieving maximum efficiency and effectiveness.

Recommendation: Development of a consolidated facility or campus with

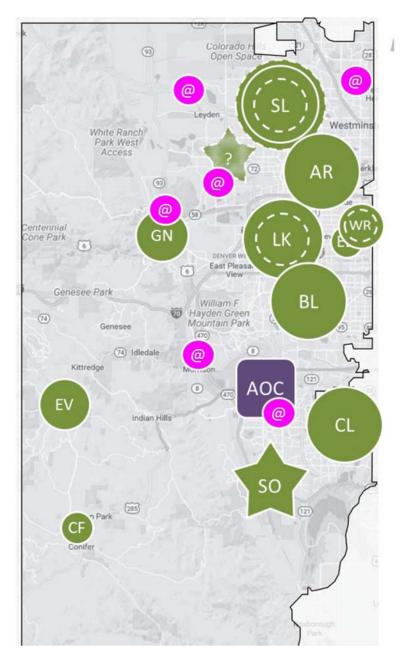


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enough space to accommodate all system wide administrative and operations functions, enhance inter-departmental collaboration and innovation, and support organizational growth and development over time.

Finding: The report compliments JCPL on its destination library service model and recommends that future expansions continue as larger library buildings

Recommendations: Adding 1-2 new libraries, evaluating the expansion of current buildings and exploring alternative services opportunities.



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



Timeline

Phase 1 2018 - 2023

Phase 2 2024 - 2029

2018 2019 2020 2021 2022 2023 2024 2025

- Belmar Redesign Planning
- Edgewater Construction
- Belmar
 Redesign
 Construction
- Identify South County Location & Planning
- Alternative Service Delivery
- Investigate
 City of Golden
 Opportunity
- Fall 2019
 Conifer High School expansion planning

- Complete Belmar Redesign
- South County Planning & Construction
- Alternative Service Delivery
- Summer 2020 Confor High Construction begins, expected to be about 18 months.
- Complete & Open South County
- Evergreen Redesign Planning
- Evergreen Redesign Construction
- Standley Lake Redesign or * Expand Planning
- Alternative Service Delivery
- Standley Lake
 Redesign or
 tion Expansion
 Construction
 - Administration Planning
- Administration Construction
- Lakewood Redesign Planning
 - Alternative Service Delivery
- Complete and Open Administration
- Lakewood Redesign Construction
- Alternative Service Delivery



	Phase 1					Phase 2		
	2018	2019	2020	2021	2022	2023	2024	2025
Project	Belmar Planning	Redesign Belmar	Belmar Redesign Construction	Complete & Open South County	Evergreen Redesign Construction	Standley Lake Redesign or Expansion construction	Admin Building Construction	Finish Admin Building Construction
Project	Edgewater Expansion	Begin South County Search (Find Agent, RFP)	Design & Construction South County	Planning for Evergreen Redesign	Planning for Standley Lake Redesign or Expansion	Planning Admin	Planning Lakewood Redesign	Lakewood Redesign Construction
Project		Implement Alternative Service Delivery, Cargo Van, and South County Book drop	Implement Alternative Service Delivery Option TBD		Implement Alternative Service Delivery Option		Implement Alternative Service Delivery Option	Implement Alternative Service Delivery Option
Project		Investigate City of Golden Opportunity						
Project		Fall 2019 Conifer High School expansion planning	Summer 2020 Conifer High Construction begins, expected to be about 18 months.					

2020 STRATEGIC PLANNING

FACILITY MASTER PLAN EXECUTIVE SUMMARY



Organizational Analysis Executive Summary



2017 Organizational Analysis

JCPL engaged GPS in June 2017 to conduct an organizational assessment to analyze and evaluate the effectiveness of JCPL's current organizational structure, distribution of functions, and staffing levels. In order to establish staffing levels that allow JCPL to operate efficiently today and that can be quickly adjusted to meet future needs, GPS engaged JCPL in a collaborative, consensus-building process over 16 weeks in which they

- Interviewed 30 leaders and key staff
- Facilitated 11 Focus Groups, engaging more than 100 employees
- Conducted an all-employee survey with 200 responses
- Held 5 SMT workshops and 3 CMT workshops
- Reviewed peer performance data and organizational designs

Key Findings:

- 1. JCPL is resource constrained. When our performance is compared to 13 national peers, we rank in the top 2 for circulation and visits but in the bottom 3 for staffing levels.
- 2. More than half of JCPL workforce is temporary (part time non-benefitted employees) and this is not a sustainable model.
- 3. In 2017, JCPL spent 52% of the operating budget on personnel, a reduction of 6% from 2016.

FTE Implementation Plan:

The Executive Team developed a phased implementation plan to implement the recommendations of the organizational analysis and expand FTE. The plan addressed our most urgent staffing priorities first, while aiming to restore staffing to pre-recession levels and replace temporary positions with FTE where that makes sense.

Budget Year	2018	2019	2020	2021
Total New FTE	14.5	23.5	47.5	7.5

2018 Refresh

In November of 2018, JCPL engaged GPS again to

- Evaluate the effectiveness of Phase 1 the 14.5 FTE additions made in 2018 and adjust the plan for 2019 if needed.
- Identify opportunities created by senior leadership changes.

2020 STRATEGIC PLANNING

ORGANIZATIONAL ANALYSIS EXECUTIVE SUMMARY



The data collected has informed a restructure of the Executive Team and refreshed phase 2 of our FTE Plan. Implementation of that plan is already well underway with 13 new FTE positions in place or in process. Adding these 23.5 new positions in 2019 will address our current most important staffing needs, while creating the capacity for the addition of more new positions in phases 3 and 4.

In 2019, JCPL will spend 55% of operating budget on personnel.



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GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.9
POLICY TITLE: POLICIES, STATEMENTS & GUIDELINES

4.9.1 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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.9

POLICY TITLE: POLICIES, STATEMENTS & GUIDELINES

4.9.2 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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.9

POLICY TITLE: POLICIES, STATEMENTS & GUIDELINES

4.9.3 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.
 - O 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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.9

POLICY TITLE: POLICIES, STATEMENTS & GUIDELINES

4.9.4 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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS POLICY 4.9

POLICY TITLE: POLICIES, STATEMENTS & GUIDELINES

4.9.5 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

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

jeffcolibrary.org



TO: Donna Walker, Executive Director

FROM: Kurt Jungwirth, Facilities Operations Manager

DATE: March 14, 2019

RE: 2019 JCPL Landscape Management Services Contract 1st Renewal Study Session Memo

History of Contract:

Last year, the Library Board of Trustees authorized the Executive Director to sign a one-year contract with Environmental Designs, Inc. with the option to renew for four additional years. The one-year contract will expire on April 19, 2019. The Facilities Division is recommending that the Library utilize the renewal option for one year starting on April 20, 2019 and terminating April 19, 2020. The amount of that one-year renewal contract is \$82,080, which is unchanged from last year.

Total Cost:

Amount of \$82,080.00 is requested.

Next Actions:

The contract authorization request will be submitted to you for the March 21, Board meeting