

**Jefferson County Public Library Board of Trustees**  
**Extended Study Session**  
**March 14, 2019 – 4:00-8:00 p.m.**  
**Administration Conference Room**

**TOPICS:**

- 2020 Strategic Planning
- Financial Policies
- Financial Review
- Landscape Contract Information

**Call to Order**

The Study Session was called to order at 4:07 p.m. by Charles Naumer, Chair.

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

**Trustees not present:** Jeanne Lomba.

**Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Information Technology; Barbara Long, Assistant Director of Finance and Budget; Rebecca Winning, Director of Strategy and Engagement; Sandie Coutts, Director of People and Culture; Lizzie Gall, Assistant Director of Library Programs and Services; Padma Polepeddi, Assistant Director of Library Programs and Services; and Amber Fisher, Executive Assistant, Office of the Executive Director.

**Guest Facilitator:** Mark Leyba, Jefferson County Organizational Readiness Manager

Introduction and Icebreaker

What have you heard recently from the community about the library?

- From a student, “I use it as a way to set aside time dedicated to studying because if I stay at home I get too distracted.”
- I continue to hear people say you should do this – and I’m thinking we’ve been doing that for 20 years.
- I’m very connected to how our families use the library – and how our teens would like to use the library. In my book club, every single woman in that club uses the library to get their books. There are groups that use the library regularly.
- Kids and seniors. People in Evergreen love everything about the Evergreen library. People ask, what’s going to happen with libraries – what will they look like in the next 10-20 years.

- The library – multi service provision – family member who is a senior and strong supporter of the library system – extremely active in support – but not sure if she ever uses the library even though she is an avid reader and consumer of information – getting them in the doors is the secret.
- I am active in the manufacturing and business sector Jeffco. I hear people – wish that there were more adult programs.
- I am hearing about the homeless situation. The Arvada Chamber is having a meeting on homelessness – hope to approach from many points and get a handle on it.

## **Review Objectives and Outcomes and Agenda**

### **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

## **Strategic Planning Timeline and Budget Milestones**

The Chair introduced the topic and reviewed the timeline and background of the Board's strategic planning milestones.

- 2016: Modified bylaws to include a place for the Board to participate in strategic planning – very thoughtful in how we would work together.
- 2017: Started to develop a plan for Board involvement including recognition of measures.
- 2018: Evaluated Ends Statements and conducted a survey. There was recognition that the Board was not putting enough time into reflecting on the ends
  - April – Started the process of strategic planning visioning
  - May – Developed a plan for moving forward
  - June – Board consensus on map to move forward
  - August – Discussion on who is our targeted audience
  - September – Reviewed the Aspen Report
  - October – Focused on measuring what matters – metrics
  - November – Ends statements review
  - December – Finalized ends statements
- 2019: January – Adoption of new Ends Statements
- 2019: March – December: Budget and other planning milestones were reviewed.

The Board had no questions about or additions to the timeline.

The Executive Director addressed the Board and noted that this is the first time the Board and Executive Team are meeting to work together on strategic planning. The goal is to create a precedent for future years and determine the best process for moving forward. The data in the information packet is streamlined and there is additional information included that is not reflected on the agenda. That information has been presented previously. The focus today will be on new information.

### **2019 Community Inputs Presentation**

Rebecca Winning, Director of Strategy and Engagement, presented information on the community input initiative. JCPL's services start with a deep understanding of the communities we serve and this information will help us in our long range planning.

#### Purpose and Goals

The purpose of the community input meetings was to introduce Donna Walker as the new Executive Director; build relationships with key stakeholders; learn about our communities' aspirations and challenges; and learn how stakeholders measure the value of the Library and how they expect the Library to help.

#### Logistics and Approach

The Library hired Government Performance Solutions (GPS) to help facilitate the 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

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, and 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.

The number of individual and consensus responses across all six groups were tracked to identify and prioritize community inputs for each of the four questions. The results were presented in key highlights.

#### 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:

- **Early Literacy and Education** – there is broad recognition of the critical role literacy and education play in supporting a community’s aspirations.
- **Diverse, Inclusive Communities, with equal opportunities for all** - a deeply held community value.
- **Engaged and Connected Communities** - People are looking for ways to connect with others in their neighborhoods and communities.
- **Leadership/Shared Vision/Collaboration** - People seek a community united by a shared vision and collaborative approach to problem solving.
- **Economic Development/Commerce** - Participants value small business development and economic-opportunities.
- **Safety** - People want safe communities where everyone is respected and valued.

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

There were plenty of challenges to achieving their aspirations, ranging from divisiveness in civic discourse to economic disparity. Every aspiration brought its own challenges. Following are the key themes

- **Community Engagement/Feeling Connected** – People are feeling disconnected from each other and their communities. There is a trend toward social isolation for many residents.
- **Diversity and Inclusion**, while highly valued, bring challenges. Changing demographics, growing economic, wage disparity and the current political environment are contributing to an atmosphere of fear and divisiveness and a lack of civility in common discourse.
- **Information about/access to community information** – It is harder and harder to deliver information and create broad awareness of community issues, resources and services (including the Library's) to Jeffco residents.
- **Resource Constraints** - Lack of time & funding topped the list. Staffing/volunteers, transportation & affordable housing were also cited.
- **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.

### 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.

- **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.
- **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, can come together, and feel at home.
- **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
- **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

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

When we asked how we could demonstrate success, answers ranged from usage data, to more qualitative inputs, to seeing how the library helped people grow and change. Following are the key themes:

- **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

A participant sent the following message after they attended a community input meeting:

“I was honored to be part of the JCPL community feedback forum at ARC on Jan. 9. Some great concepts came out of our discussions. We got very excited about the library's potential to alleviate social problems, which is an important new direction in troubled times. However, I wondered afterward if we had said enough about the importance of the library materials themselves (books,

periodicals, CDs, DVDs, computers). Keeping those materials current and available requires a huge amount of labor and funding and is crucial to our culture and our democracy. I think the feedback groups took for granted that that would be a priority along with community programming, but I thought I'd put it in writing! I'm grateful to you and the library staff for all you do."

### Summary

The Library is having a moment. They see us as more than a resource for information – they see us as active participants – leaders, even – in convening people and conversations, working with others to address challenges, and proactively helping them meet their aspirations.

### **2019 Community Inputs Discussion**

The Board participated in a micro-reflection activity and focused on two questions:

- (1) What stood out to you?
- (2) What thoughts and feelings arose?

The Board reviewed the responses and determined the following common themes:

- Safety
- Scope of mission (creep?)
- Community connections
- Diversity
- Outcomes

The Board engaged in a discussion. Some of the comments included:

- Safe space – from who – for who
- Connection resonates with me – prioritize that connection
- Knowledge is power – keep the access to knowledge a priority
- What is the best way to measure, etc.?
- Books and materials assumed or not the priority
- Concerned that people are expecting the library to take on everything – take on too much – we have a core role to play – but are we supposed to be mental health center for the county too
- Measureable goals – based on our group – we'd have several different ways to measure – still hard to define for me
- Partnership for the social values mission – don't lose focus of our primary mission – partner with other agencies that have the social value mission – would have concern – don't want to be reactive to concerns or issues – weighting our mission to a qualitative social mission
- Desire for the library to take the lead – in tough community discussions

- Should we phrase questions differently – what is important to the community in terms of that – materials? If we made this type of alternative service available to you – would that be of interest to you.
- Library as leader – why, how, facilitate or lead
- Like the idea of library partnerships with other organizations – we need to do that
- The number of times diversity or inclusivity – don't see that -
- Spoke to silos – think this feedback is community inside baseball people vs. the user data – more for our strategy – less user driven and more their own experience - driven in their professional life/personal life – curious how that connects to our user data – not seeing the connection
- Repetition of inclusion and diversity – doesn't mean the same thing to everyone –
- Safety came up a lot – what is at the root of that concern – library makes sure they are very welcoming – why does that safety issue come up
- Safe space for debate – sounds good but difficult to execute
- Fine line – library trying to take on too much – should be information resources – they want the library to solve all these other problems and we can't – we can do a few things good – so where do we draw the line
- Actually, do see a role for facilitating civic discourse – a lot of disinformation and misinformation out there and the library is a reliable source of good information. Facilitate it – there are professionals that can do that very well. If people are feeling distrustful of all this information
- We talk about the library being a leader in the community – and the question is what does that mean –
- Also, feel that from some of their input – I immediately went to – well the library does that to meet that. I am curious – safety is already in our strategic plan and connection is already in our strategic plan. When we think about our next strategic plan – how do we seek strategies to more fully connect with our communities
- All the information really relevant to strategic planning – useful to help us advance the conversation
- The community expects us to be everywhere and do everything – we're doing a lot of these things already
- This is a conversation about – if all things were possible – it's more aspirational
- They are transferring their needs to us – not solve the problem but give the information
- We can't solve everything – we can't do everything – we can make that information available
- To me the library wasn't the lead – but could facilitate – we have materials to support – don't know if it is our goal
- One that stood out – what would mean we're successful – one of them was you get resources to do what you need to do – I think we're still in that building our resources phase



The Executive Director spoke to the methodology around the input meetings. The Library invited thought leaders, a representative group of people across the political spectrum, and asked them aspirational questions about their communities. In addition, no matter what they believed politically, they shared many of the same aspirations.

The Chair noted that the Library has limited resources – how do we best use those – what are we going to focus on as the highest priority for those resources – it’s a great place to start strategic planning.

**Trends Insights**

The Trustees were divided into teams to review the trends in libraries and share insights.

<p><b>Community Impact: <i>Libraries are using community goals to shape services and lead community policy-making to support those goals</i></b></p> <ul style="list-style-type: none"> <li>• Creating spaces and reasons for people to connect across generations and cultures</li> <li>• Library as a supporter of the well-being of the community</li> <li>• Access to books and materials is a given</li> <li>• Importance and extent of Library contribution to early literacy and business support is building</li> <li>• Expectation that the Library transcends social issues; we hold the center</li> </ul>		
<p><b>Board Team Insights</b></p>		
<p><u>Know</u> What is important to know about this trend and how it could impact the library?</p>	<p><u>Feel</u> What feelings come up for you when you think about this trend and the potential impact it could have?</p>	<p><u>Do</u> Considering what you know and how you feel about this trend, what actions should be considered in addressing its potential impact on the library?</p>
<ul style="list-style-type: none"> <li>• More than books and materials</li> <li>• Community wants a physical place for connection</li> <li>• Libraries integral to economic, social, civil health and business</li> </ul>	<ul style="list-style-type: none"> <li>• That’s a lot – is my immediate feeling</li> <li>• And – we are doing it</li> <li>• Community input validates strategic plan/goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the ends statements – continue</li> <li>• Communicate with partners – ends statements – program potential</li> <li>• Communicate opportunities</li> </ul>

**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

**Board Team Insights**

<u>Know</u> What is important to know about this trend and how it could impact the library?	<u>Feel</u> What feelings come up for you when you think about this trend and the potential impact it could have?	<u>Do</u> Considering what you know and how you feel about this trend, what actions should be considered in addressing its potential impact on the library?
<ul style="list-style-type: none"> <li>• Conflicting desires – how is personal data kept secure</li> <li>• What is the cost of keeping data</li> <li>• What channels should we employ</li> <li>• What do other entities offer</li> <li>• What type of volunteers do we have</li> </ul>	<ul style="list-style-type: none"> <li>• Conflicting desires – data security and customization</li> <li>• Fear of disclosure</li> </ul>	<ul style="list-style-type: none"> <li>• Understand existing volunteer motivations</li> <li>• Understand potential volunteer desires</li> <li>• List of existing collaborations and what library does</li> <li>• Campaign to make patrons aware of our data security efforts</li> </ul>

**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

**Board Team Insights**

<u>Know</u> What is important to know about this trend and how it could impact the library?	<u>Feel</u> What feelings come up for you when you think about this trend and the potential impact it could have?	<u>Do</u> Considering what you know and how you feel about this trend, what actions should be considered in addressing its

		potential impact on the library?
<ul style="list-style-type: none"> <li>• What are the potential services available outside of the library</li> <li>• What services are other libraries offering that we are not</li> <li>• Demand – user interest in potential services and what current services are maxed out</li> <li>• What are the barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Improved connectivity to other organizations and efforts has huge potential. Excitement.</li> <li>• Desire to understand the interaction between community and services.</li> <li>• Opportunity</li> <li>• Concern about how you learn what the barriers are</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to seek feedback – qualitative on current services</li> <li>• Seek interest in possible services – measure in a quantitative manner</li> <li>• Share other potential services with the Board</li> </ul>

**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

**Board Team Insights**

<u>Know</u> What is important to know about this trend and how it could impact the library?	<u>Feel</u> What feelings come up for you when you think about this trend and the potential impact it could have?	<u>Do</u> Considering what you know and how you feel about this trend, what actions should be considered in addressing its potential impact on the library?
<ul style="list-style-type: none"> <li>• How to attract and retain diverse talent</li> <li>• What development opportunities are there and what is the need</li> </ul>	<ul style="list-style-type: none"> <li>• Desire for the best staff</li> <li>• Fear of not having right balance of workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to focus on best practices</li> <li>• Participation in job fairs and internship opportunities</li> </ul>

**Facilities: *Designing space for people first, materials next***

- Be a 3<sup>rd</sup> 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

<ul style="list-style-type: none"> <li>Go beyond ADA to universal accessibility</li> </ul>		
<b>Board Team Insights</b>		
<u>Know</u> What is important to know about this trend and how it could impact the library?	<u>Feel</u> What feelings come up for you when you think about this trend and the potential impact it could have?	<u>Do</u> Considering what you know and how you feel about this trend, what actions should be considered in addressing its potential impact on the library?
<ul style="list-style-type: none"> <li>What do our local communities want? Do we share the possibilities</li> <li>What does safety mean</li> <li>How do facilities connect to the services trends</li> </ul>	<ul style="list-style-type: none"> <li>Cost – the increased need for space to meet the 3<sup>rd</sup> place trend and flexible space trend</li> <li>Concern over getting it wrong</li> <li>Concern over quickly changing trends</li> </ul>	<ul style="list-style-type: none"> <li>Constant facilities planning review</li> <li>Review long-term sustainability</li> </ul>

<p style="text-align: center;"><b>Stewardship: <i>Don't duplicate effort</i></b></p> <ul style="list-style-type: none"> <li>Evidence-based decision-making</li> <li>Long-range planning</li> <li>Collaborative management</li> <li>Focus on outcomes</li> </ul>		
<b>Board Team Insights</b>		
<u>Know</u> What is important to know about this trend and how it could impact the library?	<u>Feel</u> What feelings come up for you when you think about this trend and the potential impact it could have?	<u>Do</u> Considering what you know and how you feel about this trend, what actions should be considered in addressing its potential impact on the library?
<ul style="list-style-type: none"> <li>Evidence</li> <li>Data</li> <li>Continue to survey</li> </ul>	<ul style="list-style-type: none"> <li>Validation to investors</li> <li>Investment in community</li> <li>Maintenance/longevity</li> <li>Something lasting - impact</li> </ul>	<ul style="list-style-type: none"> <li>Continue communication of strategy and ends statements</li> <li>Share to thought leaders and users</li> </ul>

### New Board Ends

In January, the Board adopted new Ends Statements that will become effective in January 2020 and need to be considered during 2020 Strategic Planning. A review and discussion of the impact followed.

Current Statement	Moving From – Moving To	New Statement
<p><u>Ends Statement 1:</u> All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.</p>	<p>No Change</p> <ul style="list-style-type: none"> <li>• Still Applies</li> <li>• Important</li> <li>• First One</li> </ul>	<p><u>Ends Statement 1:</u> All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.</p>
<p><u>Ends Statement 2:</u> All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.</p>	<p>Moving from:</p> <ul style="list-style-type: none"> <li>• Inviting</li> </ul> <p>Moving to:</p> <ul style="list-style-type: none"> <li>• Radically Welcoming</li> <li>• Inclusive</li> <li>• Attention Getting</li> <li>• Feeling Safer</li> </ul>	<p><u>Ends Statement 2:</u> All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.</p>
<p><u>Ends Statement 3:</u> Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes</p>	<p>Moving from:</p> <ul style="list-style-type: none"> <li>• More assessment</li> </ul> <p>Moving to:</p> <ul style="list-style-type: none"> <li>• More active</li> <li>• More ownership of what we can do</li> <li>• Create more value</li> </ul>	<p><u>Ends Statement 3:</u> Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.</p>
<p><u>Ends Statement 4:</u> All Jefferson County residents receive maximum return on their shared investment in library services.</p>	<p>Moving to:</p> <ul style="list-style-type: none"> <li>• Deeper explanation</li> <li>• More ownership</li> <li>• More accountability</li> <li>• Efficiency is important</li> </ul>	<p><u>Ends Statement 4:</u> 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.</p>

## Wrap Up

The Board was asked if the objectives and outcomes for the extended study session had been met. The facilitator acknowledged that the second outcome was not fully accomplished. The Board indicated that they were satisfied with the progress toward the second objective.

The Executive Director addressed the Board and asked for feedback on the information packet. Specifically, if the information provided was enough, or not enough. The Board responded that the level of information was perfect for the discussion and kept at a high-level.

The Trustees made the following comments on the extended study session, moving forward and continuing strategic planning discussions:

- I will have more questions when we have the 5 year capital discussion – that is the piece that the Board should have involvement with and discussion (is this the right order of facilities, etc.)
- Is the Master Facilities Plan still our path? When looking at the summaries - there is not strong desire to deviate from the long-term plan – not looking at it and saying it is not in alignment with our ends – nothing screams out to me – we are not going to make major changes – for me.
- Miniscule tweaking
- Hope it does not come to us 100% done. I want facilities to come with something that has some options.
- I'd like to see things like alternative service delivery – looking at those types of things when we look at the facilities schedule
- It was a very collegial meeting and I appreciated getting us out of our comfort zone
- Felt good coming into the meeting – feel good now
- I do think it was very helpful to make sure we have a consensus on what the new ends statements mean.
- Appreciate the Executive Director's contribution to getting us back to the focus of what input the Library is trying to get from us.

The Executive Director thanked the Trustees and noted that the next level of strategic planning and decision-making is reaching alignment on where we are heading and what we do next to get there. The Executive Team understands and appreciates the Board's input and will have recommendations and let the Board know the options.

The Chair advised the Board that the next action is working on how to continue the conversation so the Board feels engaged in strategic planning.

## **Financial Policies**

Kim Johnson, Vice-Chair, introduced the topic and addressed the proposed fund balance policy dated March 2019, which provides clarity and definitions for the fund balance, the available fund balance and the fund balance review at the end of the fiscal year. The Vice-Chair indicated that there is a timeline to address below minimum fund balance levels, but no timeline to address above maximum fund balance levels. A possible timeline to address above maximum situations would be two years as one year is too quick and five years is too long.

There was a wide-ranging discussion including the following:

- The trend is resources are increasing – now we're budgeting to we can spend what we want – we're holding on to half of our budget – it's not ours – it could be in the community doing something else – it could be in the taxpayers' pocket.
- The clarity is what is the fund balance and what is the available fund balance. This is important – the plan is already to spend down the fund balance – for Belmar next year – that is not money that is in the available fund balance – we are going to spend that. If you already have a plan to spend it down – which we do – that answers that question.
- The timeline to correct the maximum – do we want to see us on three years in and yeah, we are still over our fund balance.
- Doesn't the budget process handle that

Barbara Long, Assistant Director of Finance and Budget, addressed the Board and noted that the reason the Library proposed this change is because most organizations do not have a fund balance policy, they have a reserve policy. You cannot really count funds that are already committed; you need to look at the available funds. The amounts you subtract are things like the sinking fund for the bookmobile, funds for South County and at the end of the year; we have capital project funds that we know we will continue and carryover. Instead of looking at the grand total – look at the available fund balance. If you look at that – it is less than 50% in 2018 and has been less in every other year. The current resolution is to spend on capital projects – the fact that the capital plan is in place does mean we are going to spend it down. The recommendation is to redefine it as available fund balance that is more consistent with governance practices. You measure the funding that is actually available. There may be a need to save up for a capital project for a long term. If you see the available balance going over the maximum, you could establish a sinking fund for another capital project and expect it to become a part of long term budget planning. This could be addressed as the normal budget process in the capital plan.

There was additional discussion and comments including:

- I would support making these changes to the policy. Also have a discussion on a reserve account – and does that come back to another maximum – this takes us a step in the right direction.
- I thought we had another account we were putting money into - right now it appears we are trying to dip into – 50% is a lot.
- We need to redefine as available.
- I'm less concerned about the maximum
- We are at the 50% because if you look at the plan, after South County, we are at 28% or barely above our minimum.
- Available fund balance speaks to what is available after capital projects.
- How can we make sure we are making the best use of taxpayer funds and not a treasure chest. If we need to redefine so that we are not saying we have too much money in there when we are really saving for big capital projects.
- I am less concerned with the maximum than with the minimum.
- We also need to consider capacity for some of these goals; the Library has been very conservative.
- In terms of language and to change to available fund balance – and what happens if we go over it – do we feel we should add that language too?
- I do not want to bind a future board – want to see us use more of that balance – it is a lot of money to hold on to. When we enacted this, we were given some data on what government agencies do. It has not set well with me that we hold on to this money.
- I think it is important to have the maximum statement in there – and even if future boards decide to change it – in the interest of continuing to make sure were being fiscally responsible – I like the idea of having the maximum clause in there – this is the kind of discussion we need to have.
- Are we proposing that we change the policy to define the available fund balance and potentially including the language for going over? If we do that – we may not have this issue going forward. Do we want to have a revision of the policy that we could vote on at the next meeting?
- If we are going to do that – the percentage should change – moved downward - I would rather set the mills at 4.0.
- I would rather have a lower mill – but I want to build South County debt free. We need to clarify that these projects fall into the sinking fund category. Barbara is right other organizations do not have a maximum policy.
- We could do eight sinking funds for eight projects and have a 25% - it's been the trend to not dip into the fund balance and do projects with mills – and then we have carry overs and it really comes down to what the Board feels – I didn't get on this board to do what everybody else does.
- That 50% limit may be for future boards – or we may decide to lower it for future boards.



- Would it be a better approach to put a hold on this amendment until we have our budget discussion – so we can look at this after we have looked at our 5 year budget - capital plan.
- I do not think we have typically had an annual budget conversation at the same time we have had the 5-10 year capital plan referenced. We need to have the bigger conversation.
- We are also hearing revenue projections are changing – it is appropriate in the context of what we are doing – we should look at what our priorities are before we amend the policy.

Barbara Long noted that the minimum level is industry standard at 25% or three months correlated to financial health and ability to respond. It is less common to have a maximum level. The capital plan is important, it gives us constraints. When we did our 5-year and 10-year plan, our fund balance was in the negative. It is a forecast – looking at the capital projects that are a priority to fund is a good place to start in terms of building those constraints. Then looking at next year’s budget in terms of operations. It is a good idea – and gives more comfort – to plug in the big rocks for capital and the things we have planned. This fund balance is a guideline – we use it in financial planning – we do not want to dip down below 25% - we do not want to go too high and fund what we do not have to.

The Chair addressed the Board, noted that there is no emergency with the proposed policy amendments, and agreed that the best approach would be to review it with the capital plan.

### **Financial Review**

There were no questions from the Board

### **Landscape Contract Information**

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and presented information on the Library’s landscape 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.

In response to a question, the Board was advised that the contract includes all facilities, mowing, irrigation, spring and fall cleanup, pruning, etc. The Trustees will be asked to

authorize the Executive Director to sign the contract at the March 21, 2019 Board meeting.

**ADJOURNMENT**

The study session was adjourned at 7:49 p.m.

A handwritten signature in cursive script, appearing to read "Kimberly D. Anderson".

For: Pam Anderson, Secretary

Pam Anderson, Secretary