



Jefferson County
PUBLIC LIBRARY

BOARD STUDY SESSION

DATE: August 8, 2019

TIME: 5:30 P.M.

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

Topics:

- Foundation Memorandum of Understanding (MOU)
- Review Policy Governance Monitoring Reports 2.5 through 2.9
- Reserve Policy Information
- Intergovernmental Agreement (IGA) City of Lakewood – Alternative Services
- Mid-Year Statistics & Strategic Priority Review

NEXT BOARD STUDY SESSION

MEMORANDUM

TO: Library Board of Trustees
FROM: Donna Walker, Executive Director
RE: Memorandum of Understanding (MOU) with the Jefferson County Library Foundation
DATE: July 30, 2019

A draft Memorandum of Understanding is being prepared to update the agreement between the Jefferson County Public Library and the Jefferson County Library Foundation.

This agreement is a result of a collaborative effort between members of both Boards and the executive directors of both organizations in conversations taking place from November, 2018 through August 5th, 2019. Parties involved in this Working Group are Chic Naumer, Deborah Deal, Donna Walker, Sally Reed, TJ Bowen, Ron Benson, and Jo Schantz.

Changes made so far will be reviewed by the Working Group on August 5th, 2019 in advance of the Library Board Study Session scheduled for August 8th.

An updated draft agreement will be emailed to Library Board Trustees as soon as it is available for review.

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 TITLE: *FINANCIAL PLANNING/BUDGETING*

POLICY 2.5

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.5: *FINANCIAL PLANNING/BUDGETING***

I hereby present my monitoring report on your Management Limitations policy 2.5 “Financial Planning/Budgeting”, 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: August 15, 2019

BROADEST POLICY PROVISION

Financial planning for any fiscal year or the remaining part of any fiscal year may not deviate materially from the Board’s Ends priorities, risk financial jeopardy, or fail to be derived from multi-year facilities and operating plans.

EXECUTIVE DIRECTOR INTERPRETATION: ~~With the exception of the multi-year planning component, I submit that the Board has comprehensively interpreted this policy in subsequent provisions. In multi-year planning activities, we have~~ **The Library presents** a 5-year capital plan and a 10-year financial forecast for purposes of cash flow projections **as part of our annual budget development**. These projections are made to ensure our ability to meet operational objectives and Ends in the short term and in future years. As well, I may revise the budget as the fiscal year proceeds ~~only upon demonstration of compliance with applicable policies and provisions~~ within the parameters established by Board policy.

Accordingly, the Executive Director shall not present to the Board for approval, nor operate with, a budget plan that:

1. **Does not conform to the County Commissioners’ budget development guidelines, or fails to be derived from fiscally responsible five-year revenue projections, including those revenues projected by the County.**

EXECUTIVE DIRECTOR INTERPRETATION: Budget development is governed by the Library Trustees’ and the Board of County Commissioners’ annual guidelines. Short-term (5-year) revenue projections do not differ from those developed by the County Budget Office and the Library finance models, unless ~~authorized~~ **desired** by the Library Trustees.

REPORT (COMPLIANT): Each step in the budget development process proceeds in accordance with County Budget Office guidelines.

I can report compliance.

2. **Risks incurring those situations or conditions described as unacceptable in the “Financial Conditions and Activities” Board policy, policy 2.3.**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Library's budget implementation must plan for the consistent compliance with that policy, which assures that money is only spent to achieve the approved Ends, and that cash flow is always in a positive mode (excepting short-term use of the library's "working capital" reserves, normally in the first quarter). **must operate within the established annual budget and in compliance with the other financial management policies described in Section 2.3.**

REPORT (COMPLIANT): ~~The Director of Finance and I review the current level of fiscal activity monthly and I am informed of any non-compliant financial conditions.~~ **Monthly financial reports demonstrate compliance.**

I can report compliance.

3. **Omits credible projection of revenues and expenses, separation of capital and operational items and disclosure of planning assumptions.**

EXECUTIVE DIRECTOR INTERPRETATION: The Library's fiscal planning and management must have adequate data to support the credibility of its projections. This data takes the form of a 5-year cash flow projection based on County revenue and expense projections. This reporting is regularly reviewed by ~~senior managers staff~~ and the Trustees. Planning assumptions will be included in those reports and special report summaries ~~can be~~ **are** developed as necessary.

Library budgeting separates capital and operational expense as required by the County. The Library Board of Trustees' adopted ~~Fund Balance Reserve~~ Policy recognizes the financial importance of a stable and sufficient level of fund balance. Also, Trustee policy regarding the use of capital reserves (2.3.3B) limits capital project expense.

REPORT (COMPLIANT): ~~I meet as necessary with the Director of Finance to review~~ **Projections and assumptions that make up these types of fiscal reporting are reviewed regularly.** The Trustees use these reports for budget development and oversight.

I can report compliance in developing projections and communicating and also in maintaining the Board approved ~~fund balance Reserve~~ policy.

4. **The Executive Director may not fail to ensure that the capital budget provides for the achievement of long-term Ends regarding library service within the County, as well as for construction, maintenance, replacement and financing of facilities.**

EXECUTIVE DIRECTOR INTERPRETATION: Capital planning for library service, construction, maintenance, replacement and financing of facilities is an ongoing activity that is reflected in the annual budget, in the Library's annual strategic priorities and in the five-year capital plan.

REPORT (COMPLIANT): The Ends strategic priorities assume the existence and implementation of a capital plan, revised and updated annually in accordance with the Library Board of Trustees' direction and the Board of County Commissioners' policy. Also, the library regularly updates its ~~five-year strategic plan~~ **5 and 10 year financial plan to reflect changes in**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

conditions and priorities.

I can report compliance to the extent of available funding.

5. **Plans the expenditure for operations and debt service in any fiscal year according to the actual revenue amount projected to be received in the fiscal year.**

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must plan for and monitor actual revenues and expenditures against our original budget estimates and adjust estimates as necessary for changes in conditions.

REPORT (COMPLIANT): Monthly and annual reports, ~~including audits, reflect this~~ **compare actual results with the budget.** Transfers or supplemental appropriations are made when necessary per “Financial Conditions and Activities” Board policy 2.3.

I can report compliance.

6. **Provides less for Board activities during the year than is set forth in the Governance Budget policy (see policy in Governance Process – 4.8).**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Board establishes its budget for what it believes is important to invest in its own governance. The annual budget for the library allocates the amount stated in the Cost of Governance policy for Board functions.

REPORT (COMPLIANT): The Board determines its “Governance Budget” for each fiscal year and that amount is incorporated into each year’s budget.

I can report compliance.

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

POLICY TYPE: MANAGEMENT LIMITATIONS POLICY 2.6
POLICY TITLE: *COMPENSATION AND BENEFITS*

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.6: COMPENSATION AND BENEFITS*

I hereby present my monitoring report on your Management Limitations policy 2.6 “Compensation and Benefits”, 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: August 15, 2019

BROADEST POLICY PROVISION

The Executive Director will not cause or allow jeopardy to the organization’s fiscal integrity or public image when dealing with employment, compensation and benefits for employees, consultants or contractors.

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. Change my own compensation or benefits.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that I cannot nor shall not attempt to change my compensation or benefits. All such changes and /or recommendations for change must be reviewed and approved by the Library Board, per policy 4.3.6.

REPORT (COMPLIANT): On my employment anniversary date the Board annually sets my compensation upon review of my response and adherence to the previous year's monitoring reports and my performance in the direction and leadership of the library. The Jefferson County Personnel Board sets the benefits for all county employees and mine are as established for Executive Officers / appointed and elected officials within the meaning of Jefferson County Government. These benefits can be changed only by the Personnel Board or the Board of County Commissioners. Any such change is overseen by the library’s and county’s Human Resources departments.

I can report compliance.

2. Unilaterally propose or establish a unique compensation and benefit practice and program that deviate from the library's established compensation practice.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that I cannot nor shall not attempt to change the compensation or benefits of library staff without either a change in the library's established compensation philosophy and/or Trustee approval.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Any and all changes to staff compensation or benefits are in accordance with the library's established compensation practice and County Personnel Rules and reviewed and approved by the Library Board.

I can report compliance.

- 3. Pertaining to consultants and contract vendors, create obligations over a longer term than revenues can be safely projected, in no event longer than one year.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that we must maintain control over our use of consultants and contract vendors by ensuring that expected revenue meets the financial obligations of any contractual services and by contractually limiting obligations for payments to the current fiscal year.

REPORT (COMPLIANT): ~~Our Director of Budget and Finance and the County Attorney clearly understand the sound business reasons to use contractual services. As such,~~ All contract language includes the financial abilities and obligations of the library and the duration of service. In practice, when it is in the library's interest to enter into agreements that last longer than the current year, our contracts provide for termination without any cause within a specified number of days or upon a circumstance of non-appropriation and that they have been approved by the County Attorney.

I can report compliance.

**GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY
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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: August 15, 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 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 Libraries and Director of Strategy and Engagement 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.

I can report compliance.

**GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY
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POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *BOARD AWARENESS AND SUPPORT*

POLICY 2.8

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.8: BOARD AWARENESS AND SUPPORT

I hereby present my monitoring report on your Management Limitations policy 2.8 “Board Awareness and Support”, 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: August 15, 2019

BROADEST POLICY PROVISION

The Executive Director shall not cause or allow the Board to be uninformed or unsupported in its work.

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. **Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.**

EXECUTIVE DIRECTOR INTERPRETATION: I interpret this provision to mean that issues of non-compliance are to be regarded by me as matters of priority. I will judge each issue as it arises and report as appropriate. Some will require immediate attention and some may wait for the filing of a formal monitoring report. In any case, non-compliance must always be known by the Board.

REPORT (*COMPLIANT*): Monitoring reports are submitted annually with reporting of compliance or non-compliance. Matters of immediate attention are made known to the Library Board accordingly.

I can report compliance.

2. **Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Director Performance in *Board-Management Delegation*) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires that monitoring reports will be submitted to the Board on their approved schedule and in a form that provides the Board with the necessary data.

REPORT (*COMPLIANT*): The review calendar has been established and is updated regularly and on schedule. Monitoring data and interpretation is provided according to the calendar schedule.

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I can report compliance.

3. **Let the Board be unaware of significant incidental information, such as anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal changes. Notification of planned internal changes is to be provided in advance, when feasible.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires timely notification from me to the Board when issues have arisen that significantly affect the Library. Since many such issues arise between normal Board reporting sessions, such as Board meetings, I must implement a process of notification to the Board as these **occur.** ~~come along. We will continue to produce regular reports to the Board in support of meeting discussions and decisions, as prepared by senior managers and the Executive Director.~~

REPORT (COMPLIANT): We have implemented a direct reporting process to the Board, via e-mail, that informs them as quickly as necessary on vital issues. The Library's Executive Director manages the communications process and delegates to the Director of **Communications Strategy and Engagement and other staff** when appropriate. Such messages will be followed up in the regular meeting support reports, as necessary.

I can report compliance.

4. **Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies (*Governance Process and Board-Management Delegation*), particularly in the case of Board or Board member behavior that is detrimental to the work relationship between the Board and the Executive Director.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that I am required by this provision, to monitor all Board processes to ensure they conform to ~~the~~ established policies. In addition, I will be aware **to the extent possible**, of individual Board members' activity for compliance with the Board's policies. My reporting of such issues will be to the Board Chair, unless it is a matter of an individual member. In such cases, I may choose to talk directly to the individual or to the Chair, as appropriate.

REPORT (COMPLIANT): ~~This is standard practice and an expectation.~~ **When I or other Library staff become aware of activity that appears to be out of compliance, I take necessary action.**

I can report compliance.

5. **Neglect to submit objective decision information required periodically by the Board, or let the Board be unaware of relevant trends.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this provision requires me to provide all relevant information to the Board in support of their decision-making to ensure their objectivity. Further, I must have in place an information process that heightens the Board's ability to understand fundamental library issues and trends.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Where the complexity of a topic justifies a special study session, we have implemented a two-stage process to provide the Board with background information and more focused information leading to decision-making. The current practice is to provide the background information at these study sessions, primarily in reports from senior managers. The Board then questions and debates these issues, and revisions are prepared for the consent agenda at the regular Board meeting, in support of a necessary decision. ~~The Board has requested that, whenever possible, the background information and the subsequent questions and debates take place at the regular Library Board meetings.~~ The Board then has the choice of deciding its course of action at that time or to defer its decision to the consent agenda at the next regularly scheduled Library Board meeting.

I can report compliance.

6. **Present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types:**

A. **Monitoring**

EXECUTIVE DIRECTOR INTERPRETATION: Monitoring reports must be delivered to the Board according to the annual report schedule established by the Board and in a distinctive format and structure that is easily followed and understood.

REPORT (COMPLIANT): The monitoring report formats are ~~now complete and format and organizational approval has been given~~ established.

I can report compliance.

B. **Decision preparation (or “action item”)**

EXECUTIVE DIRECTOR INTERPRETATION: Where the complexity of the decision preparation justifies an in-depth study session, the preparation follows the two step process described in #5 above (background information at study sessions and final decision support at the regular meeting.) Both of these processes are reflected in the agendas for each meeting.

REPORT (COMPLIANT): Study sessions are used to provide background and additional information that is requested or needed.

I can report compliance.

C. **Incidental/ “FYI.”**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this reporting, typically of items not needing an immediate decision, may be presented verbally by me or others during, after meeting adjournment or outside of scheduled meetings if necessary. If a reported issue later rises to the level of a required action, the procedures outlined in #5 above must be followed.

REPORT (COMPLIANT): We have implemented this reporting process and I regard it as effective, primarily in giving the Board the opportunity to discuss incidental issues without making

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

a decision based on what could be insufficient information.

I can report compliance.

7. **Fail to provide support for official Board, officer or committee communications and functions, including but not limited to orienting new Board members to Library operations and services.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires me to provide a high level of communications support to official Board activities and functions as the Board goes about its governance business. I must also assist the Board as it develops its new member orientation program. Further, I must prepare and implement an operational orientation program that is consistent with the Board's own process.

REPORT (COMPLIANT): The Chair manages support for official Board communications and the required new member orientation program is in place.

8. **Fail, when addressing official Board business, to deal with the Board as a whole except when:**

A. **Fulfilling individual requests for information**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to require me to address official Board business with the Board as a whole. When reasonable requests for information come from individual Board members, I will respond according to my best judgment.

REPORT (COMPLIANT): Current practice has been for me to keep all members informed equally, unless it is a matter that involves an individual need. ~~or for which the board chair will inform the full board.~~ I have in the past, and expect in the future, to fulfill most such requests, refer them to the Chair, or supply an individual's request to the entire Board.

I can report compliance.

B. **Responding to officers, committees or individuals duly charged by the Board**

EXECUTIVE DIRECTOR INTERPRETATION: This important provision is in place as a key element in my work as the Executive Director. As the Board proceeds with its governance work, either as a committee as a whole or through such delegations as the Board may determine, it is my task to provide the most useful information and resources ~~that I can provide~~ available.

REPORT (COMPLIANT): Processes are in place for the Executive Director ~~or Senior Management Team~~ and other staff members to supply information as needed or requested.

I can report compliance.

9. **Fail to supply for the Board's consent agenda, along with applicable monitoring information, all decisions delegated to the Executive Director yet required by law, regulation**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

or contract to be Board-approved.

EXECUTIVE DIRECTOR INTERPRETATION: I take this to mean that all decisions delegated to me that may be governed by Board policy, Jefferson County policy or state statute be referred to the Board for their action, via the consent agenda.

REPORT (COMPLIANT): Processes are in place to bring before the Board, regular decisions that must be reviewed by the Board. An updated copy will be given to the Board after being evaluated by my office or ~~the senior management team~~ **other staff** for compliance.

I can report compliance.

**GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY
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**POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *MATERIALS SELECTION***

POLICY 2.9

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.9: MATERIALS SELECTION*

I hereby present my monitoring report on your Management Limitations policy 2.9 “Materials Selection”, 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: August 15, 2019

BROADEST POLICY PROVISION

To ensure the retention and preservation of materials with long-term value, the Executive Director shall not fail to ensure continual assessment and evaluation of the Library’s collection.

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this provision requires me to have in place written and implemented practices that continuously assess the value of our material collections and make item by item decisions about retention and preservation for long-term value.

Accordingly:

- 1. The Executive Director shall not fail to ensure that the Library collection: Reflects the full spectrum of political, religious and cultural beliefs and practices of the residents of Jefferson County.**

EXECUTIVE DIRECTOR INTERPRETATION: Decisions about acquisition, ~~weeding~~ **deaccession** and retention must be directed by a written set of guidelines, the implementation of which will ensure that the library’s materials will reflect a wide range of community interests, readership and intellectual endeavor. These guidelines further ensure that staff decisions will be supported when selection and retention decisions are made in terms of these guidelines.

REPORT (COMPLIANT): We have in place comprehensive guidelines to address these issues. They are managed by the library’s Collections Manager. I regard our collection management practices to be fully compliant with demonstrated success **through multiple industry-approved data points.** ~~by measuring circulation statistics and through patron satisfaction surveys.~~

I can report compliance.

- 2. Offers all library users in the community access to materials and resources that contribute to the free expression of ideas.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that **equitable** access to resources is the key element in having a materials collection. This means that all resources must be **equally equitably** available to all users and that effective systems are in place to ensure efficient and reliable access.

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REPORT (COMPLIANT): We offer complete access to material and electronic resources ~~from any of our libraries as well as from home, office or school.~~ **both physically and digitally.** In addition, we provide cataloging that conforms to current standards making our collection accessible. Daily delivery among our libraries provides timely access to requested materials

I can report compliance.

- 3. Is offered in those formats that best meet the needs of various ages, reading levels, languages, cultural, informational, and educational interests in the community.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires me to have in place written and implemented guidelines to ensure that collection development practices will seek the best format(s) for any item added to the collection.

REPORT (COMPLIANT): Our collection development guidelines, managed by the Collections Manager, are implemented to guarantee that all material formats are represented in the collection, as appropriate. A careful balance is maintained among formats so that print, media, digital and other formats support the complete range of library use and users.

I can report compliance.

- 4. Supports the principles of intellectual freedom and avoidance of censorship.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the materials collection, taken together, supports the range of subject, content and format that is appropriate to the communities we serve. Each item added is a conscious decision regarding the principles of intellectual freedom. Related to that concept is the practice of applying the same principles to a request for removal of an item.

REPORT (COMPLIANT): We have policies in place, as part of our materials selection practices and binding upon all staff who participate in selection, to ensure that material selection decisions satisfy the standards of intellectual freedom. We will reconsider a request for removal or relocation but I require that the basic principles be observed and that intimations of censorship not be a factor in selection or requests for reconsideration.

I can report compliance.

LIBRARY FUND RESERVE POLICY – proposed August 2019

Background:

Jefferson County Public Library recognizes the importance of maintaining an appropriate and prudent reserve balance in the Library Fund. A minimum level of reserves gives the library the ability to maintain library service levels through an economic downturn and to respond to natural disasters and other unexpected events. A maximum level ensures that taxpayers receive library services close to the time when their taxes are paid.

Definitions:

Fund Balance

Fund Balance refers to the fund balance at the end of a fiscal year. This is the balance published in the Library's year-end financial tables and in the Library's balance sheet in Jefferson County's Comprehensive Annual Financial Report (CAFR) for the fiscal year.

Library Fund Reserve Balance

The Library Fund Reserve is the portion of fund balance that is available to meet current and future obligations. Reserve Balance equals Fund Balance less the portion of fund balance that is not spendable (prepaid expenses) and the portion that is committed for specific purposes. The calculation is:

	Fund Balance
-	Nonspendable fund balance
-	Fund balance committed to sinking funds
-	Fund balance committed to project carryover for the next fiscal year
<hr/>	
=	Reserve Balance

Library Fund Reserve Policy Statement:

The Library Board of Trustees has established the following goals for the Library Fund Reserve.

- The level of reserve 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 library fund reserve balance is 50% of current year budgeted revenues

If the Library's reserve is below the minimum level, the Library Board of Trustees will include a plan to build the reserve balance back up to minimum levels within a five-year period as part of the next year's approved budget and long-term financial plan.

If the Library's reserve balance is over the maximum level, funds over this amount will be used to fund one-time expenses such as those for capital projects or other one-time costs and may not be used to fund on-going operating expenses.

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Libraries & Lizzie Gall Assistant Director of Library Experience

DATE: July 30, 2019

RE: Belmar Library Intergovernmental Agreement with the City of Lakewood

History of Contract: Alternative Service for Belmar Library During Construction

Jefferson County Public Library has a need to provide alternative services to the community during the closure of the Belmar Library while the library is under construction. At the May 16 Board of Trustees meeting, the Board took action to authorize the Executive Director to sign a contract with D-Tech International USA for a HoldIT locker system and a LendIT vending system to provide alternative services to our patrons.

The specific goal of the program is to provide access to library materials at a non-library location, through patron self-service, and without ongoing staffing. Access would be provided to Jefferson Library Public Library card holders with accounts in good standing. Utilizing lockers and vending system also ensures that the money invested in alternative services at Belmar would continue to serve the residents of Jefferson County after the construction is complete. The redeployment of the locker/vending system after construction will expand alternative services per the Facilities Master Plan and the library to You Master Plan.

The library met with the City of Lakewood several times during the research and development phase of the project to discuss collocating services at the City of Lakewood offices. After review by both sides, it was determined that the needs and aims of both entities would be met by an agreement which allowed JCPL to place their alternative delivery systems within the City of Lakewood property for a duration of 6-8 months beginning in October 2019.

Attorneys for the City of Lakewood and the attorney for Jefferson County are in final review of the Intergovernmental Agreement (IGA). The IGA will be provided to the Trustees as soon as the review is completed and as far in advance of the August Board meeting as possible.

Total Cost:

There are no additional costs to the library related to the agreement

Next Actions:

Recommend that the Library Board of Trustees authorize the Executive Director to sign the Intergovernmental Agreement with the City of Lakewood to place alternative service delivery systems on their property at the August Board meeting.

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

jeffcolibrary.org



Jefferson County
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MEMORANDUM

TO: Library Board of Trustees
FROM: Donna Walker and the JCPL Directors
DATE: August 6, 2019
RE: 2019 Mid-Year Report

The JCPL 2019 Strategic Plan called out three areas of focus for our Board of Trustees:

- Develop and implement an effective and responsive planning process – long range planning for 2020 and 2021-2025 with Board participation
 - Assess community needs and interests
 - Allocate resources to meet community needs
- Identify and develop leadership teams
- Integrate and execute plans for leading-edge library services, spaces and staffing

DEVELOP AND IMPLEMENT AN EFFECTIVE AND RESPONSIVE PLANNING PROCESS

JCPL embarked on revamping our planning process in 2019 to improve the effectiveness and efficiency of library services. Development and implementation included adding and refreshing several data points, including gathering input from the community and Board. An extended study session provided an opportunity for the Board to provide direction on their new Ends statements, participate in 2020 strategic planning, and become more familiar with some of the data that drives Library decision-making.



Community input meeting



MEMORANDUM

Strategic Planning Activities	TARGET DATE	STATUS
Board approve new Ends statements	Q1	Completed
Gather community inputs	Q1	Completed
Establish long-range performance targets	Q1	In progress
Integrate planning and budget milestones into BOT calendar	Q2	In progress
Gather Board input on 2020 and long-range strategic plan	Q2	Completed
Board Extended Study Session to Assess data points: Trends, Market Analysis, Facility Master Plan, Organizational Analysis (FTE Expansion)	Q2	Completed
Gather staff input	Q2	Completed
5 year CIP and 10 year Financial Forecast developed and approved	Q2	Completed
2020 Budget developed and approved	Q2	Completed
Develop detailed plan for 2020	Q2	In progress
Develop high-level plans for 2021-2025	Q2	In progress

IDENTIFY AND DEVELOP LEADERSHIP TEAMS

New personnel in key positions created an opportunity for the Library to identify a more effective structure for leadership roles and responsibilities in order to attract, develop and retain a highly skilled, well-qualified workforce. To meet this goal, among other actions, the Library created a new division focused on strategy, planning and engagement, with new roles and responsibilities and new opportunities for staff development and succession planning. Increased focus on change and people management is supporting staff during this ongoing transition.

- ✓ Executive Team and Director Teams identified and established
- ✓ New organizational chart created
- ✓ New roles and responsibilities established
- ✓ Streamlined approach to director-level meetings
- ✓ Development plan created for each director
- ✓ New approach to combined management team meetings

INTEGRATE AND EXECUTE PLANS FOR LEADING-EDGE LIBRARY SERVICES, SPACES AND STAFFING

At mid-year, we are pleased to highlight some of the leading edge services developed and delivered to date in creating safe, convenient and inviting places for our residents to participate in community life and access information and resources.



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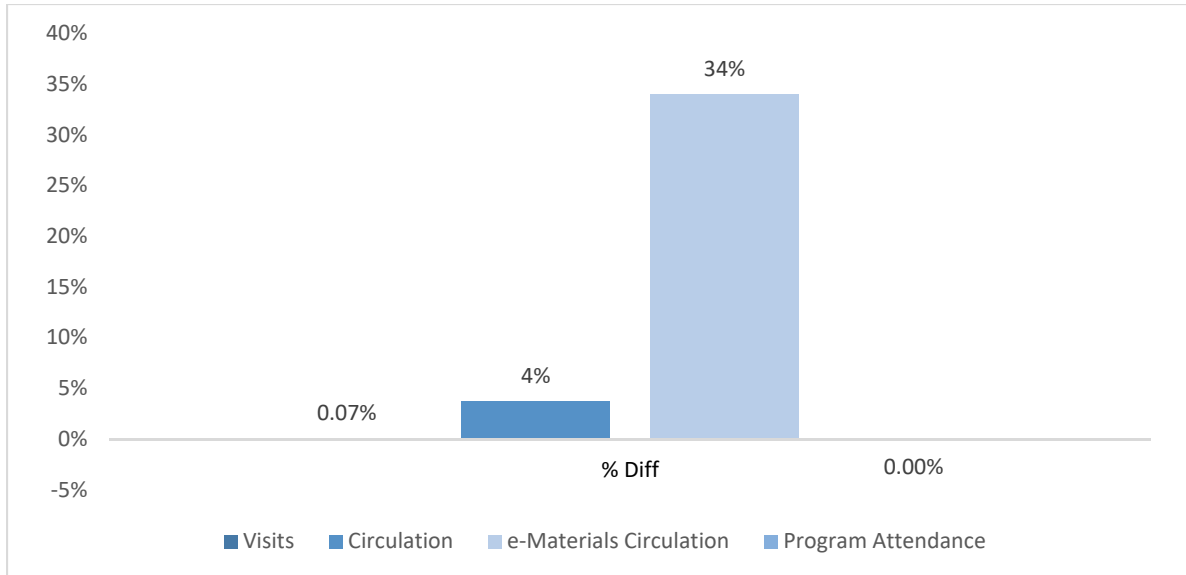
MEMORANDUM HIGHLIGHTS

- ✓ Funding for Alternative Services approved for 2019 and 2020 implementation
- ✓ Fine Free Library approved for 2020 implementation
- ✓ Standley Lake Outdoor Adventure Space completed
- ✓ 17 FTE added, including a Safety and Security Coordinator
- ✓ New Connect magazine launched
- ✓ Diversity and Inclusion training rolled out to all staff
- ✓ Belmar Library design completed
- ✓ Cargo Van Services launched
- ✓ Family Place Programming piloted
- ✓ Master planning for services to teens, kids & families, and diversity & inclusion in development based on community input and market analysis
- ✓ PCI compliance reached

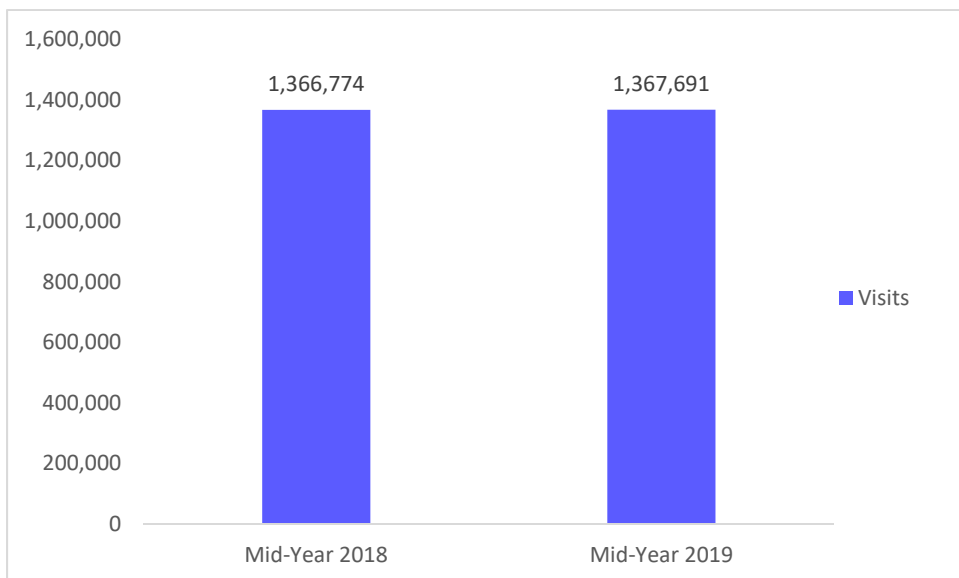


MEMORANDUM

Key Performance Indicators: Visits, Circulation, and Program Attendance Half-Year Review.



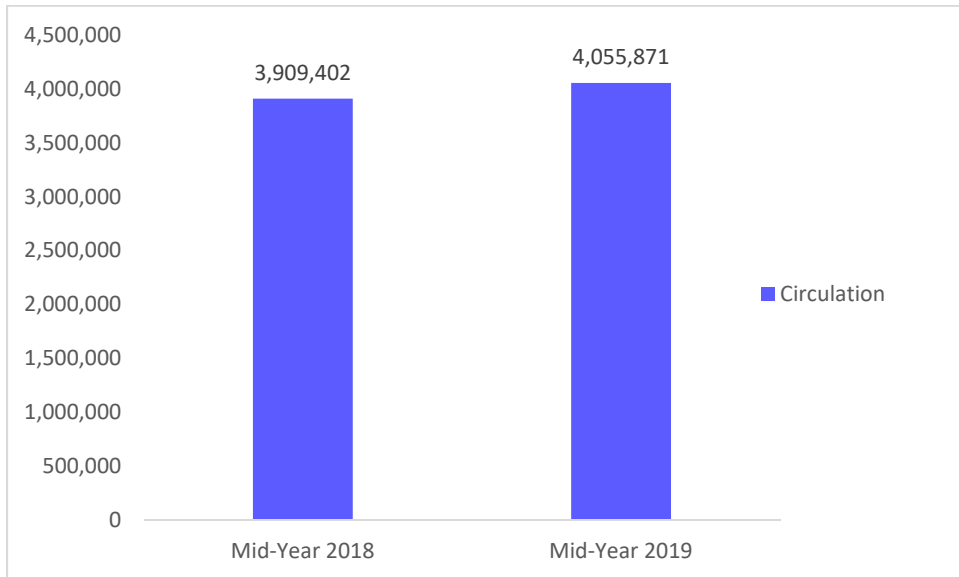
2019 mid-year comparison shows a .07% increase in visits, a 4% increase in circulation, and no change in program attendance from mid-year 2018. When breaking circulation down to its constituent parts, the big news is the 34% increase in eMaterials use.



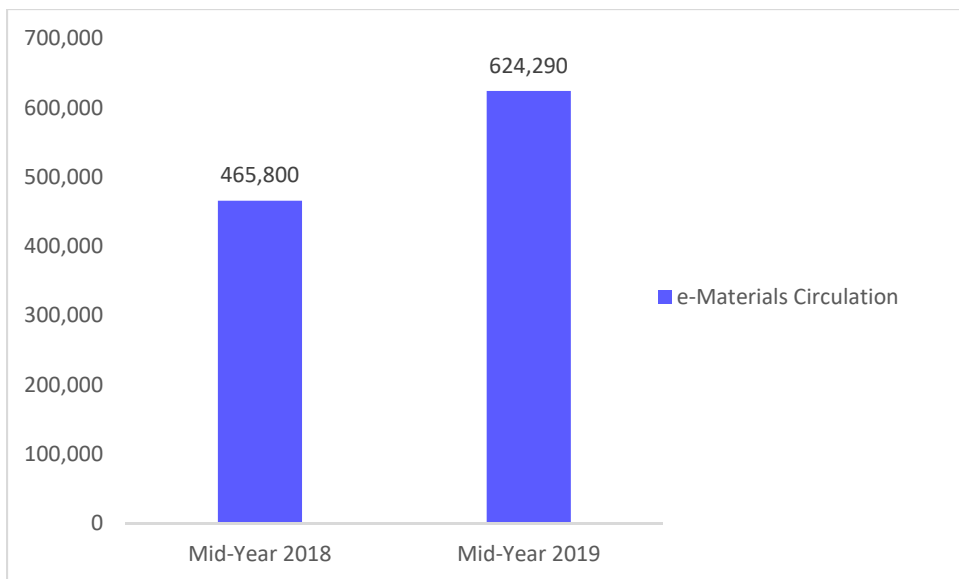
Our visits remain stable in 2019. We expected visits to be consistent with 2018 as we did not have any significant changes to our facilities, such as a building closure or opening, in the first half of 2019.



MEMORANDUM



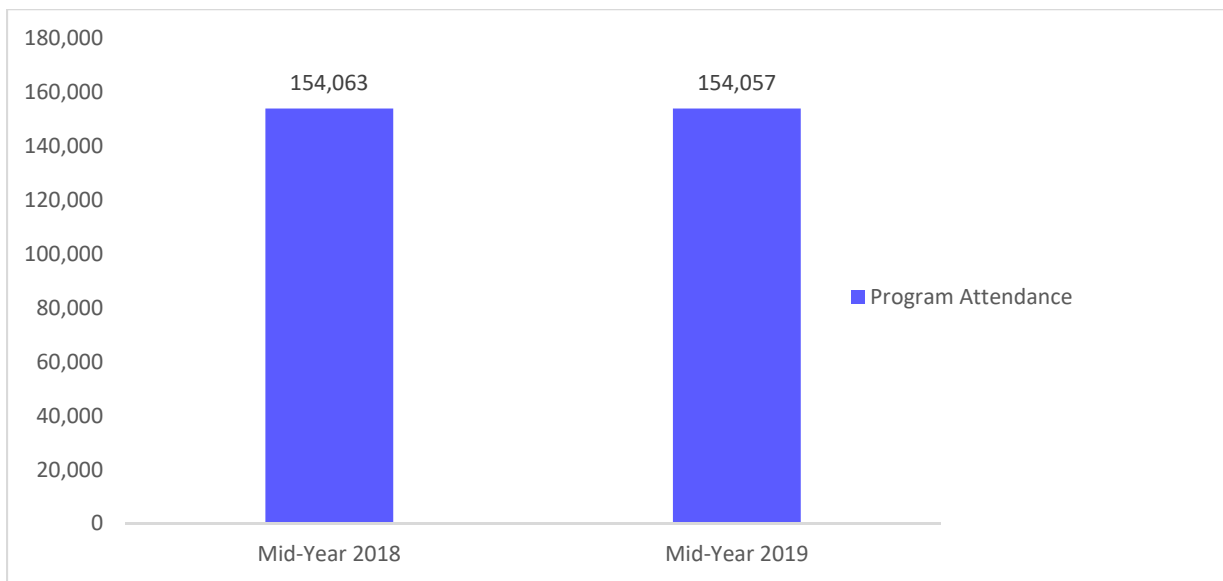
Overall circulation increased by 4% compared to the same time frame in 2018.



A highlight at mid-year is a 34% increase in eMaterials circulation. We attribute this increase to continued emphasis on purchase of more ematerials and improvements in the Axis 360 platform. We saw a 1% decrease in checkouts of physical materials over this same period. Another notable shift in collection use was that renewals increased by 2% compared to a steep decline in the first half of 2018.



MEMORANDUM



Program attendance remains stable compared to 2018. The library saw 0% change from the same time period in 2018.