



Jefferson County
PUBLIC LIBRARY

BOARD STUDY SESSION

DATE: February 13, 2020

TIME: 5:30 P.M.

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

TOPICS:

- Financial Review
 - 2019 Financial Tables
 - Carryforward Information
 - Budget Supplemental Information
- New Open Meeting and Public Comment Information
- 2019 Strategic Plan Achievements
- Trustees Review Proposed Policy Governance: Monitoring Reports
 - 2.0 General Management Constraints
 - 2.1 Treatment of Patrons
 - 2.2 Treatment of Staff
 - 2.3 Financial Condition and Activities
 - 2.4 Asset Protection
- Tolin Contract Information

NEXT BOARD STUDY SESSION

memorandum



To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Finance & Budget
Re: Finance Monthly Report
Date: February 2020

A. **Budget to Actual Tables**

The Budget to Actual Tables for January 2020 will be forwarded before the meeting and will include the analysis discussion.

B. **Updated 2019 Financial Tables**

Updated 2019 financial tables are attached. Although the financial year is not officially over until the County audit is complete, these tables include all expected revenue and expenses. 2019 property tax revenue came in under budget and library fine revenue was also under budget due to the implementation of auto renewal later in the year. These revenue shortfalls were somewhat offset by increased investment income. Contributions from the Library Foundation also exceeded the budgeted amount for 2019.

Savings were realized in almost every category of operating expense. Unspent contingency funds of \$156K are included in the "Services and Charges" line.

The format of Table 2, Fund Balance, is modified to reflect the Board's policy on reserve funds and displays year-end funds committed to capital projects and the reserve fund balance for 2018 and 2019.

C. **Project Carryforward Request**

Several capital projects which were funded in 2019 were in progress at the end of the year and have continued into 2020. Project funding in the following amounts makes up the Library's request:

<i>Project</i>	<i>Amount</i>	<i>Projected Completion</i>
ARM-01 Capital Maintenance (Admin Project)	57,000	Q2, 2020
ARM-04 Book Sorter Replacement (Lakewood)	170,000	Complete
16-14 High Availability Internet Redundancy	41,000	Q1, 2020
18-07 LSC Garage & Loading Dock	122,583	Q2, 2020
18-08 Bookmobile Replacement	400,000	2021
19-02 Document Management System	160,000	June, Phase I
18-01 Belmar Library Remodel	4,602,522	Q2, 2020
19-03 South County Library	344,100	Ongoing

Total Carryforward Request	5,897,205
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memorandum



The amount of carryforward funding requested is either equal to or less than the balance of unspent funds at the end of the year. For the first three projects on the list: Capital Maintenance, Lakewood Sorter Replacement and Internet Redundancy, the funding request is less than the total project balance and is based on outstanding purchase orders. The request for the remaining projects is for the full amount of the project budget.

Action Item: I recommend that the Library Board of Trustees authorize the Executive Director to submit a carryforward budget amendment in the amount of \$5,897,205. **This item will be placed on the consent agenda for the February 20, 2020 Library Board meeting unless otherwise instructed by the Board.**

D. Budget Supplemental Request

The Library is planning to purchase a new bookmobile in 2020. Funding for the new bookmobile of \$200,000 was included in the Library's capital budget both in 2018 and 2019. Accumulated funds of \$400,000 are in the Library's project carryforward request. Part of the monthly expense for operating the bookmobile has been a payment into the County's fleet replacement fund for the purpose of offsetting the cost of a new vehicle purchase. The Library's bookmobile is a specialized vehicle which is no longer considered part of the County's fleet and the monthly payment into the fleet fund was discontinued in November of 2019. This supplemental request is to recognize additional revenue of \$147,441 which will be transferred from the fleet replacement fund to the Library and to increase the budget for the new bookmobile by this amount. With this transfer, the total budget available for the new bookmobile will be \$547,441.

Action Item: I recommend that the Library Board of Trustees authorize the Executive Director to submit a budget supplemental request in the amount of \$147,441 for the transfer from the fleet fund to the library fund for the new bookmobile. **This item will be placed on the consent agenda for the February 20, 2020 Library Board meeting unless otherwise instructed by the Board.**

**TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2019 ACTUAL TO BUDGET**

Sources and Uses of Funds	2018 Amended Budget	2018 Actual	2019 Amended Budget	YTD Actual 12/31/2019	\$ Variance 2019 Budget	Budget to Actual %
Sources of Funds	4.000		4.500			
Revenues						
Taxes						
Property Tax - Operating	\$ 35,613,839	\$ 35,191,405	\$ 40,428,530	\$ 39,762,957	\$ (665,573)	-2%
Property Tax - Capital	1,673,653	1,655,348	1,949,693	1,917,925	(31,768)	-2%
Total Taxes	\$ 37,287,492	\$ 36,846,753	\$ 42,378,223	\$ 41,680,882	\$ (697,341)	-2%
Federal & State Grants	\$ 133,000	\$ 130,042	\$ 130,000	\$ 128,084	\$ (1,916)	-1%
Fines & Fees	530,850	495,864	492,731	435,234	(57,497)	-12%
Other Revenue	329,400	924,514	495,000	1,130,422	635,422	128%
Total Other Revenues	\$ 993,250	\$ 1,550,420	\$ 1,117,731	\$ 1,693,740	\$ 576,009	52%
Sub Total Revenues	\$ 38,280,742	\$ 38,397,173	\$ 43,495,954	\$ 43,374,622	\$ (121,332)	0%
Fund Balance Activity						
Transfer from FB - Capital Projects	3,946,044		3,248,054	-		NA
Transfer to Fund Balance	-	1,365,309	-	4,554,144		NA
Total Sources of Funds	\$ 42,226,786	\$ 37,031,864	\$ 46,744,008	\$ 38,820,479		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 13,566,138	\$ 13,365,746	\$ 14,766,591	\$ 14,352,310	\$ (414,281)	-3%
Benefits	4,213,500	3,988,172	4,818,086	4,370,694	(447,392)	-9%
Total Salaries & Benefits	\$ 17,779,638	\$ 17,353,918	\$ 19,584,677	\$ 18,723,004	\$ (861,673)	-4%
Library Books & Materials	\$ 8,273,586	\$ 8,170,418	\$ 8,139,065	\$ 7,777,885	\$ (361,180)	-4%
Supplies	1,470,059	1,283,607	1,612,418	1,343,160	(269,258)	-17%
Vehicles	140,000	104,805	-	-	-	NA
Services & Charges	4,840,532	3,407,329	4,245,804	3,868,947	(376,857)	-9%
Internal Transactions /Cost Allocation	1,748,514	1,776,357	1,886,026	1,983,894	97,868	5%
Total Operating Expenditures	\$ 34,252,329	\$ 32,096,434	\$ 35,467,990	\$ 33,696,891	\$ (1,771,099)	-5%
Financing & Debt Service	\$ 1,486,667	\$ 1,486,667	\$ 1,448,432	\$ 1,448,432	\$ 0	0%
Capital Projects	\$ 6,487,790	\$ 3,448,762	\$ 9,827,586	\$ 3,675,156	\$ (6,152,430)	-63%
Total Uses of Funds	\$ 42,226,786	\$ 37,031,864	\$ 46,744,008	\$ 38,820,479	\$ (7,923,529)	-17%

**TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY**

2019 ACTUAL TO BUDGET

	2018 Amended Budget	2018 Actual	2019 Amended Budget	YTD Actual 12/31/2019
Beginning Fund Balance	\$ 17,491,968	\$ 18,164,234	\$ 18,164,234	\$ 19,529,543
Revenues	\$ 36,607,089	\$ 36,741,825	\$ 41,546,261	\$ 41,456,697
Capital Funding	1,673,653	1,655,348	1,949,693	1,917,925
Total Revenues	\$ 38,280,742	\$ 38,397,173	\$ 43,495,954	\$ 43,374,622
Expenditures				
Operating Expenditures	\$ 34,252,329	\$ 32,096,434	\$ 35,467,990	\$ 33,696,891
Debt Service	1,486,667	1,486,667	1,448,432	1,448,432
Capital Projects	6,487,790	3,448,762	9,827,586	3,675,156
Total Expenditures	\$ 42,226,786	\$ 37,031,864	\$ 46,744,008	\$ 38,820,479
Increase/(Decrease) in Fund Balance	\$ (3,946,044)	\$ 1,365,309	\$ (3,248,054)	\$ 4,554,144
Ending Fund Balance	\$ 13,545,924	\$ 19,529,543	\$ 14,916,180	\$ 24,083,686
Committed to Capital Projects		\$ 1,160,331		\$ 5,897,205
Reserve Fund Balance		\$ 18,369,212		\$ 18,186,481

Reserve Fund Balance Policy Calculation

	2018 Budget	2018 Actual	2019 Amended Budget	2019 Actual
Year-End Reserve Fund Balance		\$ 18,369,212		\$ 18,186,481
16% - Current Year Budgeted Revenues	\$ 6,124,919		\$ 6,959,353	
9% - Current Year Budgeted Revenues - Uncertainty	3,445,267		3,914,636	
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 9,570,186		\$ 10,873,989	
50% of Current Year Budgeted Revenues	\$ 19,140,371		\$ 21,747,977	
Total Maximum F/B Reserve Requirements (CEILING)	\$ 19,140,371		\$ 21,747,977	
Above/(Below) Minimum (FLOOR)		\$ 8,799,026		\$ 7,312,493
Above/(Below) Maximum (CEILING)		\$ (771,159)		\$ (3,561,496)

TABLE 3 JEFFERSON COUNTY PUBLIC LIBRARY OPERATING EXPENDITURES 2019 ACTUAL TO BUDGET						
Sources and Uses of Funds	2018 Amended Budget	2018 Actual	2019 Amended Budget	YTD Actual 12/31/2019	Projected Year-End 2019	Variance 2019 Budget
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Taxes	\$ 35,518,639	\$ 35,130,173	\$ 41,376,815	\$ 40,702,633	\$ 40,702,633	\$ (739,182)
Delinquent Taxes	96,167	40,938	105,503	81,612	81,612	(23,891)
Prior Year Cancellations	(27,635)	-	(80,608)	-	-	80,608
Urban Renewal	-	-	(996,510)	(1,068,555)	(1,068,555)	(72,045)
Penalties & Interest	26,668	20,294	23,330	47,267	47,267	23,937
Total Taxes	\$ 35,613,839	\$ 35,191,405	\$ 40,428,530	\$ 39,762,957	\$ 39,762,957	\$ (665,573)
Federal & State Grants	\$ 133,000	\$ 130,042	\$ 130,000	\$ 128,084	\$ 128,084	\$ (1,916)
Library Fines	395,800	367,082	365,000	309,575	309,575	(55,425)
Charges for Services	135,050	128,782	127,731	125,659	125,659	(2,072)
Investment Income	241,400	592,860	322,000	840,595	840,595	518,595
Library Foundation	30,000	188,415	85,000	177,817	177,817	92,817
E Rate Revenue	58,000	107,068	88,000	93,865	93,865	5,865
Other Revenue	-	36,170	-	18,145	18,145	18,145
Total Revenues	\$ 36,607,089	\$ 36,741,825	\$ 41,546,261	\$ 41,456,697	\$ 41,456,697	\$ (89,564)
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 12,268,624	\$ 11,373,583	\$ 13,872,155	\$ 12,442,452	\$ 12,442,452	\$ (1,429,703)
Awards & Bonuses	120,000	-	125,000	-	-	(125,000)
Termination Pay	-	158,188	-	78,196	78,196	78,196
Temporary Salaries	2,063,934	1,832,115	2,080,360	1,828,944	1,828,944	(251,416)
Overtime	14,130	1,860	7,130	2,719	2,719	(4,411)
Vacancy Savings	(900,550)	-	(1,318,054)	-	-	-
Benefits	4,213,500	3,988,172	4,818,086	4,370,694	4,370,694	(447,392)
Total Salaries & Benefits	\$ 17,779,638	\$ 17,353,918	\$ 19,584,677	\$ 18,723,004	\$ 18,723,004	\$ (861,673)
Library Books & Materials	\$ 6,907,000	\$ 6,859,918	\$ 6,768,000	\$ 6,578,114	\$ 6,578,114	\$ (189,886)
Library Computer Materials	1,234,706	1,176,240	1,173,185	1,077,497	1,077,497	(95,688)
Library Periodicals	131,880	134,260	197,880	122,274	122,274	(75,606)
Sub-Total Library Collections	8,273,586	8,170,418	8,139,065	7,777,885	7,777,885	(361,180)
Supplies	\$ 1,470,059	\$ 1,283,607	\$ 1,612,418	\$ 1,343,160	\$ 1,343,160	\$ (269,258)
Services & Charges	4,840,532	3,407,329	4,245,804	3,868,947	3,868,947	(376,857)
Vehicles	140,000	104,805	-	-	-	-
Direct Internal Charges	140,762	173,788	196,182	143,837	143,837	(52,345)
Indirect Cost Allocation	929,085	929,085	1,067,744	1,067,744	1,067,744	-
Intra County Transactions	678,667	673,484	622,100	772,313	772,313	150,213
Total Supplies and Other	\$ 16,472,691	\$ 14,742,517	\$ 15,883,313	\$ 14,973,887	\$ 14,973,887	\$ (909,426)
Total Uses of Funds	\$ 34,252,329	\$ 32,096,434	\$ 35,467,990	\$ 33,696,891	\$ 33,696,891	\$ (1,771,099)

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2019 ACTUAL TO BUDGET

Sources and Uses of Funds	2018 Budget	2018 Actual	2019 Budget	YTD Actual 12/31/2019	Projected Year End 2019	Variance 2019 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 528,501	\$ 528,501	\$ 539,667	\$ 539,667	\$ 539,667	\$ -
Interest - Arvada (2005-2024)	94,823	94,823	82,192	82,192	82,192	-
Principal - Refunding Series 2013	608,264	608,264	608,264	608,264	608,264	-
Interest - Refunding Series 2013	91,544	91,544	61,695	61,695	61,695	-
Principal - COP - Capital Projects	142,143	142,143	142,143	142,143	142,143	-
Interest - COP - Capital Projects	21,392	21,392	14,472	14,472	14,472	-
Total Debt Service	\$ 1,486,667	\$ 1,486,667	\$ 1,448,432	\$ 1,448,432	\$ 1,448,432	\$ -

Arvada

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

Build America Bonds

Total Issue \$6,293,000
Term 2011-2020
Use - Lakewood HVAC
Energy Conservation
Book Sorters
Library Service Center Remodel

Certificates of Participation (COP)

Total Issue \$995,000
Term 2014-2020
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2019 ACTUAL TO BUDGET

Sources and Uses of Funds	2018 Amended Budget	2018 Actual	2019 Budget	2019 Amended Budget	YTD Actual 12/31/2019	Projected Year End 2019	Variance 2019 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 1,673,653	\$ 1,655,348	\$ 1,949,693	\$ 1,949,693	\$ 1,917,925	\$ 1,917,925	\$ 31,768
Transfer from FB - Edgewater Library Project	2,600,000	2,600,000	-	-	-	-	-
Transfer from FB - Capital Expenses	1,346,044	1,346,044	1,929,890	3,248,054	-	3,248,054	-
Total Sources of Funds	\$ 5,619,697	\$ 5,601,392	\$ 3,879,583	\$ 5,197,747	\$ 1,917,925	\$ 5,165,979	\$ (31,768)
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 370,000	\$ 348,088	\$ 200,000	\$ 329,559	\$ 238,497	\$ 238,497	\$ 91,062
ARM-02 Furniture & Equipment	36,000	17,724	36,000	36,000	16,175	16,175	19,825
ARM-03 Computer Replacement Plan	250,000	163,168	250,000	250,000	200,868	200,868	49,133
ARM-04 Book Sorter Replacement	350,000	88,954	250,000	250,000	59,862	59,862	190,138
ARM-05 IT Infrastructure Replacement	351,650	210,774	200,000	200,000	128,989	128,989	71,011
Alternative Services	-	-	-	250,000	246,753	246,753	3,247
2016 Projects							
16-10 Intranet/Document Management	\$ 171,282	\$ 57,920	\$ -	\$ -	\$ -	\$ -	\$ -
16-13 III Database Server	-	5,560	-	-	-	-	-
16-14 High Availability Internet Redundancy	36,000	-	36,000	72,000	-	-	72,000
2017 Projects							
17-01 Evergreen HVAC Rebuild	\$ 57,536	\$ 57,536	\$ -	\$ -	\$ -	\$ -	\$ -
17-02 Entry Door Replacement	18,600	29,605	-	-	-	-	-
17-11 Long-Range Facilities Master Plan	30,960	30,960	-	-	-	-	-
17-13 Standley Lake Outdoor Learning Env.	45,200	20,735	-	67,014	72,195	72,195	(5,181)
2018 Projects							
18-02 Lakewood Fence Replacement	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18-04 Lakewood Admin Restroom Remodel	48,000	-	-	-	-	-	-
18-05 Evergreen Parking Lot	125,000	-	-	172,000	175,008	175,008	(3,008)
18-06 Sorter Replacement 0 2 sites	500,000	-	-	-	-	-	-
18-07 LSC Garage & Loading Dock Planning	10,000	-	150,000	169,531	46,948	46,948	122,583
18-08 Bookmobile Replacement Sinking Fund	200,000	-	200,000	400,000	-	-	400,000
2019 Projects							
19-01 Standley Lake Clerestory Roof	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ 35,000
19-02 Document Management System	-	-	60,000	160,000	-	-	160,000
Multi-Year Construction Projects							
16-16 Columbine Library Remodel	\$ 798,342	\$ 126,270	\$ -	\$ -	\$ -	\$ -	\$ -
17-07 Edgewater Library	2,684,220	2,195,273	-	139,175	139,175	139,175	(0)
18-01 Belmar Library Remodel	350,000	96,194	6,423,500	6,947,307	2,344,785	2,344,785	4,602,522
19-03 South County Library	-	-	350,000	350,000	5,900	5,900	344,100
Total Capital Projects	\$ 6,487,790	\$ 3,448,762	\$ 8,190,500	\$ 9,827,586	\$ 3,675,156	\$ 3,675,156	\$ 6,152,430

Bookmobile Sinking Fund Reserve							
Beginning Balance	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	
Source	-	200,000	200,000	200,000	-	-	
Use	-	-	-	-	-	-	
Balance	\$ -	\$ 200,000	\$ 400,000	\$ 400,000	\$ -	\$ -	

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2019 BUDGET TO ACTUAL

Project	2019 Amended Budget	YTD Actual 12/31/19	YTD Encumbrances 12/31/19	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 329,559	\$ 238,497	\$ -	\$ 238,497	\$ 91,062
ARM-02 Furniture & Equipment	36,000	16,175	-	16,175	19,825
ARM-03 Computer Replacement Plan	250,000	200,868	-	200,868	49,133
ARM-04 Book Sorter Replacement	250,000	59,862	-	59,862	190,138
ARM-05 IT Infrastructure Replacement	200,000	128,989	-	128,989	71,011
Library Alternative Services	250,000	246,753	-	246,753	3,247
16-14 High Availability Internet Redundancy	72,000	-	-	-	72,000
17-13 Standley Lake Outdoor Learning Envir.	67,014	72,195	-	72,195	(5,181)
18-05 Evergreen Parking Lot	172,000	175,008	-	175,008	(3,008)
18-07 LSC Garage & Loading Dock	169,531	46,948	-	46,948	122,583
18-08 Bookmobile Replacement	400,000	-	-	-	400,000
19-01 Standley Lake Clerestory Roof	35,000	-	-	-	35,000
19-02 Document Management System	160,000	-	-	-	160,000
Multi-Year Projects Construction Projects					
17-07 Edgewater Library	139,175	139,175	-	139,175	-
18-01 Belmar Library Remodel	6,947,307	2,344,785	-	2,344,785	4,602,522
19-03 South County Library	350,000	5,900	-	5,900	344,100
Total Capital Projects	\$ 9,827,586	\$ 3,675,156	\$ -	\$ 3,675,156	\$ 6,152,430

MEMORANDUM

TO: Donna Walker, Executive Director

FROM: Amber Fisher, Executive Assistant

RE: Proposed adjustments to Bylaws and Sunshine Resolution

- H.B. 19-1087 Public Meetings – notice – online posting

DATE: February 4, 2020

The Library Board of Trustees is authorized and empowered to govern the Library under the provisions of the Colorado Library Law.

TITLE 24 ARTICLE 90 LIBRARY LAW CRS 24-90-109 Powers and duties of board of trustees

(1) The board of trustees shall: (a) Adopt such bylaws, rules, and regulations for its own guidance and policies for the governance of the library as it deems expedient. The bylaws shall include, but not be limited to, provisions for the definition of good cause to be applied in the removal of a trustee pursuant to section 24-90-108 (5); designation of those officers to be appointed or elected and the manner of such appointment or election; rules and regulations for the conducting of meetings; rules for public participation in meetings; and procedures for amending the bylaws.

Recent changes to the Colorado Sunshine Law Part 4. Open Meetings Law have prompted a review of the Board's Bylaws and Sunshine Resolution. This memo outlines the proposed adjustments to bring everything up to date and more fully into compliance.

H.B. 19-1087 Public Meetings – notice – online posting

The Governor approved HB19-1087 on April 25, 2019 with an effective date of August 2, 2019. Previous law required local governments to post notices of public meetings required by the state open meetings law in physical locations. This act allows a local government to post the notices on the local government's website. A local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body.

I am recommending the following adjustments to the Library Board Bylaws and the Sunshine Resolution:

MEMORANDUM

Bylaws for the Jefferson County Public Library Board of Trustees

ARTICLE VII: MEETINGS

Section 1. Regular Meetings. Regular meetings of the Library Board shall be held at least once a month at a place within Jefferson County selected at least two weeks in advance by the Library Board. Meeting notices and agendas will be posted ~~in all libraries~~ on the Library's public website. The date, time and place of any regular or special meeting of the Library Board may be set or changed by a majority vote of attending Trustees at a regular meeting.

Sunshine Resolution:

WHEREAS, HB19-1087 was approved by the Governor on April 25, 2019 with an effective date of August 2, 2019. A local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body.

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

Attachments:

1. Bylaws with proposed adjustments
2. Sunshine Resolution with proposed adjustments

Bylaws for the Jefferson County Public Library Board of Trustees

Adopted: March 21, 2019

ARTICLE I: NAME

The name of this organization shall be the Jefferson County Public Library Board of Trustees, (Library Board) and existing by virtue of the provisions of the “Colorado Library Law”, Section 24-90-101 et. Seq. C.R.S., and, established by the action of the Jefferson County Board of County Commissioners (Board of County Commissioners).

ARTICLE II: PURPOSE

The purpose of the Library Board shall be to govern the affairs of the Jefferson County Public Library according to the applicable statutes and laws, and the duties assigned by the Board of County Commissioners to “establish policies, employ an Executive Director, adopt a strategic plan, recommend a budget and dispense funds, and acquire and oversee libraries and library assets.”

ARTICLE III: LIBRARY BOARD

Section 1. Trustees of the Library Board are those who have been duly appointed by the Board of County Commissioners.

Section 2. Ethics. Trustees shall observe these Bylaws, and the Governing Policies of the Library Board, which shall address expectations as to conduct and ethics of the Board.

Section 3. Terms and Reappointments. Length of term and number of terms shall be determined by the Board of County Commissioners.

Section 4. Vacancies. Vacancies shall be filled pursuant to the Colorado Library Law and the policies of the Board of County Commissioners.

Section 5. Removal. A Trustee may be removed only by a majority vote of the Board of County Commissioners and only upon a showing of good cause. Good cause shall include, but not be limited to: Failure to attend, without justification, three consecutive regular monthly meetings of the Board, or violating the Library Board’s Governing Policies.

ARTICLE IV: OFFICERS

Section 1. Number of Officers. The officers of the Library Board shall be a Chair, Vice Chair, and a Secretary.

ARTICLE V: ELECTION OF OFFICERS

Section 1. Date of Election. The officers shall be elected annually at the regularly scheduled Library Board meeting in March by a majority vote of attending Trustees. The nominating committee will be appointed at the January Board meeting, and present a slate of officers at the February Board meeting.

Section 2. Term of Office. The Vice Chair and Secretary shall assume their duties upon election and shall serve for terms of one year or until their successors are elected. The Chair shall assume their duties upon election and shall serve for a term of two years or until their successor is elected.

Section 3. Number of Terms of Office. A trustee shall not be eligible to serve more than two consecutive terms in the same officer position, except by an affirmative majority vote of attending Trustees at the meeting at which the election is held.

Section 4. Vacancies. A vacancy occurring in the office of Chair shall be filled for the unexpired term by the Vice Chair. A vacancy occurring in the office of Vice Chair or Secretary shall be filled for the unexpired term by a trustee elected at a regular meeting, notice of such election having been given five days in advance of the meeting by the highest-ranking officer.

Section 5. Removal of Officer. Any officer may be removed from office for failure to discharge his/her duties by an affirmative majority vote of attending Trustees at a regular meeting. The Trustees seeking such action shall give written notice to the officer 5 days prior to voting on such issue at a regular meeting.

ARTICLE VI: DUTIES OF THE OFFICERS

Section 1. Chair. The Chair of the Library Board shall be its chief governing officer. The Chair shall preside at all meetings of the Library Board, and shall fulfill other responsibilities as may be designated from time to time by the Library Board. The Chair shall be the representative of the Library Board to other governmental units on such matters as have been approved and designated by the Library Board; shall submit the annual budget prepared by the Library Board to the Jefferson County Board of County Commissioners; shall submit an annual report to the Jefferson County Board of County Commissioners.

Section 2. Vice Chair. In the absence of the Chair, or in event of the Chair's inability or refusal to act, the Vice-Chair shall perform the duties of the Chair and when so acting, shall have all the powers of the Chair and shall be subject to all the restrictions upon the Chair. The Vice-Chair shall perform any other duties as may be prescribed by the Library Board.

Section 3. Secretary. The Secretary shall record, or cause to be recorded, the minutes of all meetings of the Library Board and shall perform such other duties as may be

delegated by the Library Board, such as acting as temporary Chair in the absence of the Chair and Vice chair.

Section 4. General Duties. All officers shall perform the duties as prescribed in these Bylaws, and as may be further enumerated in the Library Board's Governing Policies.

ARTICLE VII: MEETINGS

Section 1. Regular Meetings. Regular meetings of the Library Board shall be held at least once a month at a place within Jefferson County selected at least two weeks in advance by the Library Board. Meeting notices and agendas will be posted ~~in all libraries~~ **on the Library's public website**. The date, time and place of any regular or special meeting of the Library Board may be set or changed by a majority vote of attending Trustees at a regular meeting.

The Library Board may cancel a regular meeting if no pressing issues warrant a meeting, or in the event of an unforeseen circumstance.

The Chair shall set the agenda in advance for each regular meeting of the Library Board, adhering to the adopted Governing Policies. A copy will be sent to each Trustee in advance of the regular meeting. Minutes from previous meetings and documentation supporting agenda items will be sent to each Trustee as part of the agenda packet.

All meetings, votes, and deliberations of the Library Board shall be open to the public, unless otherwise provided by law. The Library Board may determine to hold additional meetings and study sessions. These meetings will be governed by these Bylaws and the Library Board's Governing Policies. All proceedings and records, including meeting minutes taken at each Library Board meeting will be recorded and made available to the public unless otherwise provided by law.

Section 2. Special Meetings. The Chair, or any three (3) Trustees, may call a special meeting of the Library Board at any time with 24 hours prior notice to all Trustees and with adequate advance notice to allow for the public posting of the meeting notice in compliance with CRS 24-6-402(2)(c) full and timely notice to the public.

Section 3. Quorum, Regular Meeting. Four Trustees shall constitute a quorum for the transaction of business at any regular meeting. Proxy votes will not be allowed.

Section 4. Quorum, Special Meeting. Four Trustees shall constitute a quorum at any special meeting. Proxy votes will not be allowed.

Section 5. Votes on Motions. Votes on motions shall be recorded in the minutes as approved or disapproved by voice vote or by roll call when requested by a Trustee. All Trustees, including the Chair, may vote on motions.

Section 6. Public Participation. In addition, there will be an agenda item at each Library Board meeting for the public to address the Library Board. Those wanting to address the Library Board must sign on the form provided at the door. Those who failed to sign up, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board. Speaking time may be limited with the consent of the Library Trustees, to ensure the most effective conduct of the meeting. The opportunity to address the Library Board does not include a question and answer session or response. ~~Additionally, the Library Board does not respond to anonymous questions or comments. If questions are submitted in writing a response may be provided, in writing, at the Board's discretion.~~ Public participation/comment will be governed by these Bylaws and the Library Board's Governing Policies, **rules of order and procedure for public comment at Board meetings.**

ARTICLE VIII: BOARD COMMITTEES

The Library Board may establish such committees as deemed necessary to assist in its work. The resolution establishing any such committees shall state the purpose, timeline, composition and authority of each such committee. The adopted Governing Policies will guide the establishment and work of all committees. In the absence of any other method of selection in the resolution, the Chair shall make appointments to any committee.

ARTICLE IX: PARLIAMENTARY AUTHORITY

Robert's Rules of Order, revised, latest edition may be invoked by majority vote of a quorum present at a Library Board meeting, or by the Chair.

ARTICLE X: EXECUTIVE DIRECTOR AND STAFF

Section 1. Executive Director. The Library Board shall employ an Executive Director to serve as chief executive officer of the Jefferson County Public Library. The Executive Director shall supervise the Library's day-to-day operations in accordance with these Bylaws and the Library Board's Governing Policies then in effect. The selection, removal, determination of salary and other terms of employment of the Executive Director shall require the affirmative vote of a majority of the Library Board. The Executive Director shall serve as a non-voting member of the Library Board.

Section 2. Staff. As specified in CRS 24-90-109 (1)(c), and the Personnel Rules of Jefferson County, all other Library employees shall be appointed by the Executive Director, in accordance with approved personnel rules and budgeted staffing plans.

ARTICLE XI: POLICIES AND ADMINISTRATION

Section 1. Governing Policies. The Library Board shall adopt and revise, at any regular meeting, Governing Policies to set forth additional guidelines and values for the Library Board's own conduct, and to govern the Executive Director in conducting the operational

affairs of the Jefferson County Public Library. These policies shall be available to the public.

ARTICLE XII: FINANCES

Section 1: Budget Approval and Management. The Library Board's Governing Policies shall direct the Executive Director to prepare an annual budget proposal that is consistent with the guidelines adopted by the Board of County Commissioners, and consistent with the objectives and guidelines adopted by the Library Board. The proposed budget schedule will provide for public input and Library Board review and revision, for the Library Board's resolution. Library Board approval of the proposed budget is required prior to submittal to the Board of County Commissioners. Library Board adoption is required prior to the beginning of a fiscal year.

ARTICLE XIII: AMENDMENTS

Section 1. The Bylaws shall be reviewed annually by a committee appointed by the Chair. Proposed changes will be presented to the Library Board at a regular, scheduled meeting.

Section 2. Amendment by Vote. The Bylaws may be amended by an affirmative vote of a majority of the Library Board of Trustees. Amendments to these Bylaws shall be submitted to the Trustees at least 14 days prior to their proposed adoption.

Section 3. Automatic Amendment. The Bylaws shall conform to the prevailing governing statutes. Amendments as a result of changes to a governing statute shall be automatic, and the subsequent changes shall be given to the Trustees, in writing, as soon as possible.

PROPOSED FOR ADOPTION AT
MARCH 19, 2020 LIBRARY BOARD MEETING

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: **LB 03-19-20**

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

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

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

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

WHEREAS, **HB19-1087 was approved by the Governor on April 25, 2019 with an effective date of August 2, 2019. A local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body.**

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

Date: **March 19, 2020**

MEMORANDUM

TO: Donna Walker, Executive Director

FROM: Amber Fisher, Executive Assistant

RE: Proposed adjustments to Bylaws and Governing Policy 4.3

- Public Comment/Public Participation at Board Meetings

DATE: February 4, 2020

The Library Board of Trustees is authorized and empowered to govern the Library under the provisions of the Colorado Library Law.

TITLE 24 ARTICLE 90 LIBRARY LAW CRS 24-90-109 Powers and duties of board of trustees

(1) The board of trustees shall: (a) Adopt such bylaws, rules, and regulations for its own guidance and policies for the governance of the library as it deems expedient. The bylaws shall include, but not be limited to, provisions for the definition of good cause to be applied in the removal of a trustee pursuant to section 24-90-108 (5); designation of those officers to be appointed or elected and the manner of such appointment or election; rules and regulations for the conducting of meetings; rules for public participation in meetings; and procedures for amending the bylaws.

Recent events have prompted a review of the Board's Bylaws and Governing Policy 4.3. This memo outlines the proposed adjustments to bring everything up to date and more fully into compliance.

(1) Public Comment/Public Participation at Board Meetings

To determine best practices, a review of the public comment/public participation governing practices of several local government and library entities was completed. Those entities include the Jefferson County Board of County Commissioners, Lakewood City Council, Edgewater City Council, Wheat Ridge City Council, Arapahoe Library District, Douglas County Libraries and Pikes Peak Library District.

I am proposing the following adjustments to the Library Board Bylaws and an addition to the Library Board Governing Policy 4.3:

Bylaws for the Jefferson County Public Library Board of Trustees**ARTICLE VII: MEETINGS**

Section 6. Public Participation. In addition, there will be an agenda item at each Library Board meeting for the public to address the Library Board. ~~Those wanting to address the Library Board must sign on the form provided at the door meeting. Those who failed to sign up, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board. Speaking time may be limited with the consent of the Library Trustees, to ensure the most effective conduct of the meeting.~~ The opportunity to address the Library Board does not



MEMORANDUM

include a question and answer session or response. Additionally, the Library Board does not respond to anonymous questions or comments. ~~If questions are submitted in writing a response may be provided, in writing, at the Board's discretion.~~ Public Participation/Public Comment will be governed by these Bylaws and the Library Board's Governing Policies, 4.3.7 Rules of Order and Procedure for Public Comment at Board meetings.

POLICY 4.3 - POLICY TYPE: GOVERNANCE PROCESS - POLICY TITLE: *AGENDA PLANNING*

7. Public Participation/Public Comment. Rules of order and procedure for public comment at Board meetings.
 - A. There will be an agenda item at each regular board meeting for the public to address the Library Board. Public comment is not included at Library Board Study Sessions.
 - B. Those wanting to address the Library Board must sign on the form provided at the meeting.
 - C. Those who failed to sign up, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board.
 - D. Speaking time is limited to three minutes per person to ensure the most effective conduct of the meeting. Additional time may be allowed at the discretion of the Chair.
 - E. Groups may use pooling of time to add to the length of their comment period. To pool time to be granted up to ten minutes, a speaker must present the names of at least three individuals who are present in the audience and who wish to yield their three minutes.
 - F. Presentation and/or handout materials must be submitted to the Library Executive Director's Office (ExecutiveDirector@jeffcolibrary.org) at least five (5) business days in advance of the meeting in order to allow time for pre-screening.
 - G. The opportunity to address the Library Board does not include a question and answer session or response. If questions are submitted in writing a response may be provided, in writing, at the Board's discretion

Attachments:

1. Bylaws with proposed adjustments
2. Policy 4.3 with proposed adjustments

Bylaws for the Jefferson County Public Library Board of Trustees

Adopted: March 21, 2019

ARTICLE I: NAME

The name of this organization shall be the Jefferson County Public Library Board of Trustees, (Library Board) and existing by virtue of the provisions of the “Colorado Library Law”, Section 24-90-101 et. Seq. C.R.S., and, established by the action of the Jefferson County Board of County Commissioners (Board of County Commissioners).

ARTICLE II: PURPOSE

The purpose of the Library Board shall be to govern the affairs of the Jefferson County Public Library according to the applicable statutes and laws, and the duties assigned by the Board of County Commissioners to “establish policies, employ an Executive Director, adopt a strategic plan, recommend a budget and dispense funds, and acquire and oversee libraries and library assets.”

ARTICLE III: LIBRARY BOARD

Section 1. Trustees of the Library Board are those who have been duly appointed by the Board of County Commissioners.

Section 2. Ethics. Trustees shall observe these Bylaws, and the Governing Policies of the Library Board, which shall address expectations as to conduct and ethics of the Board.

Section 3. Terms and Reappointments. Length of term and number of terms shall be determined by the Board of County Commissioners.

Section 4. Vacancies. Vacancies shall be filled pursuant to the Colorado Library Law and the policies of the Board of County Commissioners.

Section 5. Removal. A Trustee may be removed only by a majority vote of the Board of County Commissioners and only upon a showing of good cause. Good cause shall include, but not be limited to: Failure to attend, without justification, three consecutive regular monthly meetings of the Board, or violating the Library Board’s Governing Policies.

ARTICLE IV: OFFICERS

Section 1. Number of Officers. The officers of the Library Board shall be a Chair, Vice Chair, and a Secretary.

ARTICLE V: ELECTION OF OFFICERS

Section 1. Date of Election. The officers shall be elected annually at the regularly scheduled Library Board meeting in March by a majority vote of attending Trustees. The nominating committee will be appointed at the January Board meeting, and present a slate of officers at the February Board meeting.

Section 2. Term of Office. The Vice Chair and Secretary shall assume their duties upon election and shall serve for terms of one year or until their successors are elected. The Chair shall assume their duties upon election and shall serve for a term of two years or until their successor is elected.

Section 3. Number of Terms of Office. A trustee shall not be eligible to serve more than two consecutive terms in the same officer position, except by an affirmative majority vote of attending Trustees at the meeting at which the election is held.

Section 4. Vacancies. A vacancy occurring in the office of Chair shall be filled for the unexpired term by the Vice Chair. A vacancy occurring in the office of Vice Chair or Secretary shall be filled for the unexpired term by a trustee elected at a regular meeting, notice of such election having been given five days in advance of the meeting by the highest-ranking officer.

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ARTICLE VI: DUTIES OF THE OFFICERS

Section 1. Chair. The Chair of the Library Board shall be its chief governing officer. The Chair shall preside at all meetings of the Library Board, and shall fulfill other responsibilities as may be designated from time to time by the Library Board. The Chair shall be the representative of the Library Board to other governmental units on such matters as have been approved and designated by the Library Board; shall submit the annual budget prepared by the Library Board to the Jefferson County Board of County Commissioners; shall submit an annual report to the Jefferson County Board of County Commissioners.

Section 2. Vice Chair. In the absence of the Chair, or in event of the Chair's inability or refusal to act, the Vice-Chair shall perform the duties of the Chair and when so acting, shall have all the powers of the Chair and shall be subject to all the restrictions upon the Chair. The Vice-Chair shall perform any other duties as may be prescribed by the Library Board.

Section 3. Secretary. The Secretary shall record, or cause to be recorded, the minutes of all meetings of the Library Board and shall perform such other duties as may be

delegated by the Library Board, such as acting as temporary Chair in the absence of the Chair and Vice chair.

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Section 1. Regular Meetings. Regular meetings of the Library Board shall be held at least once a month at a place within Jefferson County selected at least two weeks in advance by the Library Board. Meeting notices and agendas will be posted ~~in all libraries~~ **on the Library's public website**. The date, time and place of any regular or special meeting of the Library Board may be set or changed by a majority vote of attending Trustees at a regular meeting.

The Library Board may cancel a regular meeting if no pressing issues warrant a meeting, or in the event of an unforeseen circumstance.

The Chair shall set the agenda in advance for each regular meeting of the Library Board, adhering to the adopted Governing Policies. A copy will be sent to each Trustee in advance of the regular meeting. Minutes from previous meetings and documentation supporting agenda items will be sent to each Trustee as part of the agenda packet.

All meetings, votes, and deliberations of the Library Board shall be open to the public, unless otherwise provided by law. The Library Board may determine to hold additional meetings and study sessions. These meetings will be governed by these Bylaws and the Library Board's Governing Policies. All proceedings and records, including meeting minutes taken at each Library Board meeting will be recorded and made available to the public unless otherwise provided by law.

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ARTICLE VIII: BOARD COMMITTEES

The Library Board may establish such committees as deemed necessary to assist in its work. The resolution establishing any such committees shall state the purpose, timeline, composition and authority of each such committee. The adopted Governing Policies will guide the establishment and work of all committees. In the absence of any other method of selection in the resolution, the Chair shall make appointments to any committee.

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Section 1. Executive Director. The Library Board shall employ an Executive Director to serve as chief executive officer of the Jefferson County Public Library. The Executive Director shall supervise the Library's day-to-day operations in accordance with these Bylaws and the Library Board's Governing Policies then in effect. The selection, removal, determination of salary and other terms of employment of the Executive Director shall require the affirmative vote of a majority of the Library Board. The Executive Director shall serve as a non-voting member of the Library Board.

Section 2. Staff. As specified in CRS 24-90-109 (1)(c), and the Personnel Rules of Jefferson County, all other Library employees shall be appointed by the Executive Director, in accordance with approved personnel rules and budgeted staffing plans.

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Section 1. Governing Policies. The Library Board shall adopt and revise, at any regular meeting, Governing Policies to set forth additional guidelines and values for the Library Board's own conduct, and to govern the Executive Director in conducting the operational

affairs of the Jefferson County Public Library. These policies shall be available to the public.

ARTICLE XII: FINANCES

Section 1: Budget Approval and Management. The Library Board's Governing Policies shall direct the Executive Director to prepare an annual budget proposal that is consistent with the guidelines adopted by the Board of County Commissioners, and consistent with the objectives and guidelines adopted by the Library Board. The proposed budget schedule will provide for public input and Library Board review and revision, for the Library Board's resolution. Library Board approval of the proposed budget is required prior to submittal to the Board of County Commissioners. Library Board adoption is required prior to the beginning of a fiscal year.

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Section 1. The Bylaws shall be reviewed annually by a committee appointed by the Chair. Proposed changes will be presented to the Library Board at a regular, scheduled meeting.

Section 2. Amendment by Vote. The Bylaws may be amended by an affirmative vote of a majority of the Library Board of Trustees. Amendments to these Bylaws shall be submitted to the Trustees at least 14 days prior to their proposed adoption.

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POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: *AGENDA PLANNING*

POLICY 4.3

The Library Board will prepare and follow an annual agenda plan which (1) completes a re-exploration of Ends policies annually and (2) continually improves its performance through Library Board education, enriched input and deliberation.

Accordingly:

1. The Library Board's annual planning cycle will conclude each year on the last day of December so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.
2. The cycle will start in January with the Library Board's development of its agenda for the next year.
 - A. The Library Board will identify its priorities for Ends and other issues to be resolved in the coming year, and will identify the areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent choices.
 - B. The Chair will, at the commencement of the Board's annual planning cycle, prepare for the Library Board's consideration a tentative agenda plan for the following year's meetings.
3. The Chair will determine the agenda for any particular meeting, although Library Board members may request or recommend any appropriate matters for Board consideration.
 - A. A Library Board member may recommend or request a matter for Library Board discussion by submitting the item to the Chair at least ten (10) days prior to the scheduled Board meeting.
 - B. The meeting agenda and packet are to be received by Library Board members at least five (5) days prior to the scheduled Board meeting.
 - C. By an affirmative vote of a majority of those present at a meeting, additional matters may be added to the agenda of any Library Board meeting.
4. The Library Board will attend to Consent Agenda items (those items delegated to the Executive Director yet required by law or contract to be Board-approved) as expeditiously as possible.
 - A. Removal of an item from consent agenda requires a motion and a second.

5. Other than Library Board review/approval of monitoring reports, monitoring and evaluation of Executive Director activities and performance will be included on the agenda only if monitoring reports or other data indicate policy violations, if policy criteria are to be debated or if the Library Board, for any reason, chooses to amend its monitoring schedule.
6. Executive Director remuneration will be decided during the month of the employment anniversary date after a review of monitoring reports received during the last year.
7. **Public Participation/Public Comment. Rules of order and procedure for public comment at Board meetings.**
 - A. There will be an agenda item at each regular board meeting for the public to address the Library Board. Public Comment is not included at Library Board Study Sessions.
 - B. Those wanting to address the Library Board must sign on the form provided at the meeting.
 - C. Those who failed to sign up, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board.
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 - G. The opportunity to address the Library Board does not include a question and answer session or response. If questions are submitted in writing a response may be provided, in writing, at the Board's discretion

MEMORANDUM



TO: Library Board of Trustees
FROM: Donna Walker and the JCPL Directors
DATE: February 3, 2020
RE: 2019 Strategic Plan Year-End Report

EXECUTIVE SUMMARY

2019 Achievements

Jefferson County Public Library Leadership is proud to present our 2019 Strategic Plan Year-End Report.

In 2019, Jefferson County Public Library undertook an ambitious Strategic Plan, containing 33 initiatives that were supported by five goals, and directed from the four Board of Trustee Ends Statements. JCPL's achievements were many. We intentionally delayed only two initiatives, despite the loss of key staff, the addition of four additional high-stakes initiatives; auto-renewal, holds pick up lockers, materials vending, PCI compliance, and the closure of Belmar Library.

Jefferson County Public Library:

- Met, partially met, substantially met or exceeded our success measures at a rate of 94%.
- Met, partially met, substantially met or exceeded our scorecard targets at a rate of 86%.
- Met our Public Library Measures in all categories except Summer Reading.

PRIORITY STRATEGIC INITIATIVES

DEVELOP AND IMPLEMENT AN EFFECTIVE AND RESPONSIVE PLANNING PROCESS

Jefferson County Public Library embarked on revamping JCPL's planning process in 2019, seeking to improve the effectiveness and efficiency of library services, and create the opportunity for Board participation. Process development and implementation included adding and refreshing several data points, and gathering input from the community and Board.

An extended study session provided an opportunity for the Board to provide direction to their new Ends Statements, participate in the 2020 strategic planning process, and become more familiar with data that drives Library decision-making.



MEMORANDUM

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 and achieve our mission. To meet this priority, 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 continues to support staff during this ongoing transition. Achievements include:

- ✓ 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 management team meetings

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

Highlighted below are leading-edge services developed and delivered to date that create safe, convenient and inviting places for our residents to participate in community life and access information and resources.

- ✓ **Materials vending machine - NEW**
- ✓ **Hold pick up lockers - NEW**
- ✓ **Auto-renewal of library materials - NEW**
- ✓ **Fine Free Library approved for 2020 implementation – NEW**
- ✓ **PCI compliance reached - NEW**
- ✓ **Standley Lake Outdoor Adventure Space completed**
- ✓ **18.5 FTE added, including a Safety and Security Coordinator and a Construction Projects Manager**
- ✓ **Connect magazine launched**
- ✓ **Diversity and Inclusion training rolled out to frontline staff**
- ✓ **Belmar Library design and construction**
- ✓ **Cargo Van Services launched**
- ✓ **Mail delivery to remote areas piloted**
- ✓ **Family Place Programming at Edgewater**
- ✓ **Master planning for services to teens, kids & families, and diversity & inclusion**

MEMORANDUM



2019 Strategic Plan Scorecard Results

Library Benchmark Measures – Use

2019 Year-End Results Show JCPL:

- Substantially met our target by maintaining our **program attendance per capita** even with the Belmar Library closure.
- Exceeded our target for **circulation per capita**, due to auto-renewal and an increase in e-materials circulation.
- Did not meet our target to maintain **visits per capita**, largely because we did not find an alternative space to provide the service we anticipated during the Belmar Library closure.
- Substantially met our target to maintain **Cardholders** as a percent of population. Decline in percentage was a scant .18%. We increased the number of cardholders by 1,309 (from 310,409 to 311,718).

Library Benchmark Measures – Operational

2019 Year-End Results Show JCPL:

- Exceeded our target to maintain **public service hours**. We accomplished this by having 24/7 alternative services available during the Belmar Library closure.
- Partially met our target for **FTE's/1000 capita**. We filled 18.5 of 23.5 budgeted new positions.
- Met our target on **square footage/capita**. As expected, no new library space was added in 2019.

Public Sector Industry Measures

Industry staff turnover measures will be available later in the year. All targets were met or exceeded in this category.

Net Promoter Score

2019 is our first year tracking this measure.

Public Library Measures

Edge Initiative

Our takeaway for 2019 is that our scores continue to be **above industry averages**. The 2019 target to improve Edge scores was complicated by dramatic changes to the survey questions and scoring.

Project Outcome – Early Literacy Events

1000 Books Before Kindergarten – we **met our target** to improve JCPL scores in 4 out of 5 categories.

Family Place Community Workshops – we **met our target** to establish a JCPL baseline.

MEMORANDUM

Project Outcome – Signature Events

Summer Reading – we **did not meet** our target to improve JCPL scores. We declined in all categories. Our assessment is that it is the over-representation of responses from adults, rather than caregivers and teen/child, that moved the combined SR 2019 scores down. In 2018 1/2 of respondents were adults; in 2019 adults represented 2/3 of respondents.

Raise a Reader – we **met our target** to establish a JCPL baseline.

EPIC Stem - we **met our target** to establish a JCPL baseline.

2019 Statistical Highlights

Visits to physical locations remained stable in 2019. We made up some ground with our alternative services, but still saw a slight decline in overall visits. Our projections show that if Belmar Library had been open, visits would have been stable or slightly increased.

Circulation increased 5%. Even with the closure of Belmar Library for a full 3 months of the year. Some contributing factors were instituting auto-renewal and use of e-materials.

Program attendance was maintained, despite closure of the Belmar Library. A contributing factor was participation in signature events.

Alternative Services – Added as a strategic priority in May, 2019 alternative services Hold lockers and Materials Vending used totaled 2,370 visits and circulation of 7,354 for the approximately six weeks they were operational in 2019.

e-Materials circulation increased 29%. Some contributing factors were more items in the collection that support our residents' interests and expansion of titles to support the platform for Kindle Paperwhite users. Circulation of e-materials is about 16% of circulation. (1.2m of 8.1m.)

Book a Librarian appointment requests also increased 29%. The main contributing factor was the increase in outreach through more presentations to local groups, more participation in local events and more offsite programs.

Attached, please find the completed 2019 Strategic Plan including; a summary of accomplished goals, initiatives, milestones and success measures.



Jefferson County
PUBLIC LIBRARY

2019 Strategic Plan – Year End Results

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JEFFERSON COUNTY PUBLIC LIBRARY 2019 STRATEGIC PLAN



WHAT THE
BOARD EXPECTS

BOARD ENDS STATEMENTS

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

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

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

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

HOW WE'LL GET THERE

STRATEGIC GOALS

Increase access, availability & awareness of library resources

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

Maintain and improve facilities, equipment, grounds and IT systems

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

Improve the efficiency and effectiveness of Library services

WHAT WE'RE AIMING FOR

DESIRED OUTCOME

Residents are informed, educated and engaged

Residents have access to technologies

Residents have access to community spaces

JCPL supports shared community outcomes:

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

JCPL services are delivered cost effectively

HOW WE'LL KNOW WE SUCCEEDED

SUCCESS MEASURES

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

We meet or exceed public sector industry measures

We maintain or improve key public library measures

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

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

JEFFERSON COUNTY PUBLIC LIBRARY

2019 STRATEGIC PLAN SCORECARD



2019 PRIORITY STRATEGIC INITIATIVES:

- Develop and implement an effective and responsive planning process
- Identify and develop leadership teams
- Integrate and execute plans for leading-edge library services, spaces and staffing

LIBRARY BENCHMARK MEASURE	2018 ACTUAL	2019 TARGET	2019 ACTUAL	2018 PERCENTILES	
				50 TH	75 TH
Cardholders as a % of population	54%	Improve	53%	54%	67%
Circulation/capita	13.45	Maintain	13.99	10.07	12.33
Visits/capita	4.69	Maintain	4.48	4.59	5.08
Program attendance/1000 capita	471	Improve	471	388	490
Square footage/capita	0.40	0.39	0.39	0.67	1.03
Public Service hours/1000 capita	52.84	Maintain	55.53	83	94
FTEs/1000 capita	0.48	0.50	0.49	0.52	0.71

PUBLIC SECTOR INDUSTRY MEASURE	2018 ACTUAL	2019 TARGET	2019 ACTUAL
Staff turnover	10.1%	Meet or exceed industry average*	14.6%
% uptime/IT systems	99%	99%	99.95%
% bandwidth utilization	50-80%	50-80%	53%
Technology replacement cycles	3 years	5 years	4 years
% uptime Facilities operations	99%	99%	99%

NET PROMOTER SCORE	2018 ACTUAL	2019 TARGET	2019 ACTUAL
Net promoter score	n/a	Track measures to establish trend	79.8%
Intercept Survey			83%
Customer Survey			74.5%

*Target based on EC Personnel Plus Survey (April)

PUBLIC LIBRARY MEASURES	2018 JCPL SCORE	2019 TARGET	2019 JCPL SCORE	INDUSTRY AVERAGE*
EDGE INITIATIVE				
Overall Score	820/1000	Improve	774/1000	712/1000
Community Value	260/310		333/454	330/454
Engaging the Community & Decision Makers	230/295		219/267	178/267
Organizational Management	330/395		222/279	204/279

*The 2019 scores and survey is new with different questions and scores.

The EDGE score represents how JCPL compares to leading libraries around the country, of all sizes, in the area of public access to technology and support for digital literacy.

PROJECT OUTCOME	2018 JCPL SCORE	2019 TARGET	2019 JCPL SCORE	INDUSTRY AVERAGE
EARLY LITERACY EVENTS				
1000 Books Before Kindergarten				
Knowledge	4.2/5.0	Improve	4.6/5.0	4.6/5.0
Confidence	3.9/5.0	Improve	4.5/5.0	4.5/5.0
Application/New Skills	4.1/5.0	Improve	4.4/5.0	4.5/5.0
Awareness of Resources	4.5/5.0	Improve	4.5/5.0	4.5/5.0
Family Place Community Workshops				
Knowledge	n/a	Track measure	4.0/5.0	4.6/5.0
Confidence	n/a	to establish	3.8/5.0	4.5/5.0
Application/New Skills	n/a	baseline	4.1/5.0	4.5/5.0
Awareness of Resources	n/a		3.9/5.0	4.5/5.0
SIGNATURE EVENTS				
Summer Reading				
Knowledge	4.2/5.0	Improve	4.1/5.0	4.3/5.0
Confidence	4.0/5.0	Improve	3.9/5.0	4.2/5.0
Application/New Skills	4.0/5.0	Improve	3.9/5.0	4.2/5.0
Awareness of Resources	4.1/5.0	Improve	4.0/5.0	4.3/5.0
Raise a Reader				
Knowledge	n/a	Track measure	4.1/5.0	4.6/5.0
Confidence	n/a	to establish	3.8/5.0	4.5/5.0
Application/New Skills	n/a	baseline	4.0/5.0	4.5/5.0
Awareness of Resources	n/a		4.1/5.0	4.5/5.0
EPIC Stem				
Knowledge	n/a	Track measure	4.2/5.0	4.6/5.0
Confidence	n/a	to establish	4.0/5.0	4.5/5.0
Application/New Skills	n/a	baseline	3.9/5.0	4.4/5.0
Awareness of Resources	n/a		4.0/5.0	4.4/5.0

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

ENDS 1: Provide Access and Support

Goal I - To increase access to, availability & awareness of library resources	Initiatives	Responsibility	Milestones	2019 Success Measures
In order that all Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources we will:				Cardholders as a % of population Circulation per capita Total visits per capita Program attendance per 1000 capita
*Improve the collection of materials for download and checkout so that it is of sufficient size, has broad appeal and is easy to access	Increase access to online resources on the library website	DX	Q1 Complete 1-year evaluation of jeffcolibrary.org Q2 Evaluate new methods connecting to targeted audiences Q3 Implement new methods	Website visits 4,068,395 (-3%) Milestones are met Met expectations. Spanish catalog implemented.
	Improve access to physical materials	PS	Q1 Implement improved shelving plan at 1-2 location(s) incorporating evaluation results from 2018 pilot Q4 Complete implementation at remaining locations	Circulation per capita 13.99 (+4%) Milestones are met Met expectations

	Eliminate barriers to physical materials	PS	Q2 Research auto renewal and propose recommendation Q3 Research expansion of fine free and propose a recommendation	Milestones are met Exceeded expectations; auto renewal began October 2019, Fine free will begin Jan, 2020 2019
*Increase knowledge of library materials and services through more-informed staff, better tools, and more effective promotion and marketing of resources.	Enhance promotions of Library programs	COMM/PS	Q2 Launch quarterly event guide to promote Summer Reading Q3 Launch Fall magazine Q4 Launch Winter magazine Evaluate initiative	Program attendance per 1000 capita 471 (0%) Met expectations Milestones are met Substantially met expectations; quarterly magazines launched. Evaluation in progress.
	Implement a combined library card and school ID	PS/IT/COMM	Q1 Establish school partnership for combined card Q2 Transfer program data Q3 Launch promotional campaign (Date TBD).	Cardholders as % of population 53% (-1%) Circulation per capita 13.99 (+4%) Partially met expectations; School partnership established, implementation delayed due to School's bandwidth.
*Provide access to current and emerging technology	Develop 2019 Technology Plan for patrons and staff	IT/PS	Q1 Evaluate results from Impact Survey & Edge; develop Master Plan Q2 Create & present draft recommendations for Master Plan Q3 Recommendations are accepted	Milestones are met Partially met expectations; Edge initiative completed. Impact Survey no longer available. Project will extend into 2020.

ENDS 1: Provide Access and Support				
Goal ii - To attract, develop & retain a highly skilled, well qualified workforce	Initiatives	Responsibility	Milestones	Success Measures
In order to support Jefferson County residents in using information, resources, ideas and technology we will:				Meet or exceed public sector industry measures for staff retention FTEs per 1000 capita
* Build Strong Leadership	Identify and develop leadership teams	Executive Director/SMT/ERD	Q1 Establish executive and other leadership team, roles, and responsibilities; establish new meeting rhythms Q2 Create and implement development plan for each executive team member	Milestones met Met expectations; new organizational chart developed.
	Implement leadership development plan	ERD	Q1 Expand supervisor training to include change management and project management; partner with County HR on roll out of 2019 Jeffco Leadership Academy Q2 Celebrate 2018-19 CAAP graduates	Milestones met Expectations substantially met – graduation delayed to Q4 to include 10 new CAAP 2019 participants # successful Library applicants to JCLA Expectations exceeded - 3 JCPL employees participated % graduates Expectations exceeded - 100% graduation from JCLA, 15/19 CAAP graduates = 79%

*Ensure appropriate staffing to meet service needs	Implement Organizational Analysis to expand workforce	ERD	Q1 Finalize 2019 FTE implementation plan Q2 Identify 2020 FTE positions Finalize supplemental job descriptions for all JCPL positions Q3 Execute 2019 FTE implementation plan Q4 Evaluate impact of 2019 FTE additions Develop plan for recruitment and onboarding of 2020 positions	First-year retention rate for new employee group Expectations exceeded - 94% retention on 2018 new FTE and 87% on 2019 2020 FTE included in 2020 Budget Met expectations; 24 FTE included in finalized 2020 plan Partially met expectations; 79% of 2019 positions added FTE per 1000 capita .49 (+2%)
	Provide comprehensive training opportunities for all employees	ERD	Q1 Assemble All Staff Conference (ASC) project team Q2 Begin content development Q3 Schedule and plan event Q4 Complete and evaluate event	75% employee attendance at ASC Expectation substantially met; 72% attendance Completion and ratings from ASC online evaluation survey Expectation exceeded; 124 respondents, 93% positive rating Milestones are met Met expectations
	Develop Training Master Plan	ERD	Q1 Interview Stakeholders, analyze inputs Q2 Present draft plan and recommendations to SMT/CMT Q3 Begin plan implementation	Milestones are met Expectation substantially met; plan implementation delayed to 2020
	Develop patron experience training	PS/ERD	Q2 Begin training development and plan Q3 Launch new training at ASC Q3 Complete Orange Boy observations	Milestones are met Met expectations

	Improve organizational competence in inclusive and responsive service delivery	ERD/D&I	Q2 Roll out Diversity and Inclusion (D&I) Foundations training to standard employees Q4 Provide D&I Foundations training to temp employees Q4 Incorporate ongoing D&I Foundations & Bridges training into new-hire training plans	75% of employees have completed D&I training Expectation exceeded; 78% of current standard employees attended Milestones are met Expectation not met; rollout to temp employees and new hires delayed to 2020
*Improve tools, systems & processes to maximize employee productivity	Implement Records Management System to increase workforce productivity	IT/ERD	Q2 Complete RFP and select vendor Q3 Develop multi-year project plan	Milestones are met Met expectations
	Complete first phase of ERP implementation	ERD/Business & Finance	Q1 Partner in County steering committee; Develop change management plan; implement County timeline. Q1 County makes go/no go decision Q 3 <i>If go</i> : Establish new chart of accounts; streamline HR processes	Milestones are met Partially met expectations; project delay due to County. Chart of accounts still under development.
	Ensure operational and effective book sorter systems	IT/FAC/PS	Q1 Evaluate existing products and assess vendor viability Q2 Complete multi-year project plan for ongoing sorter replacements	Written, flexible, and repeatable plan for the replacement and maintenance of the book sorters Exceeded expectations; selected new vendor, plan to pilot Lakewood sorter

	Advance Intranet service offerings	IT	<p>Q2 Develop prioritized project work-plan calendar, critical support functions and training</p> <p>Q4 Evaluate first-year service offering and adjust work plan as needed; complete project plan and design phase; begin implementation</p>	<p>Milestones are met</p> <p>Substantially met expectations; staffing changes</p>
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ENDS 2: Create Great Spaces and Places

Goal iii - To maintain and improve buildings, grounds, facilities and IT systems	Initiatives	Responsibility	Milestones	Success Measures
In order that Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life we will:				Square footage per capita Circulation per capita Visits per capita 98% facilities and technology uptime Replacement schedules are met Bandwidth utilization between 50% and 80%
*Create Leading-edge Library spaces to meet community needs	Design library space to meet community aspirations	PS/FAC	Q1 Determine scope for Belmar (BL) redesign; Complete Schematic Design; complete plan for BL alternate services Q2 Complete Design Development Q3 Complete Construction Documents Q4 Begin Construction	Milestones are met Met expectations

	Evaluate Edgewater Project Impact	PS/FAC	Q2 Gather/evaluate customer feedback Q3 Survey staff, create project plan to address issues Q4 Complete one-year evaluation; recommend continuation or changes in services or spaces	System Circulation per capita 13.99 (+4%) Visits per capita 4.48 (-4%) Edgewater Circulation per capita 203,835 (+97%) Visits per capita 150,442 (+99%) Met expectations; evaluation Exceeded expectations; use exceeded
	Create appropriate Work Spaces for FTE	SMT/FAC	Q1 Develop space plan Q2 Begin implementation	Milestones are met Met expectations
*Expand service in underserved areas	Explore options to locate library facilities in underserved areas	PS/FAC/COMM	Q2 Gather and evaluate community demographics and inputs, identify services and locations. Q4 Recommend expanded library services; begin facility planning	Milestones are met Partially met expectations; Demographics gathered; architect hired Q4 2019; community input in progress

	Identify and implement alternative services	PS/FAC	<p>Q1 Launch cargo van services</p> <p>Q2 Evaluate van services @ three months</p> <p>Implement 24/7 South County book drop</p> <p>Identify new alternative service opportunities</p> <p>Q3 Expand free mail delivery for remote geographic patrons; issue RFP for bookmobile</p>	<p>Circulation per capita increased 13.99 (+4%)</p> <p>Partially met expectations; South County Bookdrop not implemented due to MOU agreement delay</p> <p>Met expectations; Cargo Van and Expansion of free mail delivery, RFP issued for Bookmobile but no bids were received;</p> <p>Exceeded expectations; implementation of vending and hold pick up lockers</p>
* Address Safety and Security issues	Provide increased safety and security for staff and patrons	Facilities/ERD/PS	<p>Q1 Hire and onboard Safety and Security Coordinator</p> <p>Q2 Provide critical safety training to staff</p> <p>Q3 Draft Safety & Security Plan; Integrate with social work</p> <p>Q4 Begin safety and security plan implementation and staff training</p>	<p>Milestones are met</p> <p>Partially met expectations; Intentionally delayed implementation until 1st quarter 2020</p>
	Strengthen Privacy Protections	PS/SMT	<p>Q1 Prioritize privacy policy implementation and create sustainable procedures</p> <p>Q2 Begin to implement project plan</p>	<p>Milestones are met</p> <p>Met expectations; due to new Colorado Consumer Data Protection Law, implementation began Q3</p>

ENDS 3: Advance Shared Community Outcomes

Goal iv – To foster community engagement, lifelong learning, health and well-being	Initiatives	Responsibility	Milestones	Success Measures
In order to support community aspirations and advance community outcomes we will:				PLA Project Outcome ratings Program attendance per 1000 capita
*Integrate plans for library services to increase literacy	Increase Participation in early literacy opportunities	K&F	Q1 Pilot Family place programming Q2 Implement Discover Together best practices Q3 Promote 1000 Books Before Kindergarten	Program attendance increased 3,803 (+2%) ED receives Family Place Certification Partially met expectations; Certification intentionally delayed to 2020 for cost savings measure Project Outcome ratings captured Met expectations
	Develop a Digital Literacy Services strategy	PS/IT	Q2 Define Patron Technology and Digital Literacy program Q4 Develop an implementation plan	Milestones are met Expectation not met; Technology Master Plan intentionally delayed

*Provide leading edge programs and services that reflect community aspirations, needs and Interests	Develop and Implement Signature Programs	PS	Q1 Finalize project plan for 2019 & plan 2020 Signature events Q4 Implement project plan	PLA Project Outcome ratings captured Program Attendance per 1000 capita increased 471 (0%) Met expectations
	Develop plans for core Library services	Kids & Families Teens D&I Programming	Q1 Integrate community input findings into service planning and service plan Q2 Begin development of Teen, D&I, & K&F Master Plans Develop Programming competencies and training Q3 Create & present draft recommendations for K&F, Teen & D&I Master Plans Q4 Master Plan recommendations are accepted	Core Service Master Plans are integrated into 2020-2025 strategic plan Milestones are met Met expectations

ENDS 4: Be Good Stewards

Goal v - To improve the effectiveness & efficiency of library services	Initiatives	Responsibility	Milestones	Success Measures
In order that all Jefferson County residents receive maximum return on their shared investment in library facilities and services we will:				Resources allocated to support strategic priorities.
* Develop and implement an effective and responsive planning process	Assess community needs and interests	SMT	Q1 Gather Input from key stakeholders Q2 Complete and analyze community inputs, Demographics and Market intelligence reports Q4 Complete Impact/Edge surveys; evaluate impact on service planning	Milestones are met Met expectations; developed five-year strategic plan
	Allocate resources to meet community needs	SMT	Q1 Establish long-range performance targets and value measures; integrate key inputs and findings Q2 Integrate planning and budget milestones into BOT calendar; Board approves plan; develop detailed plan for 2020; develop high-level plans for 2021-2025	Milestones are met Partially met expectations; long-range success measures still under development Plan is responsive to constrained, modest and aggressive growth scenarios Met expectations

*Identify and Improve Critical IT Systems	Strengthen Information Security to ensure confidentiality, integrity, and availability of IT resources	IT	Q1 Perform a qualitative and quantitative information security gap analysis report Q2 Project plan for transition to ideal information security state Q4 High availability network implemented	Written and flexible information security project plan for ongoing security compliance. Substantially met expectations; High availability network implementation delayed until 2020 Q1
*Protect and preserve Library assets	Complete planned repairs and maintenance	FAC	Q1 Replace WR carpet; upgrade HVAC in network computer room Q4 Add service garage to Service Center; replace EV parking lot	All projects completed on schedule and within budget Substantially met expectations; service garage construction will extend into 2020
*Develop alternative sources of revenue	Support the Library Foundation in fund development	COMM	Q1 Design naming solicitation package for Library redesign Q2 Identify prospects Q4 Solicit naming prospects; finalize 2019 Naming Rights Agreements; recognize donors	We raise at least \$50K through naming agreements Substantially met expectations; some solicitation still in progress; \$38,500 raised; donors will be recognized when building reopens in 2020

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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I	CATEGORY: ENDS	Page	Review Date	Adoption/Revision/ Review
1-4	Global Ends Statements	2	New Ends Statements will be effective January 2020	Adopted January 2019
II	CATEGORY: MANAGEMENT LIMITATIONS			
2.0	General Management Constraint	3	Annually - February	February 2019
2.1	Treatment of Patrons	4-8	Annually - February	February 2019
2.2	Treatment of Staff	9-10	Annually - February	February 2019
2.3	Financial Condition and Activities	11-15	Annually - February	February 2019
2.4	Asset Protection	16-21	Annually - February	February 2019
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2.8	Board Awareness and Support	27-31	Annually - August	August 2019
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III	CATEGORY: BOARD-MANAGEMENT DELEGATION			
3.0	Governance-Management Connection	34	As Needed	July 2008
3.1	Unity of Control	35	As Needed	July 2008
3.2	Accountability of the Executive Director	36	As Needed	January 2009
3.3	Delegation to the Executive Director	37	As Needed	February 2013
3.4	Monitoring the Executive Director's Performance	38-39	As Needed	February 2013
IV	CATEGORY: GOVERNANCE PROCESS			
4.0	Governance Commitment	40	As Needed	May 2005
4.1	Governing Style and Values	41-42	As Needed	May 2016
4.2	Board Job Products	43-44	As Needed	August 2012
4.3	Agenda Planning	45-46	As Needed	August 2012
4.4	Chair's Role	47	As Needed	July 2008
4.5	Board Members' Code of Conduct	48-49	As Needed	July 2008
4.6	Board Committee Principles	50	As Needed	July 2008
4.7	Board Committee Structure	51	As Needed	July 2008
4.8	Governance Budget	52	As Needed	May 2006
4.9	Policies, Statements and Guidelines	53	As Needed	February 2018
4.9.1	Board of Trustees Budget Cover Letter to BCC	53	As Needed	February 2018
4.9.2	Capital & Controlled Asset Management Policy	54	As Needed	February 2018
4.9.3	Library Fund Reserve Policy	55	As Needed	August 2019
4.9.4	Capital Project Funding Internal Guideline	56	As Needed	February 2018
4.9.5	Library Books & Materials Budget Policy	57	As Needed	February 2018

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.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.0

POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT*

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.0: GENERAL MANAGEMENT CONSTRAINT*

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

Signed: _____, Executive Director Date: _____

BROADEST POLICY PROVISION

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

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

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

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

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

POLICY 2.1

MANAGEMENT LIMITATIONS

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

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

Signed: _____, Executive Director Date: _____

BROADEST POLICY PROVISION

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

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

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

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

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

REPORT (COMPLIANT): We are committed to keeping information about an individual’s use of the library only as long as needed in order to provide Library services. Full and current guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library. **CRS 24-73-101 requires that we keep patron personally identifiable information secure and properly dispose of this information.**

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

2. **I shall not collect, review, transmit, store or destroy patron information in a manner that fails to protect against loss of or improper access to that information.**

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

REPORT (COMPLIANT): We are committed to keeping information about an individual's use of the library only as long as needed in order to provide Library services. Full and current guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

~~Colorado State law requires that we treat as confidential information about materials users check out, information they access, and their use of the library~~

Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library. CRS 24-73-101 requires that we keep patron personally identifiable information secure and properly dispose of this information.

I can report compliance.

3. **I shall not fail to maintain facilities that provide a reasonable level of privacy, both aural and visual, and that are reasonably free from public distraction and disturbance.**

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

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

I can report compliance.

4. **I shall not fail to maintain the confidentiality of a patron's use of the JCPL and patron record except as required by law.**

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

REPORT (COMPLIANT): We are committed to keeping information about an individual's use of the library only as long as needed in order to provide Library services. Full and current

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

~~Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library or obtain consent for exceptions.~~

Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library. CRS 24-73-101 requires that we keep patron personally identifiable information secure and properly dispose of this information.

I can report compliance.

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

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

REPORT (COMPLIANT): The Library ensures that all hires possess the required education, training and experience for their jobs and have the training required to successfully fulfill their job requirements. Mechanisms are in place for patron complaints and compliments.

I can report compliance.

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

EXECUTIVE DIRECTOR'S INTERPRETATION: Policies are in place that effectively direct public use of materials, resources, and facilities, so that all patrons can use our libraries and resources in a reasonable and responsible manner. We inform patrons of these policies. Staff is also versed in the policies such that they can address and discuss them with patrons.

REPORT (COMPLIANT): All of the library policies regarding library use are reviewed and updated as needed.

I can report compliance.

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

EXECUTIVE DIRECTOR'S INTERPRETATION: Internet use policies derive largely from state law, as interpreted by the Library and attorney. Access to internet sites complies with filtering as required by law and Board-directed library policy. Staff and the public are made aware of these

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

policies so that user and staff expectations are clear. Staff is trained to recognize non-compliant use and intervene if necessary.

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

I can report compliance.

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

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

REPORT (COMPLIANT): Norms and practices in the Library's Code of Conduct have been developed to assist staff in making these decisions. We make the Code of Conduct available in our libraries and on our website.

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): We strive to maintain a high level of patron safety conditions. To confirm our safety standards, key staff along with local law enforcement conduct safety audits of

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

public use areas. We also maintain and use safety/emergency mechanisms such as fire extinguishers and sprinklers, detection and alarm systems, AEDs and surveillance cameras. As well, each library establishes a working relationship with their local law enforcement agencies. The library's Person-In-Charge program trains staff to assist with patron safety be it physical safety, threat or medical.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

POLICY 2.2

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.2: TREATMENT OF STAFF*

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

Signed: _____, Executive Director Date: _____

BROADEST POLICY PROVISION

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

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

Accordingly, pertaining to staff, I shall not:

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

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

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

I can report compliance.

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

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

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

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I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): The Library schedules regular Person-In-Charge (PIC) trainings where staff receives additional training for emergency situations. In turn, all libraries have a trained “Person in Charge” (PIC) on duty during hours of operations. Director-level staff are available to serve as the Senior PIC where immediate assistance and direction is provided to the location/library PIC, staff and law enforcement. Further, all incidents are reported and evaluated, to improve future response. Additional **support and** training is provided **by subject-matter experts** as needed to prepare staff to respond to specific circumstances.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.3

POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES*

MANAGEMENT LIMITATIONS

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

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

Signed: _____, Executive Director

Date: _____

BROADEST POLICY PROVISION

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

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

Accordingly, I shall not:

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

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

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

I can report compliance.

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

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

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

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reports are compiled and reviewed monthly by the Library Board.

I can report compliance.

3. Fail to get Library Board approval for:

A. Use of the Library Fund

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

REPORT (COMPLIANT): Monthly financial reports regularly report compliance with this limitation. Requests come before the Board when its approval is required for an expense change.

I can report compliance.

B. Use of Fund Balance

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

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

I can report compliance.

C. Adding any salaried staff positions. This means that no new standard FTE positions beyond currently authorized positions can be added unless they are recommended by me and approved by the Library Board according to their authority under Colorado Library Law.

EXECUTIVE DIRECTOR INTERPRETATION: This means that no new salaried positions can be added unless they are recommended by me and approved by the Library Board.

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

I can report compliance.

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

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

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soon as practical.

REPORT (COMPLIANT): All budget transfers follow the above guidelines and any transfers are reported in the monthly financial statements.

I can report compliance.

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

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

REPORT (COMPLIANT): Payables are processed in a timely manner, normally weekly. With regard to payroll, all staff is paid bi-weekly, pay periods end every other Saturday and paydays are every other Friday. ~~There are twenty-six (26) pay periods per year.~~

I can report compliance.

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

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

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

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: This means that capital project expenditures greater than approved must not occur without Board approval. However, small transfers (being no more than 10% of the total cost of the project or \$50,000, whichever is less) between individual project funds may be necessary, as they are completed.

REPORT (COMPLIANT): Monthly capital projects reports show the comparison between budgeted and actual expense of each project.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

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

REPORT (COMPLIANT): The Library Board holds the authority for acquiring property. The Library Board approves all leases, disposals and acquisitions of real property. The Library Board also approves all issues of debt which could encumber real property.

I can report compliance.

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

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

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

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must take action to recover material receivables. Material receivables are defined as accounts with an accumulation of overdue payables in the amount greater than \$500.00 for over 28 days.

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

I can report compliance.

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

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

REPORT (COMPLIANT): All payments by the Library are subject to multiple reviews by staff so that payments are only made for goods and services that the library has decided upon. If there are discrepancies in the paperwork, processing stops until a review can determine the validity of the

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

claim. Inventories of equipment and supplies are carefully evaluated on a regular basis to ensure proper disposition of those assets.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

POLICY 2.4

MANAGEMENT LIMITATIONS

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

Signed: _____, Executive Director Date: _____

BROADEST POLICY PROVISION

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

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

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

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

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

I can report compliance.

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

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

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

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to maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is updated as personnel changes require but no less than annually. Additionally, the Library is part of the County's Emergency Operations Center's plan.

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

I can report compliance.

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

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

REPORT (COMPLIANT): The IT department has addressed this in the Continuity of Operations Plan (COOP).

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

- 6. I shall not fail to ensure against employee theft and dishonesty.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that all library employees who handle cash or warrants must pass a sufficient background check prior to employment and that the library will maintain adequate internal controls to prevent or detect fraud.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): All employees who handle significant amounts of cash or warrants are covered under the County's crime policy which the Library participates in as part of the Risk Management pool. All library managers and finance staff are responsible for internal controls.

I can report compliance.

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

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

REPORT (COMPLIANT): The Library Finance division uses the County's procedure to track assets. Asset additions and inventory are reviewed annually with County staff. The Library disposes of assets in accordance with County policy. This requirement is covered under our asset management policy, Jefferson County asset valuation and inventory control practices, and CRS 24-90-109 (1) (i).

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: It is my interpretation that the library must maintain art guidelines covering acquisition, de-accession, lending, maintenance and care.

REPORT (COMPLIANT): The library's art ~~policy~~ **guidelines** recognizes the special nature of the library's art collection. ~~It provides for acquisition and management. It also addresses conditions of loaning and displaying. The Art Policy is posted on the Library website.~~ **The Library maintains guidelines for art donations, acquisition, display, de-accession and lending of art.**

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

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

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

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

I can report compliance.

11. **I shall not allow ~~a purchase of \$10,000 or more without using either a negotiated procurement or a competitive bid process, whichever best serves the interests of the Library~~ for procurement practices which do not serve the best interests of the Library, and are not consistent with best practices and Jefferson County Purchasing Guidelines.**

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

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

I can report compliance.

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

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

I can report compliance.

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

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

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

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: This means that our financial controls and practices must be conducted in a manner consistent with applicable standards of accountability as required by law and County practices.

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

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): Much thoughtful work goes into our processes of service and support for the goals the community sets for itself. We can point to service outputs, productive partnerships, invitations to participate and other measures that we promote and maintain a positive image in the community.

I can report compliance.

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

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

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

I can report compliance.

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: February 3, 2020

RE: HVAC Maintenance Contract 3rd Renewal

History of Contract:

Tolin Mechanical Systems Company provides HVAC maintenance for the JCPL owned libraries. JCPL entered into a contract for HVAC maintenance with Tolin in 2017. This contract was set up to allow for renewal for up to four (4) additional one-year terms at the Library's discretion. Our current contract ends February 29, 2020 and JCPL would like to renew the contract with Tolin Mechanical for a third time. This third renewal term would provide for services from March 1, 2020 through February 28, 2021. The 2019 contract cost was \$81,024 and the 2020 renewal cost will be \$76,068.00. The decrease in price reflects the reduction in services that will be required with the upgrades and new equipment being installed in Belmar.

Contract Cost:

\$76,068.00 through February 28, 2021.

2020 Budget:

\$135,000

Next Actions:

I would like to ask the Library Board of Trustees to authorize the Executive Director to renew our agreement with Tolin Mechanical for a period of one year for the sum of \$76,068.00. **This item will be placed on the consent agenda for the February 20, 2020 Library Board meeting unless otherwise instructed by the Board.**