

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

February 17, 2022



Library for All: Interactive Program for Adults with Disabilities



Family Fun Night: Valentine's Day



Preschool Time



Virtual/Call In: Active Minds Mondays – Harriet Tubman



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, February 17, 2022 – 5:30 pm - <u>ONLINE MEETING VIA WEBEX</u>
1.	Call to order & attendance (4.5.8) Verbal roll call – Each Trustee announces their presence by stating their name.
2.	Pledge of Allegiance
3. Agenda Action	Approve Agenda Chair: Call for motion and second
4. Public Comment	Public Comment Public comments are currently being submitted to the Board via a link on the Board of Trustees webpage. Comments will be acknowledged in the minutes of the meeting.
5. CONSENT AGENDA Action	Approval of Consent Agenda Chair: Call for motion and second <ul style="list-style-type: none"> A. Minutes of January 13, 2022 Study Session B. Minutes of January 20, 2022 Board Meeting C. Haynes Mechanical Systems Contract Renewal D. Emerald Isle Landscape Services Contract Renewal
6. Foundation Report	Foundation Report – Jo Schantz, Executive Director and Jill Fellman, Trustee Representative
7. Operational Updates Action as Needed	Executive Director Update <ul style="list-style-type: none"> A. Executive Director Report B. 2021 Strategic Plan Achievements Business Strategy & Finance <u>Finance and Budget</u> <ul style="list-style-type: none"> A. Financial Review – December 2021 B. Financial Report – January 2022 C. Project Carryforward Budget Amendment Call for Motion and Second D. Budget Supplemental Request for Belmar Outdoor Adventure Space Call for Motion and Second
8. Action as Needed	Items Removed From Consent Agenda (4.3.4) The Board may address and/or vote on any items that were removed from the Consent Agenda
9. Emerging Issues Action as Needed	

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

10. Action as Needed	Ends
11. Action as Needed	Board Governance <ul style="list-style-type: none">• Nominating Committee report to the Board: Proposed Slate of Officers• Bylaws Committee status update• Library Board of Trustees Review Policy Governance Monitoring Reports 2.0 to 2.4. Adoption will be on the consent agenda for the March 17 Board meeting unless otherwise instructed by the Board.
12. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS – Location of meetings of the Library Board of Trustees are being determined in cooperation with guidelines from Jefferson County. Information on meeting location will be posted at least one week prior to the scheduled meeting date. <u>2022 Board Meeting Schedule</u> <ul style="list-style-type: none">• March 10, 2022 – Study Session – 5:30 pm (Virtual)• March 17, 2022 – Board Meeting – 5:30 pm (Virtual)• April 14, 2022 – Study Session – 5:30 pm (Virtual)• April 21, 2022 – Board Meeting – 5:30 pm (Virtual)
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. Adjournment	

CONSENT AGENDA

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

jeffcolibrary.org



TO: Library Board of Trustees

FROM: Kim Johnson, Chair and Donna Walker, Executive Director

DATE: February 8, 2022

RE: Consent Agenda for the February 17, 2022 Board Meeting

- A. Library Board of Trustees approve the January 13, 2022 Board Study Session Minutes.
- B. Library Board of Trustees approve the January 20, 2022 Board Meeting Minutes
- C. Library Board of Trustees authorize the Executive Director to sign the renewal contract with Haynes Mechanical Systems for a period of one year for the base sum of \$83,487.84.
- D. Library Board of Trustees authorize the Executive Director to sign the renewal contract with Emerald Isle Landscaping Inc for a period of one year, for the base amount of \$100,158.

Jefferson County Public Library Board of Trustees
Study Session
January 13, 2022 – 5:30 pm
Online Meeting via WebEx

TOPICS:

Board Governance - Strategy

- Board Reviews Global Ends Statements 1.0-1.4
- 2020-2025 Strategic Planning Framework & Process
- 2022 Annual Plan: Strategic Priorities, Initiatives & Projects

Board Governance

- Draft Sunshine Resolution

Contracts

- Axis 360 Contract Renewal Information
- STAT Contract Renewal Information
- RFID Contract Information - Columbine Sorter

Business Strategy and Finance

- Pine Library Contribution

Communications and Engagement

- Naming Agreement – Columbine Library Bench

Call to Order

Kim Johnson, Chair, called the Study Session to order at 5:30 p.m.

Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), Charles Naumer, Cassie Tanner and German Zarate-Bohorquez.

Trustees not present: Jeanne Lomba.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Bernadette Berger, Director of Technology and Innovation; Lisa Smith, Director of People and Culture; Steve Chestnut, Director of Facilities and Construction Projects; Kim McGrigg, Director of Communications and Engagement; Barbara Long, Assistant Director of Finance and Budget; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, Assistant Director of Library Experience; Amber Fisher, Administrative Services Coordinator, Office of the Executive Director; and Kelci Rude, Administrative Coordinator.

There were additional Library staff members attending the online WebEx meeting.

Guests: None.

Board Governance - Strategy

Board Reviews Global Ends Statements 1.0-1.4

The Executive Director introduced the topic and advised the Board that the Library's recommendation is to hold firm on the ends statements. These Ends continue to guide us, and, in the middle of the 5-year strategic plan, we would not recommend any changes. At the Board meeting next week, we will ask for Board consensus. Reviewing the ends is an important part of the governance process.

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.

Board comments included:

- People love their libraries
- The ends have been reinforced in a really challenging time – we reflected back, did a check in and it made a big difference.

The Chair stated that the Board has been able to rely on the ends and they are great guiding principles. The Chair noted that the Board indicated agreement to stand by and confirm the ends.

The Executive Director expressed appreciation to the Board for the time and attention that went into creating the ends and how helpful they have been.

2020-2025 Strategic Planning Framework & Process

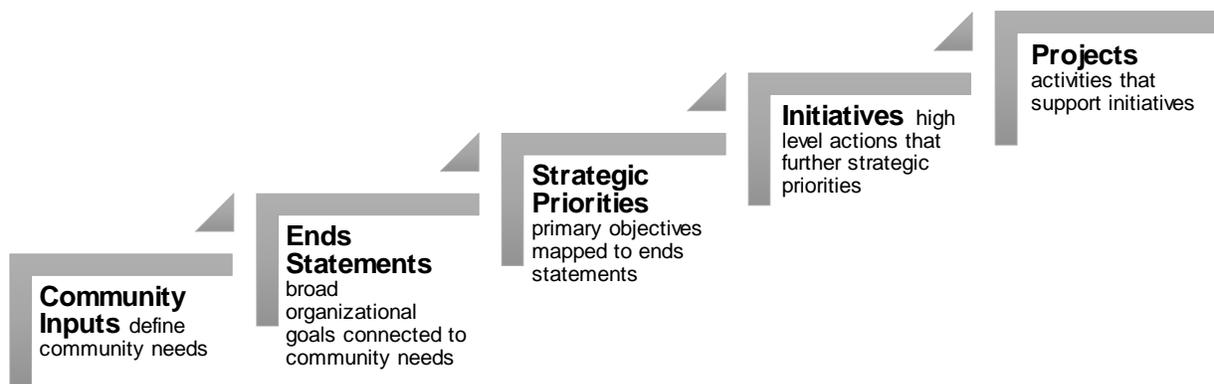
The Executive Director addressed the Board and noted that it is a pleasure to have this time with the Board. Going over the framework and process will set the context with the information in the packet. The bulk of the time will be walking through the 2022 strategic priorities, initiatives, and projects to get Board feedback, direction, engagement, and

alignment. This plan is based on the direction set by the Board when the budget was developed for 2022 and the longer term financial plan was updated.

Strategic Planning Steps

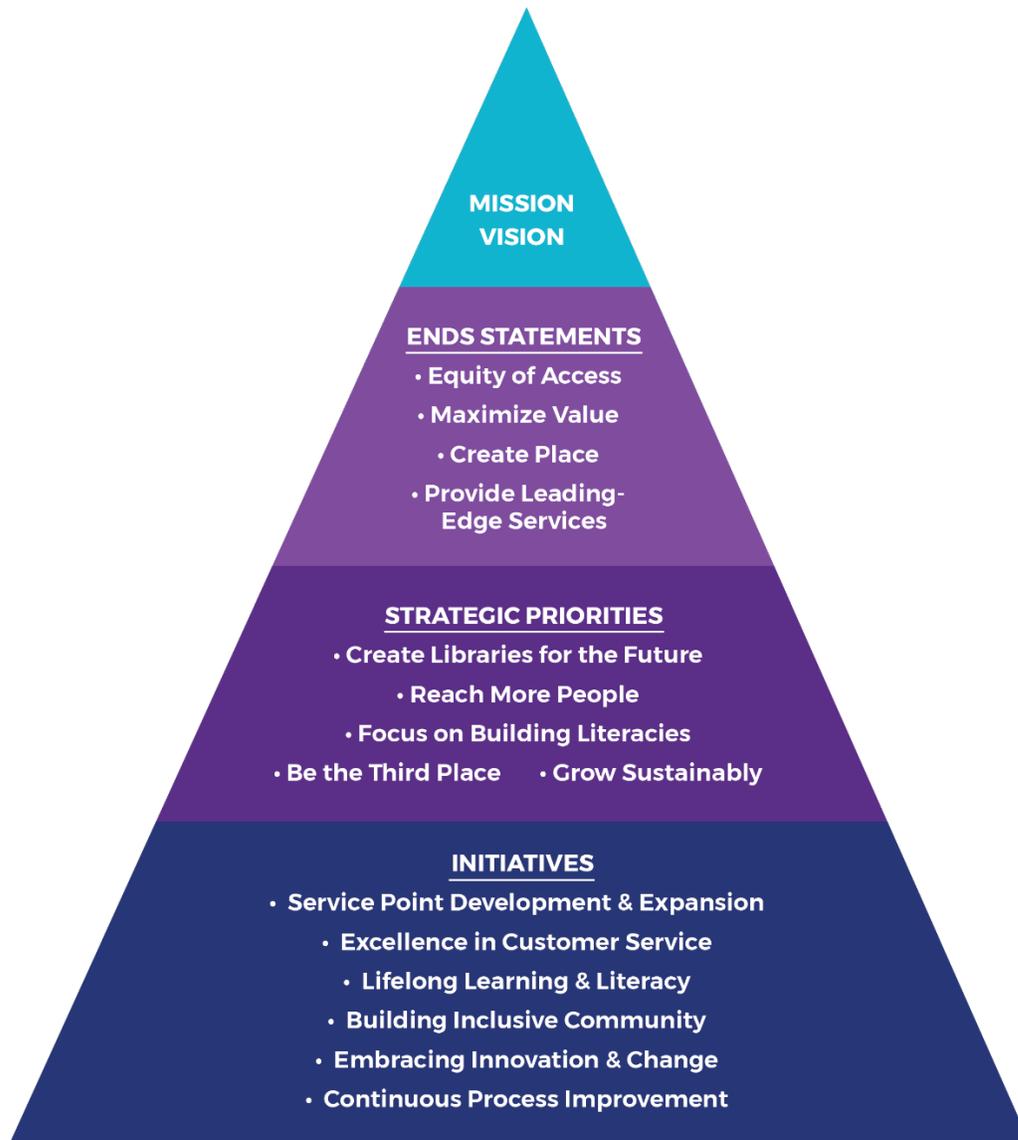
These are the steps that JCPL took to develop the five year strategic plan and how we arrived at our strategic framework. We go through these steps every year to incorporate what's new in our environment into the next year's plan. We use our Community inputs – which includes extensive staff and board input - help us define our community needs and connects the board's ends statements that the board has just reviewed. In 2020 we established our strategic priorities, the primary objectives that we want to accomplish over five years and are mapped back to the boards ends statements. Our multi-year initiatives help further our strategic priorities and those are supported by our annual strategic projects – the actual work we do to move the library forward in these particular areas. These are the steps we take every year to develop our annual plan and budget.

STRATEGIC PLANNING STEPS



Strategic Framework

These steps are visualized in this strategic framework. It illustrates the direction set by each level of the organization and the responsible teams, starting with our mission and vision and our board through the multi-year initiatives that lead to our annual projects. We'll look at the practical application of this framework in our 5-year plan.



2020-2025 Strategic Plan Progress

- 2020 Year One Implementation
- 2021 Year Two Execution
- 2022 Year Three Execution

As noted in the packet, 2020 was year one of applying this framework and year one of implementation. It was also year one of the pandemic. Our plan was an invaluable tool for the Library as we navigated that difficult year. 2021 was year two of carrying out our five-year strategic plan and coincidentally year two of the pandemic. Our leadership teams assessed our strategic priorities and modified our initiatives based on new knowledge and those changing conditions. In 2021 we implemented a new system of formalized project management for our strategic projects. Now we enter 2022, year three of carrying out our five-year strategic plan. Year three also looks likely to be year three of the pandemic, the

residual effects at least. Library leadership assessed the strategic priorities and initiatives, and they still hold true and continue to be the North Star for where we're heading.

2022 Strategic Priorities, Initiatives and Projects

Last February when we started our 2022 budget process, we were hopeful that the vaccine would put a quick and certain end to the pandemic. Our reality looked different as we continued to adjust services, plans and dreams to respond to the new realities and needs in our community. Tonight, we'll share with the Board what the Library believes are the strategic priorities, initiatives and projects for Board advocacy, engagement, and focus. The Board already approved the spending plan to support this work. This portion of our agenda is intended to gather input from you on the recommended strategic projects for 2022 in order to confirm the organization's annual performance plan.

Board Ends, Strategic Priorities, and Initiatives

Despite the many changes in our world and library services these past two years, the Library feels that each of these strategic priorities created for this 5-year plan continue to connect directly to each and every one of the Board's Ends statements to provide equity of access, create place, provide leading edge services and maximize value for our taxpayers,

Continuing into 2022, the library is using these same priorities and multi-year initiatives to guide us in our decision-making about strategic projects for organizational focus. More detail about each of these areas of the plan was provided in your packet.

BOARD ENDS, STRATEGIC PRIORITIES & INITIATIVES



2022 Strategic Projects

In terms of an annual organizational performance plan, (in the chart below) on the left are the five projects that the Library believes to be our 2022 strategic projects for Board focus. On the right are five other strategic projects that fill out our 2022 annual plan. The Library is recommending starting the year with a total of 10 strategic projects for JCPL. This might be a place to pause and note that responding to COVID is no longer showing as a strategic project. The library feels we've operationalized our approach to the many continuing disruptions caused by the pandemic. While this operational response continues to have enormous impact on our resources, staff, operations, and our community, because we don't consider it new work with new deliverables, we have not included it in our list of strategic projects.

2022 STRATEGIC PROJECTS



- **Accelerate our Building Program**
- **Design a New Library in South County**
- **Initiate a New Library in Northwest Arvada**
- **Develop a New Concept in Philanthropy Strategy**
- **Redesign Evergreen Library**

- **Assess Organizational Staffing**
- **Create a Radically Welcoming JCPL**
- **Expand Offsite Service**
- **Advance Digital Equity and Inclusion**
- **Integrate Emerging Technology**

Trustee Fellman noted that if she had one word to describe 2022 – adaptability – adapt to our situation – this is a proactive approach not a reactive approach– thank you for that – wonderful that we move forward and adapt to whatever comes our way and we know how to do that.

In response to a question regarding which projects were carry-overs from 2021 and which projects are new, the Board was advised that:

- Accelerate the Building Program is a new project from direction of the Board carrying over from 2021 with a new name.
- Designing new library in South County – this is a multi-year project and 2022 will be the year of design.
- Initiating a new library in northwest Arvada is a flow through project from accelerating the building program – it wasn't an official project in 2021.

- Develop a new concept in philanthropy strategy is a continuing project.
- Evergreen redesign is a new project
- Assess Organizational Staffing was moved forward to 2022
- Create a Radically Welcoming JCPL was two initiatives, and both of them had a different approach. We put them together for 2022.
- Expand Offsite Services is a multi-year project. We met many deliverables last year and there is a new deliverable this year.
- Advance Digital Equity and Inclusion is transforming our literacy project into something more specific.
- Integrate Emerging Technology is a multi-year project that was on the list last year.

The Executive Director advised the Board that the 2021 closeout and accomplishments will be presented to the Board next month.

In response to questions, the Board was advised that:

- The Library added resources in the 2022 budget to do some of this work. The challenge facing everybody is retention of staff and people being out sick. JCPL is not immune to that. Last year some of our projects were put on hold, delayed, or slowed due to staff turnover. Last year JCPL started the year with more projects. For 2022 the team worked hard to reduce the list to what we feel is achievable. If our path is disrupted again, we will come back to the Board. We think we can do this and feel this is achievable.
- The strategic projects have a beginning date, an ending date, and clearly defined deliverables. For example, integrating emerging technologies has new deliverables this year that have start and end dates. It may become a different project with different deliverables for the next year. Every year there are new technologies that we consider flow through projects associated with the integration of emerging technologies.
- Some of these projects are multi-year projects that take more than one year to complete. For the Evergreen project this year is community engagement and design, next year is construction. Eventually the project will be completed, and we will check it off.

Deliverables: 2022 Priority Strategic Projects

DELIVERABLES: 2022 PRIORITY STRATEGIC PROJECTS



- **Accelerate our Building Program**
 - Finalize updated Facility Master Plan
 - Initialize concurrent building project management
 - Create a new design standard for JCPL
- **Design a New Library in South County**
 - Acquire site
 - Design space
 - Engage community
- **Initiate a New Library in Northwest Arvada**
 - Validate need
 - Engage community
 - Acquire site
- **Develop a New Concept in Philanthropy Strategy**
 - Codify new roles and responsibilities for fundraising between JCPL and JCLF (MOU)
 - Create a JCPL fundraising plan
 - Begin execution of JCPL fundraising plan
- **Redesign Evergreen Library**
 - Engage Community
 - Create Program of Service
 - Create and finalize design



Board Comments:

- The bullet points are very explanatory. I appreciate the kickoff at the beginning of the year and the mid-year check.
- It's very helpful to see the bullet points – they all would have end dates and can be completed in 2022. Looking through that lens these things we can check off – philanthropy is right on and achievable.
- The goals we set up – I can see the vision and team working together – my concern if you think some of them are going to be not possible or not achievable.
- I would call it ambitious but achievable. With exception of Evergreen, each one has at least one item that is not entirely in JCPL's control. Appreciate the detail – easy to look at this and know where the Board's involvement is – keep governance and policy separate from operations.
- This is very helpful to me – a lot of information to internalize – level of detail is so appreciated – and your leadership – it's clear that this is very well thought out.

The Executive Director advised the Board that there are responsibilities for Directors. Kim McGrigg, Director of Communications and Engagement will be involved in philanthropy, fundraising and community engagement for projects. We will have a Director of Business Strategy and Finance that will lead the accelerated building plan – we need that position filled to be ready to roll. The facility master plan will come to the Board in Q1 and the lead

role for project management is ready to fill as well. Creating a new design standard will involve a design consultant. Those resources are mapped out in the project plans. They are achievable if things go our way, and we can add these team members in the next quarter. For South County, finding a site is critical and we've taken a more entrepreneurial approach that is in progress to identify sites. If things go according to plan, those deliverables are built into our work, with these resources and ought to be achievable. We do have a little bit of room so people can take their time off and we don't burn out our staff. It is a big plan in the middle of the pandemic.

Driving Impact

On the left side of the chart, you see the full list of 10 projects with the projects intended for Board focus highlighted. All of these 10 strategic projects we've identified for 2022 are a substantial driver of at least one of the success measures identified in our 5-year plan on the right side of the chart. As we achieve our annual plan for 2022 and meet these success measures, we make progress towards creating libraries for the future, reaching more people, focusing on building literacies, being the third place, and growing sustainably. With the Board's leadership, JCPL is demonstrating our commitment to innovation, accountability, and excellence as we fulfill the mission and vision of the library and the ends of the Board of Trustees to provide equity of access, be a place of radical welcome, provide leading edge services and maximize value to our taxpayers.

DRIVING IMPACT



2022 STRATEGIC PROJECTS and ANNUAL PLAN

- Accelerate our Building Program
- Design a New Library in South County
- Initiate a New Library in Northwest Arvada
- Develop a New Concept in Philanthropy Strategy
- Redesign Evergreen Library
- Assess Organizational Staffing
- Create a Radically Welcoming JCPL
- Expand Offsite Service
- Advance Digital Equity and Inclusion
- Integrate Emerging Technology

SUCCESS MEASURES

- Circulation per capita
- Visits per capita
- Program attendance per 1000 capita
- Public service hours per 1000 capita
- Square feet per capita
- Operating revenue per capita
- FTE per capita
- Net Promoter Score
- Active households
- Active cardholders
- Program attendance
- Total collection use
- Visits
- Edge
- Project Outcome

The pandemic has made it hard for us to benchmark, but even in the pandemic they have been serving us really well and we will report on that next month.

Next Steps

At the Board meeting next week, we will ask the Board for consensus and finalize the 2022 annual plan. The 2021 year end results will also be presented. The update to the Facility Master Plan (FMP) will be presented either in February or as part of our strategic planning session in March. Also, in March we'll work together to update the 5-year strategic plan to respond to any new trends or needs identified in the community. All this is working towards our 2023 budget and updated 5-year capital improvement plan and 10-year financial forecast. The 2023 budget development process starts at the end of February/early March.

NEXT STEPS



- Finalize 2022 Annual Plan
- Report 2021 Accomplishments
- Update 2020 -2025 Strategic Plan
- Develop 2023 budget
- Update 5 -year Capital Improvement Plan and 10 -year forecast



The Chair advised the Board that she is comfortable with the five primary strategic projects for Board focus and where the Board's attention should be for 2022. The Trustees were asked to reach out to her or the Executive Director if they have any questions or need additional information before next week's meeting. The Chair expressed appreciation to Trustee Naumer who started the Board's involvement with strategic planning.

Board Governance

Draft Sunshine Resolution

The Chair introduced the topic and advised the Board that the Sunshine Resolution is a requirement of the Open Meetings Law is to annually designate the public place where meeting information is posted. The Library Board complies with the requirement through this Sunshine resolution every January. The resolution will be on the consent agenda for next week's Board meeting.

In response to a question, the Board was advised that there were no changes in the resolution from last year.

Contracts

Axis 360 Contract Renewal Information

The Executive Director introduced the topic and asked Julianne Rist, Director of Public Services to provide a summary of the contract.

Julianne Rist advised the Board that Axis 360 is one of JCPL's e-book and platform vendors. The renewal before the Board is the last renewal on the contract. Staff is happy with the vendor and the services they provide. Axis 360 is also the vendor that supports Community Share, the partnership with Jeffco Schools to share our digital materials on the school's website.

There were no questions from the Board. The Chair advised the Board that this contract will be on the consent agenda for next week's meeting.

STAT Contract Renewal Information

The Executive Director introduced the topic and asked Steve Chestnut, Director of Facilities and Construction Projects to give a general overview of the services provided by STAT Courier.

Steve Chestnut advised the Board that STAT Courier delivers 9,000 pounds of books to the libraries every day. They also handle offsite book returns and deliver new books from JCPL's library service center (LSC). There is an increase this year primarily due to the rising cost of fuel.

There were no questions from the Board. The Board was advised that this contract will be on the consent agenda for next week's meeting.

RFID Contract Information - Columbine Sorter

The Executive Director introduced the topic and asked Bernadette Berger, Director of Technology and Innovation to share information on the Columbine sorter.

Bernadette Berger advised the Board that for 2022 the recommendation is to replace the Columbine Library's automated materials handling unit. The sorter has had significant issues. The vendor, PV Supa was acquired, and the new vendor has been unable to solve the problems with the sorter and are unable to provide additional support moving forward. The issues with the sorter are impacting staff's ability to do their daily work and this is not a good experience for our patrons.

There were no questions from the Board. The Board was advised that this contract will be on the consent agenda for next week's meeting.

The Chair expressed appreciation to the Executive Director and her team for doing such a wonderful job in providing information in their memos.

Business Strategy and Finance

Pine Library Contribution

The Executive Director advised the Board that the Library reached out to the Pine Library and received a letter from the North Fork Library Association/Pine Library regarding the annual contribution. That letter is included in the Board's information packet.

The Chair advised the Board that there is \$1,500 in the budget for the Pine Library which is the amount provided in 2020 and 2021.

There were no questions from the Board. The Board was advised that this item will be on the consent agenda for next week's meeting.

Communications and Engagement

Naming Agreement – Columbine Library Bench

The Executive Director addressed the Board and asked Kim McGrigg, Director of Communications and Engagement to provide information on the naming agreement.

Kim McGrigg advised the Board that JCPL is working with the Foundation on this recognition, and it is a standard agreement.

There were no questions from the Board. The Board was advised that this item will be on the consent agenda for next week's meeting.

The Chair expressed appreciation to Library staff and the Trustees for their time and participation in the Study Session.

ADJOURNMENT

The Study Session was adjourned at 6:24 p.m.

Jill Fellman, Secretary

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES**

January 20, 2022

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on January 20, 2022. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:34 p.m. Other Trustees present: Jill Fellman (Secretary), Charles Naumer, Cassie Tanner and German Zarate-Bohorquez.

Trustees not present: Jeanne Lomba and Pam Anderson.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Lisa Smith, Director of People and Culture; Kim McGrigg, Director of Communications and Engagement; Bernadette Berger, Director of Technology and Innovation; Barbara Long, Assistant Director of Finance and Budget; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, Assistant Director of Library Experience; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

There were additional Library staff members attending the online WebEx meeting.

APPROVAL OF AGENDA

MOTION: Jill Fellman moved that the Library Board of Trustees approve the agenda as presented. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

PUBLIC COMMENT

Public comments are currently being submitted to the Board via a link on the Board of Trustee's webpage. Comments will be acknowledged in the minutes of the meeting. There were no public comments.

APPROVAL OF CONSENT AGENDA

The Chair asked the Trustees if any of the items should be removed from the consent agenda. There were no requests for items to be removed.

MOTION: Charles Naumer moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- A. Library Board of Trustees approve the December 9, 2021 Board Meeting Minutes
- B. Library Board of Trustees authorize the Executive Director to sign the Axis 360 twelve month contract renewal in the amount of \$1,600,000.
- C. Library Board of Trustees authorize the Executive Director to sign the STAT Contract Renewal for the base pricing amount of \$377,958.15.
- D. Library Board of Trustees authorize the Executive Director to sign the contract amendment with RFID Library Solutions for the Columbine sorter in the amount of \$338,275.
- E. Library Board of Trustees adopt the Sunshine Resolution LB-01-20-22
- F. Library Board of Trustees approves the annual gift to the North Fork Library Association to support the Pine Library's operating expenses in the amount of \$1,500.
- G. Library Board of Trustees authorize the Executive Director to sign the donation and naming agreement between the Jefferson County Public Library, the Jefferson County Library Foundation and James Fritch in the amount of \$1,000 to place a memorial plaque on an outdoor bench at Columbine Library in honor of his father, Gary Fritch.

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, provided a summary of the December 2021 financials for the Foundation. Library Giving Day is April 6. Last year \$8,000 was raised. The Friends Annual meeting is scheduled for April 22. The Foundation has been named a finalist by West Metro Chamber for nonprofit of the year. Jo Schantz will be giving a presentation to the Board of County Commissioners next Tuesday morning at 10:00 am. In response to questions the Board was advised that:

- The Foundation has not yet done a complete comparison regarding an analysis on profitability of the bookstore. The Foundation's accountant reported net income of \$69,880.
- The in-kind item the Foundation counted as profit is \$1500 for bags Bank of Colorado purchased for the Foundation

Trustee Fellman advised the Board that she attended the Foundation Board meeting yesterday. Everyone is working together and moving forward, and she is excited about the West Metro Chamber nomination.

EXECUTIVE DIRECTOR REPORT

A. Executive Director Report

The Executive Director addressed the board and noted additions to her report. New Trustee Orientation was held on Monday with Cassie Tanner. The Executive Director expressed appreciation to everyone that helped make that happen. Public libraries are distributing free masks from the Governor and JCPL is participating. While JCPL does not have many of those masks, staff is working hard to fulfill that promise as best we can. The Board was advised of an advocacy opportunity regarding the proposed Senate Bill SB22-004, Evidence-based

Training In Science Of Reading. The Colorado Association of Libraries (CAL) will take formal action to ask to remove mention of public libraries from that proposed bill.

The Chair noted the virtual Public Libraries Association (PLA) conference opportunity and encouraged Trustees to participate. The Executive Director noted that there is also an in-person option for the PLA conference which will be held in Oregon. The Trustees were advised to contact Amber Fisher if they are interested in attending.

The Chair expressed appreciation to the Executive Director for continuing to include patron impact statements in her monthly report.

2022 Strategic Priorities and Initiatives

Global Ends 1.0-1.4

The Chair introduced the topic and noted that the Board reviewed the Ends Statements at the Study Session last week. The Chair asked the Board if they had any questions or comments. There were no questions or comments and the Chair asked for consensus from the Board in support of the Global Ends Statements staying the same. The Board indicated consensus.

2022 Annual Strategic Plan

The Chair introduced the topic and asked the Board if they had any questions or comments regarding the 2022 Annual Strategic Plan that was presented at the Study Session last week. There were no questions or comments and the Chair asked for consensus from the Board in support of the 2022 Annual Strategic Plan. The Board indicated consensus.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy and Finance - Finance and Budget

Financial Report, November 2021

There were no questions about the November 2021 financial report.

Financial Report, Preliminary December 2021

Barbara Long, Assistant Director of Finance and Budget, presented information on the preliminary December 2021 financials. The December financials are preliminary as detailed in the memorandum. The Library is over budget on property tax revenue, revenue as a whole, and contributing to the fund balance. On both the operating and capital financial tables, there are significant savings. In operating, the Library is projected to have savings in salaries and benefits. However, the final payroll accrual for hours worked in December but paid in January have not yet posted. There are significant savings in supplies. One of the biggest generators of savings is unspent contingency of \$360,000. The Standley Lake roof was funded out of contingency. Another big savings element is for janitorial services. The janitorial budget was increased from \$650,000 to \$950,000 in anticipation of an enormous impact on cleaning due to Covid that did not happen. There were other impacts as well that are Covid related like not having as many programs. Overall, the Library has projected

savings in operating expenses and, while there are still some invoices coming in, they are not expected to have an enormous change. Table 6 reflects where the Library is with capital projects. There was a push to get things done before the end of the year and a lot of projects wrapped up in December. The Library did not receive all the computers hoped for, but many of the projects in ARM05 were completed. The encumbrance column is blank, not because of outstanding purchase orders (PO), we do have POs for computers, but they have been rolled to the new year. In February the Library will bring the carryforward request to the Board.

In response to a question, the Board was advised that:

- In Table 3, intra county transactions, the Library has to net those two variances in the last column due to the transition to Workday that caused things to show up in different lines. Essentially, items that in the past were not called direct internal are now showing up in that last line, inter-county transfers. It is an impact of the change in financial systems. The savings of \$50,000 that show in that line are not expected to hold. The Library didn't want to change the tables mid-year, and this is something that will be adjusted for 2022 tables so actual charges are more in line with where they show in the budget.

The Chair stated that she recognizes the fact that there's the variance at year end and she expressed appreciation to the JCPL team for budgeting in a difficult year and difficult times with all the variables considered that were unusual. The Chair stated that she has a lot of confidence in the production side.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

No emerging issues.

ENDS

There were no items.

BOARD GOVERNANCE

Bylaws Committee Appointments

The Chair announced the appointments of Cassie Tanner and German Zarate-Bohorquez to serve on the committee to review the By-Laws.

Nominating Committee Appointments

The Chair announced the appointments of Charles Naumer and Jeanne Lomba to serve on the committee to nominate Board officers.

Foundation Board Trustee Representative Appointment

The Chair announced the reappointment of Jill Fellman to continue to serve as the Trustee representative on the Foundation Board.

The Chair advised the committee members to contact her with any questions and that Amber Fisher is also available to support their work.

The Chair noted the Board Governance Calendar included in the information packet that was adopted at the Board meeting last month. The calendar provides important information on upcoming agenda items.

BOARD SCHEDULE – NEXT MEETINGS

Location of meetings of the Library Board of Trustees are being determined in cooperation with guidelines from Jefferson County. Information on meeting location will be posted at least one week prior to the scheduled meeting date.

Next Board Meetings Schedule

- February 10, 2022 – Study Session – 5:30 pm (Virtual)
- February 17, 2022 – Board Meeting – 5:30 pm (Virtual)
- March 10, 2022 – Study Session – 5:30 pm (Virtual)
- March 17, 2022 – Board Meeting – 5:30 pm (Virtual)

The Chair noted that she will ask for an update on hybrid public meetings in February.

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

ADJOURNMENT

The Board meeting was adjourned at 6:04 pm.

Jill Fellman, Secretary

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 10, 2022

RE: HVAC Contract, Haynes Mechanical Systems, 1st renewal

History of Contract: Haynes Mechanical Systems, Maintenance and HVAC Mechanical Services

Jefferson County Public Library is currently under contract with Haynes Mechanical Systems for maintenance and HVAC mechanical services through February 2022. The contract provides for HVAC mechanical maintenance services at all JCPL libraries. The Library has the option to renew the contract for four additional one-year terms with Board approval. We have been happy with the service and recommend that we renew our contract. This will be our first renewal.

Total Cost:

The base annual cost for these services is \$83,487.84. This is within the \$160,000 budgeted amount for HVAC Maintenance services in the approved 2022 budget. The base cost has a minor increase from the previous year due to the addition of our new NW Arvada Express Library to our serviced locations.

Next Actions:

We request that the Board authorize the Executive Director to renew the contract with Haynes Mechanical Systems for a period of one year for the base sum of \$83,487.84.

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 10, 2022

RE: Landscape Management Services, Emerald Isle Landscaping Inc, 1st Renewal

History of Contract:

JCPL is currently under contract with Emerald Isle Landscaping Inc. to provide landscape management services for all JCPL owned properties through March 31, 2022. We have the option to renew the contract for four additional one-year terms with Board approval. JCPL has been happy with the service that we have received and would like to extend the contract for one additional year. This will be our first renewal. The base price for landscape management services at all JCPL owned properties from April 1, 2022 to March 31, 2023 is \$100,158.00.

2022 Budget:

The base amount for the landscape management services through Emerald Isle Landscaping is \$100,158.00, and the Library has the ability to request additional services if needed. The base annual cost to the Library will be within the 2022 budget for landscaping services of \$125,000. The base price has increased approximately \$11,400 from our original contract price. This increase reflects the higher costs for labor, transportation, and motor fuel in the current year. The increased cost also covers site visits by a certified Irrigation Controls Specialists to ensure a more responsive approach towards landscape health and water management during our warm weather months. This will help the Library to better manage both water and maintenance resources.

Next Actions:

We request that the Board of Trustees authorize the Library Executive Director to renew the contract with Emerald Isle Landscaping Inc for a period of one year, for the base amount of \$100,158.

Foundation Update

FEBRUARY 2022

Executive Director Report

by Jo Schantz, MNM, CFRE, GPC



GRANTS & SPONSOR UPDATE

FUNDS RECEIVED

FirstBank -- \$1,000 for Library Summer Challenge

Melvin & Elaine Wolf Foundation -- \$10,000 to support 1000 Books Before Kindergarten, Raise A Reader and the Library Summer Challenge

Lutheran Medical Center -- \$30,000 for Library Mental Health programs/services

Bandimere Speedway/Bandimere Family Foundation -- \$2,500 Friends Community Partnership

Virginia Hill Foundation -- \$5,000 general operations support

PROPOSALS PENDING

Bank of Colorado -- \$10,000 in-kind and cash sponsor, Friends Community Partnership

Pinkard Construction -- \$2,500 for Friends Community Partnership

Stevinson Toyota West -- \$1,000 for Friends Community Partnership

MORE THAN ONE YEAR LATER -- WHALE'S TALE STILL GOING STRONG!



Just like the iconic Energizer™ Bunny, JCLF's Whale's Tale Books & Gifts Shop in Colorado Mills Mall keeps going...and going! ! In fact, it has far exceeded our sales expectations throughout this past year.

Our December 2021 financial records show that gross sales for that month (including in-kind contributions, Friends memberships and cash donations) reached \$24,487.11. This exceeds the benchmark set in December 2020 of more than \$19,000.

Looking at gross revenues for the entire year (January through December 2021), our income was \$152,467.12. Direct and indirect costs (including contract labor, staff salaries and benefits, credit card fees, supplies, etc.) show that we netted \$69,880.19 for the year.

January 2022 was also a good month for us, even post-holiday, generating \$9,875.35 in gross sales.

"We are thrilled that our storefront operation has done so beautifully," says JCLF Board President Ana Rojas-Artica. "By raising more money, we are able to contribute more funding to the Library while also helping to cover JCLF's operations costs. This is really a win/win for all of us!"





Executive Director Report PAGE 2

FEBRUARY 2022

COMMUNITY CONNECTIONS

January 22 -- Honor Bell Foundation Board luncheon

January 25 -- In-person presentation to the Jefferson County Board of County Commissioners

January 27 -- Lunch and tour of JCLF with Tammy Quintana, Director of Community Relations, Ramos Law

January 27 -- Tour of JCLF with Kim McGrigg, JCPL Dir. of Communications and Engagement

January 28 -- Nominations Committee meeting, Colorado Women's Day

February 1 -- S. Lakewood Business Association meeting

February 3 -- Golden Executive Directors Roundtable after-hours meeting

February 4 -- Breakfast meeting with JCLF Board member Angela Hahn

February 8 -- Wheat Ridge Business Assn. meeting

February 9 -- Good News Breakfast Steering Committee meeting

February 10 -- Meeting with Jeni Carter, Director, CSU Extension in Jeffco

February 10 -- Applewood Business Assn. luncheon at Rolling Hills Country Club

February 11 -- Lunch meeting with JCLF Board member Linda Lovin

February 14 -- Video interview with West Metro Chamber staff in preparation for the Chamber's 2022 awards gala

February 15 -- Lunch meeting with Nancy Heister, Dir. of Development for Bootstraps and is a representative of the annual Rocky Mountain Literary Festival

UPCOMING EVENTS!



The Jefferson County Library Foundation is thrilled to have been nominated as Nonprofit of the Year, part of this year's Celebrate Jeffco business awards gala hosted by the West Metro Chamber.

The celebration will be held on Friday, February 18, 6 p.m., at the Sheraton Denver West.

RAMOS LAW DIFFERENCE MAKERS PODCAST

I am pleased to have been invited as a featured guest for the "Ramos Law Difference Makers Podcast" on February 17. According to the invitation: "Our goal is to have our amazing guests share their experience and wisdom, as well as highlight how they are making a difference in their chosen life path and in the community."

I will be highlighting activities and events at JCLF, along with sharing details on my volunteer work with the Good News Breakfast, Honor Bell Foundation, the Literacy Coalition of Colorado, CSU Extension Advisory Board, Colorado Women's Day and Project STAR (Supporting Teens At Risk). The latter activity is an outreach designed to help homeless and unaccompanied teens at Golden High School (GHS).

Project STAR was developed in 2019 as my team's capstone project for the Leadership Golden program. Through our 2021 Secret Santa holiday solicitation, more than \$10,000 in gift cards was donated to GHS to assist struggling students. The Project is now developing new partnerships with BGoldn, the Golden Backpack program and the Christian Action Guild to ensure its continued growth and future sustainability.

Operational Updates

Executive Director Report



FEBRUARY 2022 EXECUTIVE DIRECTOR REPORT

FIRST QUARTER FOCUS:

Accelerate our Building Program:

In February, the Library is focusing on,

- Finalizing the update to the Facility Master Plan
- Recruiting Director of Business Strategy & Finance
- Recruiting Assistant Director Library Design Projects and Planning
- Drafting RFP for Library Innovation Design Consultant

Design a New Library in South County:

In February, the Library is focusing on,

- Exploring narrowed list of sites

Initiate a New Library in Northwest Arvada

In February, the Library is focusing on,

- Finalizing the update to the Facility Master Plan

Develop a New Concept in Philanthropy Strategy

In February, the Library is focusing on,

- Gathering information for next steps

Redesign Evergreen Library

In February, the Library is focusing on,

- Planning the community engagement

HYBRID PUBLIC MEETINGS – PROJECT UPDATE

- ✓ Selected software: Zoom Video Webinars
- ✓ Developed training plan for use of software and equipment
- ✓ Developed instructions and resources needed for running two concurrent public meetings
- ✓ Reviewing potential governance adjustments
- ✓ Equipment cost per room just under the estimate provided to the Board in August

Upcoming Milestones:

- Transition virtual meeting to Zoom Video Webinars
 - Receive & install equipment
 - Update governance policies if needed
- 

- Train staff to running equipment and hybrid meetings
- Instruct trustees for participation in hybrid meetings
- Transition to hybrid environment
- Communicate changes to public

ADVOCACY AND ENGAGEMENT OPPORTUNITIES FOR TRUSTEES

Public Library Association (PLA) 2022 Annual Conference, March 23–25, 2022 in Portland, Oregon: PLA's Virtual Conference will also be returning for attendees who are unable to join in person. The Virtual Conference will occur in conjunction with the live event. Contact Amber Fisher for more information or to register.

JCPL SERVICE HIGHLIGHTS

Express Library – Project Update

- Tenant finish underway
- Furniture ordered
- Collection and cataloging being finalized
- Soft launch scheduled for March 28
- Ribbon Cutting scheduled for April 18th





OverDrive Classic App to be Replaced by Libby: OverDrive is phasing out its original app to make way for Libby to be the primary app, with a first step happening this month.

CIVIC ENGAGEMENT: *Impact Statement from Heidi Floyd, Jeffco Public Schools:*

I want to pass on the outpouring of gratitude from our Title I Digital Teacher Librarians (DTLs). The time and dedication that Arra Katona and Briana Francis have put into to identifying and physically pulling hundreds of books allowed our Title I DTLs to spend their time at the Belmar library truly diving into books and researching titles that meet our focus of Promoting Belongingness through Literature. It is rare to find time to step away from your building, but even more so now. Time is precious and having the titles identified, pulled and sorted – in a such a beautiful inviting space was wonderful and empowered them as leaders in their work.

I have heard back from several DTLs that the work and the time they spent at the Belmar library was some of the most rewarding work they have felt connected to in a long time. We could not have done this without JCPL's support. We are so grateful for each of the teams we have the opportunity to partner with – we always feel supported and truly like we are a larger team working toward a similar goal.

Please pass on our gratitude for the support and efforts of all those involved to make this work possible, Arra and Briana especially.

PROFESSIONAL ENGAGEMENT:

Paola Vilaxa Araya, Diversity and Inclusion coordinator, is featured in the Colorado Association of Libraries (CAL) [leadership spotlight series](#).

Robyn Lupa, manager of Services to Kids & Families, **Jennifer French** and **Briana Francis**, coordinators of Services to Kids & Families are presenting at the Power Up 2022 Conference on: Essential Connections: *Exploring the Vital Role of Leadership, Teamwork, and Community Partnerships During COVID and Beyond*.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, FEBRUARY 2022

- Weekly meetings with **Jefferson County Public Health (JCPH)** and Jeffco leaders on the community response to COVID
 - Meeting with various entities re: South County land potential parcels
 - Attending **West Metro Chamber of Commerce** Celebrate Jeffco event
 - Monthly call with **Colorado Public Library Directors (CPLD)**
 - Bi-monthly call with **Urban Libraries Council Directors (ULC)**
 - Monthly meeting with **Jefferson County Library Foundation (JCLF)** executive director
 - Monthly meeting with **Jefferson County Elected/Appointed Officials**
 - **Colorado Association of Libraries (CAL)** Mentorship Interest Group
- 





Jefferson County
PUBLIC LIBRARY

2021 YEAR-END REPORT



This report captures the achievement of the Jefferson County Public Library (JCPL) 2021 Annual Plan as well as our success benchmark measures. Reviewing progress made and work completed by the JCPL team in 2021 is a valuable reminder of how we have accomplished the mission of the Library during challenging times.

The numbers don't, however, tell the full story. That is why we've added narrative throughout the document to note the many ways JCPL helps build an educated and vibrant community by providing equal access to information and opportunities.

“Thank you for doing all that you did to reach this point. Thank you for staying open while keeping our safety in mind. Thank you for remaining the asset you are to this community! Just THANK YOU!” -JCPL Patron

Pivot was the word we used to describe our mode of operation in 2020. For 2021, we celebrate our resilience. Even in these uncertain times, JCPL continued to serve the public with excellence, innovation and accountability.

The following captures the specifics and highlights of the achievement of our 2021 annual plan measured against the challenges of an unparalleled year.



Strategic Adjustments

The JCPL response to COVID-19 and the team’s commitment to safely serving patrons was demonstrated again in 2021 in a variety of ways, including expanded offsite services, virtual programming, in-person services, revisoning our collection of materials, to name a few.

In addition to the Library achieving the majority of strategic projects brought forward early in the year, two new high priority projects were introduced by our Board of Trustees: Accelerating the Facility Master Plan and Hybrid Public Meetings. The progress we have made with all strategic projects is captured in the chart below.

2021 Strategic Projects			
	Project Name	Status	Deliverables and Highlights
1	COVID-19 Service & Staffing Response	Completed	<ul style="list-style-type: none"> ✓ Increased in-person service and onsite staffing; returned to pre-pandemic open hours ✓ Streamlined curbside services ✓ Modified technology solutions ✓ Installed Holds Lockers outside Columbine, Belmar, and Standley Lake libraries ✓ Provided access to vaccines for staff and public through partnership with JCPH ✓ Shifted focus in our physical collections and emphasized digital content ✓ Initiated after hours phone service ✓ Held multiple all staff town halls and briefings ✓ Adjusted recruiting, hiring, onboarding, training and working in hybrid environment ✓ Held virtual All Staff Conference ✓ Collaborated with our Foundation to provide staff with funding to assist with childcare costs
2	South County Expansion	Continuation with new deliverables	<ul style="list-style-type: none"> ✓ Conducted extensive stakeholder engagement including four online community meetings in English and Spanish and an online survey that garnered over 1200 responses ✓ Completed a community output report ✓ Activated a project web page ✓ Completed Program of Service ✓ Selected architect ✓ Engaged Realtor ✓ Created site criteria ✓ Initiated site search



3	Philanthropy Development	Continuation with new deliverables	<ul style="list-style-type: none">✓ Shared consultant findings <i>Securing Private Funds to Supplement Public Investment</i>✓ Clarified Board membership✓ Amended and extended MOU with JCLF✓ Drafted book sales vendor agreement✓ Shared consultant findings <i>Peer Libraries Fundraising Benchmark</i>✓ Created and filled JCPL role with essential function for fundraising development✓ JCPL staff contributed more directly to new grants in the amount of \$45.5k
4	Accelerating Facility Master Plan (NEW)	Continuation with new deliverables	<ul style="list-style-type: none">✓ Gathered input on concurrent building project best practices✓ Budgeted 2022 resources for new work✓ Initiated update of the Facility Master Plan✓ Created new roles for new work: director of Business Strategy & Finance, assistant director Library Design Projects & Planning, Library Innovation Design consultant✓ Began recruitment for new director role
5	Hybrid Public Meetings (NEW)	Moved to Operational	<ul style="list-style-type: none">✓ Identified technology options✓ Researched governance impacts✓ Ordered equipment✓ Assessed business and technical requirements for running two concurrent public meetings✓ Identified training competencies
6	Emerging Technology Integration	Continuation with new deliverables	<ul style="list-style-type: none">✓ Deployed Workday Enterprise Software system-wide✓ Deployed Microsoft Teams system-wide✓ Migrated patron database platform to hosted environment✓ Installed and configured primary network storage✓ Adopted Mfiles document management across multiple divisions✓ Transitioned to O365✓ Filled a new position: Creative Tech Coordinator✓ Created Jeffco Workforce laptop lending program



7	Project Management Implementation	Completed	<ul style="list-style-type: none">✓ Implemented new project management (PM) process✓ Trained library leadership on PM process✓ All strategic projects in progress are using new PM process
8	Offsite Service Expansion	Continuation with new deliverables	<ul style="list-style-type: none">✓ Installed Holds Lockers and Return Bin at Mountain Resource Center✓ Installed Hold Lockers and Return Bin at Candelas✓ Developed West Arvada as Express Library concept location✓ Continued new Bookmobile construction
9	Customer Service and Core Service Development and Implementation	Completed	<ul style="list-style-type: none">✓ Integrated Core Services master plans to align with strategic plan✓ Created an integrated approach to digital literacy with deployment of community hotspots and expanded online resources✓ 4 staff completed Harwood Institute for Public Innovation Lab



10	Literacy Services Expansion	Merged with new project: Advance Digital Equity and Inclusion	<ul style="list-style-type: none"> ✓ Expanded early literacy programs to virtual and in-person ✓ Hosted successful Isabel Allende author event that attracted more than 2,800 people ✓ Hosted successful Library Summer Challenge and Raise a Reader signature events ✓ 1000BBK hit 1M books read ✓ Created collaboration for Communities that Care (CTC) Teen Internship ✓ Completed JCPL's first Family Leadership Training Institute ✓ Activated the Digital Media Studio
11	Diversity, Equity & Inclusion Strategy Development	Merged with new project: Create a Radically Welcoming JCPL	<ul style="list-style-type: none"> ✓ Developed initial charter ✓ Collaborated with the county on the Justice Equity Diversity and Inclusion (JEDI) team ✓ Initiated JEDI at JCPL ✓ Distributed Continuum Survey to all JCPL staff
12	Organizational Staffing Assessment	Continuation	<ul style="list-style-type: none"> ✓ Onboarded new director of People & Culture ✓ Gathered documents for future action
13	Partnership Visioning	Closed	<ul style="list-style-type: none"> ✓ Moved project to lower priority due to staff vacancy
14	Engagement Plan Development & Execution	Closed	<ul style="list-style-type: none"> ✓ Moved project to lower priority due to staff vacancy



2021 Scorecard

Library Benchmark Excellence and Operational Measures

JCPL measures how our strategic priorities and initiatives meet the broad organizational goals set by our Board of Trustees. We use public library benchmarking and public library outcome measures to determine how JCPL compares to other peer libraries, how well we meet our commitment to our community, and how we impact their lives for the better.

Success measures and targets guide JCPL's strategic planning with our Board of Trustees and Library leadership, as well as help the Library identify community demand and our ability to meet that demand. As in 2020, for 2021, all success measures are COVID-restrictions dependent. They show notable improvements as access to services and locations increased throughout the year.

Library Benchmark Excellence Measures					
Strategic Scorecard Results	2019 Actual	2020 Actual	2021 Actual	% change YOY 2021 vs 2020	% change YOY 2021 vs 2019
Circulation per capita	13.99	12.53	14.64	17%	5%
Visits per capita	4.48	1.42	2.11	48%	-53%
Program attendance per 1000 capita	471	95	70	-26%	-85%
Public service hours per 1000 capita	51.74	20.86	42.61	104%	-18%
Square feet per capita	0.39	0.39	0.39	-1%	-1%
Operating revenue per capita	\$74.39	\$78.15	\$77.62	-1%	4%
FTE per 1000 capita	0.49	0.52	0.50	-3%	4%
Net Promoter Score	79.8	83.9	82.3	-2%	3%
Library Benchmark Operational Measures					
Strategic Scorecard Results	2019 Actual	2020 Actual	2021 Actual	% change YOY 2021 vs 2020	% change YOY 2021 vs 2019
Active households	115,377	100,581	113,212	13%	-2%
Active Cardholders	166,646	138,477	159,313	15%	-4%
Program attendance	274,669	55,647	41,325	-26%	-85%
Total collection use	9,706,552	8,806,903	9,843,592	12%	1%
Visits	2,613,399	830,615	1,242,213	50%	-52%



What we see in our numbers for 2021 is that our Service and Staffing Response to COVID-19, responsive adjustment of our materials collection, and our expansion of offsite services were the biggest drivers of our success measures. This impact can be seen in the incredible rebound in total collection use from 2020 to 2021 to a number that surpasses 2019 levels. Active households and Active cardholders are also seeing a rebound from 2020 which we attribute to these same factors.

Net Promoter Score – our NPS score is relatively unchanged within expected margin of error. Our score shows consistency in our service perception/service levels given that the survey is sent to a random 5% of recent customers and never to the same person twice.

Public Library Measures

Edge Initiative

The Edge Initiative compares JCPL with leading libraries of similar size in terms of public access to technology and support for digital literacy. JCPL paused use of this tool during COVID. It is being revamped completely and will launch as Edge 360 in March 2022. We will use this updated tool to set a baseline for our 2022 strategic project to Advance Digital Equity and Inclusion.

Project Outcome

Project Outcome is a survey instrument used to help us understand the impact of services and programs for key outcomes; knowledge, confidence, application/new skills, and awareness of resources. These outcomes are measured across areas of engagement with the community; Early Childhood Literacy, Civic/Community Engagement, and Education/Lifelong Learning. Patrons were surveyed following Signature Events and Services.

Summer Challenge

Objective: Measure programs and services that provide continuous reading opportunities for adults, caregivers, teens, and children as part of encouraging lifelong learning.

The Summer Challenge had improved survey scores in 2021 over 2020. Patrons indicated in their scoring and feedback that they enjoyed the opportunity for new and fun ways to encourage and engage in reading individually and with their children. The Summer Challenge averaged 4 out of 5 on a Likert scale across all outcomes. (n=1,998)

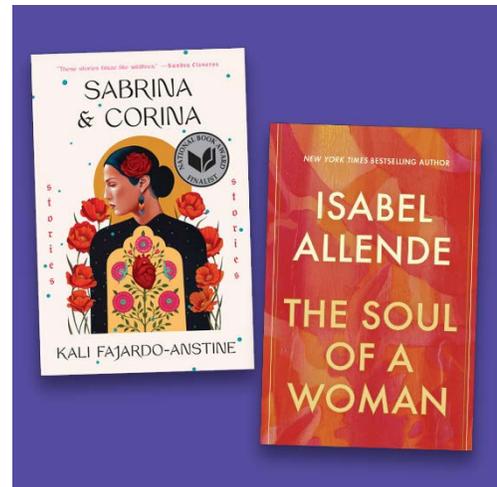
- “Recording the reading time and working toward a goal was very exciting for [my son]. He loves reading but ‘reading with rewards’ was an even better motivation. He felt very confident and was very pleased with himself.”
- “[My kids] enjoyed picking out their very own books to ‘keep forever’.”
- “[My son] loves the read along books since he is not reading quite yet. It lets him feel more independent about reading even when I can’t sit down to read with him in the moment.”
- “I made more time for reading myself and this influenced my children to read more also.”



Author Event: An Evening with Isabel Allende

Objective: Measure a program that provides opportunity to gain and impart new knowledge and skills and engage in lifelong learning.

The author event, An Evening with Isabel Allende, was a new event without comparison to previous scores, although was comparative to industry standards. Patrons indicated in their scoring and feedback that they appreciated the opportunity to learn about this author’s life experiences and writing process. They also enjoyed the open dialog and high level of accessibility through the ability to attend live or view a recording at their convenience. The author event averaged 4.4 out of 5 on a Likert scale across all outcomes. (n=1,533)



- “Wonderful, inspiring conversation. Thank you! I also appreciated all of the accessibility solutions you included to make sure that there were no language barriers to participation.”
- “Loved that the library offered Spanish and ASL translations and made it as inclusive as possible.”

1000 Books Before Kindergarten

Objective: Measure program aimed to improve early literacy and learning skills to prepare children ages 0-5 for school readiness.

1000 Books Before Kindergarten is an ongoing program to support families with children ages 0-5 to introduce reading. The program is measured at the mid-point and conclusion for those who choose to participate in the survey. In 2021, the program averaged 4 out of 5 on a Likert scale across all outcomes. One outcome, Awareness of Resources, experienced an increase from 2020. (n=50; midway and final total)



- “I liked the structure and focus of getting to an end goal.”
- “I love that there is a program like this for fostering a love of reading with children and I appreciate that this is a great way to encourage parents to engage with and read with their kids.”

Raise a Reader

Objective: Measure program and services aimed to improve early literacy and learning skills to prepare children ages 0-5 for school readiness.

Raise a Reader is a program to support caregivers and families in providing children with literacy skills to help prepare them for reading and school. Engaging in early childhood literacy activities puts children ages 0-5 on a strong path to developing the critical thinking, vocabulary and language, problem solving, social, physical, and creative skills necessary to succeed later in life. This program does not have a comparison score to 2020. In 2021, this program averaged 3.8 across all outcomes. (n=215)



- “The option for a Spanish language bag and materials was great! My child is being raised in a multilingual and multicultural household, so this is very important to us.”
- “Simple and creative ideas to integrate into our daily routine. It made me more aware of the world around me so I can impart my observations to my kiddo and help with language development. It helped me see the world through my kiddo’s eyes.”



Conclusion

Our mission, vision, values, ends statements and strategic priorities served us well during these uncertain times. They continued to guide us as we provided library services in another year of the COVID-19 pandemic.

The challenges we have faced since adopting our strategic plan only confirm the importance long-term planning. This broader and longer view to strategic planning allows us to remain focused on achieving our goals to provide equity of access, create a place of radical welcome, provide leading edge services, and maximize value for our taxpayers.

“With the ups and downs of changes with varying COVID restrictions, it's not been easy to stay ahead, much less keep up with it all while striving to maintain some sense of 'library-ness.' And I think you've done an amazing job. I just feel like you always have 'us' foremost in your minds. The Library is more than an asset in the community. It's another home.” -JCPL Patron

Operational Updates

Business Strategy and Finance



memorandum

To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Finance & Budget
Re: Finance Monthly Report
Date: February 2022

A. **Budget to Actual Tables**

The Budget to Actual Tables for January 2022 will be forwarded before the meeting and will include the analysis discussion. Updated financials for 2021 will also be provided.

B. **Project Carryforward Request**

Several capital projects which were funded in 2021 were in progress at the end of the year and have continued into 2022. Project funding in the following amounts makes up the Library's request:

Project	Estimated Amount
ARM-02 Equipment Replacement	26,000
ARM-03 Computer Replacement Plan	77,678
Library Alternative Services	230,690
Bookmobile Replacement	317,194
Document Management System	77,263
South County Library	7,253,126
<u>Total Carryforward Request</u>	<u>7,981,951</u>

Action Item: I recommend that the Library Board of Trustees authorize the Executive Director to submit a carryforward budget amendment in the amount of \$7,981,951

C. **Budget Supplemental Request for Belmar Outdoor Adventure Space**

In 2020 and 2021, JCPL received funding totaling \$145K from private donors and the Library Foundation to construct an outdoor adventure space at the Belmar Library. The approximate total project cost is \$200K and fundraising for this project is continuing. Work on this project will begin this year. This supplemental request is to appropriate funding for the project.



Jefferson County
PUBLIC LIBRARY

memorandum

Action Item: I recommend that the Library Board of Trustees authorize the Executive Director to submit a budget supplemental request in the amount of \$200,000 for the Belmar Outdoor Adventure Space project.



Jefferson County
PUBLIC LIBRARY

memorandum

To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Finance & Budget
Re: Finance Monthly Report
Date: February 15th, 2022

A. Updated 2021 Budget to Actual Tables

Updated financial tables for 2021 are included with this memo. The updated tables include the impact of 2021 invoices and other transactions that came in later in January, including property tax revenue. Budget savings in 2021 boosted the library's fund balance, providing flexibility to respond to uncertainty and potential cost changes for planned capital projects.

B. January 2022 Financial Tables

The Budget to Actual Tables for January 2020 are attached. The month of January does not typically show much activity. January statements do not yet include property tax revenue. Most property tax is received in February, April, and June. In January, the Library received funding of \$60,786 from the Library Foundation. This amount is December revenue for the Foundation, but January revenue for the Library due to timing. In-kind support provided to the Foundation by the Library in January is valued at \$6,430 (Ratio of 9.48:1).

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2021 BUDGET TO ACTUAL

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 12/31/2021	\$ Variance 2021 Budget	Budget to Actual %
Sources of Funds	4,500		4,500			
Revenues						
Taxes						
Property Tax - Operating	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ 44,835,152	\$ 700,527	2%
Property Tax - Capital	2,165,680	2,194,337	2,165,680	2,193,145	27,465	1%
Total Taxes	\$ 46,300,305	\$ 46,744,393	\$ 46,300,305	\$ 47,028,297	\$ 727,992	2%
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ 125,817	\$ 4,766	4%
Fines & Fees	239,513	47,797	145,000	37,266	(107,734)	-74%
Other Revenue	572,640	797,130	298,640	556,009	257,369	86%
Total Other Revenues	\$ 940,153	\$ 1,006,889	\$ 564,691	\$ 719,092	\$ 154,401	27%
Sub Total Revenues	\$ 47,240,458	\$ 47,751,282	\$ 46,864,996	\$ 47,747,389	\$ 882,393	2%
Fund Balance Activity						
Transfer from FB - Capital Projects	8,311,655		2,245,018	-		NA
Transfer to/(from) Fund Balance	-	8,955,407	-	9,995,801		NA
Total Sources of Funds	\$ 55,552,113	\$ 38,795,875	\$ 49,110,014	\$ 37,751,588		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,935,735	\$ 13,055,682	\$ 16,081,526	\$ 15,204,107	\$ (877,419)	-5%
Benefits	5,288,399	4,566,527	5,373,904	4,799,382	(574,522)	-11%
Total Salaries & Benefits	\$ 21,224,134	\$ 17,622,209	\$ 21,455,431	\$ 20,003,489	\$ (1,451,941)	-7%
Library Books & Materials	\$ 8,135,190	\$ 7,354,512	\$ 7,754,177	\$ 7,270,328	\$ (483,849)	-6%
Supplies	1,449,965	1,111,151	1,515,924	1,165,014	(350,910)	-23%
Vehicles	-	-	-	-	-	NA
Services & Charges	4,914,583	3,350,808	5,057,772	3,942,526	(1,115,246)	-22%
Internal Transactions /Cost Allocation	2,251,204	2,177,691	2,582,108	2,531,229	(50,879)	-2%
Total Operating Expenditures	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 34,912,585	\$ (3,452,826)	-9%
Financing & Debt Service	\$ 1,410,421	\$ 1,409,294	\$ 621,819	\$ 621,819	\$ 0	0%
Capital Projects	\$ 16,166,616	\$ 5,770,211	\$ 10,122,783	\$ 2,217,184	\$ (7,905,599)	-78%
Total Uses of Funds	\$ 55,552,113	\$ 38,795,875	\$ 49,110,014	\$ 37,751,588	\$ (11,358,425)	-23%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2021 BUDGET TO ACTUAL

	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 12/31/2021
Beginning Fund Balance	\$ 19,529,543	\$ 24,364,581	\$ 24,364,581	\$ 33,319,987
Revenues	\$ 45,074,778	\$ 45,556,945	\$ 44,699,316	\$ 45,554,244
Capital Funding	2,165,680	2,194,337	2,165,680	2,193,145
Total Revenues	\$ 47,240,458	\$ 47,751,282	\$ 46,864,996	\$ 47,747,389
Expenditures				
Operating Expenditures	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 34,912,585
Debt Service	1,410,421	1,409,294	621,819	621,819
Capital Projects	16,166,646	5,770,211	10,122,783	2,217,184
Total Expenditures	\$ 55,552,143	\$ 38,795,876	\$ 49,110,014	\$ 37,751,588
Increase/(Decrease) in Fund Balance	\$ (8,311,685)	\$ 8,955,406	\$ (2,245,018)	\$ 9,995,801
Ending Fund Balance	\$ 11,217,858	\$ 33,319,987	\$ 22,119,563	\$ 43,315,788
Committed to Capital Projects - Carryforward		\$ 1,746,783		
Committed to Capital Projects - Sinking Fund		\$ 9,000,000	\$ 9,000,000	\$ 9,000,000
Reserve Fund Balance		\$ 22,573,204	\$ 13,119,563	\$ 34,315,788

Reserve Fund Balance Policy Calculation

	2020 Amended Budget	2020 Actual	2021 Amended Budget	2021 Actual
Year-End Reserve Fund Balance		\$ 22,573,204		
16% - Current Year Budgeted Revenues	\$ 7,558,473		\$ 7,498,399	
9% - Current Year Budgeted Revenues - Uncertainty	4,251,641		4,217,850	
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 11,810,115		\$ 11,716,249	
50% of Current Year Budgeted Revenues	\$ 23,620,229		\$ 23,432,498	
Total Maximum F/B Reserve Requirements (CEILING)	\$ 23,620,229		\$ 23,432,498	
Above/(Below) Minimum (FLOOR)		\$ 10,763,090		\$ 22,599,539
Above/(Below) Maximum (CEILING)		\$ (1,047,025)		\$ 10,883,290

**TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2021 BUDGET TO ACTUAL**

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 12/31/2021	Projected Year-End 2021	Variance 2021 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 45,960,543	\$ 46,568,712	\$ 45,960,543	\$ 46,543,405	\$ 46,543,405	\$ 582,862
Delinquent Taxes	48,032	80,773	48,032	199,454	199,454	151,422
Prior Year Cancellations	(385,353)	(708,709)	(385,353)	(349,283)	(349,283)	
Urban Renewal	(1,509,624)	(1,402,175)	(1,509,624)	(1,545,098)	(1,545,098)	(35,474)
Penalties & Interest	21,027	11,456	21,027	(13,326)	(13,326)	(34,353)
Total Taxes	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ 44,835,152	\$ 44,835,152	\$ 700,527
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ 125,817	\$ 125,817	\$ 4,766
Library Fines	107,950	15,537	40,000	28,124	28,124	(11,876)
Charges for Services	131,563	32,260	105,000	9,142	9,142	(95,858)
Investment Income	322,000	298,834	108,000	138,960	138,960	30,960
Library Foundation	160,000	160,490	100,000	199,566	199,566	99,566
E Rate Revenue	90,640	146,448	90,640	108,919	108,919	18,279
Other Revenue	-	43,917	-	20,966	20,966	20,966
Transfer		147,441		87,598	87,598	87,598
Total Revenues	\$ 45,074,778	\$ 45,556,945	\$ 44,699,316	\$ 45,554,244	\$ 45,554,244	\$ 854,928
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,093,111	\$ 13,493,744	\$ 14,816,028	\$ 13,577,423	\$ 13,577,423	\$ (1,238,605)
Awards & Bonuses	130,000		135,000	143,689	143,689	8,689
Termination Pay		172,528	110,000	167,634	167,634	57,634
Temporary Salaries	2,146,611	1,273,728	2,095,441	1,308,262	1,308,262	(787,179)
CARES Reimburse Salaries		(1,887,045)				-
Overtime	5,130	2,726	-	7,099	7,099	7,099
Vacancy Savings	(1,439,117)		(1,074,943)			-
Benefits	5,288,399	4,566,527	5,373,904	4,799,382	4,799,382	(574,522)
Total Salaries & Benefits	\$ 21,224,134	\$ 17,622,209	\$ 21,455,431	\$ 20,003,489	\$ 20,003,489	\$ (1,451,941)
Library Books & Materials	\$ 7,976,840	\$ 7,182,373	\$ 7,577,102	\$ 7,152,058	\$ 7,152,058	\$ (425,044)
Library Periodicals	158,350	172,139	177,075	118,270	118,270	(58,805)
Sub-Total Library Collections	8,135,190	7,354,512	7,754,177	7,270,328	7,270,328	(483,849)
Supplies	\$ 1,449,965	\$ 1,111,151	\$ 1,515,924	1,165,014	\$ 1,165,014	\$ (350,910)
Services & Charges	4,914,583	3,350,808	5,057,772	3,942,526	3,942,526	(1,115,246)
Vehicles	-		-			-
Direct Internal Charges	164,067	111,388	145,090	1,175,711	1,175,711	1,030,621
Indirect Cost Allocation	1,145,837	1,145,837	1,355,518	1,355,518	1,355,518	-
Intra County Transactions	941,300	920,466	1,081,500	-	-	(1,081,500)
Total Supplies and Other	\$ 8,615,752	\$ 6,639,650	\$ 9,155,804	\$ 7,638,768	\$ 7,638,768	\$ (1,517,036)
Total Operating	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 34,912,585	\$ 34,912,585	\$ (3,452,826)

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2021 BUDGET TO ACTUAL

Sources and Uses of Funds	2020 Budget	2020 Actual	2021 Budget	YTD Actual 12/31/2021	Projected Year End 2021	Variance 2021 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 552,073	\$ 552,073	\$ 565,720	\$ 565,720	\$ 565,720	\$ -
Interest - Arvada (2005-2024)	69,294	69,294	56,099	56,099	56,099	-
Principal - Refunding Series 2013	608,265	608,265	-	-	-	-
Interest - Refunding Series 2013	31,303	30,176	-	-	-	-
Principal - COP - Capital Projects	142,143	142,143	-	-	-	-
Interest - COP - Capital Projects	7,343	7,343	-	-	-	-
Total Debt Service	\$ 1,410,421	\$ 1,409,294	\$ 621,819	\$ 621,819	\$ 621,819	\$ -

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
2021 BUDGET TO ACTUAL**

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Budget	2021 Amended Budget	YTD Actual 12/31/2021	Projected Year End 2021	Variance 2021 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 2,165,680	\$ 2,194,337	\$ 2,165,680	\$ 2,165,680	\$ 2,193,145	\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	2,267,039		2,267,039			-	-
Total Sources of Funds	\$ 4,432,719	\$ 2,194,337	\$ 4,432,719	\$ 2,165,680	\$ 2,193,145	\$ 2,165,680	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 307,000	\$ 161,086	\$ 250,000	\$ 250,000	\$ 183,701	\$ 183,701	\$ 66,299
ARM-02 Furniture & Equipment	36,000	5,148	36,000	36,000	468	468	35,532
ARM-03 Computer Replacement Plan	180,000	134,156	200,000	490,000	412,322	412,322	77,678
ARM-04 Book Sorter Replacement	470,000	384,870	300,000	385,130	492,352	492,352	(107,222)
ARM-05 IT Infrastructure Replacement	370,000	147,545	350,000	500,000	541,651	541,651	(41,651)
Alternative Services	450,000	54,209	100,000	495,791	265,101	265,101	230,690
2016 Projects							
16-14 High Availability Internet Redundancy	\$ 41,000	\$ 33,108	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Projects							
18-07 LSC Garage & Loading Dock Planning	122,583	135,783	-	-	-	-	-
18-08 Bookmobile Replacement	547,411	118,623	-	428,818	111,623	111,623	317,194
2019 Projects							
19-02 Document Management System	160,000	80,000	-	80,000	2,738	2,738	77,263
2020 Projects							
20-01 Arvada HVAC Upgrade	\$ 140,000	\$ 49,870	\$ -	\$ -	\$ -	\$ -	\$ -
2021 Projects							
Standley Lake Clerestory Roof	\$ -	\$ -	\$ -	\$ 140,000	\$ 143,309	\$ 143,309	\$ (3,309)
Multi-Year Construction Projects							
18-01 Belmar Library Remodel	4,602,522	4,438,756	-	-	-	-	-
19-03 South County Library	4,344,100	27,055	7,000,000	7,317,045	63,919	63,919	7,253,126
20-02 Golden Library	4,396,000						
Total Capital Projects	\$ 16,166,616	\$ 5,770,211	\$ 8,236,000	\$ 10,122,783	\$ 2,217,184	\$ 2,217,184	\$ 7,905,599

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2021 BUDGET TO ACTUAL

Project	2021 Amended Budget	YTD Actual 12/31/21	YTD Encumbrances 12/31/21	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 183,701	\$ -	\$ 183,701	\$ 66,299
ARM-02 Furniture & Equipment	36,000	468	-	468	35,532
ARM-03 Computer Replacement Plan	490,000	412,322	-	412,322	77,678
ARM-04 Book Sorter Replacement	385,130	492,352	-	492,352	(107,222)
ARM-05 IT Infrastructure Replacement	500,000	541,651	-	541,651	(41,651)
Library Alternative Services	495,791	265,101	-	265,101	230,690
Bookmobile Replacement	428,818	111,623	-	111,623	317,194
Standley Lake Clerestory Roof	140,000	143,309	-	143,309	(3,309)
Document Management System	80,000	2,738	-	2,738	77,263
Multi-Year Projects Construction Projects					
South County Library	7,317,045	63,919	-	63,919	7,253,126
Total Capital Projects	\$ 10,122,783	\$ 2,217,184	\$ -	\$ 2,217,184	\$ 7,905,599

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2022 BUDGET TO ACTUAL

Sources and Uses of Funds	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 1/31/2022	\$ Variance 2022 Budget	Budget to Actual %
Sources of Funds	4,500		4,500			
Revenues						
Taxes						
Property Tax - Operating	\$ 44,134,625	\$ 44,835,152	\$ 49,964,941	\$ -	\$ (49,964,941)	-100%
Property Tax - Capital	2,165,680	2,193,145	2,442,681	-	(2,442,681)	-100%
Total Taxes	\$ 46,300,305	\$ 47,028,297	\$ 52,407,622	\$ -	\$ (52,407,622)	-100%
Federal & State Grants	\$ 128,000	\$ 125,817	\$ 125,000	\$ -	\$ (125,000)	-100%
Fines & Fees	239,513	37,266	115,000	3,396	(111,604)	-97%
Other Revenue	572,640	556,009	298,640	60,826	(237,814)	-80%
Total Other Revenues	\$ 940,153	\$ 719,092	\$ 538,640	\$ 64,221	\$ (474,419)	-88%
Sub Total Revenues	\$ 47,240,458	\$ 47,747,389	\$ 52,946,262	\$ 64,221	\$ (52,882,041)	-100%
Fund Balance Activity						
Transfer from FB - Capital Projects	8,311,655		4,259,785	-		NA
Transfer to/(from) Fund Balance	-	9,995,801	-	(2,424,581)		NA
Total Sources of Funds	\$ 55,552,113	\$ 37,751,588	\$ 57,206,047	\$ 2,488,802		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 16,081,526	\$ 15,204,107	\$ 16,601,010	\$ 1,188,725	\$ (15,412,285)	-93%
Benefits	5,373,904	4,799,382	5,719,962	401,731	(5,318,231)	-93%
Total Salaries & Benefits	\$ 21,455,431	\$ 20,003,489	\$ 22,320,972	\$ 1,590,456	\$ (20,730,515)	-93%
Library Books & Materials	\$ 7,754,177	\$ 7,270,328	\$ 7,937,400	\$ 619,475	\$ (7,317,925)	-92%
Supplies	1,515,924	1,165,014	1,559,475	52,875	(1,506,600)	-97%
Vehicles	-	-	-	-	-	NA
Services & Charges	5,057,772	3,942,526	5,704,984	197,045	(5,507,939)	-97%
Internal Transactions /Cost Allocation	2,582,108	2,531,229	2,734,736	7,709	(2,727,027)	-100%
Total Operating Expenditures	\$ 38,365,412	\$ 34,912,585	\$ 40,257,567	\$ 2,467,560	\$ (37,790,007)	-94%
Financing & Debt Service	\$ 621,819	\$ 621,819	\$ 621,945	\$ -	\$ (621,945)	-100%
Capital Projects	\$ 10,122,783	\$ 2,217,184	\$ 16,326,536	\$ 21,242	\$ (16,305,294)	-100%
Total Uses of Funds	\$ 49,110,014	\$ 37,751,588	\$ 57,206,047	\$ 2,488,802	\$ (54,717,245)	-96%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2022 BUDGET TO ACTUAL

	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 1/31/2022
Beginning Fund Balance	\$ 24,364,581	\$ 33,319,987	\$ 33,319,987	\$ 43,315,788
Revenues	\$ 44,699,316	\$ 45,554,244	\$ 50,503,581	\$ 64,221
Capital Funding	2,165,680	2,193,145	2,442,681	-
Total Revenues	\$ 46,864,996	\$ 47,747,389	\$ 52,946,262	\$ 64,221
Expenditures				
Operating Expenditures	\$ 38,505,412	\$ 34,912,585	\$ 40,257,567	\$ 2,467,560
Debt Service	621,819	621,819	621,945	-
Capital Projects	16,326,536	2,217,184	16,326,536	21,242
Total Expenditures	\$ 55,453,767	\$ 37,751,589	\$ 57,206,047	\$ 2,488,802
Increase/(Decrease) in Fund Balance	\$ (8,588,771)	\$ 9,995,800	\$ (4,259,785)	\$ (2,424,581)
Ending Fund Balance	\$ 15,775,810	\$ 43,315,788	\$ 29,060,202	\$ 40,891,207
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund		\$ 9,000,000	\$ 9,000,000	
Reserve Fund Balance		\$ 34,315,788	\$ 20,060,202	

Reserve Fund Balance Policy Calculation

	2021 Amended Budget	2021 Actual	2022 Amended Budget	2022 Actual
Year-End Reserve Fund Balance		\$ 34,315,788		
16% - Current Year Budgeted Revenues	\$ 7,498,399		\$ 8,471,402	
9% - Current Year Budgeted Revenues - Uncertainty	4,217,850		4,765,164	
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 11,716,249		\$ 13,236,566	
50% of Current Year Budgeted Revenues	\$ 23,432,498		\$ 26,473,131	
Total Maximum F/B Reserve Requirements (CEILING)	\$ 23,432,498		\$ 26,473,131	
Above/(Below) Minimum (FLOOR)		\$ 22,599,539		
Above/(Below) Maximum (CEILING)		\$ 10,883,290		

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2022 BUDGET TO ACTUAL

Sources and Uses of Funds	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 1/31/2022	Projected Year-End 2022	Variance 2022 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 45,960,543	\$ 46,543,405	\$ 51,839,123	\$ -	\$ 51,839,123	\$ -
Delinquent Taxes	48,032	199,454	48,032	-	48,032	-
Prior Year Cancellations	(385,353)	(349,283)	(92,339)	-	(92,339)	-
Urban Renewal	(1,509,624)	(1,545,098)	(1,850,902)	-	(1,850,902)	-
Penalties & Interest	21,027	(13,326)	21,027	-	21,027	-
Total Taxes	\$ 44,134,625	\$ 44,835,152	\$ 49,964,941	\$ -	\$ 49,964,941	\$ -
Federal & State Grants	\$ 121,051	\$ 125,817	\$ 125,000	\$ -	\$ 125,000	\$ -
Library Fines	40,000	28,124	10,000	2,299	10,000	-
Charges for Services	105,000	9,142	105,000	1,097	105,000	-
Investment Income	108,000	138,960	108,000	5	108,000	-
Library Foundation	100,000	199,566	100,000	60,786	100,000	-
E Rate Revenue	90,640	108,919	90,640	-	90,640	-
Other Revenue	-	20,966	-	35	35	35
Transfer	-	87,598	-	-	-	-
Total Revenues	\$ 44,699,316	\$ 45,554,244	\$ 50,503,581	\$ 64,221	\$ 50,503,616	\$ 35
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 14,816,028	\$ 13,577,423	\$ 15,829,037	\$ 1,082,211	\$ 15,829,037	\$ -
Awards & Bonuses	135,000	143,689	140,000	-	140,000	-
Termination Pay	110,000	167,634	110,000	9,017	110,000	-
Temporary Salaries	2,095,441	1,308,262	1,687,043	96,922	1,687,043	-
CARES Reimburse Salaries	-	-	0	-	-	-
Overtime	-	7,099	-	575	-	-
Vacancy Savings	(1,074,943)	-	(1,165,071)	-	(1,165,071)	-
Benefits	5,373,904	4,799,382	5,719,962	401,731	5,719,962	-
Total Salaries & Benefits	\$ 21,455,431	\$ 20,003,489	\$ 22,320,972	\$ 1,590,456	\$ 22,320,972	\$ -
Library Books & Materials	\$ 7,577,102	\$ 7,152,058	\$ 7,737,400	\$ 573,113	\$ 7,737,400	\$ -
Library Periodicals	177,075	118,270	200,000	46,362	200,000	-
Sub-Total Library Collections	7,754,177	7,270,328	7,937,400	619,475	7,937,400	-
Supplies	\$ 1,515,924	\$ 1,165,014	\$ 1,559,475	52,875	\$ 1,559,475	\$ -
Services & Charges	5,057,772	3,942,526	5,704,984	197,045	5,704,984	-
Vehicles	-	-	-	-	-	-
Interdepartmental Direct Charges	1,500,608	1,175,711	1,264,323	7,709	1,264,323	-
Interdepartmental Indirect Charges	1,081,500	1,355,518	1,470,413	-	1,470,413	-
Total Supplies and Other	\$ 9,155,804	\$ 7,638,768	\$ 9,999,195	\$ 257,628	\$ 9,999,195	\$ -
Total Operating	\$ 38,365,412	\$ 34,912,585	\$ 40,257,567	\$ 2,467,560	\$ 40,257,567	\$ -

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2022 BUDGET TO ACTUAL

Sources and Uses of Funds	2021 Budget	2021 Actual	2022 Budget	YTD Actual 1/31/2022	Projected Year End 2022	Variance 2022 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 565,720	\$ 565,720	\$ 579,366		\$ 579,366	\$ -
Interest - Arvada (2005-2024)	56,099	56,099	42,578		42,578	-
Total Debt Service	\$ 621,819	\$ 621,819	\$ 621,945	\$ -	\$ 621,945	\$ -

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

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2022 BUDGET TO ACTUAL

Sources and Uses of Funds	2021 Amended Budget	2021 Actual	2022 Budget	2022 Amended Budget	YTD Actual 1/31/2022	Projected Year End 2022	Variance 2022 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 2,165,680	\$ 2,193,145	\$ 2,442,681	\$ 2,442,681	\$ -	\$ 2,442,681	\$ -
Transfer from FB - Capital Expenses	2,267,039					-	-
Total Sources of Funds	\$ 4,432,719	\$ 2,193,145	\$ 2,442,681	\$ 2,442,681	\$ -	\$ 2,442,681	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 250,000	\$ 183,701	\$ 250,000	\$ 250,000	\$ -	\$ 250,000	\$ -
ARM-02 Furniture & Equipment	36,000	468	36,000	36,000	-	36,000	-
ARM-03 Computer Replacement Plan	490,000	412,322	235,000	235,000	-	235,000	-
ARM-04 Book Sorter Replacement	385,130	492,352	500,000	500,000	-	500,000	-
ARM-05 IT Infrastructure Replacement	500,000	541,651	250,000	250,000	21,242	250,000	-
Alternative Services	495,791	265,101	200,000	200,000	-	200,000	-
2017 Projects							
Bookmobile Replacement	\$ 428,818	111,623	-	-			
2019 Projects							
Document Management System	80,000	2,738	-				
2021 Projects							
Standley Lake Clerestory Roof	\$ 140,000	143,309	\$ -	\$ -	\$ -	-	\$ -
2022 Projects							
Library Location Holds Lockers	\$ -	-	\$ 205,000	\$ 205,000	\$ -	\$ 205,000	\$ -
Library Data Warehouse			125,000	\$ 125,000		125,000	
Multi-Year Construction Projects							
South County Library	\$ 7,317,045	\$ 63,919	\$ 9,125,536	\$ 9,125,536	\$ -	\$ 9,125,536	\$ -
Evergreen Library Redesign			700,000	700,000		700,000	
NW Arvada Library			4,700,000	4,700,000		4,700,000	
Total Capital Projects	\$ 10,122,783	\$ 2,217,184	\$ 16,326,536	\$ 16,326,536	\$ 21,242	\$ 16,326,536	\$ -

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2022 BUDGET TO ACTUAL

Project	2022 Budget	YTD Actual 1/31/22	YTD Encumbrances 1/31/22	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
ARM-02 Furniture & Equipment	36,000	-	24,695	24,695	11,305
ARM-03 Computer Replacement Plan	235,000	-	92,710	92,710	142,290
ARM-04 Book Sorter Replacement	500,000	-	311,150	311,150	188,850
ARM-05 IT Infrastructure Replacement	250,000	21,242	-	21,242	228,758
Library Alternative Services	200,000	-	93,053	93,053	106,947
Bookmobile Replacement	-	-	-	-	-
Document Management System	-	-	-	-	-
Library Location Holds Lockers	205,000	-	-	-	205,000
Library Data Warehouse	125,000	-	-	-	125,000
Multi-Year Projects Construction Projects					
South County Library	9,125,536	-	-	-	9,125,536
Evergreen Library Redesign	700,000	-	-	-	700,000
NW Arvada Library	4,700,000	-	-	-	4,700,000
Total Capital Projects	\$ 16,326,536	\$ 21,242	\$ 521,608	\$ 542,850	\$ 10,383,686

Board Governance

**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: March 17, 2022

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: March 17, 2022

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 (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~~ **Public Services**. 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 guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library. 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 policies so that user and staff expectations are clear. Staff is trained to recognize non-compliant use and intervene if necessary.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

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

EXECUTIVE DIRECTOR'S INTERPRETATION: It is my understanding that we have a responsibility to inform parents/guardians/caretakers that it is their responsibility, not the Library's, to control use and provide reasonable supervision to their children or charges when visiting/using the library. Staff is directed to intervene when inappropriate or illegal behaviors/actions interfere with or disrupt 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 also have our Code of Conduct posted on our website and will print it when asked by our public.

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 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

**GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY
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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: March 17, 2022

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

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discrimination and harassment. The Library adheres to a formal complaint process, which is available to staff, through Jefferson County Personnel Rules.

I can report compliance.

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

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

REPORT (COMPLIANT): These policies are available online, on the staff intranet or 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: March 17, 2022

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 other means.

REPORT (COMPLIANT): Monthly financial statements issued by the Finance division

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demonstrate all outstanding obligations which would show any debt as part of the report. These reports are compiled and reviewed monthly by the Library Board.

I can report compliance.

3. Fail to get Library Board approval for:

A. Use of the Library Fund

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

REPORT (COMPLIANT): 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

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when an emergency situation exists and must inform the Board about all emergency transfers as soon as practical.

REPORT (COMPLIANT): All budget transfers follow the above guidelines and any 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.

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 principal payment is payroll taxes.

REPORT (COMPLIANT): Payroll taxes are paid by the County as part of normal payroll practice and are reflected in our financial statements.

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.

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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): 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 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: March 17, 2022

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 division within the organization during an emergency. This plan insures protection of the library's assets, continuity of operations as well as a rapid

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

response and recovery. The plan identifies resources and establishes back-up systems required to maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is 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 Technology & Innovation division 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.**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): The Library 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 guidelines recognize the special nature of the library's art collection. 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 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.

I can report compliance.

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

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.

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

- 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.