

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

March 17, 2022



Organic Square Foot Gardening



Active Minds Monday: Women of Denver History



Monthly Maker: Chain Reactions



Local Authors Out Loud: Greg Futch



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, March 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. February 17, 2022 Board Meeting Minutes B. Trustees Adopt Policy Governance: Monitoring Reports 2.0 to 2.4. C. Trustees Adopt Bylaws D. Trustees Approve renewal of the IMU with Jefferson County Public Schools Regarding Axis 360 Community Share Portal
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"> • Executive Director Report Public Services <ul style="list-style-type: none"> • Express Library Business Strategy & Finance <ul style="list-style-type: none"> • 2020-2025 Strategic Plan Update – Trends Exercise Facilities and Construction Projects <ul style="list-style-type: none"> • Updated Facility Master Plan (FMP) – Guest: Group 4 Architecture Research & Planning, Inc. Business Strategy & Finance <u>Finance and Budget</u> <ul style="list-style-type: none"> A. Financial Review – January 2022 B. Financial Report – February 2022

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

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	
10. Action as Needed	Ends. No items.
11. Action as Needed	Board Governance <ul style="list-style-type: none"> Trustees Elect Officers Pam Anderson for Vice-Chair: One-year term April 2022 to March 2023 Jill Fellman for Secretary: One-year term April 2022 to March 2023 Call for motion and second
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"> April 14, 2022 – Study Session – 5:30 pm (Virtual) April 21, 2022 – Board Meeting – 5:30 pm (Virtual) May 12, 2022 – Study Session – 5:30 pm (Virtual) May 19, 2022 – Board Meeting – 5:30 pm (Hybrid)
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 Evergreen Library Community Input Meetings: Community meetings are set to give patrons an opportunity to provide input on what they want to see in their library. Virtual community engagement meetings will be held: <ul style="list-style-type: none"> Wednesday, March 30, 2022, from 7 to 8:30 p.m. Thursday, March 31, 2022, from 10 to 11:30 a.m. Saturday, April 2, 2022, from 10 to 11:30 a.m. Express Library Ribbon Cutting: April 18, 4:00-5:30pm.
16. EXECUTIVE SESSION Action	EXECUTIVE SESSION: Guest: Kourtney Hartmann, County Attorney's Office Call for Motion and Second: To adjourn the special meeting of the Library Board of Trustees and reconvene in Executive Session: <u>EXECUTIVE SESSION</u> South County Library Expansion Project. Statutory citations authorizing an

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	<p>executive session for this topic are:</p> <ul style="list-style-type: none">• Pursuant to 24-6-402(4)(b) Conferences with an attorney for the local public body for the purposes of receiving legal advice on specific legal questions.• Pursuant to 24-6-402(4)(a) Concerning the purchase, acquisition, lease, transfer or sale of Property.• Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.
17. 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: March 10, 2022

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

- A. Library Board of Trustees approve the February 17, 2022 Board Meeting Minutes.
- B. Library Board of Trustees Adopt Policy Governance: Monitoring Reports 2.0 to 2.4 as presented.
- C. Library Board of Trustees Adopt the Bylaws with no changes per the recommendation of the Bylaws Committee.
- D. Library Board of Trustees Approve the renewal of the Intergovernmental Memorandum of Understanding (IMU) with Jefferson County Public Schools Regarding the Axis 360 Community Share Portal.

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
February 17, 2022**

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on February 17, 2022. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m. Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), Jeanne Lomba, Charles Naumer, Cassie Tanner and German Zarate-Bohorquez.

Trustees not present: All Trustees were present.

Staff present: Donna Walker, Executive Director; Steve Chestnut, Director of Facilities and Construction Projects; 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. We did have two public comments that the Chair forwarded to the Board by email and all Board members have received the comments. The Board is not addressing the comments at this meeting but acknowledging that they were received.

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 Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- 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

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, provided an update on the activities of the Foundation. February has been a busy month already working on grants and sponsorships. The Foundation is working with Robyn Lupa, Public Services Manager of Kids and Families, on a neighborhood grant from the City of Lakewood for \$20,000 to augment the outdoor adventure space at the Belmar Library. The Whales Tales bookstore continues to do well and as was reported last month, raised almost \$70,000 in net income. The Foundation was approached by Ramos Law firm to do an interview for their podcast. The Foundation will post the podcast on their website when it is released at the end of March.

EXECUTIVE DIRECTOR REPORT

A. Executive Director Report

The Executive Director addressed the board and noted the update on the Express Library in the written report. The Board will be invited to the ribbon cutting and asked the Trustees to reach out to Amber Fisher if they wanted a tour of the Express Library before the ribbon cutting event. The Executive Director also noted the update on the Hybrid Public Meetings project included in the written report. There were no questions from the Trustees.

The Executive Director provided an update on Covid related events that occurred after the Board information packet went out. Last month the Library moved the Service Response to Covid project to an operational response. The Public Health Order (PHO) requiring masks in indoor public setting was rescinded late last week and the Library lifted that requirement in its facilities as it is no longer a legal mandate. JCPL is still requiring Library staff to be masked. As schools and businesses had urgency around mask policies, there was not a compelling reason to change JCPL's strategy which is to follow the recommendations of public health. That strategy has served the Library well and those recommendations from public health have several layers including vaccinations, testing, social distancing, hygiene and masking. The Executive Director is serving on a team of community leaders working to transition Jefferson County from a pandemic to endemic environment and one of the questions she posed to Public Health was around masking and when they would make a shift in the layers of prevention strategies. The CDC has a recommendation around communities with high or substantial transmission rates to mask up in indoor public spaces. The CDC might make a shift and Public Health might make their own indicator around masking. (Potentially 100 cases per 100,000 residents vs. the 50 per 100,000 residents the CDC is currently recommending for high transmission rate communities). The transmission rate is coming down in Jefferson County and the Executive Director reported that she checks that rate every day. In addition, the Library has a reconstitution/recovery team thoughtfully

thinking through any changes that may come with removing protective layering. The Executive Director expressed appreciation to the Board for their support of the Library's methodical approach.

In response to a question, the Board was advised that the Library does not anticipate an updated response to the staff masking requirement to take too long, perhaps a couple of weeks. Some of that work is around story times and working closely with a population that is not able to receive vaccinations. It is a special situation that the Library wants to spend some time on to figure out a few things before making that transition around staff and masks.

B. 2021 Strategic Plan Achievements

The Executive Director addressed the Board and introduced the topic. The report in the Board's packet captures the achievement of the Jefferson County Public Library (JCPL) 2021 Annual Plan as well as the success benchmark measures. It's the formal completion of this element of the governance process calendar. Tonight, the Library will use this time to engage with the Board on the highlights of this incredibly challenging and rewarding year. The Library is proud of the work of the team and happy to share these achievements with the Board.

The Executive Director shared a patron impact statement:

"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!"

Covid-19 Service and Staffing Response – Completed

Due to the extreme diligence of the JCPL team when it came to the safety of staff and patrons, the Library was able to provide in-person services the entire year with a return to full hours in August. The Library appreciates that its patrons noticed. In addition to returning to full hours, the Executive Director highlighted the Library's ability to have in-person programming while still offering safe and convenient options like curbside service and adding holds lockers outside buildings. A real point of pride was the ability to offer vaccinations to staff when they first became available. This project is completed and moved to operational for 2022.

The Chair expressed appreciation on behalf of the Board to the Executive Director and her teams that raised mountains to continue to provide services that were so beneficial to our communities.

South County Expansion – Continuation with New Deliverables

Highlights include stakeholder engagement, our program of service, getting our architect and realtor on board and having our trustees approve the site search criteria and going full speed with the site search. This project is continuing with new deliverables in 2022

Philanthropy Development – Continuation with New Deliverables

Highlights include educating the Board with two different consultant reports including a peer library fundraising comparison, bringing on in-house expertise, and JCPL staff actively engaged in securing over \$45k in new grants. This project is continuing into 2022 with newly defined deliverables

Trustee Fellman noted that she appreciates how the project is framed - what is possible and what can we do. It is such a positive way to approach philanthropy.

Accelerating Facility Master Plan – New - Continuation with New Deliverables

Accelerating the Facility Master Plan (FMP) was a new project the Board brought forward during the budgeting process. Highlights include budgeting resources for the new work and gathering information from colleagues across the country on how to manage concurrent building projects well. This was a new priority identified by the Board early in 2021. It is continuing in 2022 with new deliverables.

Hybrid Public Meetings – New – Moved to Operational

This was also a new project identified by our Board. Highlights include the quick work by our team to identify what was needed and get our equipment order placed. Our remote environment created greater transparency into the process for our public and also brought fruition to our staff equity efforts by having more people participate in the public process. This project has moved to operational for 2022.

In response to a question, the Board was advised that the updated Facility Master Plan (FMP) will be brought to the Board in March. Depending upon the Chair's decision about a Study Session the FMP will be presented at the Study Session or the Board meeting in March. The Library is excited for the Board to see the updated FMP and looks forward to an interesting conversation on the future path, 5-year capital improvement plan and longer term focus.

Trustee Naumer expressed appreciation for the impressive amount of work the Executive Director and her team was able to accomplish. The Chair noted her appreciation for the Library's amazing accomplishments and the ability to quickly prioritize the new projects presented by the Board.

2021 Scorecard – Library Benchmark Excellence and Operational Measures

JCPL's success measures are Covid restriction dependent, and the Library can't benchmark against other libraries anymore, but the numbers tell a story. The total collection use and visits reflect our service response, and we can see that we met a need. Patrons showed a demand, and we met that need. There were only half the visits for a variety of reasons, but our collection use rebounded. Refiguring the collection, physical and digital, and the expansion of offsite services made it easier to use our libraries. Our use numbers show

notable improvements as access to services and locations increased throughout the year. Active cardholders show that we lost some people during 2020, and then in 2021, we are seeing use of the library come back as we opened hours and had more in person programming. People changed their habits a lot in 2020 and it is gratifying to see the huge use of the Library by our community. Active households and active cardholders are seeing a rebound from 2020.

2021 Scorecard

Library Benchmark Excellence & Operational Measures

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%

In response to a question, the Board was advised that the Library is working with the State Library on their definitions of visits and the use of curbside and locker services, and the different ways people use the library.

There was so much more to the 2021 story that wasn't part of the official annual plan that the Library so proud of – like the FLTI, our digital media studio and laptop lending program, the saving of almost 900 gallons of gas from use of our electric vehicle charging stations, our community partnerships that helped us provide additional resources to our patrons in need, installation of 3 new sorters, moving recruitment, onboarding, and training to a hybrid environment, staff engagement in the professional community and so much more. All along our professional staff was presenting at conferences and so many of our staff took their own time to do that additional work.

Trustee Zarate-Bohorquez expressed his appreciation and noted that the achievements are remarkable and it's clear the community still considers the library as a huge asset.

Trustee Fellman noted that it is a tribute to the Executive Director and her staff that so many people want JCPL to present at conferences and that work puts JCPL on the national map.

The Executive Director shared a patron impact statement that tells the story of how JCPL met its mission more than any chart or graph.

“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.”

The Chair expressed appreciation to the Executive Director and her team.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy and Finance - Finance and Budget

A. Financial Report, December 2021- Updated

The Executive Director informed the Board that Barbara Long, Assistant Director of Finance & Budget, is leaving JCPL and moving on to something new. The Library is sorry to see her go, she has been an amazing asset to the Library and is an awesome human being. The Chair expressed appreciation to Barbara and noted that the Board is grateful for all of her work.

Barbara Long addressed the Board and provided a summary of the updated December 2021 financial tables. Overall revenue was over budget and approximately \$9.9 million was transferred to the fund balance. A lot of that is in capital projects and there was a significant amount on operating savings, approximately \$3.4 million. There will probably be some minor changes to December as auditors complete their work.

B. Financial Report, January 2022

Barbara Long, Assistant Director of Finance and Budget, presented information on the January 2022 financial tables. There is not too much activity in January, which is normal. This review is more valuable as an overview of the 2022 budget and plan for the year. Growth in property tax revenue is expected from another assessment year. In the operating table the Board can see what is planned for 2022.

In response to a question, the Board was advised that the budget for the Express Library is included in Table 6, under the alternative services line and the balance at the end of the year. That balance is for the Express Library project.

C. Project Carryforward Budget Amendment

The Chair introduced the topic and advised the Board that the carryforward is for projects that were budgeted in 2021 but not completed and the Library is requesting a carryforward to 2022.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to submit a carryforward budget amendment in the amount of \$7,981,951. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

D. Budget Supplemental Request for Belmar Outdoor Adventure Space

The Chair introduced the topic and asked if there were any questions from the Board. There were no questions from the Trustees.

MOTION: Jill Fellman moved 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. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

There were no emerging issues.

ENDS

There were no items.

BOARD GOVERNANCE

Nominating Committee Report

Committee members Jeanne Lomba and Charles Naumer presented the Slate of Officers:

- Pam Anderson for Vice-Chair
- Jill Fellman for Secretary

The Chair expressed appreciation to Trustees Anderson and Fellman for wanting to continue in their roles.

Bylaws Committee Report

Committee members Cassie Tanner and German Zarate-Bohorquez advised the Board that the committee is recommending no amendments to the Bylaws.

The Chair expressed appreciation to Trustees Tanner and Zarate-Bohorquez for taking the time to do that work on the Bylaws.

Library Board of Trustees Review Policy Governance Monitoring Reports 2.0 to 2.4.

The Chair introduced the topic and advised the Board that adoption of the policies will be on the consent agenda for the March Board meeting. There were no questions or comments from the Board.

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

- 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)

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

ADJOURNMENT

The Board meeting was adjourned at 6:21 pm.

Jill Fellman, Secretary

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 BOARD OF TRUSTEES

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

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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.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

Bylaws for the Jefferson County Public Library Board of Trustees
Adopted: March 17, 2022

ARTICLE I: NAME

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

ARTICLE II: PURPOSE

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

ARTICLE III: LIBRARY BOARD

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

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

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

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

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

ARTICLE IV: OFFICERS

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

ARTICLE V: ELECTION OF OFFICERS

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

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

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

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

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

ARTICLE VI: DUTIES OF THE OFFICERS

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

County Commissioners; shall submit an annual report to the Jefferson County Board of County Commissioners.

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

Section 3. Secretary. The Secretary shall record, or cause to be recorded, the minutes of all meetings of the Library Board and shall perform such other duties as may be delegated by the Library Board, such as acting as temporary Chair in the absence of the Chair and Vice chair.

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

ARTICLE VII: MEETINGS

Section 1. Regular Meetings. Regular meetings of the Library Board shall be held at least once a month online and/or at a place within Jefferson County. The Library Board establishes its schedule of Regular meetings annually. The Regular meeting schedule, meeting notices and agendas will be posted on the Library's public website. The date, time and place of any Regular meeting of the Library Board may be set or changed by a majority vote of attending Trustees at a Regular meeting. The Library Board may cancel a Regular meeting if no pressing issues warrant a meeting, or in the event of an unforeseen circumstance.

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

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

Section 2. Special Meetings. The Chair, or any three (3) Trustees, may call a Special meeting of the Library Board at any time with no less than 24 hours notice to all Trustees and with adequate advance notice to allow for the public posting of the meeting notice in compliance with CRS 24-6-402(2)(c) full and timely notice to the public. The date, time and place of any Special-meeting of the Library Board may be set or changed by a majority vote of attending Trustees at a Regular meeting. The Library Board may cancel a Special meeting if no pressing issues warrant a meeting, or in the event of an unforeseen circumstance.

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

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

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

Section 6. Public Participation. In addition, there will be an agenda item at each Regular Library Board meeting for the public to address the Library Board. The opportunity to address the Library Board does not include a question and answer session or response. Additionally, the Library Board does not respond to anonymous questions or comments. For Special meetings, an agenda item for the public to address the Library Board may be included when appropriate or required. Participation/Public Comment at Regular or Special meetings will be governed by relevant statutes, these Bylaws and the Library Board's Governing Policies.

ARTICLE VIII: BOARD COMMITTEES

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

ARTICLE IX: PARLIAMENTARY AUTHORITY

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

ARTICLE X: EXECUTIVE DIRECTOR AND STAFF

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

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

ARTICLE XI: POLICIES AND ADMINISTRATION

Section 1. Governing Policies. The Library Board shall adopt and revise, at any Regular meeting, Governing Policies to set forth additional guidelines and values for the Library Board's own conduct, and to govern the Executive Director in conducting the operational affairs of the Jefferson County Public Library. These policies shall be available to the public.

ARTICLE XII: FINANCES

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

ARTICLE XIII: AMENDMENTS

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

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

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

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

jeffcolibrary.org



TO: Donna Walker, Executive Director

FROM: Franca C. Rosen, Collections Manager

DATE: March 10, 2022

RE: Memorandum of Understanding with Jefferson County Schools- E materials, 2nd Renewal

History of Contract:

In 2020 JCPL signed an MOU with Jefferson County Schools to provide e-books and audiobooks to students through the school system's library platform. Jefferson County Public School students have access through the Community Share portal to the e-materials that we purchase from Axis 360. The original MOU allows for four additional one-year renewals after the first year. We would like to continue the relationship with Jefferson County Public Schools and renew the MOU for an additional year. This will be the second renewal.

Total Cost:

There are no additional costs to the library related to the agreement as we are currently purchasing these materials for residents of the community.

Next Actions:

We request that the Library Board of Trustees authorize the Executive Director to renew the Intergovernmental Memorandum of Understanding with Jefferson County Public Schools to provide student access, through school computers, to JCPL e-books and audiobooks. This item will be placed on the consent agenda for March 17, 2022 board meeting unless otherwise instructed by the Board.

Foundation Update

Executive Director Report

by Jo Schantz, MNM, CFRE, GPC

MARCH 2022

Thriller Novelist Carter Wilson Headlines 2022 Friends Annual Meeting

JCLF invites you to join us for this year's Friends Annual Meeting. This luncheon and author presentation event will be held on Friday, April 22, from 11:30 a.m. to 1 p.m. at the Wheat Ridge Rec Center in Wheat Ridge.

Our headline guest is Carter Wilson, the USA Today and #1 Denver Post bestselling author of eight critically acclaimed, standalone psychological thrillers, as well as numerous short stories. He is an ITW (International Thriller Writers) Award finalist, a four-time winner of the Colorado Book Awards, and his novels have received multiple starred reviews from Publishers Weekly, Booklist, and Library Journal. In addition to his published novels, Carter has also contributed short fiction to various publications, and most notably was featured in the R.L. Stine young-adult anthology *Scream and Scream Again*.



Carter Wilson

Carter lives in Erie, Colorado, in a Victorian house that is spooky but isn't haunted...yet.

Tickets for the presentation and the luncheon are \$35 for current Friends members, \$45 for non-members and \$50 for the lunch meeting and a one-year Friends membership.

Carter's books will be available for purchase and signing at the event, thanks to a partnership with Barnes & Noble Booksellers.

Library Giving Day

Similar to Colorado Gives Day, Library Giving Day is an opportunity to show appreciation and support for libraries throughout the U.S. This year's campaign occurs on Wednesday, April 6th, and JCLF is hoping to break last year's record of nearly \$8,000 in contributions. You can donate through the JCLF website at www.jeffclf.org.



Coming Soon! The Good News Breakfast

For the past 31 years, and each spring, a committee of dedicated volunteers has produced the Good News Breakfast -- an event where local citizens, elected officials and community leaders get together to celebrate all the Good News in our county.

This year's event will take place on Tuesday, April 19, 6:59 a.m. at the Jeffco Fairgrounds. The 2022 theme is "Shining Stars: Youth Shaping a Bright Future for our Community."

As part of the event Steering Committee, I was able to secure 25-year-old Olympic gymnast Yul Moldauer as our keynote speaker. Yul calls the city of Arvada home, and he is a graduate of Golden High School.

To list part of his amazing accomplishments, Yul is the 2017 U.S. national all-around champion and the 2017 World bronze medalist on floor exercise. He represented the United States at the 2020 Summer Olympics.



Yul Moldauer

Tickets for the Good News Breakfast are \$15 and corporate sponsorships are available. Visit www.goodnewsjeffco.org for more information.

The Jefferson County Library Foundation is a proud sponsor of this event.

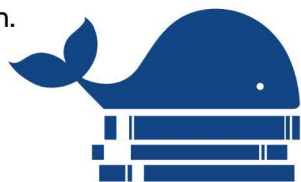
Spring 2022 Whale of a Used Book Sale

We're Baaaccckkk!...at the Jefferson County Fairgrounds, that is, for both of our 2022 semi-annual Whale of a Used Book Sales. We'll be bringing tens of thousands of gently used books to these sales, along with CDs, DVDs, vinyl records, rare and collectible books, and our popular themed gift baskets.

Dates for this year's spring sale are Thursday, June 2, through Sunday, June 5. Here are the hours of the sale:

- Thursday, June 2 -- Friends-only Preview Night, 6-8 p.m.
- Friday and Saturday, June 3 and 4 -- 9 a.m. to 5 p.m.
- Sunday, June 5 -- 11 a.m. to 3 p.m.

Due to rising costs for the use of the Fairgrounds, admission is \$5 per adult (those 18 and over) to attend the event each day. Teens and children under age 18 are admitted at no charge.



WHALE OF A USED Book Sale

As is our tradition, Saturday will offer half-price off for educators, Friends of the Library and Jeffco employees (with ID). Sunday is our popular "bag day," where shoppers can purchase a grocery-sized bag of books for just \$8!

At this time, we expect there will be no limit on the number of shoppers that can be in the exhibit halls at any one time, and although face coverings are no longer mandated by our County Health Department, we will encourage attendees to wear masks, practice social distancing and engage in frequent hand washing.

As you can imagine, it takes a lot of volunteer help to produce an event this big, and we will soon be sending out the call for volunteers to assist with set-up/tear-down, cashiering, table tidying, greeting customers and cart running (to assist with large volume sales).

If you would like to volunteer for our spring 2022 Whale of a Used Book Sale, please visit our website (www.jeffclf.org) or contact us by calling 303-403-5075.



Spotlight on our Vendor Partners

Nearly two years ago, JCLF formed two valuable partnerships to assist with our used book sales.

One partner is Empty Shelves -- a for-profit business that has set up a digital scanning system for our donated books, and one that helps us determine which books will go to this company, which will remain with JCLF (to be sold either at our Whale Sales or at our bookstore in Colorado Mills Mall), or which ones will go to another vendor, Dream Books, to be sold on consignment.

In 2021, JCLF received payments totaling more than \$48,000 from Empty Shelves, and nearly \$23,000 from Dream Books' consignment sales.

We are glad for these partnerships that help our Foundation keep good books in the hands of happy readers -- and all at great prices, to boot!

Books On Film Fundraiser Set For July 22

JCLF is pleased to announce a new fundraising event that will be held this summer. Books On Film will focus on well-loved novels that have become film adaptations starting with the popular Delia Owens book, "Where the Crawdads Sing."

The film will debut on Friday, July 22, at the Regal UA Colorado Mills Theatres in Colorado Mills Mall. Doors will open at 6 p.m. and the movie starts at 6:30 p.m. Ticket prices are \$50 per person (\$10 is tax deductible), and will include: a ticket for the premier of the film, a beverage and popcorn, a door prize drawing and a facilitated post-film discussion. JCLF will begin selling event tickets in June.

Corporate sponsorships will also be available. More information will be coming soon!

Operational Updates

Executive Director Report



MARCH 2022 EXECUTIVE DIRECTOR REPORT

First Quarter Focus:

Accelerate our Building Program:

In March, the Library is focusing on,

- Presenting the updated Facility Master Plan
- Recruiting for Director of Business Strategy & Finance
- Finalizing hire for Assistant Director Library Design Projects and Planning

Design a New Library in South County:

In March, the Library is focusing on,

- Taking next steps with site search

Initiate a New Library in Northwest Arvada

In March, the Library is focusing on,

- Presenting the updated Facility Master Plan

Develop a New Concept in Philanthropy Strategy

In March, the Library is focusing on,

- Approving updated project charter
- Gathering targeted stakeholder input
- Securing a consultant for a funder and grant opportunity report

Redesign Evergreen Library


In March, the Library is focusing on,

- Conducting community engagement

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.

Evergreen Library Redesign Community Engagement: Patrons are invited to give input on the spaces, services, resources, and tools they'd like to see as part of this project by participating in one of three virtual meetings or through an online survey customized for teens or adults. Trustees will be sent an invitation to listen in on the sessions.





JCPL SERVICE HIGHLIGHTS

Introducing MYJCPL: An App for Patron Convenience: We are excited to announce that JCPL has a [new mobile app](#), MyJCPL! Patrons library catalog and account are now completely at their fingertips 24 hours a day, whether from home or on the go. Patrons can install our library app to their [Apple](#) or [Android](#) device. Available in English and Spanish.

Civic Engagement:

Public Health Champions: **Padma Polepeddi**, assistant director of Public Services, **Arra Katona**, Teen Services coordinator, & **Tori Sandoval**, Teen Outreach librarian, have been selected by Jefferson County Public Health as a 2021 Public Health Champion of the Year “...for the incredible work you all have done to develop an innovative partnership model to create exciting, teen-created social development opportunities for teens in our community. The annual Public Health Champion Awards recognize the vital contributions individuals, groups and organizations make toward our larger shared goal of a healthier, thriving Jefferson County. This year, we are recognizing those who do not work directly in public health but have made important contributions to the public’s health.”

4 of JCPL staff members were guest readers at *Read Across America Day!* At the Colorado Railroad Museum.

Patron Impact Story: Digital Media Studio

Thanks for the info on the recording studio. Just wanted to send a quick note to say THANKS for helping me get my podcast off the ground! I entered [a podcast pitch contest](#) and came in runner-up out of over 400 entries! I got some sweet stuff and most importantly, a personal connection with the SPI team.


I've recorded four episodes so far, and I'm officially launching on Thursday! Thanks so much again for getting me started :)


Professional Engagement:

Debra Keane, Social Work coordinator, participated in a [PLA podcast](#) about the social work workbook she co-authored titled: *A Trauma-Informed Framework for Supporting Library Patrons — A PLA Workbook of Best Practices*.

Lizzie Gall, assistant director of Public Services, was accepted into the Futures School Foundations in Natural Foresight program. This program is funded through an ILMS grant.

There are 17 JCPL staff attending the Public Library Association (PLA) Conference in Portland. Jill Fellman, JCPL trustee is attending the virtual conference. **Steve Chestnut**, director of





Facilities and Construction, **Padma Polepeddi** and **Lizzie Gall**, assistant directors of Public Services, in collaboration with **Julianne Rist** are presenting on the topic of *How a COOP creates a roadmap for any condition*.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, MARCH 2022

- Final weekly meeting 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
- Represent JCPL at **Heart of Golden** master planning community input meeting
- Meeting with **Chic Naumer** and **Jill Fellman** for input gathering for the Philanthropy Project
- **Jeffco** strategic planning data collection meeting
- **Jeffco** cybersecurity quarterly check in meeting
- Quarterly breakfast meeting with **BCC and municipalities**
- Meeting with **Jeffco Human Services director**
- Meeting with **Jeffco county manager**
- 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**
- **Attending PLA**, presenting as a substitute for Julianne Rist
- Vacation
- **Evergreen Redesign** Community Engagement meeting

Public Services

Operational Updates

Business Strategy and Finance
Strategy - Trends

MEMORANDUM

TO: Donna Walker, Executive Director

FROM: JCPL Leadership

RE: Trends Summary

DATE: March 10, 2022

As part of the 5-year strategic planning process, both the JCPL Executive and Management Teams participated in a trends exercise to examine what is new in our community that may influence library services in 2023. The groups identified many trends, looked for common themes, and discussed how these themes might apply to JCPL's five-year strategic plan. The overarching trend we identified was the consistent questioning of differentiating between temporary trends and what may be longer term in how we live, work, learn and play as we come out of our pandemic state.

Some of the themes identified and how they are addressed in the 5-year strategic plan are listed below:

Themes for Trends	Impacts Across Society	JCPL's Response
Convenience and Customization	People have become used to both more convenient and customized service.	Service Point Development & Expansion - JCPL is literally meeting people where they are and creating equity of access to library resources. Factors that contribute to equitable access could include geographic, convenience of 24/7 access, or customized services for a specific target audience.
Flexibility and Innovation	New norms are shifting expectations from both the consumer side and provider side of service and staffing.	Embracing Innovation & Change - JCPL has created new ways to work effectively and provide services remotely, digitally and in-person. Partnerships are taking on increased importance. JCPL is prepared to respond to quick shifts in community needs.
Connection	Expectations for the variety of ways people connect to others in person and in the digital world continue to evolve.	Excellence in Customer Service - JCPL demonstrates a deep understanding of individual, community, and organizational needs in the way we serve each other and our residents. JCPL focus is on being a radically welcoming environment for staff and community.



MEMORANDUM

Digital Equity	The internet is seen as a basic need like utilities such as water or electricity. The need for digital competencies and access to technology is heightened.	Embracing Innovation & Change - JCPL assumes a leadership role in this next wave of technological transformation –as respected thought leaders, trusted sources of reliable information and champions of equity and democracy. The library offers resources and support for all aspects of increased literacy in areas like reading, digital, financial, school & workforce readiness.
Diversity, Equity and Inclusion	The conversation about shifts in policy and approach to education are having some polarizing effects. The need persists.	Building Inclusive Community - JCPL welcomes all customers where they are physically, virtually, and culturally. The library understands their staff, community, and customer needs and has a strategic approach to meeting those needs. JCPL is developing, implementing, and promoting a culture of inclusion that minimizes bias and addresses systemic inequities in JCPL policies and practices.
Community Health	There is emphasis on work life balance, wellness, mission-based work and higher wages. Inflation and housing insecurity are looming as trends of concern.	Lifelong Learning & Literacy - The library understands its community and how the library can fulfill those needs. The library offers resources and strong support for all aspects of literacy. Opportunities for all ages, backgrounds, and abilities are met with effective and inclusive approaches. Partnerships are taking on increased importance.
Sustainability	Our supply chain continues to be a disruptive force across many areas of our community. Impact is projected to last years. Climate change conversations are more ubiquitous.	Continuous Process Improvement - Systems are improved to maximize organizational effectiveness, advance services, and increase efficiency. JCPL has created new ways to work effectively and provide services remotely, digitally, and in-person. We have expanded or offered new services while at the same time implementing an evaluation and feedback process to modify how we provide access to library resources as well as embed sustainable practices in our operations.

At the March 17th regular meeting of the Library Board, trustees will be invited to share their feedback on any trends they have been observing and any gaps in service that can be addressed as the Library develops the 2023 budget.

Facilities & Construction Projects

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

jeffcolibrary.org



To: Donna Walker, Executive Director

From: Steve Chestnut, Director of Facilities & Construction
Julianne Rist, Director of Public Services

Re: Updated Facility Master Plan (FMP)

Date: March 10, 2022

At the Board's request, the Library presented information and a methodology for refreshing the Facility Master Plan in July, 2021. This roadmap included the need for evaluation of changes in populations, usage, community needs and stakeholder desires specific to our buildings and services in the County. There were a number of inputs and data points required to help guide us to data driven recommendations for an updated FMP. The requirements listed are some of those questions and data points that we contracted with Group 4 Architecture to provide updated information and recommendations. Group 4 is the same consultant that did our Facility Master Plan in 2018.

- Reassess growth and per capita space needs
- Assess N/W Arvada Library assumptions
- Target size range and potential priority timing for Golden, Conifer and Wheat Ridge
- Determine if public service space is needed for Fehringer Ranch Property

The data reviewed included updated census data, geographic development patterns, as well as updated Orange Boy data and customer mapping. From that data the consultant looked at the questions around needs, locations, sizes, etc. The final output, findings and recommendations from this report were timed to be presented to the Board as part of the 2023 budget process. They are attached for your review. Group 4 is available to present their findings at the March 17th regular meeting of the Library Board of Trustees.



Jefferson County Public Library Facilities Master Plan **Implementation Strategy** **2022 Update**

Summary Memorandum
March 17, 2022



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INTRODUCTION AND SUMMARY

In 2018 the Jefferson County Public Library (JCPL) adopted a Facilities Master Plan (FMP) to guide planning, decision-making, and capital investment in its facilities. The FMP was created as a flexible, “living” plan that can accommodate changing circumstances, as is inevitably the case over the life of any long-range plan. It anticipated that JCPL would revisit the plan periodically in light of new information and new opportunities.

The 2018 FMP proposed a list of capital projects for increasing library space to meet the needs of Jefferson County’s growing population, and JCPL has made great progress so far. As of the date of this report, JCPL has completed the recommended major redesign of the Belmar Library, and was able to take advantage of an opportunity and partnership to expand the Edgewater Library. Planning for a recommended new South County Library is underway, as is preparation for remodeling the Evergreen Library. JCPL has also continued to build its offsite services network.

PURPOSE OF THIS UPDATE

In late 2021, JCPL commissioned Group 4 Architecture, Research + Planning, Inc. to review and update the recommended list of capital projects and implementation strategy in light of recently-released new information and data, including:

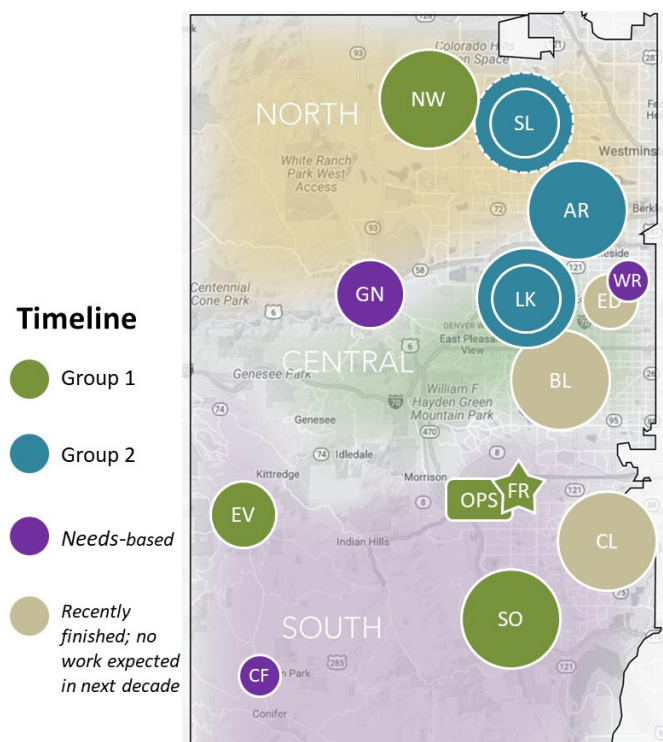
- US Census 2020 demographics for Jefferson County;
- Updated population projections for Jefferson County by the Colorado State Department of Local Affairs¹; and
- Updated JCPL financial outlook and revenue projections.

Specifically, JCPL asked Group 4 to:

1. Determine Jefferson County’s 2030 library space needs based on the 2018 FMP-recommended target range of 0.5 to 0.6 square feet per capita and the updated county population projections;
2. Update the list of recommended projects to provide at least 0.5 square feet per capita of library public service space countywide by 2030;
3. Propose priorities and a sequencing strategy for completing capacity-building projects by 2030;
4. Review how best practices in library design have evolved since the 2018 FMP, particularly relative to COVID-19.

Between October 2021 and January 2022, JCPL Group 4 worked with JCPL’s Executive Team to gather and analyze the new data and information, review findings and options, and confirm the proposed revisions to the recommended list of capital projects. The updated recommendations will be presented to the Library Board in February 2022.

¹ <https://demography.dola.colorado.gov/population/data/race-forecast/>



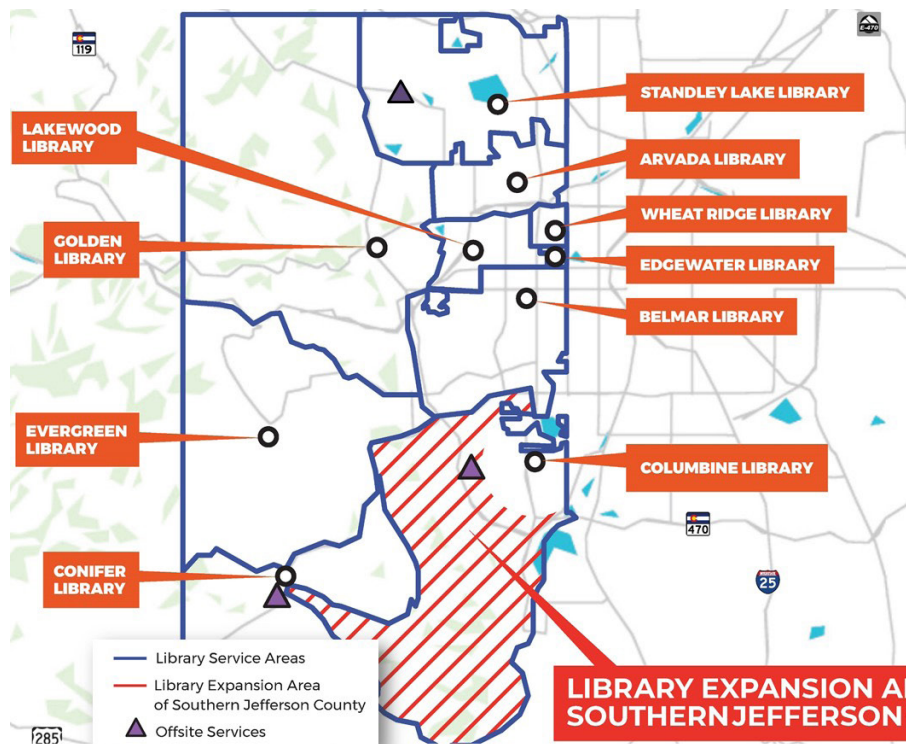
Updated Recommendations

- **Projects to achieve 0.5 SF/capita by 2030**
 - 2 new destination libraries* – South County, NW Arvada
 - Expand public service into full Lakewood
 - Capacity boosts are possible by expanding Standley Lake, including public service space at Fehringer Ranch, and/or increasing space at South County Library
- **New Fehringer Ranch Operations Center**
- **Evaluate community needs for improved service, access, and partnerships at Golden, Wheat Ridge, Conifer**

* maximum number of new branches recommended in 2018 FMP

SUMMARY OF UPDATED RECOMMENDATIONS

The graphic above summarizes the list, priorities, and proposed sequence of capital projects recommended for JCPL to provide at least 0.5 square feet of library public service space per Jefferson County resident by 2030. More detail behind these recommendations are included in the next sections of this memo.



Updated 2030 systemwide needs

- Approximately ~306,000 SF needed for a 2030 population of ~612,000
- JCPL current total ~204,000 SF*
- Need to add **at least 102,000 SF** to reach 0.5 SF/capita by 2030

* Evergreen SF has been adjusted to deduct large basement space; see 2018 FMP

1. HOW MUCH SPACE WILL JCPL NEED BY 2030?

SYSTEMWIDE NEEDS

According to US Census data, Jefferson County's population in 2020 was approximately 583,000. Colorado's Department of Local Affairs projects that the county's population will reach approximately 612,000 by 2030 – almost 30,000 more people (about a 5% overall increase from 2020). This revised population projection is slightly reduced from what the State projected at the time the 2018 FMP was published.

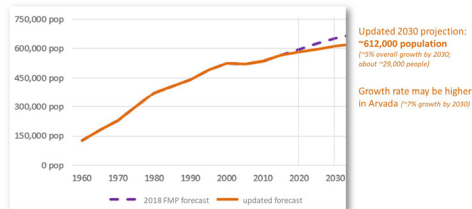
Applying the 0.5-0.6 square feet per capita multiplier established in the 2018 FMP results in an overall target of approximately 306,000 to 368,000 square feet of library space in Jefferson County by 2030. This is about 107,000 to 170,000 square feet more than JCPL provides for public service today.

PLANNING ZONES

The 2018 FMP proposed that the 0.5-0.6 square foot per capita multiplier be applied to the county's population overall. It did not propose any methodology for sizing individual libraries in any sub-areas of Jefferson County based on the population of that area. The FMP did note that most of JCPL's libraries, at the time, were located in the central and northern areas of the county. To address this, it recommended that a new destination library be built in a location to be closer to south county residents.

Updated population projections

• Revised Jefferson County population projections –6% less than assumed in 2018 FMP

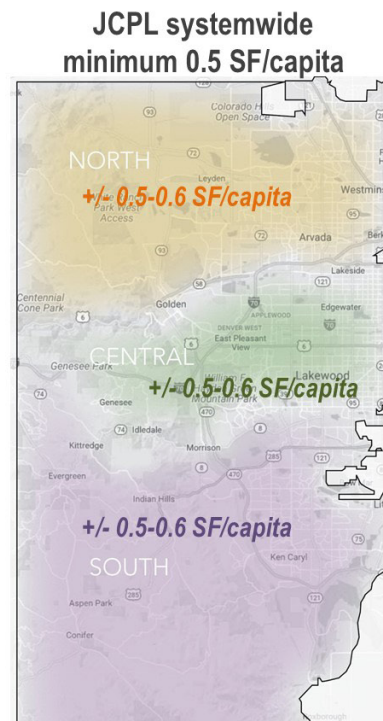


New planning zones

- Three distinct geographic districts offer a methodology for monitoring distribution of library space systemwide.
- The county's population overall remains the primary multiplier for the 0.5-0.6 SF/capita space planning target.
- Minor variance between zones is OK.

	Current Population	2030 Population	2030 SF for ~0.5 SF/capita*
North	~200,000	~212,000	106,000 SF
Central	~178,000	~186,000	93,000 SF
South	~205,000	~214,000	107,000 SF
System Total	~583,000	~612,000	306,000 SF

* Minor variance from 0.5 SF/capita relative to the population of each zone is OK.



For this FMP Update, JCPL wished to take a look at the geographic distribution of library space in Jefferson County. The population was distributed among three geographic districts, each with 30-35% of the overall county population. These districts provided a set of “planning zones” that could be used for the library analysis in north, central, and south areas of the county.

Arvada has been the fastest-growing community in Jefferson County in recent years, and is expected to keep growing faster than other areas over the next decade. For this FMP Update, the population of the North zone was projected to experience slightly higher growth than the Central and South zones. However, it is still projected to remain at about ~35% of the total county population by 2030.

2030 SPACE NEEDS SUMMARY

The table above summarizes the current and projected 2030 populations for Jefferson County and each planning zone. It shows the overall systemwide library space need for public service by 2030 to achieve the 0.5 SF/capita minimum threshold as well as the approximate minimum per zone.

Public Service Space

➤ New NW Arvada destination library 45,000+ SF

➤ Expand Lakewood by ~11,000 SF

➤ New South County destination library 40,000 SF



		0.5 SF/CAPITA BY 2030		
Public Service Locations	Current Size	2030 Population	Expansion	New 2030 SF
North Zone				
Arvada	34,200 SF			34,200 SF
Standley Lake	29,100 SF		<i>potential boost</i>	29,100 SF
Northwest Arvada	0 SF			45,000 SF
Zone Subtotal	63,300 SF	212,000 pop		108,300 SF
<i>Zone SF/Capita</i>				<i>0.51 SF/cap</i>
Central Zone				
Belmar	31,500 SF			31,500 SF
Edgewater	10,000 SF			10,000 SF
Golden	13,500 SF			13,500 SF
Lakewood	24,900 SF		11,000 SF	35,900 SF
Wheat Ridge	6,500 SF			6,500 SF
Zone Subtotal	86,400 SF	186,000 pop		97,400 SF
<i>Zone SF/Capita</i>				<i>0.52 SF/cap</i>
South Zone				
Columbine	30,000 SF			30,000 SF
Conifer	8,900 SF			8,900 SF
Evergreen	15,000 SF			15,000 SF
South County	0 SF			40,000 SF
Fehringer Ranch	0 SF			15,000 SF
Zone Subtotal	53,900 SF	214,000 pop		108,900 SF
<i>Zone SF/Capita</i>				<i>0.51 SF/cap</i>
Systemwide Totals	203,600 SF	612,000 pop		314,600 SF
<i>Systemwide SF/Capita</i>				<i>0.51 SF/cap</i>

Standley Lake offers potential to boost space if needed

Additional 15,000 SF needed at either South County or Fehringer Ranch

2. WHAT PROJECTS ARE RECOMMENDED TO MEET 2030 SPACE NEEDS?

PRIORITY PROJECTS TO INCREASE PUBLIC SERVICE SPACE

Many of the projects recommended in the 2018 FMP are still valid strategies for meeting JCPL's goal of providing at least 0.5 square feet per capita of public service space in Jefferson County by 2030 (based on the population growth assumptions in the previous section).

This 2022 FMP Update recommends the following principal projects for building JCPL's capacity for public service:

- New South County Library at 40,000 SF (in progress)
- New Northwest Arvada Library at 45,000+ SF
- Expand public service space at Lakewood Library into full building (will require JCPL Admin functions to move out of the east wing).

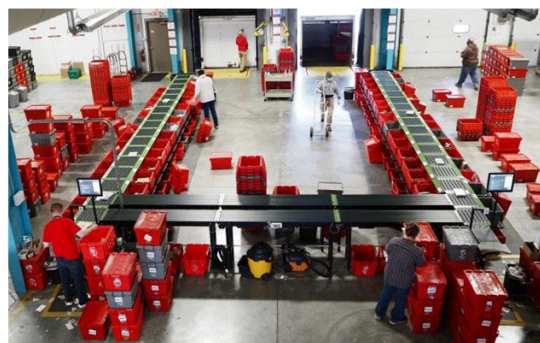
Should the population of the North Zone grow faster or larger than currently projected, there is the potential to boost space for public service at the Standley Lake Library (via expansion).

OPTIONAL ENHANCEMENTS

JCPL has been in dialogue with the City of Golden about the potential for relocating the Golden Library to a new site to support City redevelopment initiatives; this could also provide a good opportunity to expand space for public service — which is not possible at the current Golden Library site. Community needs for the Wheat Ridge Library and/or Conifer Library may also change between now and 2030. Any associated need for space changes can be evaluated at the time along with on the potential for improved service, partnerships, feasibility within available funds, etc.

Fehringer Ranch Operations Center

- **Reduces facility management and maintenance footprint**
 - Consolidation will reduce the number of buildings and associated maintenance by one
- **Improves operational efficiency and effectiveness**
 - Right-size space for organizational change, hybrid/remote work, etc.
 - High level estimate 35,000-40,000 SF for Fehringer Operations Center
- **Improves public service**
 - Allows for expanded public service space at Lakewood
 - Modernized operations = enhanced innovation + even more responsive service systemwide



FEHRINGER RANCH OPERATIONS CENTER

This FMP Update continues to recommend that JCPL develop a new Operations Center at the Fehringer Ranch site. Currently, JCPL's systemwide services are distributed among three locations – none of which is optimally sized or configured for the departments housed there. As JCPL has evolved and grown its services and organization, its teams, vehicles, and work groups have been shoehorned in where they fit – and in space that may be remote from other collaborators.

A consolidated Operations Center will not only enable public service to expand into the full building at Lakewood, but will also reduce the number of buildings housing JCPL systemwide services. Once all functions move out of the Library Service Center and Warehouse, these two buildings won't be needed anymore. JCPL can sell the LSC and stop paying for the Warehouse lease (which is up for renewal in 2024).

The Fehringer Ranch site still appears to be a great site for the Operations Center. It is well-located to serve systemwide functions and to support branch service, outreach, and offsite strategies throughout Jefferson County day-to-day and long-term. The Fehringer Ranch site offers plenty of space for an Operations Center of approximately 35,000 to 40,000 square feet and associated vehicular circulation, parking, and landscaping.

At its currently-planned size of 40,000 square feet, the new South County Library will not provide enough space to bring the South Zone up to 0.5 SF/capita. Increasing the size of the South County Library to about 50,000 square feet would take care of the need in the South Zone for the projected 2030 population. Otherwise, including space for public service at the Fehringer Ranch site would be recommended to boost capacity in the South Zone.

Priority Sequencing

Group 1	Evergreen Remodel
	New South County Library
	New NW Arvada Branch
	New FR Operations Center
Group 2	Standley Lake Remodel (Expansion)
	Lakewood Expansion
	Arvada Remodel
Needs-based	Golden Library
	Conifer Library
	Wheat Ridge Library

3. WHAT IS THE PROPOSED TIMELINE FOR THE RECOMMENDED PROJECTS?

GROUP 1

The recommendations are to prioritize three major projects by 2025:

- The new South County Library will continue on its current course, moving quickly into design and construction once a suitable site is acquired.
- JCPL should begin looking for an appropriate site for the new Northwest Arvada Library now. The ideal site will have similar characteristics and size to what JCPL is seeking for the South County Library.
- The Fehringer Ranch Operations Center is also recommended for first phase implementation. This will enable JCPL to quit the lease on the Warehouse and to sell the LSC property to partially offset other project costs.

GROUP 2

The Lakewood, Arvada, and Standley Lake libraries are all due for maintenance and renovation.

The Lakewood project will include redesign to expand public service into the entire building.

At that time, JCPL can assess whether expansion of Standley Lake might be warranted in light of faster or stronger population growth than was anticipated at the time of this 2022 Update.

OTHER PROJECTS

The potential for improvements at Conifer, Golden, and Wheat Ridge will be determined based on community needs.

4. HOW HAVE LIBRARY DESIGN BEST PRACTICES EVOLVED SINCE 2018?

COVID-19 has put most communities' library facilities to the test. The good news is that many of the library design best practices that have emerged during the 21st century have served their communities — including Jefferson County — pretty well during the past two years. Some of these best practices include:

- Large, open layouts with furnishings that can be easily rearranged as needed, such as for social distancing, modified staffing and operations, etc. Flexible power and data access further simplify the process of modifying spaces to meet changing occupancy requirements and evolving best practices for COVID-safe operations.
- Soft furnishings are still an important part of providing comfortable and accessible choices for diverse preferences and body types. The healthcare industry has long been developing soft, lounge-type furnishings with fabrics and finishes that can be easily cleaned and disinfected. Antimicrobial surfaces are advantageous where possible.
- As consumer technology devices have become increasingly affordable and as libraries have diversified the types of technology they provide to their customers, designers have been specifying fewer long banks of side-by-side computer stations. Quad and pod arrangements can easily include dividers between for COVID safety as well as privacy. Modified pods are also possible to support collaborative computer use, such as in children's areas.
- Even before COVID, library designers were specifying more one- and two-person reader table options and fewer four-tops. The smaller options are often lighter and more flexible, and can be pushed together or apart more easily for different group sizes (and for social distancing).

JCPL also reviews and updates its own design best practices and lessons learned for service, operations, and customer experience from each new and renovated project, such as the Belmar Library redesign.



Flexibility

Open, flexible spaces with operable partitions and plenty of storage offer lots of options as COVID-safe operations and requirements evolve.



Furniture

The healthcare industry has developed a wide range of furniture options that are attractive and comfortable as well as easy to clean.



Fresh air

Usable outdoor spaces extend libraries' ability to offer programming and places for customers to use during pleasant weather.

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Business Strategy & Finance
Finance and Budget

memorandum

To: Donna Walker, Executive Director
From: Marc Calder, Budget & Finance Manager; Angila Pine, Temporary Financial Support
Re: Finance Monthly Report
Date: March 8, 2022

Budget to Actual Tables

The Budget to Actual Tables for February 2022 will be forwarded before the meeting and will include the analysis discussion.

MEMORANDUM



TO: Donna Walker, Executive Director
FROM: Angila Pine, Temporary Finance Support
RE: Finance Monthly Report
DATE: March 2022

A. Financial Review – January 2022

B. February 2022 Financial Tables

The Budget to Actual Tables for February 2022 is attached. The month of February does not include property tax revenue recorded by the county; however, most property tax is received in March, April, and June. In February the library received year-to-date funding of \$62,298.09 from the Library Foundation. In-kind support provided to the Foundation by the Library in February is valued at \$13,970.28 (Ratio of 4.46:2).

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 2/28/2022	\$ 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	\$ 522,381	\$ (49,442,560)	-99%
Property Tax - Capital	2,165,680	2,193,145	2,442,681	24,732	(2,417,949)	-99%
Total Taxes	\$ 46,300,305	\$ 47,028,297	\$ 52,407,622	\$ 547,113	\$ (51,860,509)	-99%
Federal & State Grants	\$ 128,000	\$ 226,169	\$ 125,000	\$ -	\$ (125,000)	-100%
Fines & Fees	239,513	37,266	115,000	9,784	(105,216)	-91%
Other Revenue	572,640	215,163	298,640	77,382	(221,258)	-74%
Total Other Revenues	\$ 940,153	\$ 478,598	\$ 538,640	\$ 87,166	\$ (451,474)	-84%
Sub Total Revenues	\$ 47,240,458	\$ 47,506,895	\$ 52,946,262	\$ 634,279	\$ (52,311,983)	-99%
Fund Balance Activity						
Transfer from FB - Capital Projects	8,311,655		4,259,785	-		NA
Transfer to/(from) Fund Balance	-	9,818,459	-	(4,923,839)		NA
Total Sources of Funds	\$ 55,552,113	\$ 37,688,437	\$ 57,206,047	\$ 5,558,118		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 16,081,526	\$ 15,204,107	\$ 16,601,010	\$ 2,359,416	\$ (14,241,594)	-86%
Benefits	5,373,904	4,793,811	5,719,962	796,500	(4,923,462)	-86%
Total Salaries & Benefits	\$ 21,455,431	\$ 19,997,918	\$ 22,320,972	\$ 3,155,916	\$ (19,165,056)	-86%
Library Books & Materials	\$ 7,754,177	\$ 7,274,442	\$ 7,937,400	\$ 1,452,639	\$ (6,484,761)	-82%
Supplies	1,515,924	1,179,897	1,559,475	153,220	(1,406,255)	-90%
Vehicles	-	-	-	-	-	NA
Services & Charges	5,057,772	3,925,262	5,704,984	613,699	(5,091,285)	-89%
Internal Transactions /Cost Allocation	2,582,108	2,533,124	2,734,736	15,915	(2,718,821)	-99%
Total Operating Expenditures	\$ 38,365,412	\$ 34,910,642	\$ 40,257,567	\$ 5,391,389	\$ (34,866,178)	-87%
Financing & Debt Service	\$ 621,819	\$ 621,819	\$ 621,945	\$ -	\$ (621,945)	-100%
Capital Projects	\$ 10,122,783	\$ 2,155,975	\$ 16,326,536	\$ 166,729	\$ (16,159,807)	-99%
Total Uses of Funds	\$ 49,110,014	\$ 37,688,437	\$ 57,206,047	\$ 5,558,118	\$ (51,647,930)	-90%

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

	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 2/28/2022
Beginning Fund Balance	\$ 24,364,581	\$ 33,319,987	\$ 33,319,987	\$ 43,138,445
Revenues	\$ 44,699,316	\$ 45,313,751	\$ 50,503,581	\$ 609,547
Capital Funding	2,165,680	2,193,145	2,442,681	24,732
Total Revenues	\$ 46,864,996	\$ 47,506,895	\$ 52,946,262	\$ 634,279
Expenditures				
Operating Expenditures	\$ 38,505,412	\$ 34,910,642	\$ 40,257,567	\$ 5,391,389
Debt Service	621,819	621,819	621,945	-
Capital Projects	16,326,536	2,155,975	16,326,536	166,729
Total Expenditures	\$ 55,453,767	\$ 37,688,437	\$ 57,206,047	\$ 5,558,118
Increase/(Decrease) in Fund Balance	\$ (8,588,771)	\$ 9,818,458	\$ (4,259,785)	\$ (4,923,839)
Ending Fund Balance	\$ 15,775,810	\$ 43,138,445	\$ 29,060,202	\$ 38,214,606
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund		\$ 9,000,000	\$ 9,000,000	
Reserve Fund Balance		\$ 34,138,445	\$ 20,060,202	

Reserve Fund Balance Policy Calculation

	2021 Amended Budget	2021 Actual	2022 Amended Budget	2022 Actual
Year-End Reserve Fund Balance		\$ 34,138,445		
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)		\$ 22,422,196		
Above/(Below) Maximum (CEILING)		\$ 10,705,947		

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 2/28/2022	Projected Year-End 2022	Variance 2022 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 45,960,543	\$ 46,543,405	\$ 51,839,123	\$ 524,865	\$ 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	(2,484)	21,027	-
Total Taxes	\$ 44,134,625	\$ 44,835,152	\$ 49,964,941	\$ 522,381	\$ 49,964,941	\$ -
Federal & State Grants	\$ 121,051	\$ 226,169	\$ 125,000	\$ -	\$ 125,000	\$ -
Library Fines	40,000	28,124	10,000	4,867	10,000	-
Charges for Services	105,000	9,142	105,000	4,916	105,000	-
Investment Income	108,000	(201,886)	108,000	9	108,000	-
Library Foundation	100,000	199,566	100,000	62,338	100,000	-
E Rate Revenue	90,640	108,919	90,640	-	90,640	-
Other Revenue	-	20,966	-	15,035	15,035	15,035
Transfer	-	87,598	-	-	-	-
Total Revenues	\$ 44,699,316	\$ 45,313,751	\$ 50,503,581	\$ 609,547	\$ 50,518,616	\$ 15,035
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 14,816,028	\$ 13,577,423	\$ 15,829,037	\$ 2,140,454	\$ 15,829,037	\$ -
Awards & Bonuses	135,000	143,689	140,000	-	140,000	-
Termination Pay	110,000	167,634	110,000	25,894	110,000	-
Temporary Salaries	2,095,441	1,308,262	1,687,043	192,061	1,687,043	-
CARES Reimburse Salaries	-	-	-	-	-	-
Overtime	-	7,099	-	1,006	-	-
Vacancy Savings	(1,074,943)	-	(1,165,071)	-	(1,165,071)	-
Benefits	5,373,904	4,793,811	5,719,962	796,500	5,719,962	-
Total Salaries & Benefits	\$ 21,455,431	\$ 19,997,918	\$ 22,320,972	\$ 3,155,916	\$ 22,320,972	\$ -
Library Books & Materials	\$ 7,577,102	\$ 7,155,114	\$ 7,737,400	\$ 1,375,368	\$ 7,737,400	\$ -
Library Periodicals	177,075	119,328	200,000	77,272	200,000	-
Sub-Total Library Collections	7,754,177	7,274,442	7,937,400	1,452,639	7,937,400	-
Supplies	\$ 1,515,924	\$ 1,179,897	\$ 1,559,475	153,220	\$ 1,559,475	\$ -
Services & Charges	5,057,772	3,925,262	5,704,984	613,699	5,704,984	-
Vehicles	-	-	-	-	-	-
Interdepartmental Direct Charges	1,500,608	1,177,606	1,264,323	15,915	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	\$ 7,638,282	\$ 9,999,195	\$ 782,833	\$ 9,999,195	\$ -
Total Operating	\$ 38,365,412	\$ 34,910,642	\$ 40,257,567	\$ 5,391,389	\$ 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 2/28/2022	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 2/28/2022	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	\$ 24,732	\$ 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	\$ 24,732	\$ 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	\$ 1,203	\$ 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	19,500	235,000	-
ARM-04 Book Sorter Replacement	385,130	492,352	500,000	500,000	84,569	500,000	-
ARM-05 IT Infrastructure Replacement	500,000	480,442	250,000	250,000	42,247	250,000	-
Alternative Services	495,791	265,101	200,000	200,000	3,461	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 Belmar Outdoor Space	-	-	-	-	4,900	200,000	(200,000)
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	\$ 7,993	\$ 9,125,536	\$ -
Evergreen Library Redesign			700,000	700,000	2,857	700,000	
NW Arvada Library			4,700,000	4,700,000		4,700,000	
Total Capital Projects	\$ 10,122,783	\$ 2,155,975	\$ 16,326,536	\$ 16,326,536	\$ 166,729	\$ 16,526,536	\$ (200,000)

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

Project	2022 Budget	YTD Actual 2/28/2022	YTD Encumbrances 2/28/2022	YTD Total Actual + Enc 2/28/2022	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 1,203	\$ 6,678	\$ 7,881	\$ 242,119
ARM-02 Furniture & Equipment	36,000	-	24,695	24,695	11,305
ARM-03 Computer Replacement Plan	235,000	19,500	92,710	112,210	122,790
ARM-04 Book Sorter Replacement	500,000	84,569	311,150	395,719	104,281
ARM-05 IT Infrastructure Replacement	250,000	42,247	30,680	72,927	177,073
Library Alternative Services	200,000	3,461	79,352	82,812	117,188
Bookmobile Replacement	-	-	-	-	-
Document Management System	-	-	-	-	-
Library Location Holds Lockers	205,000	-	-	-	205,000
Library Belmar Outdoor Space	-	4,900	6,930	11,830	(11,830)
Library Data Warehouse	125,000	-	-	-	125,000
Multi-Year Projects Construction Projects					
South County Library	9,125,536	7,993	-	7,993	9,117,543
Evergreen Library Redesign	700,000	2,857	-	2,857	697,143
NW Arvada Library	4,700,000	-	-	-	4,700,000
Total Capital Projects	\$ 16,326,536	\$ 166,729	\$ 552,195	\$ 718,924	\$ 15,607,612