BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
February 16, 2023

AARP Tax Help

Documentary: Summer of Soul

Make Something: Needle Felt Hearts

Free Legal Self-Help Clinic

Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	**Thursday, February 16, 2023 – 5:30 pm – HYBRID MEETING** • **ONLINE MEETING VIA ZOOM** • **IN-PERSON MEETING AT LAKEWOOD LIBRARY MEETING ROOM**
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 <mark>Action</mark>	**Approve Agenda** Chair: Call for motion and second
4. Public Comment	**Public Comment** The Board values public participation. Those who would like to address the Library Board can do so virtually, in-person, or online. 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. Comments will be acknowledged in the minutes of the meeting. To address the Board of Trustees during Public Comment: • <u>Virtually</u>: Send a chat message to the meeting host at JCPL Events with your name and the topic of your comment. • <u>In-Person</u>: Sign up on the form provided. • <u>Online</u>: Submit through the online public comment form at https://jeffcolibrary.org/board-of-trustees/. • People who dial in will not be able to provide Public Comment during the meeting. • If you choose to make a Public Comment virtually or in-person during a Board Meeting, your name will be called in the order it was received, first for virtual guests then for in-person guests.) • For more information on public comment policy please refer to Board Governance Policy 4.3.7: https://jeffcolibrary.org/wp-content/uploads/sites/46/2022/08/Board_Governance_Policy_Manual_202229.pdf
5. CONSENT AGENDA <mark>Action</mark>	Approval of Consent Agenda Chair: Call for motion and second A. Approve the January 12, 2023 Study Session Minutes B. Approve the January 19, 2023 Board Meeting Minutes C. Axis 360 Baker & Taylor Renewal Contract Amendment D. Emerald Isle Landscaping Contract Renewal E. EBSCO Serial Subscription Renewal
6. Foundation Update	Foundation Update – Jo Schantz, Executive Director

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

7. Operational Updates <mark>Action</mark> as Needed	**<u>Executive Director</u>** A. Executive Director Report B. 2022 Strategic Plan Achievements **Business Strategy & Finance** <u>Finance and Budget</u> A. Financial Review (Review December 2022) B. Financial Report (January 2023) C. Project Carry-forward Budget Amendment Chair call for motion and second **People and Culture** A. Organizational Staffing Assessment Project Update	
8. <mark>Action</mark> 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 <mark>Action</mark> as Needed		
10. <mark>Action</mark> as Needed	Ends. No items.	
11. <mark>Action</mark> as Needed	**Board Governance** A. Nominating Committee report to the Board: Proposed Slate of Officers B. Bylaws Committee status update C. Library Board of Trustees Review Policy Governance Monitoring Reports 2.0 to 2.4. Adoption will be on the consent agenda for the March 16, 2023 Board meeting unless otherwise instructed by the Board.	
12. Suggest Agenda Items <mark>Action</mark> as Needed	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>2023 Board Meeting Schedule</u> • March 9, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • March 16, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • April 13, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • April 20, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room	

BOARD MEETING AGENDA
Jefferson County Public Library Board of Trustees

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 • Report of the Chair – Correspondence, Other • Other Announcements
16. EXECUTIVE SESSION Action	**EXECUTIVE SESSION**: <u>Guests: Kurt Behn, County Attorney's Office and Tim P. Rogers, Genesee Commercial Group</u> Call for Motion and Second: To adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session: **EXECUTIVE SESSION** A. Northwest Jefferson County Library Expansion Project. Statutory citations authorizing an executive session for this topic are: • 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. RECONVENE REGULAR MEETING Action as Needed	RECONVENE REGULAR MEETING
18. Adjournment	ADJOURN REGULAR MEETING

CONSENT AGENDA

Jefferson County
PUBLIC LIBRARY

TO: Library Board of Trustees

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

DATE: February 9, 2023

RE: Consent Agenda for the February 16, 2023 Board Meeting

A. Library Board of Trustees approve the January 12, 2023 Study Session Minutes.
B. Library Board of Trustees approve the January 19, 2023 Board Meeting Minutes.
C. Library Board of Trustees authorize the Executive Director to sign the Baker & Taylor Axis 360 contract amendment.
D. Library Board of Trustees authorize the Executive Director to sign the Emerald Isle Landscaping contract renewal for the base amount of $105,085.
E. Library Board of Trustees authorize the Executive Director to sign the EBSCO Serial Subscription contract renewal.

Jefferson County Public Library Board of Trustees
Study Session
January 12, 2023 – 5:30 pm
Hybrid meeting held online via ZOOM
and in-person in the Lakewood Library meeting room.

TOPICS:
Board Governance - Strategy
- Board Reviews Global Ends Statements 1.0-1.4
- Strategic Planning Framework & Process
- 2023 Annual Plan: Strategic Priorities, Initiatives & Projects

Board Governance
- Board Reviews Draft Sunshine Resolution LB-01-19-23

Public Services
- Annual Pine Library Contribution

Contracts & Agreements
- Midwest Tape Hoopla Subscription Agreement Information
- HVAC Contract Renewal Information
- Evergreen Land Transfer Proposal

Call to Order
Pam Anderson, Vice-Chair, called the Study Session to order at 5:30 p.m.
Kim Johnson, Chair, arrived at 5:31 p.m.

Other Trustees present: Jill Fellman (Secretary), Charles Jones, Jeanne Lomba, Charles Naumer and Emelda Walker.

Trustees not present: All Trustees were present.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Bernadette Berger, Director of Technology and Innovation; Steve Chestnut, Director of Facilities and Construction Projects; Lisa Smith, Director of People and Culture; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, Assistant Director of Library Experience; Amy Bentz, Assistant Director of Library Design Projects and Planning; Jennifer Reading, Assistant Director of Library Experience; Amber Fisher, Administrative Services Coordinator, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

There were additional Library staff members attending the meeting.

Guests: None.

Board Governance - Strategy

<u>Board Reviews Global Ends Statements 1.0-1.4</u>

The Executive Director introduced the topic and advised the Board that the Library is going into year 4 of the 5-year strategic plan with the Ends Statements the Board established at beginning of the plan. It has been a great guide for us and we prefer we don't change them without good reason as they continue to provide good guidance. Next week we will ask the Board for consensus on the Ends Statements.

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

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

2. All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.

3. Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.

4. JCPL maximizes return on shared investment by delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.
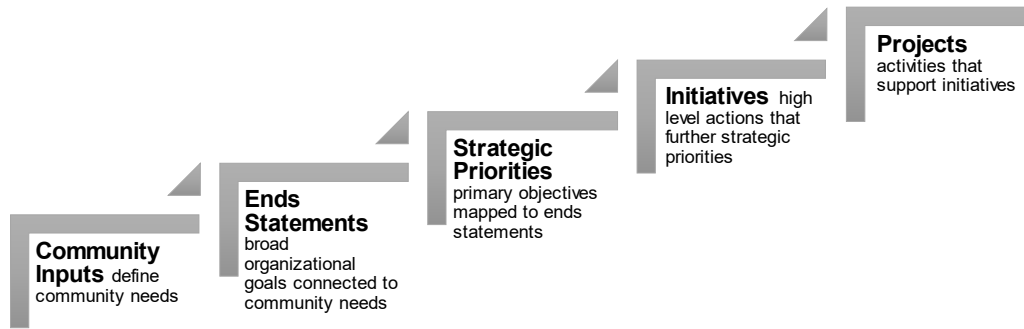
<u>Strategic Planning Framework & Process</u>

The Executive Director addressed the Board and noted that the strategic planning framework and process was included in the information packet. Most of time this evening will be around the annual plan, priorities and projects. We'll do a quick overview of the Library's strategic planning framework and process as a reminder for some and introduction for our new Trustees.

<u>Strategic Planning Steps</u>

These are the steps that JCPL took to develop our five year strategic plan and how we arrived at our strategic framework. We go through these steps every year to incorporate what's new in our environment into the next year's plan. We use our Community inputs – which includes extensive staff and board input - help us define our community needs and connects the Board's Ends Statements that the Board has just reviewed. In 2020 we established our strategic priorities, the primary objectives that we want to accomplish over five years; these are mapped back to the boards ends statements. Our multi-year initiatives help further our strategic priorities and are

supported by our annual strategic projects – which is the actual work we do to move the library forward in these areas.
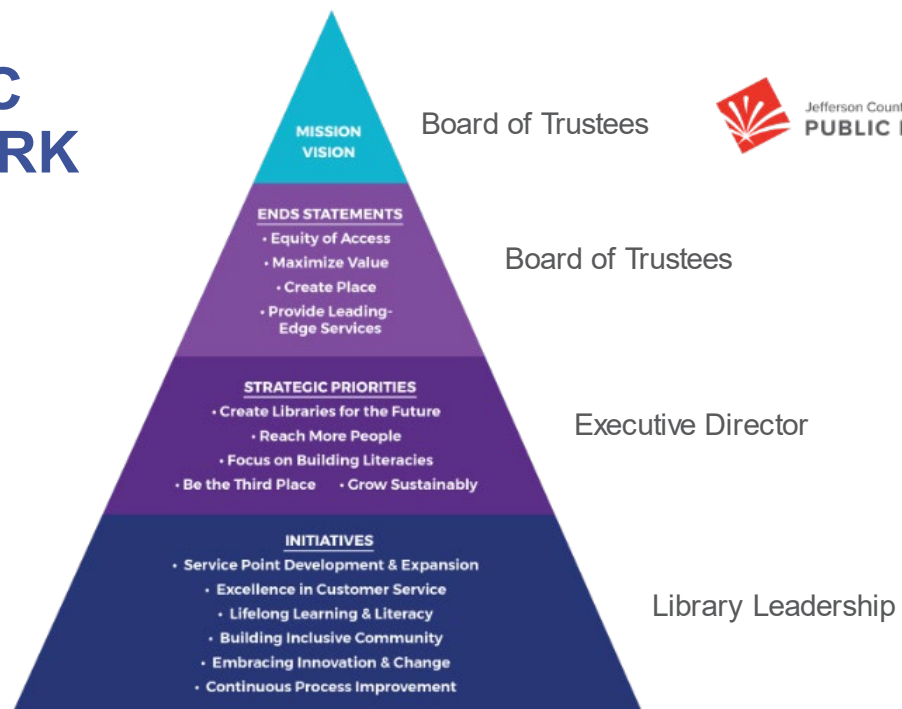
STRATEGIC PLANNING STEPS

Community Inputs define community needs

Ends Statements broad organizational goals connected to community needs

Strategic Priorities primary objectives mapped to ends statements

Initiatives high level actions that further strategic priorities

Projects activities that support initiatives

Strategic Framework

The pyramid was embraced by the board and staff back when we created our 5-year plan. It illustrates the direction set by each level of the organization and the responsible teams, starting with our mission and vision through the multi-year initiatives that lead to our annual projects.

STRATEGIC FRAMEWORK

MISSION VISION — Board of Trustees

ENDS STATEMENTS
- Equity of Access
- Maximize Value
- Create Place
- Provide Leading-Edge Services

— Board of Trustees

STRATEGIC PRIORITIES
- Create Libraries for the Future
- Reach More People
- Focus on Building Literacies
- Be the Third Place   • Grow Sustainably

— Executive Director

INITIATIVES
- Service Point Development & Expansion
- Excellence in Customer Service
- Lifelong Learning & Literacy
- Building Inclusive Community
- Embracing Innovation & Change
- Continuous Process Improvement

— Library Leadership

<u>2020-2025 Strategic Plan Progress</u>
- 2020 Year One Implementation
- 2021 Year Two Execution
- 2022 Year Three Execution
- 2023 Year Four Execution

2020 was year one of applying this framework and year one of implementation. It was also year one of the pandemic. Our plan was an invaluable tool for the Library as we navigated that difficult year. 2021 and 2022 were years two and three of execution and more or less matched years two and three of the pandemic. During that time, we got better at project management with new staffing resources and tools which improves our processes each year. 2023 is year four of this five year plan. It's time once again to check in with the Board on the Library's strategic planning process.

The Chair noted that the Board did touch on the 2023 plan when reviewing and approving the 2023 budget and asked if there were any questions or comments about how the Library is seeing our point in time in our 5 year strategic plan or about the process. There were no questions or comments from the Board.

<u>2023 Annual Plan: Strategic Priorities, Initiatives & Projects</u>
Last spring at budget time, we were seeing the light at the end of the tunnel with COVID impacts on service which helped our focus in terms of capital projects and planning for 2023. What we'll be sharing with the Board this evening is what the Library believes are the strategic priorities, initiatives and projects for the 2023 annual plan. The Board already approved the spending plan to support this work. Tonight, the Library will gather input from the Board on the recommended 2023 strategic and critical projects and confirm the annual plan at next week's meeting.

<u>Board Ends, Strategic Priorities and Initiatives</u>
We start with the broad view of the plan that is based on board ends - the broad organizational goals that demonstrate that the library is meeting its mission. If the Board agrees that these elements are all well-established the Library will share a new element of the process, brought to us by Dan Wells, our former director of Business Strategy and Finance. It is another way to categorize our projects that we found useful and helps staff feel connected to the annual plan.
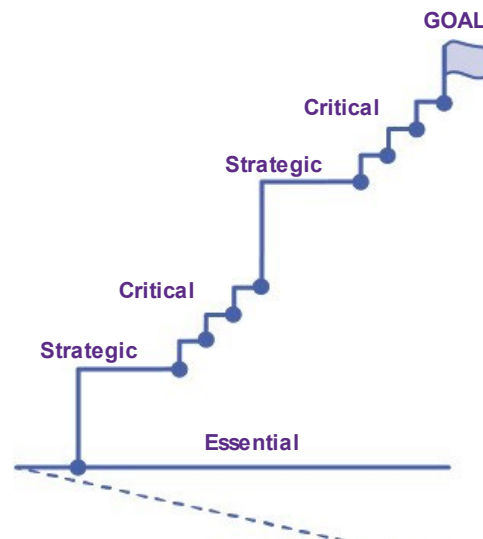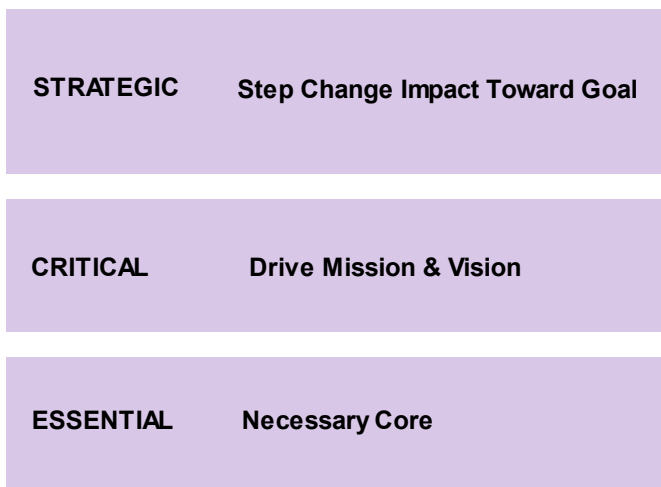
BOARD ENDS, STRATEGIC PRIORITIES & INITIATIVES

BOARD ENDS	STRATEGIC PRIORITIES	INITIATIVES
• Equity of Access • Create Place • Provide Leading-Edge Services • Maximize Value	• Create Libraries for the Future • Reach More People • Focus on Building Literacies • Be the Third Place • Grow Sustainably	• Service Point Development & Expansion • Excellence in Customer Service • Lifelong Learning & Literacy • Building Inclusive Community • Embracing Innovation & Change • Continuous Process Improvement

Project Categorization

Strategic projects takes a big step forward, critical projects take those incremental steps forward over time. Essential projects are necessary to maintaining and providing core services. More than a steady state, it is making progress over time. In terms of success measures, larger strategic projects make the bigger change.

PROJECT CATEGORIZATION

STRATEGIC	Step Change Impact Toward Goal
CRITICAL	Drive Mission & Vision
ESSENTIAL	Necessary Core

GOAL

Critical

Strategic

Critical

Strategic

Essential

In response to questions, the Board was advised that:

- Any of the Library's projects have to contain something that moves us forward in our strategic priorities.
- The Edgewater Library project was a big step, 1,500 square feet to 10,000 square feet. Open hours went from 45 hours per week to 65 hours per week. The Edgewater Library was a step change for that community.

The Board discussed enhancing the language in the strategic plan to highlight the Board and Library's commitment to diversity, inclusion and equity. The Chair and Executive Director expressed appreciation to Trustees Walker and Jones for sharing their input and experience and noted their engagement in the process is of great value to the Library. The Executive Director will bring this forward to the Board for the next planning cycle.

Driving Impact
The proposed 2023 annual plan with 2 strategic and 9 critical projects will create both step change and incremental change in the success measures identified in our 5 year strategic plan.

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

2023 Strategic Projects and Deliverables
The two projects for 2023 that the Library is identifying as strategic are:

- Design a new library in South County
- Initiate a new library in Northwest Jefferson County.

The deliverables for each project were reviewed and it was noted that the timelines and more detail will be provided later in the meeting.

2023 STRATEGIC PROJECTS
AND DELIVERABLES

Design a New Library in South County

- **Deliverables**
  - **Recommendation of new strategy**
  - **Execute on new strategy**

Initiate a New Library in Northwest Jefferson County

- **Deliverables**
  - **Site proposed**
  - **Site acquired**
  - **Community Engagement Report**
  - **Program of Service Report**
  - **Library Design Initiated**

2023 Critical Projects and Deliverables

The Executive Director advised the Board that each project sponsor is prepared to report out on the project purpose and timeline for meeting each deliverable and opened the topic to questions from the Board.

2023 CRITICAL PROJECTS
AND DELIVERABLES

- **Conifer Opportunity**
  - Market Analysis Report
  - Evaluation Plan
  - Community Engagement Report
  - Program of Service Report
  - Recommendation for Library Service
  - Design for Library Service

- **Redesign Evergreen Library**
  - Finalize Library Design
  - Complete Construction

- **Accelerate Our Building Program**
  - Finalize Design Standard
  - Implement Design Standard across all JCPL locations
  - Initiate Ops Center Assessment

- **New Concept in Philanthropy Strategy**
  - Codify new roles and responsibilities for fundraising between JCPL and JCLF (MOU)
  - Set monetary objective for 2024 & 2029 years

- **Create a Radically Welcoming JCPL for Public**
  - Recommendation of new Collection Development Policy
  - Implement new vision for serving the public
  - Implement new patron communication plan

- **Create a Radically Welcoming JCPL for Staff**
  - Integrate Diversity Equity and Inclusion (DEI) strategy for staffing with outward DEI initiatives
  - Implement new staff communication plan for DEI strategy and initiatives

2023 CRITICAL PROJECTS
AND DELIVERABLES

- **Advance Digital Equity and Inclusion**
  - Implement Year 2 Cohesive Creative Technology Programs master plan
  - Create a comprehensive suite of programs and services for Job Seekers and Entrepreneurs

- **Integrate Emerging Technology**
  - Design Data Warehouse solution
  - Implement Document Management System
  - Complete prework to secondary data center

- **Expand Offsite Services**
  - Install Holds Lockers at 4th location (offsite)
  - Create and execute a sustainability plan for offsite services

In response to questions, the Board was advised that:

Advance Digital Equity and Inclusion: This critical project will expand access to digital information and technology resources to all Jefferson County residents including visual access, devices training, support programs and services and provide opportunities for all ages, backgrounds and abilities to participate. Examples include:

- Providing access to robots, 3-D printers, and the digital media studio.
- Partnering with the Workforce Center to provide laptops for the full 6 week Spanish program to practice skills and home. Expanding the laptop lending program to job seekers and entrepreneurs and providing a higher level of support.
- There are 200 laptops in the system now in addition to laptops that go out to Title 1 schools.

New Concept in Philanthropy Strategy: The purpose of this project is to create and implement a new approach to philanthropy to increase the amount of private funds raised. This approach will support library capital projects and reduce the burden on our taxpayers. Update and timeline:

- Tomorrow the Board Chair, Board Liaison and Executive Director will meet with the Foundation Board President and Foundation Executive Director to begin the conversation about a new agreement between the two organizations. The Library hopes to have a new agreement by summer 2023. The agreement will come to the Library Board.
- Setting a monetary objective for 2024 as part of the budget process.

Conifer Opportunity/Timeline:

- Q1: Market analysis and community engagement

- Q2: Program of Service Development
- Q3: Recommendation for Library Services, design and implementation.

Redesign Evergreen Library Update and Timeline:
- Q1: Design development & pricing. Currently at 30%.
- Q2: Finalize construction documents.
- Construction is 32 weeks starting this summer.
- The Library will be making a decision on staying open or closing during construction and deciding on what kind of alternative services will be offered. It is unlikely that the library will remain open due to the expense and pushing out the timeline. What the alternative services are will be brought to the Board.

Next Steps
- Finalize 2023 Annual Plan
- Report 2022 Accomplishments
- Update 2020-2025 Strategic Plan
- Develop 2024 budget
- Update 5-year Capital Improvement Plan and 10-year forecast

The Executive Director advised the Board that strategic project updates will be provided monthly and critical project updates will be provided quarterly. The next steps for this process is to finalize the 2023 annual strategic plan and the Library will ask for Board consensus at next week's meeting. In February, the Library will report out on the 2022 accomplishments. In March, the Library will have conversations with the Board on updating the 2020-2025 strategic plan. In April, Library staff will use that information to develop the 2024 budget, update the 5-year Capital Improvement Plan and 10-year Financial Forecast.

South County: Next Steps to First Deliverable
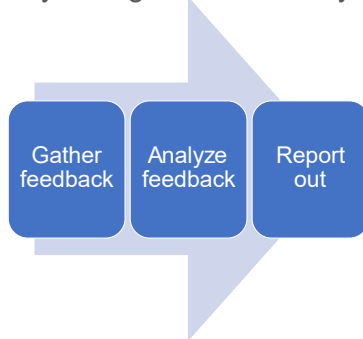
The Library's executive team have been working on the first deliverable of developing a recommendation for a new strategy and has identified gathering feedback as a first crucial step. It is anticipated that this feedback process will take us through mid-February. The Library will get feedback from the following stakeholders:

- Library Executive Team
- Library Board
- Library Leadership
- Library Staff
- Email list from community engagement
- Email list of cardholders in the area (Columbine Library, Library To You, Bookmobile stops and holds lockers.
- Stakeholder list
- Community partners like HOA's
- BCC and other elected officials
- Teens

The Executive Director advised the Board that she would like to start the Board feedback this week to keep things moving and recommended starting with a 4 question survey and options for one on one conversations. The Board indicated that one week to respond to the survey was appropriate.

Depending on the feedback, the strategy recommendation could come forward in the 1st quarter and the Library could begin executing on that strategy in the 2nd quarter.

Board Governance

Board Reviews Draft Sunshine Resolution LB-01-19-23

This is a legal requirement that the public place where Board meeting notices and information will be posted must be designated annually. The Board fulfills that requirement with the sunshine resolution and designates the public website jeffcolibrary.org as the location.

The Chair advised the Board that this item will go on the consent agenda for next week's meeting.

Public Services

Jennifer Reading, Assistant Director of Library Experience, addressed the Board and provided information on the annual gift to the North Fork Library Association to support the operations of the Pine Library. The Pine Library is operated by an all-volunteer group. JCPL does provide some decommissioned items and pays for their internet. The gift from JCPL helps cover their insurance cost and helps offset the heating bill.

The Chair advised the Board that for now, the amount will remain the same, and this item will be on the consent agenda for next week's meeting.

Trustee Lomba left the meeting at 6:30 pm.

Contracts & Agreements
Midwest Tape Hoopla Subscription Agreement Information
Lizzie Gall, Assistant Director of Library Experience, addressed the Board and provided information on the Hoopla subscription. The subscription has over one million titles and is very popular with our community. The Library would like to continue offering this service.

In response to a question, Franca Rosen, Interlibrary Loan and Collection Services Manager, advised the Board that in 2022 there were 317,770 Hoopla circulations.

The Chair advised the Board that this item will be on the consent agenda for next week's meeting.

HVAC Contract Renewal Information
Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and Noted that Haynes Mechanical Systems provides HVAC mechanical maintenance services at all JCPL locations. The Library has been happy with the service and recommends that the contract be renewed. The 4% increase from the previous year is reasonable.

The Chair advised the Board that this item will be on the consent agenda for next week's meeting.

Evergreen Land Transfer Proposal
Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided information on the land transfer proposal. As part of construction along highway 73, the County is asking for a permanent easement and construction easements. The land the County is proposing to purchase is not land the Library will develop or utilize, it is essentially a ditch. The temporary construction easement is for approximately one year. The Library is recommending the Board authorize the land transfer.

The Chair advised the Board that this item is on the regular agenda for next week's meeting.

EMERGING ISSUE
The Executive Director advised the Board of an emerging issue regarding the closure of the Boulder library and the Englewood library due to methamphetamine contamination. JCPL is getting media and staff inquiries. JCPL is continuing our ongoing conversation with Jefferson County Public Health regarding any potential concerns for our staff and the public. JCPL is

working with Jefferson County Public Health to get a recommendation including if testing is needed and if so, to what extent. JCPL is in a different situation that the libraries that closed. The Executive Director will keep the Board informed. In response to a question, the Board was advised that at this time there have been no patron inquiries about the situation.

ADJOURNMENT
The Study Session was adjourned at 6:43 p.m.

Jill Fellman, Secretary

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Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
January 19, 2023

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CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via ZOOM and in-person at the Lakewood Library meeting room on January 19, 2023. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

Other Trustees present: Jill Fellman (Secretary), Charles Jones, Jeanne Lomba, Charles Naumer and Emelda Walker.

Trustees not present: Pam Anderson

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

Guests: Kelly Wemple and Ryan Wallace, EUA

There were additional Library staff members attending the meeting.

APPROVAL OF AGENDA
> **MOTION:** Jeanne Lomba moved that the Library Board of Trustees approve the agenda as presented. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

PUBLIC COMMENT

The Board values public participation. Those who would like to address the Library Board can do so virtually, in-person, or online. 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. Comments will be acknowledged in the minutes of the meeting.

The Chair stated the process for public comment and that process was displayed on screen as follows:

To address the Board of Trustees during Public Comment:

- Virtually: Send a chat message to the meeting host at JCPL Events with your name and the topic of your comment.
- In-Person: Sign up on the form provided.
- Online: Submit through the online public comment form at https://jeffcolibrary.org/board-of-trustees/.
- People who dial in will not be able to provide Public Comment during the meeting
- For more information on public comment policy please refer to Board Governance Policy 4.3.7: https://jeffcolibrary.org/wp-content/uploads/sites/46/2022/08/Board_Governance_Policy_Manual_202229.pdf

If you choose to make a Public Comment virtually or in-person during a Board Meeting, your name will be called in the order it was received, first for virtual guests then for in-person guests. You will have three minutes for comment. Groups may use pooling of time to add to the length of their comment period, up to ten minutes. For example, to pool ten minutes of time, a speaker must present the names of at least three other individuals who are present in-person or online who wish to yield their three minutes.

The Chair acknowledged Linda Auburn who stated her opposition to a new library in sledding hill park. The Chair expressed appreciation for her comments. There were no other public comments, and the Chair closed the public comment portion of the meeting at 5:37 pm.

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. Library Board of Trustees approve the December 8, 2022 Library Board Meeting Minutes.
B. Library Board of Trustees adopt Sunshine Resolution LB-01-19-23.
C. Library Board of Trustees approve the annual gift to the North Fork Library Association to support the Pine Library's operating expenses.
D. Library Board of Trustees authorize the Executive Director to sign a one-year renewal agreement with Midwest Tape for the Hoopla streaming platform.
E. Library Board of Trustees authorize the Executive Director to renew the contract with Haynes Mechanical Systems for a period of one year.

FOUNDATION UPDATE

Trustee Fellman expressed appreciation to the Foundation for all the work they do for the Library. The Chair advised the Trustees to let her know if they had any questions about the Foundation update in the Board information packet.

EXECUTIVE DIRECTOR REPORT

A. <u>Executive Director Report</u>

The Executive Director shared JCPL's postcard going out to new residents. It is a very successful promotion with a great response rate. Today was the launch of JCPL's first leadership academy. Lisa Smith, Director of People and Culture, and her team created the in-house program and twelve people have been selected to attend the leadership academy. The Executive Director provided an update on the methamphetamine contamination situation and noted that a Littleton library also closed. JCPL leadership has been in conversation with Jefferson County Public Health (JCPH) providing information on incidents. JCPL did get an opinion from JCPH that potentially the Library may want to test the Arvada Library. Out of an abundance of caution JCPL will arrange for testing at Arvada. The Library is in constant conversation with JCPH. There is no emergency, the risk of secondhand exposure is very low.

A. <u>Global Ends 1.0-1.4</u>

The Executive Director advised the Board that she did not get any feedback from the Trustees on the Global Ends Statements. The Chair asked the Board if they had any questions or comments. There were no questions or comments and the Chair asked for consensus from the Board in support of the current Global Ends Statements. The Board indicated consensus.

B. <u>2023 Annual Strategic Plan</u>

The Chair introduced the topic and asked the Board if they had any questions or comments regarding the 2023 Annual Strategic Plan that was presented at the Study Session last week. There were no questions or comments and the Chair asked for consensus from the Board in support of the 2023 Annual Strategic Plan. The Board indicated consensus.

C. <u>South County Update</u>

The Executive Director advised the Board that she had gathered feedback from three trustees, Fellman, Naumer and Walker, and would love to hear from more Trustees, either by phone call or responding to the email. Kim McGrigg, Director of Communications and Engagement will be working on the best ways to get feedback from other stakeholder groups. The Chair noted that the Board was asked to complete the survey questions by tomorrow.

D. <u>Northwest Jefferson County Update</u>

The Executive Director advised the Board that there is an executive session later in the meeting. The site search continues, and the Library's realtor sent letters to potential property owners with a non-disclosure agreement.

E. <u>Evergreen Redesign Update and Pricing</u>. Guests: Kelly Wemple and Ryan Wallace, EUA

The Executive Director introduced Kelly Wemple and Ryan Wallace, representatives from EUA. An information memo on the Evergreen Library Redesign was included in the revised Board packet. The Library has been engaged with EUA architects since July and they have been addressing the highest priority items that were brought forward in the community engagement meetings. Tonight, the Library is excited for the Board to see the design development and the creativity of the team.

Kelly Wemple, project architect, addressed the Board and noted that the last time they were before the Board it was to give an update on the community engagement process. Now, EUA is in the conceptual design development phase moving toward construction documents that can be permitted.

EUA provided a recap of feedback received in the community engagement process since that's what drove the design decisions the Board will see later in the presentation.

Key Themes
- Warm
- Cozy
- Welcoming
- Comfortable
- Light
- Natural
- Rustic

Additional key feedback included:
- The community felt strongly that they'd like to keep the existing Reading Room and fireplace.
- Move storytime into the Children's space (currently it's held in the Community Room).
- Less of a need for open collaboration space, more for enclosed small group study rooms.
- The Community/Meeting room needs to be larger, have more natural light, and be flexible for all uses including as a Maker Space.
- Staff needs included a smaller service desk and more efficient work room, as well as a wellness or respite room (which Evergreen does not currently have).

There were no questions from the Board on the engagement feedback and EUA presented the design update.

The existing floor plan routes people directly to the service desk, this is an old library model more akin to early libraries where the staff had to help patrons find every resource. That's not how JCPL functions today where materials are accessible to patrons and are easier to find. Additionally, there is no visual connection to the rest of the library when you first step into the space. The biggest change proposed is opening-up the entry so that people see the amenities as

you walk in, not just the service desk. Currently there are three thresholds to walk through when you enter the library.

EUA presented the proposed redesign that reflects the priorities brought forward by the community and staff during the engagement process including:
- Views into the library have been opened-up and staff at the service desk now face the main entry.
- The restrooms are being redone to meet ADA requirements and current codes.
- Larger flexible community room.
- Storytime space has moved into the Children's area.
- Study rooms moved out of the center of the floor plan to an exterior wall so that the space is more open, and a third study room was added to respond to the community's input that more enclosed small-group study space is needed.
- Reading room and fireplace inside are retained.
- There is a designated teen space that's open but has a baffle system separating it visually and acoustically from the rest of the adult space.
- The staff area is no longer spread out across the library and is now condensed into a more efficient space that reflects their needs.

EUA noted that finishes and furniture have not yet been selected so the images in the presentation are really intended to show the spatial relationships and not what colors, flooring, or other materials will be in the space. That will come later.

In response to questions, the Board was advised that:
- Furniture will be updated.
- The fireplace will remain the same, it is operational.
- The fireplace is gas fired.
- There is not a dedicated lactation room for the public. JCPL has put those dedicated spaces in the Columbine and Edgewater libraries, and they are underutilized. The intent with Evergreen is to provide a furniture solution so that a mother can sit and still see her children in other areas. The Library tried several things and the feedback received is that someone coming into the library with their baby and toddler don't want to go into an enclosed space. They want a private place, but not enclosed. The Library has committed to a wellness space for staff.
- Restrooms are gender neutral and the design plans to add one more. All restrooms will be brought up to code and ADA accessibility compliance.
- To meet the budget the design addresses the major areas asked for by the community during the engagement process. The library and architects did look at an outdoor adventure space for families and a portico outside of the reading room. However, they can't fit in the budget unless we take something out. Those areas may be addressed through donations.

- The current outdoor access doors will remain in case funding for outdoor areas becomes available in the future.

The Chair expressed appreciation to EUA and noted that the community will be very excited with the redesign.

The Executive Director advised the Board that they did authorize $4.22 million for the entire project budget which includes permits, contingency, FF&E (furniture, fixtures, equipment), and technology. With cost escalation and code requirements, it looks like there will be a 10 to 12 percent increase over the current budget, approximately $400,000. The Library has, and will continue, to make every effort to be as frugal as possible. The Library is asking for consensus from the Board to move forward with development of the 100% construction documents. Consensus from the Board demonstrates preliminary support for this project to exceed total project cost by approximately 12%. When construction documents are complete, the Library will present the Board with Guaranteed Maximum Price (GMP) for the construction portion of the project for approval.

The Chair noted that 10-12% over budget seems acceptable.

In response to questions, the Board was advised that:
- There is a project construction contingency budget. Once we get further into construction, we may have contingency that was not needed. Additionally, the Library has a $500,000 contingency budget that is designated for use to fix things that break or to address critical needs. For example, during Covid, the Library used that contingency budget for holds lockers to continue providing library services. When that contingency budget is not needed, it goes back into the fund balance. A third option would be to move funds out of another capital project, which is a less desirable option.
- Alternative services may include holds lockers that the Library has already purchased if that becomes part of the plan. Staff is working on the alternative services plan. For Columbine, the library was able to find a nearby retail space with a short term lease. That type of an option may not be available in Evergreen, however there is the Conifer library as an alternative service point.

The Chair asked for and received consensus from the Board to support moving forward knowing the project will come in 10-12% over the project budget.

The Executive Director noted Trustee Naumer's suggestion regarding the possible use of an elementary school's closure for alternative services.

EXECUTIVE TEAM OPERATIONAL UPDATES
Business Strategy & Finance
Finance and Budget

A. Financial Report (November 2022)
B. Financial Report (December 2022)

In response to a question, the Board was advised that the typical timeline for closing out 2022 is bringing the carryforward request to the Board in February, then the BCC addresses carryforward in March, and 2022 closeout is in April 2023.

There were no further questions regarding the financial reports and the Chair noted that the Board can always bring questions forward at a later time.

Facilities & Construction Projects
A. Trustees Authorize Evergreen Land Transfer/Easements to County
The Chair noted that information on the Evergreen land easements was reviewed by the Board at the January Study Session. There were no questions from the Board and the Chair called for a motion.

EVERGREEN LAND PERMANENT AND TEMPORARY EASEMENTS
MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Board Chair, Kim Johnson, to sign all documents regarding the temporary and permanent easements granted to Jefferson County listed in the Memorandum of Agreement between Jefferson County and the Jefferson County Library Board of Trustees upon final review by the County Attorney's Office. Seconded by Charles Jones 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 items.

ENDS
There were no items.

BOARD GOVERNANCE
Bylaws Committee Appointments
The Chair announced the appointments of Charles Jones and Charles Naumer to serve on the committee to review the By-Laws. The Chair asked the Committee to bring back recommendations in February.

Nominating Committee Appointments

The Chair announced the appointments of Pam Anderson and Jeanne Lomba to serve on the committee to nominate Board officers. The nominations will be brought to the Board in February and the election of officers will be held in March.

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

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

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.

2023 Board Meeting Schedule
- February 9, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- February 16, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- March 9, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- March 16, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING
There were no items.

EXECUTIVE SESSION:
At 6:27 pm, the Chair called for a motion to adjourn the regular meeting and reconvene in Executive Session.

> **MOTION**: Jeanne Lomba moved to adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session pursuant to:
> South County and Northwest Jefferson County Library Expansion Projects. Statutory citations authorizing an executive session for these topics are:
> - 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.

Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

The Chair announced a 5 minute break to allow the Board and staff time to clear the room, leave the existing ZOOM meeting and then join the Executive Session at 6:33 pm.

The Chair called the Executive Session to order at 6:37 pm with the following Trustees present, Jill Fellman, Charles Jones, Jeanne Lomba, Charles Naumer and Emelda Walker. Also present were Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Kim McGrigg, Director of Communications and Engagement, and Amber Fisher, Executive Assistant, Office of the Executive Director.

The Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND TO RECONVENE THE REGULAR MEETING

> **MOTION**: At 6:55 pm Emelda Walker moved to adjourn the Executive Session and reconvene the regular meeting. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

At 6:48 p.m. the Chair reconvened the regular meeting with the following Trustees present: Jill Fellman, Charles Jones, Jeanne Lomba, Charles Naumer and Emelda Walker. Also present were Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Kim McGrigg, Director of Communications and Engagement; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Amber Fisher, Executive Assistant, Office of the Executive Director and Katie O'Loughlin, Administrative Coordinator.

The Chair provided the following Executive Session Summary:
The Library Board of Trustees met in Executive Session concerning the purchase, acquisition, lease, transfer or sale of property and discussion of strategy and instructions to negotiators with respect to the South County and Northwest Jefferson County Library Expansion Projects. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.

ADJOURNMENT
The Board meeting was adjourned at 6:58 pm.

<div align="right">Jill Fellman, Secretary</div>

TO: Donna Walker, Executive Director

FROM: Lizzie Gall, Assistant Director of Public Services for Resources and Programs
        Franca C. Rosen, Collections Manager

DATE: February 9, 2023

RE: Baker & Taylor, Axis360 Contract Amendment

History of Contract:
In February of 2017, the Board of Trustees approved a contract with Baker & Taylor for the Axis360 e-book/audiobook platform. This contract was originally for four years with the option to renew for two additional years. This contract ends February 28, 2023. We recommend the contract be amended to allow for four additional one-year renewals to provide continuity of access to digital materials.

Baker & Taylor has provided excellent service. The Axis360 platform allows us to integrate with Jeffco Schools, through their unique Community Shares software, to increase access to our JCPL digital materials. The amended contract period would be March 1, 2023, through February 28, 2024.

Total Cost:
The not-to-exceed amount for this twelve-month contract is $1,700,000 which is for both platform fees and materials.

Budget:
This expenditure is within the approved 2023 budget.

Next Actions:
We request that the Library Board of Trustees authorize the Executive Director to sign a contract amendment with Baker & Taylor for Axis 360 as an e-book and audiobooks materials vendor for an additional one-year term. This item will be placed on the consent agenda for the February 16, 2023 board meeting unless otherwise instructed by the Board.

Jefferson County
PUBLIC LIBRARY

TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: February 9, 2023

RE: Landscape Management Services, Emerald Isle Landscaping Inc, 2nd Renewal

History of Contract:
JCPL is currently under contract with Emerald Isle Landscaping Inc. to provide landscape management services for all JCPL owned properties through March 31, 2023. The original contract was signed in 2021 and allowed us to renew the contract for four one-year terms with Board approval. JCPL has been happy with the service that we have received, and we would like to extend the contract for one additional year. This will be our second renewal.

2023 Budget:
The base amount for the landscape management services through Emerald Isle Landscaping is $105, 085, and the Library has the ability to request additional services if needed. The base annual cost to the Library will be within the 2023 budget for landscaping services of $175,000.

The base price has increased 3% from our 2022 contract price. This increase reflects the higher costs for labor, transportation, and motor fuel in the current year. We have reviewed the proposed increase and believe that this is fair.

Next Actions:
I would like to ask the Board of Trustees to authorize the Library Executive Director to renew the contract with Emerald Isle Landscaping Inc for a period of one year, for the base amount of $105,085. This item will be placed on the consent agenda for the February 16, 2023 Library Board meeting unless otherwise instructed by the Board.

Jefferson County
PUBLIC LIBRARY

TO: Donna Walker, Executive Director

FROM: Lizzie Gall, Assistant Director of Public Services for Resources and Programs
           Franca C. Rosen, Collections Manager

DATE: February 9, 2023

RE: EBSCO Subscription Services Contract Renewal, 5th Renewal

History of Contract: EBSCO Subscription Services for Periodicals
The Board of Trustees approved the original contract with EBSCO Subscription Services for magazine and newspaper subscriptions in May 2018. The original contract allowed us to renew the contract for five 1-year terms. Our current contract ends June 24, 2023. We would like to renew the contract for another year, this will be the fifth and final renewal.

EBSCO Subscription Services allows Jefferson County Public Library to place orders for multiple copies of about 280 magazine and newspaper titles through a single source. We are bringing this recommendation now because preparations for placing the orders begin in advance of the contract term. We are happy with the service provided by EBSCO and recommend continuing with them.

Total Cost:
The total cost for magazine and newspaper subscriptions through EBSCO Subscription Services for 2023-2024 is $120,000. This amount is within the approved 2023 Books and Materials budget.

Next Actions:
We request that the Library Board of Trustees authorize the Executive Director to renew the contract with EBSCO Subscription Services for magazine and newspaper subscriptions. This item will be placed on the consent agenda for the February 16, 2023 board meeting unless otherwise instructed by the Board.

Foundation Update

FEBRUARY 2023

## JCLF Executive Director Report
by Jo Schantz, MNM, CFRE, GPC

THIS YEAR'S SPECIAL EVENTS!

COMING IN APRIL

Please put this one on your calendar! JCLF will host its 2023 FRIENDS ANNUAL MEETING on Friday, April 14, from 11:30 a.m. to 1 p.m. at the Wheat Ridge Rec Center in Wheat Ridge. This year's guest author is local writing celebrity Emily Littlejohn, best known for her murder mystery series featuring Detective Gemma Monroe.

Tickets for the event are $35 for Friends Members, $45 for non-members, and $50 for the event ticket anda one-year Friends membership.

The event features a buffet lunch and author presentation followed by a door prize drawing and book selling/signing by our guest author. Tickets will be available soon! For details visit www.jeffclf.org or call us at 303.403.5075.
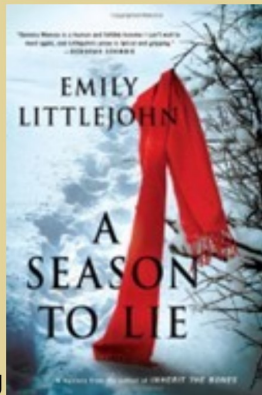
COMING IN JUNE

Our spring WHALE OF A USED BOOK SALE will take place at the Jeffco Fairgrounds, 15200 W. 6th Avenue in Golden, launching with Friends-Only Preview Night on June1.

The sale is open to the public on Friiday, Saturday and Sunday, June 2-4. Visit whalesale.org to learn more or to sign up as a volunteer. For added information, please call 303.403.5075.

COMING IN JULY

JCLF will be hosting the second event in our new fundraising events called BOOKS ON FILM. The series launched last summer with a private screening of the book-turned-film titled "Where the Crawdads Sing." This year's film preview will feature "Oppenheimer," starring Matt Damon, Rami Malek, Emily Blunt and Robert Downey Jr.
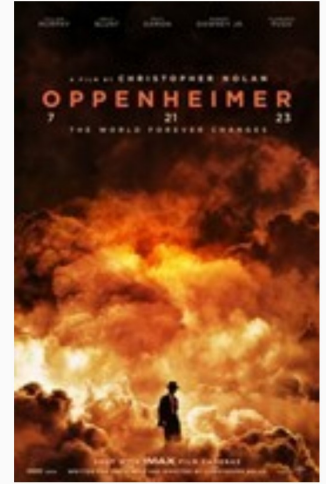
The event will be held at Regal UA Cinemas in Colorado Mills Mall on Friday, July 21. Doors open at 6 p.m. and the film starts at 6:30 p.m. Tickets are $50 each and include the film premier in a reserved theatre, popcorn and a soft drink, door prize drawings and more!

We are thrilled that Lisa Hidalgo, morning meteorologist from Denver7 TV will be our moderator for a post-film audience discussion on the book and film. Visit www.jeffclf for tickets and for more details.

Summer fun is coming up on Friday, July 28, from 11:30 a.m. to 1 p.m., when JCLF hosts its annual VOLUNTEER APPRECIATION LUNCHEON!

This year, we will be at Brookdale Meridian Westland's senior community in Lakewood.

Chefs at Brookdale will be providing a Hawaiian-themed feast, and our entertainment will feature Tehani's Hula Colorado. JCLF will be honoring four of our special volunteers for their steadfast service and their commitment to supporting JCPL!

JEFFERSON COUNTY LIBRARY FOUNDATION

JANUARY/FEBRUARY COMMUNITY OUTREACH

• January 3, Lakewood Foothills Rotary Club luncheon

• January 6, PEO Books & Brunch committee meeting

• January 9, JCLF Executive Committee meeting

• January 9, Teams meeting with Donna Walker

• January 12, Applewood Business Assn. luncheon

• January 13, Joint JCPL/JCLF meeting

• January 17, Lakewood Foothills Rotary Club luncheon

• January 19, PEO Chapter FP luncheon

• January 24, JCLF Finance Committee meeting

• January 25, JCLF Board of Directors meeting

• February 6, JCLF Executive Committee meeting

• February 13, Teams meeting with Donna Walker

• February 14, Lakewood Foothills Rotary Club dinner

WHALE'S TALE NEWS!

Our litte bookstore in Colorado Mils Mall continues to attract a loyal group of shoppers, even after the shopping lull following the winter holidays!

Gross sales for our Whale's Tale Books & Gifts for the month of January amounted to $9,926.

GRANTS & SPONSORSHIPS

REQUESTS PENDING

Stevinson Toyota West -- $2,000 for Friends Community Partnership

Comcast Internet Essentials -- $5,000 for Friends Community Partnership

Bank of Colorado -- $5,000 for Friends Community Partnership

Kettering Family Foundation -- $5,000 for 2023 Library Summer Challenge

Caring for Colorado -- $5,000 for 1000 Books Before Kindergarten

Ent Credit Union -- $5,000 for 2023 Library Summer Challenge

FUNDS RECEIVED/APPROVED

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

Pinkard Construction -- $2,000 for Friends Community Partnership

Confluence Companies -- $500 for Friends Community Partnership

REQUESTS DENIED

Ramos Law -- $1,000 for JCPL Author Event

Operational Updates

Executive Director Report

FEBRUARY 2023 EXECUTIVE DIRECTOR REPORT

Strategic Projects:

In **February**, the Library is focusing on,

Design a New Library in South County:

- Gathering and analyzing feedback from stakeholders

Initiate a New Library in Northwest Jefferson County

- Narrowing list of available properties

Critical Projects:

In **Q1**, the Library is focusing on,

Redesign Evergreen Library

- Finalizing design and pricing
- Pursuing sponsorship opportunities
- Creating alternative services plan

Conifer Opportunity

- Finalizing the Market Analysis Report
- Completing Stakeholder Engagement and Reporting
- Initiating Community Engagement

New Concept in Philanthropy Strategy

- Discussing opportunities of new MOU

Accelerate our Building Program

- Completing furniture design standards
- Decision-making for all design standards
- Applying new design standards to Evergreen Redesign

SERVICE HIGHLIGHTS:

Electric Vehicle Charging Station Grant Awarded to JCPL: JCPL received formal notification from the Colorado Energy Office (CEO) of its intent to award Jefferson County Public Library for 3 level II dual port charging stations, per the grant announcement released through Charge Ahead Colorado (CAC). The award amount is the lesser of $27,000.00 or up to 80%* of allowable project costs for the EV charging station installation. This grant is for installation of EV charging stations at the Evergreen Library.

Story Quilts with Arvada Center for the Performing Arts: Quilts have a history of telling great stories! In this workshop, learn a bit of that history through the work of Harlem-born artist Faith Ringgold and piece together paper story quilts of your own.

PROM SWAP: Clean out your closet and make a teen's prom dreams come true!
Donate clean formal wear and accessories to Jefferson County's 9th annual Prom Swap

PATRON IMPACT STATEMENT:

Please keep teaching us! We are taking all these amazing classes and would love to see more art classes for couples and kiddos.Thank you so much for holding these classes for us!

PROFESSIONAL ENGAGEMENT:

Michelle McConnell, DEI Outreach Librarian and **Paola Vilaxa**, DEI Manager, will be attending the conference, *Joint Conference of Librarians of Color* in February in Florida

Several staff Attending the West Metro Chamber of Commerce Women's Summit of the Rockies.

Several staff attending the West Metro Chamber of Commerce Celebrate Jeffco Business Awards Event.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, FEBRUARY 2023

- Holding several meetings with **community stakeholders** regarding South County site selection feedback and Conifer Library opportunity input
- Meeting with **Jefferson County Public Health** (JCPH) re: methamphetamine recommendations
- Attending **Jefferson County Open Space** (JCOS) Conservation Awards
- Attending Jeffco Celebrates – **West Metro Chamber of Commerce** event
- Monthly meeting with **Jefferson County Library Foundation** (JCLF) executive director
- Monthly meeting with **Jefferson County Elected/Appointed Officials**
- Joint meeting with **JCLF** and JCPL representatives
- Attending memorial for Bob Schantz
- Meeting with **Colorado Public Libraries Directors**
- **Colorado Association of Libraries (CAL)** Mentorship Interest Group
- Meeting with new CEO **Triad Bright Futures**
- Attend **Jeffco Connections Board** meeting

2022 END OF YEAR REPORT

Top Row: Watercolor at Arvada Library, Raise A Reader Festival; Second Row: Discover Together Outdoor Space at Belmar Library, Summer Challenge School Contest winners, Library Foundation volunteer; Bottom Row: Aguas y Tierras at Columbine Library, Digital Media Studio.

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2022 JEFFERSON COUNTY PUBLIC LIBRARY
END OF YEAR REPORT

2022 brought many accomplishments and was a critical year in achieving the vision established in the 2020-2025 JCPL Strategic Plan.

This report specifically discusses the progress made and work completed by the JCPL team from January 1 through December 31, 2022 towards meeting the ten strategic projects in the annual plan authorized by the Board of Trustees. In addition to highlighting project activity, this report captures success measures to quantify how our strategic priorities and initiatives meet the broad organizational goals set by our Board of Trustees to provide equity of access, maximize value, create place, and provide leading-edge services.

STRATEGIC PROJECT ACCOMPLISHMENTS

ACCELERATE OUR BUILDING PROGRAM	DESIGN A NEW LIBRARY IN SOUTH JEFFERSON COUNTY
Major Deliverables • **Finalize updated Facility Master Plan (complete)** • **Initialize concurrent building project management (complete)** • **Create a new design standard for JCPL (in progress)** Other Completed Accomplishments ○ Hired, oriented, trained Assistant Director of Library Design Projects & Planning ○ Developed and obtained master contracts for building design and construction services	**Major Deliverables** • **Acquire Site (unsuccessful attempt)** • **Design Space (not started)** • **Engage community (in progress)** Other Completed Accomplishments ○ Pivoted to acquiring land ○ Initiated site selection activities ○ Proposed a specific site ○ Engaged community on specific site proposal

INITIATE A NEW LIBRARY IN NORTHWEST JEFFERSON COUNTY

Major Deliverables
- **Validate need (complete)**
- **Engage community (in progress)**
- **Acquire site (not started)**

Other Completed Accomplishments
- Defined Library Service Area, site search boundaries and site search criteria
- Obtained commercial real estate broker to assist with search, negotiation and acquisition
- Engaged stakeholders
- Initiated site search
- Narrowed list of properties

DEVELOP A NEW CONCEPT IN PHILANTHROPY STRATEGY

Major Deliverables
- **Create a JCPL fundraising plan (complete)**
- **Codify new roles and responsibilities for fundraising between JCPL and JCLF (MOU) (in progress)**
- **Begin execution of JCPL fundraising plan (complete)**

Other Completed Accomplishments
- Drafted a potential Memorandum of Understanding to codify new roles and responsibilities for fundraising between JCPL and JCLF

REDESIGN EVERGREEN LIBRARY

Major Deliverables
- **Engage community (complete)**
- **Create Program of Service (complete)**
- **Create and Finalize Design (in progress)**

Other Completed Accomplishments
- Began design development

ASSESS ORGANIZATIONAL STAFFING

Major Deliverables
- **Identify and plan for current and future positions (complete)**
- **Evaluate pay levels (complete)**
- **Conduct market study to analyze competitiveness of pay in the industry (complete)**
- **Update performance management processes (complete)**

CREATE A RADICALLY WELCOMING JCPL

Major Deliverables

- **Create a new vision for serving the public with specific training, expectations and evaluation tools (in progress)**
- **Integrate Diversity Equity and Inclusion (DEI) Strategy for staffing with outward DEI initiatives (in progress)**
- **Formalize and implement a hybrid work policy (complete)**

Other Completed Accomplishments

- Training expectations developed for creating a new vision for serving the public.
- Gathered/documented remote and onsite eligibility by job classification
- Initiated Hybrid Public Meetings

ADVANCE DIGITAL EQUITY AND INCLUSION

Major Deliverables

- **Initiate cohesive Creative Technologies Programming (Complete)**
- **Offer Digital Literacy Programming in Spanish (Complete)**
- **Created new programming in Workforce Readiness & Financial Literacy for job seekers and entrepreneurs (Complete)**
- **Launched Library App (Complete)**

Other Completed Accomplishments

- Leveraged Embedding Evaluation methodology in the relaunch of the Digital Media Studio
- Added 110 additional ChromeBooks for checkout
- Hired two creative technology positions

EXPAND OFFSITE SERVICES

Major Deliverables

- **Create a plan for sustainable offsite self-services (in progress)**
- **Create an Express Library self-service location (complete)**
- **Completed construction of a new Bookmobile (complete)**
- **Identify a 4th location for offsite hold pick up lockers (in progress)**

INTEGRATE EMERGING TECHNOLOGY

Major Deliverables

- **Configure and deploy M-Files to all divisions (in progress)**
- **Develop Document Management System (in progress)**
- **Deploy MS SharePoint online and Exchange to all staff members (complete)**
- **Address identified JCPL cybersecurity gaps (complete)**

Other Completed Accomplishments

- Completed cybersecurity evaluation
- Initiated phone system upgrade
- Replaced Columbine sorter
- Evaluated Document Management System

This report highlights the many strategic project accomplishments achieved in 2022. The lists above don't, however, tell the full story. Day in and day out, JCPL provides patrons with services through an engaging website, 10 libraries, an Express Library, Library To You, Holds Lockers and Lending Machines, a bookmobile, home delivery services, and outreach services to kids, families, teens, adults, and diverse populations.

Below are just a few of the other 2022 accomplishments that our caring and capable staff are particularly proud of. These efforts, and many more, enhanced the lives of Jefferson County residents by providing them even more opportunities to connect, grow and learn.
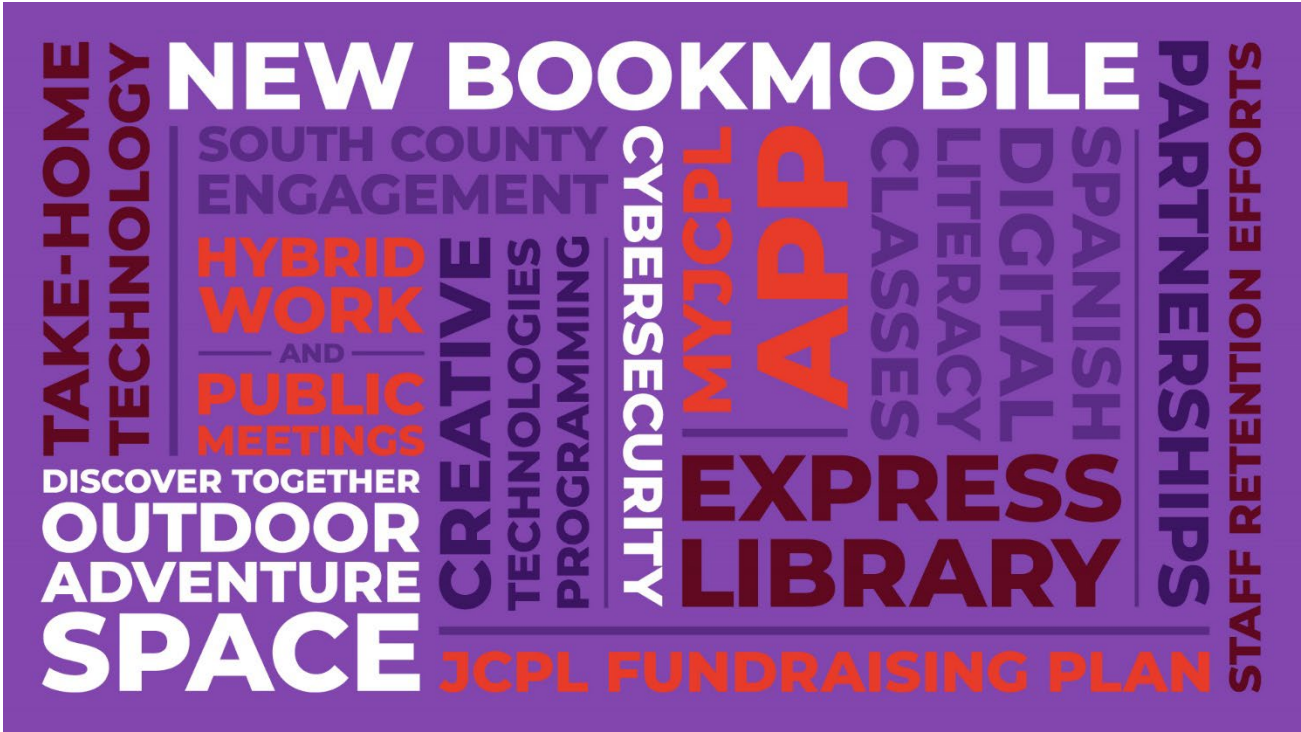
LIBRARY OPERATIONAL MEASURES

JCPL measures the ways in which strategic priorities and initiatives meet the high-level, organizational goals set by the Board of Trustees. We also use these measures to determine how we are meeting the Board's stated ends to provide equity of access, maximize value, create place, and provide leading-edge services.

The following evaluation compares 2022 Library operations with the previous two years. It is important to note that the definitions of "household" and "cardholder" were refined in 2022, impacting the statistics related to active households, active cardholders, and market penetration. The decision to limit the measurement to Jefferson County residents results in a more accurate representation of the impact we have on the taxpaying residents in our service area. Even with removing non-resident cardholders from our calculations, JCPL's market penetration of 36% remains significantly higher than libraries in our peer budget category (26%) and peer population category (28%).

2022 SUCCESS MEASURES

In 2022, people's comfort with being in-person in public settings continued to increase. As a result, activity and usage patterns evolved.

- **Increase in visits**
  Visits rose significantly in 2022 compared to 2021. While patron behavior has not fully shifted back to pre-pandemic norms, our physical locations are well on the path to recovery.

- **Increase in program attendance**
  JCPL saw a significant increase in program attendance in 2022 compared to 2021. JCPL offered 6,642 programs in 2022, a 213% increase over 2021. The average program attendance also rose from 19 in 2021 to 22 in 2022.

- **Change in collection use**
  While total collection use decreased slightly, the details in this number offer insight to changes in how patrons are using materials. Check outs of physical items increased by 2%, while at the same time renewals decreased 6%. This tells us that people are checking out more items and returning them sooner. The increase in visits also supports this conclusion.

- **Decrease in database use**
  As reflected in the total collection use, several popular databases granted patrons extraordinary at-home access in 2020 and 2021. In 2022, many of these vendors went back to allowing only in-library use resulting in a 13% annual decrease in database use.

- **Increase in patron satisfaction**
  Patron loyalty and satisfaction, as measured by a Net Promoter Score (NPS), increased from 2021 to 2022. Peaks in our NPS score in occurred in February, when we began distributing COVID-19 tests at all libraries, as well as in May, when we launched our Summer Challenge program and increased in-person programming.

Library Benchmark Measures				
	2020	**2021**	**2022**	**% change YOY 2022 vs. 2021**
Total collection use	8,806,903	9,843,592	9,593,816	-3%
Circulation (physical materials)	5,496,337	6,806,488	6,624,616	-3%
Circulation (e-materials)	1,807,144	1,798,042	1,887,986	5%
Database use	1,503,422	1,239,062	1,081,214	-13%
Program attendance	55,647	41,325	143,155	246%
Visits	830,615	1,242,213	1,725,351	39%
Active households*	100,581	113,212	91,068	-20%
Active cardholders*	138,477	159,313	132,171	-17%
Market penetration	42.29%	45.55%	36.29%	-20%
Net Promoter Score	84	82	84	2%

*In 2022, JCPL changed its measures related to active cardholder or household use. The more precise definition resulted in expected decreases in these KPIs as we set a new benchmark.

PROJECT OUTCOME

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

AUTHOR EVENT: WORLD REBORN WITH JEFF VANDERMEER

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

World Reborn with Jeff VanderMeer, maintained scores for three out of four measured outcomes compared to the 2021 author event. The event met or exceeded the industry average for 3 out of the 4 measured outcomes. 76% of survey respondents reported they are more aware of resources and services provided by the library. Participants indicated in their scoring and feedback that they appreciated access to a high-quality, virtual event, and learning about the writing process and the environment. The author event averaged 4.4 out of 5 on a Likert scale across all outcomes.

Participant Comments:
"Really enjoyed the insight into the author's books and process, plus how he uses his local environment for his personal activism and inspiration for his writing. Learning about the activities that the host participates in the Colorado area was amazing and inspiring. Hope he continues to represent the people and the environment."
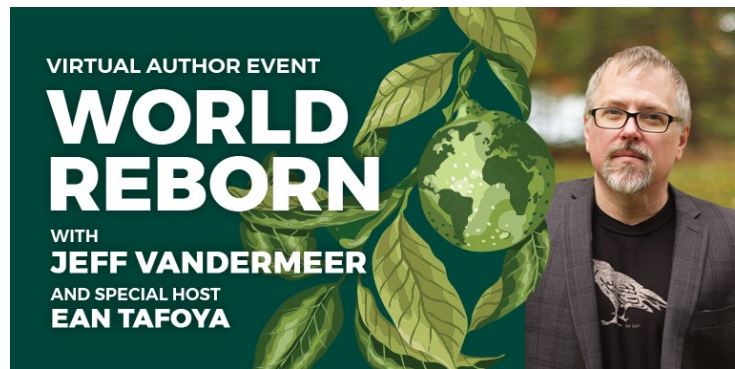
"Keep these types of programs coming. This one was different from other I have attended and that made it more interesting and worthwhile. It is nice to see that the virtual programs are continuing and that they are evolving."

"I really enjoyed the discussion of environmental and socioeconomic justice between Jeff and Ean. I could tell each was passionate about their communities, and they shared some actionable steps we can take within our community. Jeff's advice for writing (sharing his process of writing and seeking a publisher) are things I'm definitely going to be able to apply. I also appreciated the three languages offered. While I speak English only, having the ability for translation services greatly expands the reach for events such as this."

LIBRARY SUMMER CHALLENGE

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

The Library Summer Challenge brings learning and literacy to the entire Jefferson County community. Participants in the 2022 program had stronger outcomes for knowledge than participants in previous years and the industry average, and the average score across all outcomes improved over 2021. Patrons indicated in their scoring and feedback that they enjoyed the opportunity for new, fun ways to engage in lifelong learning and enjoyed connecting with their families, community and JCPL through the program. The Summer Challenge averaged 4.1 out of 5 on a Likert scale across all outcomes.

Participant Comments:

"I like the nonreading challenges. They give me ideas to try new things! I already love to read so that's hard to improve on."

"It was a fun challenge we did as a family and I think it brought us closer together. It was an opportunity for us to turn off the devices and TV and bond over books and get lost in the stories they told."

"I liked that I could participate with my children/teen. I felt that it helped encourage them to read and track their reading over the summer because I was doing it also."

"I loved the app for beanstack this year - both of my kids (8 and 6) were able to start and stop the reading timer and load books. They enjoyed seeing progress and badges too!"

"I've loved to read for years, but this challenged me to read some things I wouldn't have otherwise read, and to participate in library events a bit more… Thank you for making reading more exciting and engaging for the kids! They also enjoyed their Elitch passes. We took the light rail there and back and had some great life-learning experiences. The JeffCo Libraries are my favorite places to be."

1000 BOOKS BEFORE KINDERGARTEN

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

1000 Books Before Kindergarten is an ongoing program to support families with children ages 0-5 to introduce reading. The program is measured at the mid-point and conclusion for those who choose to participate in the survey. Participants in the 2022 Project Outcome survey reported increased outcomes around learning something to share with their children compared to 2021. In 2022, the program averaged 4.25 out of 5 on a Likert scale across all outcomes.

Participant Comments:
"The program encouraged us to read every single day, and it has become something we do daily. Getting fun prizes is an added bonus."

"My child and I get to know each other. At the zoo we saw a Komodo Dragon, and my daughter said, 'we read a book about the Komodo Dragon!' What a surprise!"

"It's free and it helps me as a parent be more deliberate in continuing to read to my child and celebrate successes together. We love spending time together reading."

"I love that there is a program like this for fostering a love in reading with children and I appreciate that this is a great way to encourage parents to engage with and read with their kids."

RAISE A READER

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

Raise a Reader is a program to support caregivers and families in providing children with literacy skills to help prepare them for reading and school. Engaging in early childhood literacy activities puts children ages 0-5 on a strong path to developing the critical thinking, vocabulary and language, problem solving, social, physical, and creative skills necessary to succeed later in life.

We saw positive growth in all measured outcomes in 2022. This program averaged 4.25 out of 5 on a Likert scale across all outcomes.

Participant Comments:

"I was so surprised. We came for a train ride, thinking oh we will be here for a little bit and then ended up staying for 4 hours. Our 2 year old loved every activity. We loved the mobile library and had no idea that was even a resource available. We are frequent story time attendees, and loved recognizing people from our library!"

"The event was so great! My family really enjoyed, even adults. I think variety of sub-programs/stations added value of this event. I personally felt the event was very well planned and organized. One of the best events that my family attended. I hope this event would come back next year!"

"Very diverse set of activities to appeal to all ages, my daughter-in-law benefited from the childcare resources and my granddaughter was very impressed by the bubbles and the choo-choo."

"Loved how the event was set up and spaced out. The train ride drew us in but, my child liked the storytime and paint area, plus the bubbles near the music was their favorite. I liked stopping at the mobile book van; we got 2 books!"

CONCLUSION

Our mission, vision, values, ends statements, and strategic priorities continue to guide us as we serve the public and work to realize our 2020-2025 Strategic Plan. Each and every day the JCPL team remains focused on helping build an educated and vibrant community by providing equal access to information and opportunities.

FEEDBACK FROM LIBRARY PATRONS

"I was able to apply for a library card from the safety of my home easily and quickly. This allowed me to darn near instantly start listening to audio books."

"Libraries play vital social functions: providing free access to information and a physical location for individual study and group exchange of ideas. JeffCo Libraries play these roles with excellence."

"I really appreciate the programs for babies/children/families provided by the library! As a new mom, Baby Time has become an important part of our lives. I've even started to sing the songs/recite the poems I've learned at the library when I'm at home with my son. It also gives us a great chance to check out books!"

"Wonderful facility, resources, and programming! Great views from the windows too! But the foremost reason we started visiting this library every week (and why continue to do so) is the Spanish storytime on Wednesday mornings. We drive 20 minutes every week to attend because this is the closest in-person Spanish storytime, and our school system apparently doesn't offer language classes for young children."

"The library is AMAZING. The people who work there are awesome. I love the programs offered (even if I rarely go) and the kid's crafts and the selection of books. I also love the interactivity of displays. My son (4 yo) loves to figure out the letter of the week and see how tall he is compared to the bears! Absolutely LOVE the library and I am successfully instilling that value into my kiddo too!"

"The more frequently I've used the library over the past year the more I have found uses for it. Whenever my friends bring up problems like trying to find movies or CDs to enjoy for free, access wifi or computers, or digital books, I recommend the library to them. I wasn't aware of how much the library actually provided until I became more involved in it and realized how much of a pillar it can be for people who don't have access to safe or free resources."

FEEDBACK FROM LIBRARY PATRONS

"Jeffco Libraries are the best! They pretty much kept me alive during the pandemic. It was the only [time] I left my house some days - and we all know isolation is deadly. Their wifi computer and printing access helped a lot!"

"I go to the library about once a week and talk about it even more. I absolutely love the Jeffco library system, the community it cultivates, and the resources it provides for people!"

"The staff at every Jefferson county library that I have frequented is always friendly, helpful, and knowledgeable. The library is as close to a community center as any facility that I attend can be."

"I have been acquainted with the library since I was 5 years old & I am 72 so we have a long relationship. Besides their checkout system, I value their programs, their readiness to assist with anything that I need knowledge about."

Operational Updates

Business Strategy and Finance

Jefferson County
PUBLIC LIBRARY

To: Donna Walker, Executive Director

From: Angila Pine, Contracted Assistant Director for Finance

Date: February 15, 2023

RE: Finance Monthly Report

A.   **Updated 2022 Budget to Actual Tables**

Updated financial tables for 2022 are included with this memo. The updated tables include the impact of 2022 invoices and other transactions that came in later in January, including property tax revenue. Budget savings in 2022 boosted the library's fund balance, providing flexibility to respond to uncertainty and potential cost changes for planned capital projects.

B.   January 2023 Financial Tables

The Budget to Actual Tables for January 2023 are attached. The month of January does not typically show much activity. January statements do not yet include property tax revenue. Most property tax is received in February, April, and June. In January, the Library received funding of $25,752 from the Library Foundation. In-kind support provided to the Foundation by the Library in January is valued at $6,995 (Ratio of 3.68).

	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 12/31/2022	$ Variance 2022 Budget	% Variance 2022 Budget
Revenues						
Taxes						
Property Tax - Operating	$ 44,134,625	$ 44,835,152	$ 49,964,941	$ 49,378,983	$ (585,958)	-1%
Property Tax - Capital	2,165,680	2,193,145	2,442,681	2,420,303	(22,378)	-1%
Total Taxes	$ 46,300,305	$ 47,028,297	$ 52,407,622	$ 51,799,286	$ (608,336)	-1%
Federal & State Grants	$ 121,051	$ 226,169	$ 125,000	$ 230,310	$ 105,310	84%
Fines & Fees	145,000	37,266	115,000	121,799	6,799	6%
Other Revenue	298,640	389,946	298,640	1,198,393	899,753	301%
Total Other Revenues	$ 564,691	$ 653,381	$ 538,640	$ 1,550,502	$ 1,011,862	188%
Sub Total Revenues	$ 46,864,996	$ 47,681,678	$ 52,946,262	$ 53,349,788	$ 403,526	1%
Fund Balance Activity						
Transfer from FB - Capital Projects	2,245,018		12,441,736	-		
Transfer to/(from) Fund Balance	-	9,968,351	-	13,886,942		
Total Sources of Funds	$ 49,110,014	$ 37,713,328	$ 65,387,998	$ 39,462,846		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 16,081,526	$ 15,213,963	$ 16,601,010	$ 15,540,497	$ (1,060,513)	-6%
Benefits	5,373,904	4,804,257	5,719,962	4,993,680	(726,282)	-13%
Total Salaries & Benefits	$ 21,455,431	$ 20,018,220	$ 22,320,972	$ 20,534,177	$ (1,786,794)	-8%
Library Books & Materials	$ 7,754,177	$ 7,271,651	$ 7,937,400	$ 7,768,886	$ (168,514)	-2%
Supplies	1,515,924	1,179,692	1,559,475	1,396,595	(162,880)	-10%
Vehicles	-	-	-	-	-	
Services & Charges	5,057,772	3,940,079	5,704,984	4,380,152	(1,324,832)	-23%
Internal Transactions /Cost Allocation	2,582,108	2,533,124	2,734,736	2,761,455	26,719	1%
Total Operating Expenditures	$ 38,365,412	$ 34,942,766	$ 40,257,567	$ 36,841,265	$ (3,416,301)	-8%
Financing & Debt Service	$ 621,819	$ 621,819	$ 621,945	$ 621,945	$ -	0%
Capital Projects	$ 10,122,783	$ 2,148,743	$ 24,508,487	$ 1,999,636	$ (22,508,851)	-92%
Total Uses of Funds	$ 49,110,014	$ 37,713,328	$ 65,387,998	$ 39,462,846	$ (25,925,152)	-40%

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

	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 12/31/2022
Beginning Fund Balance	$ 24,364,581	$ 33,319,987	$ 43,288,338	$ 43,288,338
Revenues	$ 44,699,316	$ 45,488,534	$ 50,503,581	$ 50,929,485
Capital Funding	2,165,680	2,193,145	2,442,681	2,420,303
Total Revenues	$ 46,864,996	$ 47,681,678	$ 52,946,262	$ 53,349,788
Expenditures				
Operating Expenditures	$ 38,365,412	34,942,765.98	$ 40,257,567	$ 36,841,265
Debt Service	621,819	621,819.00	621,945	621,945
Capital Projects	10,122,783	2,148,742.58	24,508,487	1,999,636
Total Expenditures	$ 49,110,014	$ 37,713,328	$ 65,387,998	$ 39,462,846
Increase/(Decrease) in Fund Balance	$ (2,245,018)	9,968,350.76	$ (12,441,736)	$ 13,886,942
Ending Fund Balance	$ 22,119,563	$ 43,288,338	$ 30,846,602	$ 57,175,280
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund	$ 9,000,000	$ 9,000,000		
Reserve Fund Balance	$ 13,119,563	$ 34,288,338	$ 30,846,602	$ 57,175,280

Reserve Fund Balance Policy Calculation				
	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 12/31/2022
Year-End Reserve Fund Balance		$ 34,288,338		
16% - Current Year Budgeted Revenues	$ 7,498,399	$ 7,629,069	$ 8,471,402	$ 8,535,966
9% - Current Year Budgeted Revenues - Uncertainty	4,217,850	4,291,351	4,765,164	4,801,481
Total Minimum F/B Reserve Requirements (FLOOR)	$ 11,716,249	$ 11,920,420	$ 13,236,566	$ 13,337,447
50% of Current Year Budgeted Revenues	$ 23,432,498	$ 23,840,839	$ 26,473,131	$ 26,674,894
Total Maximum F/B Reserve Requirements (CEILING)	$ 23,432,498	$ 23,840,839	$ 26,473,131	$ 26,674,894
Above/(Below) Minimum (FLOOR)	$ 1,403,314	$ 22,367,918	$ 17,610,036	$ 43,837,833
Above/(Below) Maximum (CEILING)	$ (10,312,935)	$ 10,447,499	$ 4,373,471	$ 30,500,386

Sources and Uses of Funds	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 12/31/2022	$ Variance 2022 Budget	% Variance 2022 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	$ 45,960,543	$ 46,543,405	$ 51,839,123	$ 51,364,212	$ (474,910)	-1%
Delinquent Taxes	48,032	199,454	48,032	59,949	11,917	25%
Prior Year Cancellations	(385,353)	(349,283)	(92,339)	(405,064)	(312,725)	339%
Urban Renewal	(1,509,624)	(1,545,098)	(1,850,902)	(1,677,960)	172,942	-9%
Penalties & Interest	21,027	(13,326)	21,027	37,846	16,819	80%
Total Taxes	**$ 44,134,625**	**$ 44,835,152**	**$ 49,964,941**	**$ 49,378,983**	**$ (585,958)**	**-1%**
Federal & State Grants	$ 121,051	$ 226,169	$ 125,000	$ 230,310	$ 105,310	84%
Library Fines	40,000	28,124	10,000	25,877	15,877	159%
Charges for Services	105,000	9,142	105,000	95,922	(9,078)	-9%
Investment Income	108,000	(201,886)	108,000	849,255	741,255	686%
Library Foundation	100,000	199,566	100,000	190,276	90,276	90%
E Rate Revenue	90,640	283,030	90,640	2,602	(88,038)	-97%
Other Revenue	-	21,638		155,713	155,713	
Transfer		87,598	-	547	547	
Total Revenues	**$ 44,699,316**	**$ 45,488,534**	**$ 50,503,581**	**$ 50,929,485**	**$ 425,904**	**1%**
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 14,816,028	$ 13,576,973	$ 15,829,037	$ 14,168,670	$ (1,660,367)	-10%
Awards & Bonuses	135,000	143,689	140,000	150,144	10,144	7%
Termination Pay	110,000	178,014	110,000	137,451	27,451	25%
Temporary Salaries	2,095,441	1,308,187	1,687,043	1,307,631	(379,412)	-22%
CARES/ARPA Reimburse Salaries				(230,986)	(230,986)	
Overtime	-	7,099	-	7,587	7,587	
Vacancy Savings	(1,074,943)		(1,165,071)		1,165,071	-100%
Benefits	5,373,904	4,804,257	5,719,962	4,993,680	(726,282)	-13%
Total Salaries & Benefits	**$ 21,455,431**	**$ 20,018,220**	**$ 22,320,972**	**$ 20,534,177**	**$ (1,786,794)**	**-8%**
Library Books & Materials	$ 7,577,102	$ 7,152,323	$ 7,737,400	$ 7,591,693	$ (145,707)	-2%
Library Periodicals	177,075	119,328	200,000	177,193	(22,807)	-11%
Sub-Total Library Collections	7,754,177	7,271,651	7,937,400	7,768,886	(168,514)	-2%
Supplies	$ 1,515,924	$ 1,179,692	$ 1,559,475	$ 1,396,595	$ (162,880)	-10%
Services & Charges	5,057,772	3,940,079	5,704,984	4,380,152	(1,324,832)	-23%
Vehicles	-		-		-	
Interdepartmental Direct Charges	1,500,608	1,177,606	1,264,323	1,291,042	26,719	2%
Interdepartmental Indirect Charges	1,081,500	1,355,518	1,470,413	1,470,413	-	0%
Total Supplies and Other	**$ 9,155,804**	**$ 7,652,895**	**$ 9,999,195**	**$ 8,538,202**	**$ (1,460,993)**	**-15%**
Total Operating	**$ 38,365,412**	**$ 34,942,766**	**$ 40,257,567**	**$ 36,841,265**	**$ (3,416,301)**	**-8%**

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

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 12/31/2022	$ Variance 2022 Budget	% Variance 2022 Budget
Debt Service						
Principal - Arvada (2005-2024)	$ 565,720	$ 565,720	$ 579,366	$ 579,366	$ -	0%
Interest - Arvada (2005-2024)	56,099	56,099	42,578	42,578	-	0%
Total Debt Service	**$ 621,819**	**$ 621,819**	**$ 621,945**	**$ 621,945**	**$ -**	**0%**

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 12/31/2022	$ Variance 2022 Budget	% Variance 2022 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	$ 2,165,680	$ 2,193,145	$ 2,442,681	$ 2,442,681	$ 2,420,303	$ (22,378)	-1%
Transfer from FB - Capital Expenses	2,267,039					-	-
Total Sources of Funds	**$ 4,432,719**	**$ 2,193,145**	**$ 2,442,681**	**$ 2,442,681**	**$ 2,420,303**	**$ (22,378)**	**-1%**
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	$ 250,000	$ 183,701	$ 250,000	$ 250,000	$ 199,626	$ (50,374)	-20%
ARM-02 Furniture & Equipment	36,000	468	36,000	62,000	31,704	(30,296)	-49%
ARM-03 Computer Replacement Plan	490,000	412,322	235,000	312,678	333,399	20,721	7%
ARM-04 Book Sorter Replacement	385,130	492,352	500,000	500,000	525,598	25,598	5%
ARM-05 IT Infrastructure Replacement	500,000	480,442	250,000	250,000	259,904	9,904	4%
Alternative Services	495,791	257,868	200,000	430,690	129,102	(301,588)	-70%
2017 Projects							
Bookmobile Replacement	$ 428,818	$ 111,623	$ -	$ 317,194	$ 111,644	$ (205,550)	-65%
2019 Projects							
Document Management System	$ 80,000	$ 2,738	$ -	$ 77,263	$ 17,500	$ (59,763)	-77%
2021 Projects							
Standley Lake Clerestory Roof	$ 140,000	143,309	$ -	$ -	$ -	$ -	$ -
2022 Projects							
Library Location Holds Lockers	$ -	$ -	$ 205,000	$ 205,000	$ -	$ (205,000)	-100%
Library Belmar Outdoor Space	-	-	-	200,000	256,541	56,541	28%
Library Data Warehouse			125,000	125,000		(125,000)	-100%
Multi-Year Construction Projects							
South County Library	$ 7,317,045	$ 63,919	$ 9,125,536	$ 16,378,662	$ 10,077	$ (16,368,586)	-100%
Evergreen Library Redesign			700,000	700,000	115,413	(584,587)	-84%
Northwest County Library			4,700,000	4,700,000	9,127	(4,690,873)	-100%
Total Capital Projects	**$ 10,122,783**	**$ 2,148,743**	**$ 16,326,536**	**$ 24,508,487**	**$ 1,999,636**	**$ (22,508,851)**	**-92%**

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

Project	2022 Amended Budget	YTD Actual 12/31/2022	YTD Encumbrances 12/31/22	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	$ 250,000	$ 199,626	$ -	$ 199,626	$ 50,374
ARM-02 Furniture & Equipment	62,000	31,704	-	31,704	30,296
ARM-03 Computer Replacement Plan	312,678	333,399	-	333,399	(20,721)
ARM-04 Book Sorter Replacement	500,000	525,598	-	525,598	(25,598)
ARM-05 IT Infrastructure Replacement	250,000	259,904	-	259,904	(9,904)
Library Alternative Services	430,690	129,102	-	129,102	301,588
Bookmobile Replacement	317,194	111,644	-	111,644	205,550
Document Management System	77,263	17,500	-	17,500	59,763
Library Location Holds Lockers	205,000	-	-	-	205,000
Library Belmar Outdoor Space	200,000	256,541	-	256,541	(56,541)
Library Data Warehouse	125,000	-	-	-	125,000
Multi-Year Projects Construction Projects					
South County Library	16,378,662	10,077	-	10,077	16,368,586
Evergreen Library Redesign	700,000	115,413	-	115,413	584,587
Northwest County Library	4,700,000	9,127	-	9,127	4,690,873
Total Capital Projects	**$ 24,508,487**	**$ 1,999,636**	**$ -**	**$ 1,999,636**	**$ 22,508,851**

Sources and Uses of Funds	2022 Amended Budget		2022 Actual		2023 Amended Budget		YTD Actual 01/31/2023		$ Variance 2023 Budget		% Variance 2023 Budget
Revenues											
Taxes											
Property Tax - Operating	$	49,964,941	$	49,378,983	$	48,299,454	$	-	$	(48,299,454)	-100%
Property Tax - Capital		2,442,681		2,420,303		2,383,862		-		(2,383,862)	-100%
Total Taxes	**$**	**52,407,622**	**$**	**51,799,286**	**$**	**50,683,316**	**$**	**-**	**$**	**(50,683,316)**	**-100%**
Federal & State Grants	$	125,000	$	230,310	$	144,996	$	-	$	(144,996)	-100%
Fines & Fees		115,000		121,799		85,000		8,400		(76,600)	-90%
Other Revenue		298,640		1,198,393		675,650		26,765		(648,885)	-96%
Total Other Revenues	**$**	**538,640**	**$**	**1,550,502**	**$**	**905,646**	**$**	**35,164**	**$**	**(870,482)**	**-96%**
Sub Total Revenues	**$**	**52,946,262**	**$**	**53,349,788**	**$**	**51,588,962**	**$**	**35,164**	**$**	**(51,553,798)**	**-100%**
Fund Balance Activity											
Transfer from FB - Capital Projects		12,441,736				18,254,931		-			
Transfer to/(from) Fund Balance		-		13,886,942		-		(2,793,872)			
Total Sources of Funds	**$**	**65,387,998**	**$**	**39,462,846**	**$**	**69,843,894**	**$**	**2,829,036**			
Uses of Funds											
Operating Expenditures											
Salaries & Employee Benefits											
Salaries	$	16,601,010	$	15,540,497	$	17,638,242	$	1,287,697	$	(16,350,545)	-93%
Benefits		5,719,962		4,993,680		5,810,820		441,219		(5,369,601)	-92%
Total Salaries & Benefits	**$**	**22,320,972**	**$**	**20,534,177**	**$**	**23,449,062**	**$**	**1,728,916**	**$**	**(21,720,146)**	**-93%**
Library Books & Materials	$	7,937,400	$	7,768,886	$	9,409,434	$	512,588	$	(8,896,846)	-95%
Supplies		1,559,475		1,396,595		1,375,098		73,853		(1,301,245)	-95%
Vehicles		-		-		-		-		-	
Services & Charges		5,704,984		4,380,152		5,996,673		253,691		(5,742,982)	-96%
Internal Transactions /Cost Allocation		2,734,736		2,761,455		2,987,181		9,246		(2,977,935)	-100%
Total Operating Expenditures	**$**	**40,257,567**	**$**	**36,841,265**	**$**	**43,217,448**	**$**	**2,578,294**	**$**	**(40,639,154)**	**-94%**
Financing & Debt Service	**$**	**621,945**	**$**	**621,945**	**$**	**621,745**	**$**	**-**	**$**	**(621,745)**	**-100%**
Capital Projects	**$**	**24,508,487**	**$**	**1,999,636**	**$**	**26,004,701**	**$**	**250,742**	**$**	**(25,753,959)**	**-99%**
Total Uses of Funds	**$**	**65,387,998**	**$**	**39,462,846**	**$**	**69,843,894**	**$**	**2,829,036**	**$**	**(67,014,858)**	**-96%**

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2023 BUDGET TO ACTUAL

	TABLE 2A **JEFFERSON COUNTY PUBLIC LIBRARY** **FUND BALANCE SUMMARY** **2023 BUDGET TO ACTUAL**			

	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 01/31/2023
Beginning Fund Balance	$ 33,319,989	$ 43,285,918	$ 57,172,860	$ 57,172,860
Revenues	$ 50,503,581	$ 50,929,485	$ 49,205,100	$ 35,164
Capital Funding	2,442,681	2,420,303	2,383,862	-
Total Revenues	$ 52,946,262	$ 53,349,788	$ 51,588,962	$ 35,164
Expenditures				
Operating Expenditures	$ 40,257,567	36,841,265	$ 43,217,448	$ 2,578,294
Debt Service	621,945	621,945	621,745	-
Capital Projects	24,508,487	1,999,636	26,004,701	250,742
Total Expenditures	$ 65,387,998	$ 39,462,846	$ 69,843,894	$ 2,829,036
Increase/(Decrease) in Fund Balance	$ (12,441,736)	13,886,942	$ (18,254,931)	$ (2,793,872)
Ending Fund Balance	$ 20,878,253	$ 57,172,860	$ 38,917,929	$ 54,378,989
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund				
Reserve Fund Balance	$ 20,878,253	$ 57,172,860	$ 38,917,929	$ 54,378,989

Reserve Fund Balance Policy Calculation				
	2021 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 01/31/2023
Year-End Reserve Fund Balance		$ 57,172,860		
16% - Current Year Budgeted Revenues	$ 8,471,402	$ 8,535,966	$ 8,254,234	$ 5,626
9% - Current Year Budgeted Revenues - Uncertainty	4,765,164	4,801,481	4,643,007	3,165
Total Minimum F/B Reserve Requirements (FLOOR)	$ 13,236,566	$ 13,337,447	$ 12,897,241	$ 8,791
50% of Current Year Budgeted Revenues	$ 26,473,131	$ 26,674,894	$ 25,794,481	$ 17,582
Total Maximum F/B Reserve Requirements (CEILING)	$ 26,473,131	$ 26,674,894	$ 25,794,481	$ 17,582
Above/(Below) Minimum (FLOOR)	$ 7,641,687	$ 43,835,413	$ 26,020,688	$ 54,370,197
Above/(Below) Maximum (CEILING)	$ (5,594,878)	$ 30,497,966	$ 13,123,447	$ 54,361,406

Sources and Uses of Funds	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 01/31/2023	$ Variance 2023 Budget	% Variance 2023 Budget
TABLE 3						
JEFFERSON COUNTY PUBLIC LIBRARY						
OPERATING EXPENDITURES						
2023 BUDGET TO ACTUAL						
Sources of Funds						
Revenues						
Taxes						
Property Taxes	$ 51,839,123	$ 51,364,212	$ 50,590,855	$ -	$ (50,590,855)	-100%
Delinquent Taxes	48,032	59,949	121,267	-	(121,267)	-100%
Prior Year Cancellations	(92,339)	(405,064)	(498,187)	-	498,187	-100%
Urban Renewal	(1,850,902)	(1,677,960)	(1,936,259)	-	1,936,259	-100%
Penalties & Interest	21,027	37,846	21,778	-	(21,778)	-100%
Total Taxes	**$ 49,964,941**	**$ 49,378,983**	**$ 48,299,454**	**$ -**	**$ (48,299,454)**	**-100%**
Federal & State Grants	$ 125,000	$ 230,310	$ 144,996	$ -	$ (144,996)	-100%
Library Fines	10,000	25,877	-	1,465	1,465	
Charges for Services	105,000	95,922	85,000	6,935	(78,065)	-92%
Investment Income	108,000	849,255	187,500	1,013	(186,487)	-99%
Library Foundation	100,000	190,276	100,000	25,752	(74,248)	-74%
E Rate Revenue	90,640	2,602	388,150	-	(388,150)	-100%
Other Revenue	-	155,713	-	-	-	
Transfer	-	547	-	-	-	
Total Revenues	**$ 50,503,581**	**$ 50,929,485**	**$ 49,205,100**	**$ 35,164**	**$ (49,169,936)**	**-100%**
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 15,829,037	$ 14,168,670	$ 16,750,057	$ 1,172,289	$ (15,577,768)	-93%
Awards & Bonuses	140,000	150,144	160,000	17,533	(142,467)	-89%
Termination Pay	110,000	137,451	250,000	853	(249,147)	-100%
Temporary Salaries	1,687,043	1,307,631	1,638,367	96,534	(1,541,833)	-94%
CARES/ARPA Reimburse Salaries	-	(230,986)		-	-	
Overtime	-	7,587	8,000	488	(7,512)	
Vacancy Savings	(1,165,071)		(1,168,182)		1,168,182	-100%
Benefits	5,719,962	4,993,680	5,810,820	441,219	(5,369,601)	-92%
Total Salaries & Benefits	**$ 22,320,972**	**$ 20,534,177**	**$ 23,449,062**	**$ 1,728,916**	**$ (21,720,146)**	**-93%**
Library Books & Materials	$ 7,737,400	$ 7,591,693	$ 9,170,434	$ 497,126	$ (8,673,308)	-95%
Library Periodicals	200,000	177,193	239,000	15,463	(223,537)	-94%
Sub-Total Library Collections	7,937,400	7,768,886	9,409,434	512,588	(8,896,846)	-95%
Supplies	$ 1,559,475	$ 1,396,595	$ 1,375,098	$ 73,853	$ (1,301,245)	-95%
Services & Charges	5,704,984	4,380,152	5,996,673	253,691	(5,742,982)	-96%
Vehicles	-		-		-	
Interdepartmental Direct Charges	1,264,323	1,291,042	1,295,745	9,246	(1,286,499)	-99%
Interdepartmental Indirect Charges	1,470,413	1,470,413	1,691,436	-	(1,691,436)	-100%
Total Supplies and Other	**$ 9,999,195**	**$ 8,538,202**	**$ 10,358,952**	**$ 336,789**	**$ (10,022,163)**	**-97%**
Total Operating	**$ 40,257,567**	**$ 36,841,265**	**$ 43,217,448**	**$ 2,578,294**	**$ (40,639,154)**	**-94%**

				TABLE 4		
				JEFFERSON COUNTY PUBLIC LIBRARY		
				DEBT SERVICE DETAIL		
				2023 BUDGET TO ACTUAL		

Sources and Uses of Funds	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 01/31/2023	$ Variance 2023 Budget	% Variance 2023 Budget
Debt Service						
Principal - Arvada (2005-2024)	$ 579,366	$ 579,366	$ 593,013	$ -	$ (593,013)	-100%
Interest - Arvada (2005-2024)	42,578	42,578	28,731	-	(28,731)	-100%
Total Debt Service	**$ 621,945**	**$ 621,945**	**$ 621,745**	**$ -**	**$ (621,745)**	**-100%**

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

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2023 BUDGET TO ACTUAL

Sources and Uses of Funds	2022 Amended Budget	2022 Actual	2023 Budget	2023 Amended Budget	YTD Actual 01/31/2023	$ Variance 2023 Budget	% Variance 2023 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	$ 2,442,681	$ 2,420,303	$ 2,383,862	$ 2,383,862	$ -	$ (2,383,862)	-100%
Transfer from FB - Capital Expenses						-	
Total Sources of Funds	**$ 2,442,681**	**$ 2,420,303**	**$ 2,383,862**	**$ 2,383,862**	**$ -**	**$ (2,383,862)**	**-100%**
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	$ 250,000	$ 199,626	$ 250,000	$ 250,000	$ -	$ (250,000)	-100%
ARM-02 Furniture & Equipment	62,000	31,704	36,000	36,000	-	(36,000)	-100%
ARM-03 Computer Replacement Plan	312,678	333,399	250,000	250,000	-	(250,000)	-100%
ARM-04 Book Sorter Replacement	500,000	525,598	350,000	350,000	198,220	(151,780)	-43%
ARM-05 IT Infrastructure Replacement	250,000	259,904	350,000	350,000	36,498	(313,502)	-90%
OffSite Services	430,690	129,102	$ 60,000	$ 60,000	248	(59,752)	-100%
2017 Projects							
Bookmobile Replacement	$ 317,194	$ 111,644	$ -	$ -	$ -	$ -	n / a
2019 Projects							
Document Management System	$ 77,263	$ 17,500	$ -	$ -	$ -	$ -	n / a
2021 Projects							
Standley Lake Clerestory Roof	$ -	-	$ -	$ -	$ -	$ -	n / a
2022 Projects							
Location Holds Lockers	$ 205,000	$ -	$ -	$ -	$ 7,610	$ 7,610	n / a
Conifer Library Opportunity	-	-	2,500,400	2,500,400	-	(2,500,400)	-100%
Belmar Outdoor Space	200,000	256,541	-	-	-	-	n / a
Data Warehouse	125,000		-	-	-	-	n / a
Multi-Year Construction Projects							
South County Library	$ 16,378,662	$ 10,077	$ 8,698,826	$ 8,698,826	$ -	$ (8,698,826)	-100%
Evergreen Library Redesign	700,000	115,413	3,520,000	3,520,000	8,165	(3,511,835)	-100%
Northwest County Library	4,700,000	9,127	9,989,475	9,989,475	-	(9,989,475)	-100%
Total Capital Projects	**$ 24,508,487**	**$ 1,999,636**	**$ 26,004,701**	**$ 26,004,701**	**$ 250,742**	**$ (25,753,959)**	**-99%**

Project	2023 Amended Budget	YTD Actual 01/31/2023	YTD Encumbrances 01/31/23	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	$ 250,000	$ -	$ -	-	$ 250,000
ARM-02 Furniture & Equipment	36,000	-	-	-	36,000
ARM-03 Computer Replacement Plan	250,000	-	-	-	250,000
ARM-04 Book Sorter Replacement	350,000	198,220	97,281	295,502	54,498
ARM-05 IT Infrastructure Replacement	350,000	36,498	-	36,498	313,502
Bookmobile Replacement	-	-	-	-	-
Document Management System	-	-	-	-	-
Offsite Services	60,000	248	-	248	59,752
Location Holds Lockers	-	7,610	159,280	166,890	(166,890)
Conifer Library Opportunity	2,500,400	-	-	-	2,500,400
Belmar Outdoor Space	-	-	-	-	-
Data Warehouse	-	-	-	-	-
Multi-Year Projects Construction Projects					
South County Library	8,698,826	-	-	-	8,698,826
Evergreen Library Redesign	3,520,000	8,165	252,334	260,499	3,259,501
Northwest County Library	9,989,475	-	-	-	9,989,475
Total Capital Projects	**$ 26,004,701**	**$ 250,742**	**$ 508,895**	**$ 759,637**	**$ 25,245,064**

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2023 BUDGET TO ACTUAL

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

jeffcolibrary.org

Jefferson County
PUBLIC LIBRARY

To: Donna Walker, Executive Director

From: Angila Pine, Contracted Assistant Director for Finance

Date: February 10, 2023

RE: Finance Project Carryforward Request

Project Carryforward Request

Several capital projects were funded in 2022 but were still in progress at the end of the year. These projects will continue into 2023 and require these unused funds be carried forward from 2022 to 2023. These amounts are listed below:

PROJECT NAME	CARRYFORWARD AMOUNT
Library Location Holds Lockers	205,000
Document Management System	59,763
Data Warehouse	125,000
South County Library	16,368,585
Northwest County Library	4,690,872
Evergreen Library Redesign	584,587
Total Carryforward Request	**$ 22,033,807**

Action Item: I recommend the Library Board of Trustees authorize the Executive Director to submit a carryforward budget amendment in the amount of $ 22,033,807.

Operational Updates

People and Culture

Jefferson County
PUBLIC LIBRARY

TO: Donna Walker, Executive Director

FROM: Lisa Smith, Director of People and Culture

DATE: 2/16/2023

RE: Organizational Staffing Assessment Project Update

Background:
In May 2022, JCPL engaged Government Performance Solutions (GPS), a Denver-based consulting firm, to conduct an organizational staffing assessment to ensure the organization has the right number of people in the right roles to meet current and future needs. The end result is a 4-year staffing plan that covers each work unit and the organization as a whole.

Since the original staffing assessment was completed in 2018, there have been meaningful changes to the organization's operating environment including new leaders, pandemic-driven changes in traffic patterns and services, and significant attrition (JCPL experienced a 17.65% attrition rate in 2022). Along with these changes, JCPL also has an aggressive expansion plan underway, adding two large new libraries over the next several years.

GPS followed an inclusive 4-step process, engaging employees at all levels to understand challenges, and arrive at a consensus list of proposals for changes to staffing that have since been evaluated and supported by the JCPL Executive Team.

Next Actions:
At the February 16, 2023 Board of Trustees meeting, I will share the history and application of the organizational staffing assessment at JCPL, reasons behind the new assessment, goals for the project, and process steps taken by GPS to create the summary.

The full results of the organizational staffing assessment will be brought before the Board of Trustees in March 2023 for discussion and endorsement. Once endorsed, the plan will be woven into the 2024 budgeting process and beyond as applicable.

JCPL Staffing Analysis Refresh

Summer-Fall 2022

Reason for Action

❑ Since the original staffing assessment was completed in 2018, there have been meaningful changes to JCPL's operating environment, including new leaders, pandemic-driven changes in traffic patterns and services, and significant attrition in certain roles.

❑ Along with these changes, JCPL also has aggressive expansion plans underway, adding two new libraries in the coming years.

An Exciting Time

JCPL is an ambitious organization innovating during a time of unprecedented Change. Here are the Organization's (10) 2022 strategic projects. Highlighted in **blue** are the ones that continue into 2023:

1 Accelerate our Building Program

2 Design a new South County Library,

3 Initiate a new Library in NW JeffCo

8 Expand Offsite Services

9 Advance Digital Equity & Inclusion

10 Integrate Emerging Technology

7 Create a Radically-Welcoming JCPL
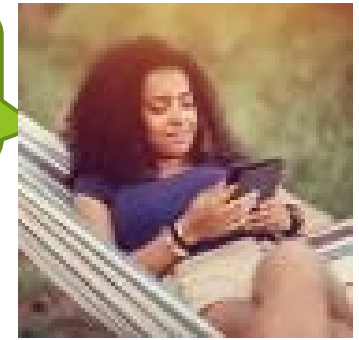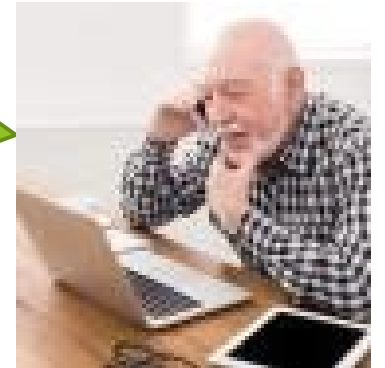
6 Organizational Staffing Assessment: Ensure the organization has the **right number** of resources in the **right roles** to meet current and future **promises**.
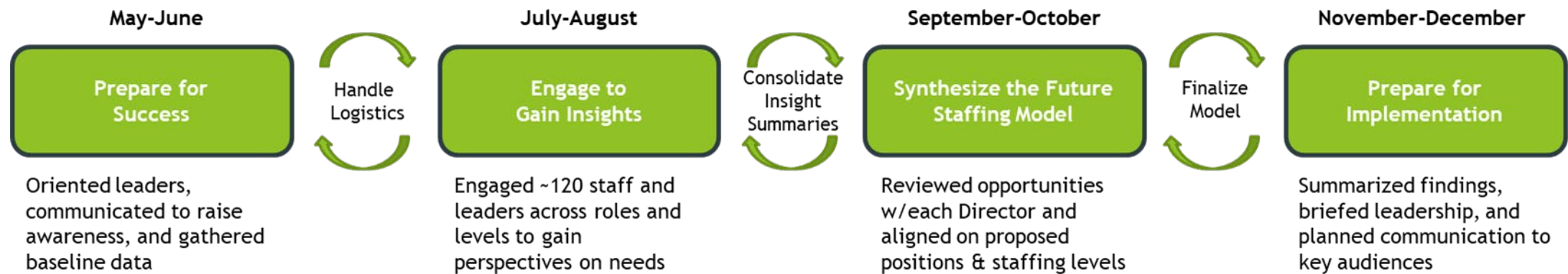
Goal

❑ JCPL engaged Government Performance Solutions (GPS), a Denver-based consulting firm, to conduct a focused effort to understand the collective impact of changes and chart the course forward, arriving at a 4-year staffing plan that covers each work unit and the organization as a whole.

Process

☐ GPS followed an inclusive 4-step process, engaging staff at all levels to understand challenges and arrive at a consensus list of proposals for changes to staffing that were evaluated by leadership.

May-June — **Prepare for Success** — Oriented leaders, communicated to raise awareness, and gathered baseline data

Handle Logistics

July-August — **Engage to Gain Insights** — Engaged ~120 staff and leaders across roles and levels to gain perspectives on needs

Consolidate Insight Summaries

September-October — **Synthesize the Future Staffing Model** — Reviewed opportunities w/each Director and aligned on proposed positions & staffing levels

Finalize Model

November-December — **Prepare for Implementation** — Summarized findings, briefed leadership, and planned communication to key audiences

Caveats

- The staffing assessment is not a time-and-motion study

- Focus was on staffing levels within the existing structure

- Analysis was limited to staffing levels

- The community's demands on the library continue to change, as do the social norms and expectations of the Library's role

Additional Impacts

The study was completed:

- When attrition was high (17.65% in 2022)

- There was difficulty filling positions

- The pandemic demanded extra work from our supervisors and managers

- Life/work had not returned to pre-pandemic functioning

Thank you!
Questions?

Board Governance

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS   POLICY 2.0
POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT*

MANAGEMENT LIMITATIONS
Initial Monitoring on <mark>Policy 2.0: *GENERAL MANAGEMENT CONSTRAINT*</mark>

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 16, 2023

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 2.1**
POLICY TITLE: *TREATMENT OF PATRONS*

MANAGEMENT LIMITATIONS
Initial Monitoring on <mark>Policy 2.1: *TREATMENT OF PATRONS*</mark>

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 16, 2023

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, **102, 103** requires that we keep patron personally identifiable information secure and properly dispose of this information.

   I can report compliance.

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, **102, 103** 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 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, 102, 103 requires that we keep patron personally identifiable information secure and properly dispose of 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.

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

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 2.2**
POLICY TITLE: *TREATMENT OF STAFF*

MANAGEMENT LIMITATIONS
Initial Monitoring on <mark>Policy 2.2: *TREATMENT OF STAFF*</mark>
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 16, 2023

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

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

Accordingly, pertaining to staff, I shall not:

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

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

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

   I can report compliance.

2. **Fail to provide staff with avenues for non-disruptive, internal expression of opinions.**
   EXECUTIVE DIRECTOR INTERPRETATION: I understand this policy to mean that staff must know and be allowed to freely express their support, opposition, and concerns with the Library's policies and practices without fear of reprisal, as long as their dissent is expressed internally, respectfully and in a manner that does not disrupt operations.

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

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 <mark>Policy 2.3: *FINANCIAL CONDITION AND ACTIVITIES*</mark>

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 16, 2023

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 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 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 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 2.4
POLICY TITLE: *ASSET PROTECTION***

MANAGEMENT LIMITATIONS
Initial Monitoring on <mark>Policy 2.4: *ASSET PROTECTION*</mark>

Signed: _____, Executive Director   Date: March 16, 2023

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 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.**
   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.
    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 it 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.

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.

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.