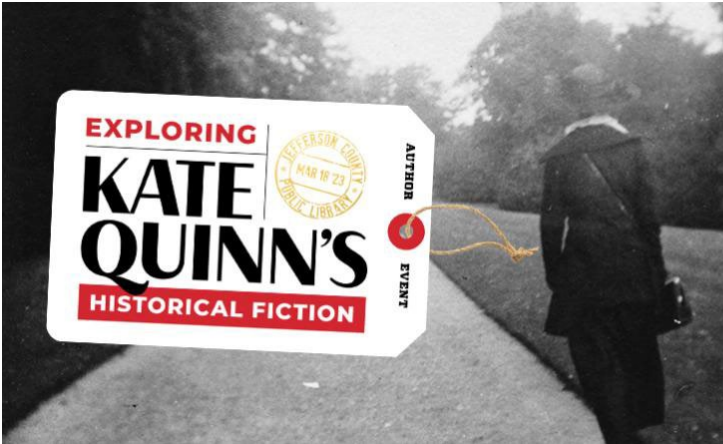


# BOARD MEETING

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

March 16, 2023



Spring Author Event: Exploring Historical Fiction  
with Kate Quinn



Family Place: Play and Learn Series



Columbine Library Art for Teens  
(CLART) – Chainmail



Life Savors' Storytelling Group – Favorite  
Work of Literature



Jefferson County  
**PUBLIC LIBRARY**

## **APPROVAL OF AGENDA**

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	<b>Thursday, March 16, 2023 – 5:30 pm – HYBRID MEETING</b> <ul style="list-style-type: none"> <li>• <u>ONLINE MEETING VIA ZOOM</u></li> <li>• <u>IN-PERSON MEETING AT LAKEWOOD LIBRARY MEETING ROOM</u></li> </ul>
1.	<b>Call to order &amp; attendance (4.5.8)</b> Verbal roll call – Each Trustee announces their presence by stating their name.
2.	<b>Pledge of Allegiance</b>
3. Agenda Action	<b>Approve Agenda</b> <b>Chair: Call for motion and second</b>
4. Public Comment	<b>Public Comment</b> 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: <ul style="list-style-type: none"> <li>• <u>Virtually</u>: Send a chat message to the meeting host at JCPL Events with your name and the topic of your comment.</li> <li>• <u>In-Person</u>: Sign up on the form provided.</li> <li>• <u>Online</u>: Submit through the online public comment form at <a href="https://jeffcolibrary.org/board-of-trustees/">https://jeffcolibrary.org/board-of-trustees/</a>.</li> <li>• People who dial in will not be able to provide Public Comment during the meeting.</li> <li>• 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.)</li> <li>• For more information on public comment policy please refer to Board Governance Policy 4.3.7: <a href="https://jeffcolibrary.org/wp-content/uploads/sites/46/2022/08/Board_Governance_Policy_Manual_202229.pdf">https://jeffcolibrary.org/wp-content/uploads/sites/46/2022/08/Board_Governance_Policy_Manual_202229.pdf</a></li> </ul>
5. CONSENT AGENDA Action	Approval of Consent Agenda <b>Chair: Call for motion and second</b> A. Approve the February 16, 2023 Board Meeting Minutes B. Trustees Adopt Policy Governance: Monitoring Reports 2.0 to 2.4. C. Trustees Adopt Bylaws
6. Foundation Update	Foundation Update – Jo Schantz, Executive Director
7. Operational Updates	<u><b>Executive Director</b></u> A. Executive Director Report

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

Action as Needed	<p>B. Strategic Planning Check-In C. South County Sledding Hill Site Retrospective Report D. Northwest County Library Update</p> <p><b>Business Strategy &amp; Finance</b> <u>Finance and Budget</u> E. Financial Report (February 2023)</p>
8. Action as Needed	<p>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</p>
9. Emerging Issues Action as Needed	
10. Action as Needed	Ends. No items.
11. Action as Needed	<p><b>Board Governance</b> <u>Trustees Elect Officers:</u></p> <ul style="list-style-type: none"> <li>• Kim Johnson for Chair: Two-year term April 2023 to March 2025</li> <li>• Emelda Walker for Vice-Chair: One-year term April 2023 to March 2024</li> <li>• Jill Fellman for Secretary: One-year term April 2023 to March 2024</li> </ul> <p><b>Call for motion and second</b></p>
12. Suggest Agenda Items Action as Needed	<p>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></p> <ul style="list-style-type: none"> <li>• April 13, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>• April 20, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>• May 4, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>• May 11, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> </ul>
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	<p>Announcements/General Information Sharing</p> <ul style="list-style-type: none"> <li>• Report of the Chair – Correspondence, Other</li> <li>• Other Announcements</li> </ul>

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

16. EXECUTIVE SESSION <b>Action</b>	<b>EXECUTIVE SESSION:</b> <u>Guests: Kurt Behn, County Attorney's Office</u> <b>Call for Motion and Second:</b> To adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session: <b>EXECUTIVE SESSION</b> A. Northwest Jefferson County Library Expansion Project. Statutory citations authorizing an executive session for this topic are: <ul style="list-style-type: none"><li>• 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.</li><li>• Pursuant to 24-6-402(4)(a) Concerning the purchase, acquisition, lease, transfer or sale of Property.</li><li>• Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.</li></ul>
17. RECONVENE REGULAR MEETING <b>Action as Needed</b>	RECONVENE REGULAR MEETING
18. Adjournment	ADJOURN REGULAR MEETING

## **CONSENT AGENDA**

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

**[jeffcolibrary.org](http://jeffcolibrary.org)**



TO: Library Board of Trustees

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

DATE: March 9, 2023

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

- A. Library Board of Trustees approve the February 16, 2023 Board Meeting Minutes.
- B. Library Board of Trustees adopt Policy Governance Monitoring Reports 2.0 through 2.4 as presented.
- C. Library Board of Trustees adopt the Bylaws as presented.

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

February 16, 2023

**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 February 16, 2023. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

Other Trustees present: Pam Anderson (Vice-Chair), Charles Jones, Jeanne Lomba, Charles Naumer and Emelda Walker.

Trustees not present: Jill Fellman.

**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 Public Services for Community Outreach; Lizzie Gall, Assistant Director of Public Services for Resources and Programs; Amber Fisher, Executive Assistant, Office of the Executive Director; Katie O'Loughlin, Administrative Coordinator; and Joseph Grover, Technical Support Technician Senior.

There were additional Library staff members attending the meeting.

**APPROVAL OF AGENDA**

**MOTION:** Pam Anderson moved that the Library Board of Trustees approve the agenda as presented. Seconded by Jeanne Lomba 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 provided the process and instructions for public comment.



The Chair noted that two online public comments were received and provided to the Board. There were no other public comments, and the Chair closed the public comment portion of the meeting at 5:34 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:** Pam Anderson moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

#### Items on the Consent Agenda

- 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.

### **FOUNDATION UPDATE**

Jo Schantz, Foundation Executive Director provided an update on the activities of the Foundation. The Friends annual meeting will be held on April 14, at the Wheat Ridge Recreation Center. Author Emily Littlejohn is the featured speaker. The Spring Whale of a Used Book Sale is scheduled for June 1-4, at the Jeffco Fairgrounds. In July the Foundation will hold the second Books on Film fundraising event. This year's feature film is Oppenheimer, starring Matt Damon. The event will be held at Regal UA Cinemas in Colorado Mills Mall on July 21.

July 28 is the volunteer appreciation luncheon. Outreach activities, grants and sponsorships are included in the second page of the report. The Whales Tale bookstore gross sales were \$10,000 as of the end of January.

The Chair expressed appreciation for the Foundation's work to support the Library.

### **EXECUTIVE DIRECTOR REPORT**

#### A. Executive Director Report

The Executive Director provided an update on the Arvada Library. The Library is still closed. JCPL leadership met with Jefferson County Public Health (JCPH) this week and the

Library has been referred to the Colorado Department of Public Health and Environment (CDPHE) as a primary contact. JCPL is scheduled to meet with CDPHE next week. For now, the Arvada Library remains closed, and no one is able to enter that building.

In response to a question, the Board was advised that no CDPHE guidelines have been received and the meeting with CDPHE is scheduled for next week.

The Executive Director advised the Board that JCPL is continuing conversations and gathering feedback on the South County site proposal. The Library is receiving great feedback. The Chair, Kim Johnson is joining in some of the feedback meetings with elected officials. Initial feedback from the Board indicated that it would be nice to have Trustees engaged.

This Friday is the Jeffco Celebrates event. Trustee Walker and her husband will attend. The Executive Director shared JCPL promotional postcards for the 2023 Spring Author Event with *New York Times* bestselling author Kate Quinn. I Love My Library stickers were also shared with the Board. The Executive Director expressed appreciation to the Communications and Engagement Team for the beautiful promotional materials. The Board was advised of the *New York Times* article “Love Letter to Libraries” that can be read for free through JCPL’s online library.

#### B. 2022 Strategic Plan Achievements

The Executive Director addressed the Board and noted that the 2022 Annual Plan in the Board’s information packet is the formal completion of an element of the governance process. She noted that tonight the Library will take a few minutes to engage with the Board on some highlights of a rewarding and challenging year and celebrate achievements.

#### Patron Impact Statement

“I absolutely love the library and recommend that everyone I know gets a library card. The staff is wonderful, the selection is broad, and the additional programs are amazing.”

Highlights of completed deliverables and activities for each of JCPL’s 10 projects in 2022 were shared with the Board. The Executive Director noted that questions from the Board are welcome as each project is presented.

#### Accelerate Our Building Program

We completed and presented a more formal update to our Facility Master Plan (FMP) and started on the exciting path of creating a new design standard for JCPL.

#### Design a New Library in South Jefferson County

We engaged our community on a potential site for a new library; while we weren't ultimately successful, it was a valiant effort to create an awesome community amenity in our search area.

#### Initiate a New Library in Northwest Jefferson County

We validated the need for the library and initiated the site search based on a newly defined Library Service Area (LSA), site search boundaries and criteria.

#### Develop a New Concept in Philanthropy Strategy

We completed and presented to the Board a fundraising plan with identified grant opportunities, conducted a corporate philanthropic search, and continued our conversation with our fundraising partner on potential new roles and responsibilities. This is an element of the strategic priority, grow sustainably.

#### Redesign Evergreen Library

We held our community engagement, created a program of service and began design development.

#### Assess Organizational Staffing

We evaluated pay levels, conducted a market study, adjusted pay for equity and compression, transitioned to a new performance management process, and engaged with an outside consultant to conduct an organizational staffing assessment.

#### Create a Radically Welcoming JCPL

We formalized and implemented our hybrid work policy, initiated hybrid public meetings with our Board, and continued making progress on our DEI planning with support from our partners from County.

#### Advance Digital Equity and Inclusion

We launched our new library app, created a new program in digital literacy in Spanish with take home technology, added 110 Chromebooks for checkout to expand Workforce Readiness offerings and started our Creative Tech program in earnest with the hiring of 2 new positions in creative technology to go with the coordinator. All Chromebooks are checked out.

#### Expand Offsite Services

We opened our award winning innovative space and service in our new Express library and launched the new bookmobile. We're reaching more people across all barriers.

## Integrate Emerging Technologies

Addressing cybersecurity was the main focus this year with progress made in deploying our document management system across JCPL. We replaced Columbine sorter and started the Arvada sorter replacement.

## 2022 Scorecard

# 2022 Scorecard



Library Benchmark Measures				
	2020	2021	2022	% change YOY 2022 vs. 2021
<b>Total collection use</b>	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%
<b>Program attendance</b>	55,647	41,325	143,155	246%
<b>Visits</b>	830,615	1,242,213	1,725,351	39%
<b>Active households*</b>	100,581	113,212	91,068	-20%
<b>Active cardholders*</b>	138,477	159,313	132,171	-17%
<b>Market penetration</b>	42.29%	45.55%	36.29%	-20%
<b>Net Promoter Score</b>	84	82	84	2%

More people are coming in and shifting how they use materials. We started auto renewal and patrons are renewing less and checking out more, which isn't reflected in how this number shows due to the decrease in renewals. There was an increase in physical collection circulation, which includes renewals. E-materials continues to go up. With Covid, everything looks different. In comparisons with libraries across the country and use of physical spaces we're in the top quartile with people coming back into our buildings.

There is so much more to our 2022 story than what's in the annual plan like the outdoor adventure space and our volunteer coordinator doing amazing work with our teens and volunteers.

Trustee Anderson noted a highlight from her perspective. At the beginning of the year the Board said do more faster, take advantage of opportunities and you swung away at that which is impressive. It is a success measure that you can't capture in data, the leadership measure for you and your team, that stands out for me.

In response to a question regarding benchmark measures, noticeable market penetration and trends in libraries in general or geo-mobility metrics, the Board was advised that JCPL changed how we're counting things. Before, total active cardholders included everybody, and we narrowed that down to who in Jefferson County is an active cardholder. Instead of saying we have almost half of all households with a library card, we actually have 1 in 3, better than most of our peers we benchmark against. Our peers are at 26% or 1 in 4. Now we're looking at Jeffco residents and we can aim for that 50% or even higher. Now it is a truer number of who we are intended to serve. We're also purging more out of our database, and we are seeing fewer people. The Library is working to increase active households.

The Chair noted that she does think the work the Library is doing will reach some of those households and acknowledged how apparent it is to her as a Board member, how strong the entire JCPL team is. What the leadership and team were able to accomplish, given the challenges, is truly remarkable and speaks to great leadership.

#### 2022 Success Measures: Project Outcome

- Summer Challenge. We reached almost 30,000 people with this program to promote a culture of reading and learning to help create an educated and vibrant community
- Author Event – World Reborn. We reached over 700 people with this author event. JCPL as a third place – a place to gather and connect over something of mutual interest.
- 1000 Books Before Kindergarten. Objective: We have over 11,000 enrolled in the program demonstrating focus on building literacies. The Executive Director shared examples of the books children receive when they complete the program.
- Raise a Reader. Almost 1,500 people attended this all day event at the Colorado Railroad museum with literacy stations across the entire property.

The Board expressed appreciation for the report and congratulated the Library on its achievements.

### **EXECUTIVE TEAM OPERATIONAL UPDATES**

#### **Business Strategy & Finance**

##### Finance and Budget

##### A. Financial Review (Review December 2022)

##### B. Financial Report (January 2023)

Angila Pine, contracted finance personnel, addressed the Board and noted that there is not a lot of activity in the financials and nothing material of note. Revenue usually comes in starting in March/April. There were no questions from the Board on the December 2022 or January 2023 financial reports.

### C. Project Carry-forward Budget Amendment

The Board was advised that the project carry-forward budget amendment consists of capital projects that were planned in 2022 and did not complete and will now carry forward to 2023.

These are capital projects that have to be committed or contracted.

The Chair noted that the carry-forward request will go to the Board of County Commissioners.

In response to a question, the Board was advised that the full budget for the Evergreen Redesign project is already in the 2023 budget. The \$500,000 carry-forward is the amount that was committed or contracted but not spent in 2022 and the request is to carryforward that amount to 2023.

**MOTION:** Jeanne Lomba moved that the Library Board of Trustees authorize the Executive Director to submit a carry-forward budget amendment in the amount of \$22,033,807. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

## **People and Culture**

### A. Organizational Staffing Assessment Project Update

Lisa Smith, Director of People and Culture, addressed the Board and provided background information on the 2022 strategic project, Organizational Staffing Assessment and noted that she is the project sponsor. JCPL has undergone two organizational staffing assessments in its recent history. The first was completed in 2018 and drove staffing through 2022. It was impacted by the pandemic and was amended in the last two years due to the changing circumstances in our environment and at work. Looking forward, we won't always know what will impact our planning, but we try to set up a plan through 2027 and anticipate challenges including incorporating two new libraries. There will be other things that we will incorporate as we go.

### 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 undertook 10 strategic projects in 2022 while the assessment took place. The following projects will continue into 2023, often with new flow through projects and objectives:

- Design a New South County Library
- Initiate a New Library in Northwest Jefferson County
- Organizational Staffing Assessment
- Create a Radically Welcoming JCPL
- Expand Offsite Services
- Advance Digital Equity and Inclusion
- Integrate Emerging Technology

We will be at the point of sharing the results with the Board next month. This will impact the upcoming 2024 budget development.

### 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. GPS was also the firm who conducted the original assessment in 2017 and 2018. Their efforts helped to produce a new 4-year staffing plan.

### Process

GPS followed a 4-step process that began in May 2022. May and June were used to orient leaders, prepare the organization, and gather baseline data and demographics. In July and August, 120 staff and leaders across the organization were engaged through focus groups to gain perspective on needs. September and October were used to synthesize the results, meet again with each Director, and begin to settle on the final proposal. In November and December, the findings were summarized and shared with leadership. This month, we are setting the stage with the Board for the final report. Next month, we will share the summary of the findings and align with the budgeting process.

### Caveats

- The staffing assessment is not a time-and-motion study. The data available on variety and frequency of tasks does not allow for precise computation of workloads.
- Focus was on staffing levels within the existing structure. No significant organizational design changes were contemplated.
- Analysis was limited to staffing levels, but process and technology opportunities shared by staff are included in a compendium in the appendix. Many are underway.
- The community's demands on the library continue to change, as do the social norms and expectations of the Library's role. All must remain flexible for future changes.

### Additional Impacts

The study was completed:

- When attrition was high (17.65% in 2022).

- There was difficulty filling positions – we would have too few qualified candidates or sometimes 2 or 3 full interview rounds to fill certain positions.
- The pandemic demanded extra work from our supervisors and managers because people had to be quarantined and off for long periods of time. And they themselves were sometimes sick.
- Life/work had not returned to pre-pandemic functioning. It still may not have returned and may not ever return to those levels.

JCPL and GPS will bring the results of the organizational staffing assessment to the Board in March and looks forward to sharing what we have learned.

In response to questions, the Board was advised that:

- It is still early in 2023 to assess the current attrition level. JCPL is still experiencing turnover. The recruiting process was changed to be more targeted and fill positions more effectively and quickly.
- JCPL is similar to other library systems, however, we did not amend our hours and we have been able to maintain our standard of service. JCPL is also similar to what Jefferson County as a whole has experienced.

## **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**

### **A. Nominating Committee report to the Board: Proposed Slate of Officers.**

Nominating Committee members Jeanne Lomba and Pam Anderson presented the Slate of Officers:

- Kim Johnson, Chair
- Emelda Walker, Vice Chair
- Jill Fellman, Secretary

The Chair expressed appreciation to the committee members for their work. She thanked Pam Anderson for her service as vice-chair and noted that she is looking forward to working with Emelda (Bing) Walker.



#### B. Bylaws Committee Status Update

Bylaws Committee members Charles Jones and Charles Naumer reported that they did have an opportunity to meet and are recommending that no changes be made to the Bylaws. The Chair expressed appreciation to the committee members for their work.

#### 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.

### **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

- 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

### **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

There were no items.

### **EXECUTIVE SESSION:**

At 6:17 pm, the Chair called for a motion to adjourn the regular meeting and reconvene in Executive Session. The Chair noted that Kurt Behn, County Attorney's Office and Tim P. Rogers, Genesee Commercial Group will attend the Executive Session.

**MOTION:** Pam Anderson moved to adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session regarding the 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.

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

The Chair announced a seven 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 6:25 pm.

The Chair called the Executive Session to order at 6:23 pm with the following Trustees present, 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; Kurt Behn, County Attorney's Office; Tim P. Rogers, Genesee Commercial Group; 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 7:15 pm Pam Anderson moved to adjourn the Executive Session and reconvene the regular meeting. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

At 7:17 p.m. the Chair reconvened the regular meeting with the following Trustees present: 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 Northwest Jefferson County Library Expansion Project. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.

**MOTION:** Pam Anderson moved that the Library Board of Trustees delegate authority to the Executive Director to sign documents necessary for furthering negotiations on potential real estate transactions for the development of a library in northwest Jefferson County, provided:

- In the Executive Director's opinion, any such documents are consistent with instructions and advice that have been provided to the Executive Director at an executive session pursuant to C.R.S. 24-6-402(4)(e)(I) (advice to negotiators);
- The documents do not create a binding interest in real property, which shall not include any limited license or access agreements;
- The documents have been reviewed by relevant staff, including but not limited to legal counsel;
- This delegation of signature authority shall expire in one year.

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

## **ADJOURNMENT**

The Board meeting was adjourned at 7:20 pm.

Jill Fellman, Secretary

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

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**POLICY TYPE: MANAGEMENT LIMITATIONS**

**POLICY 2.0**

**POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT***

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## *MANAGEMENT LIMITATIONS*

**Initial Monitoring on *Policy 2.0: GENERAL MANAGEMENT CONSTRAINT***

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

Signed:



, Executive Director

Date: March 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 TITLE: *TREATMENT OF PATRONS***

**POLICY 2.1**

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## *MANAGEMENT LIMITATIONS*

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

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

Signed: , Executive Director

Date: March 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.

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

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

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

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

Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library. CRS 24-73-101, [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

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

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

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

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

Library Board direction within the limits of technology.

I can report compliance.

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

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

**REPORT (COMPLIANT):** Norms and practices in the Library's Code of Conduct have been developed to assist staff in making these decisions. We also have our Code of Conduct posted on our website and will print it when asked by our public.

I can report compliance.

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

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

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

I can report compliance.

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

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

**REPORT (COMPLIANT):** We strive to maintain a high level of patron safety conditions. To confirm our safety standards, key staff along with local law enforcement conduct safety audits of public use areas. We also maintain and use safety/emergency mechanisms such as fire extinguishers and sprinklers, detection and alarm systems, AEDs and surveillance cameras. As well, each library establishes a working relationship with their local law enforcement agencies. The



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

library's Person-In-Charge program trains staff to assist with patron safety be it physical safety, threat or medical.

I can report compliance.

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

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

**POLICY 2.2**

## *MANAGEMENT LIMITATIONS*

### **Initial Monitoring on *Policy 2.2: TREATMENT OF STAFF***

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

Signed: , Executive Director

Date: March 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

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

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***

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## *MANAGEMENT LIMITATIONS*

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

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

Signed:



, Executive Director

Date: March 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.

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

**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

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

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.

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

**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.

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

I can report compliance.

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

**POLICY 2.4**

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## MANAGEMENT LIMITATIONS

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

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



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

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.

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

**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

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

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 its files and records.

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

I can report compliance.

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

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

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

I can report compliance.

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

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

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

I can report compliance.

**Bylaws for the Jefferson County Public Library Board of Trustees**  
**Adopted: March 16, 2023**

**ARTICLE I: NAME**

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

**ARTICLE II: PURPOSE**

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

**ARTICLE III: LIBRARY BOARD**

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

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

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

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

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

## **ARTICLE IV: OFFICERS**

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

## **ARTICLE V: ELECTION OF OFFICERS**

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

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

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

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

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

## **ARTICLE VI: DUTIES OF THE OFFICERS**

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

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

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

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

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

## **ARTICLE VII: MEETINGS**

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

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

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



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

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

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

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

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

## **ARTICLE VIII: BOARD COMMITTEES**

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

## **ARTICLE IX: PARLIAMENTARY AUTHORITY**

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

## **ARTICLE X: EXECUTIVE DIRECTOR AND STAFF**

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

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

## **ARTICLE XI: POLICIES AND ADMINISTRATION**

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

## **ARTICLE XII: FINANCES**

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

## ARTICLE XIII: AMENDMENTS

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

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

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

## **Foundation Update**



# MARCH 2023

## Executive Director Report

by Jo Schantz, MNM, CFRE, GPC

### Library Giving Day

Please join us in celebrating the 5th annual Library Giving Day slated for Tuesday, April 4. Library Giving Day started as an idea generated by the Seattle Public Library Foundation.

#LibraryGivingDay is a one-day fundraising event with the goal of encouraging people who depend on and enjoy public libraries to donate to their individual library system. And in turn, that support will go toward the incredible programs, services and materials provided by local libraries all over the country. Visit [www.jeffclf.org](http://www.jeffclf.org) to schedule your contribution!

### GRANTS & SPONSORSHIPS

#### MONIES RECEIVED/APPROVED

- Comcast Internet Essentials -- \$5,000 Friends Community Partnership
- Denver7 KMGH-TV -- in-kind contribution for Friends Community Partnership
- Bank of Colorado -- \$2,000 for Friends Community Partnership
- City of Wheat Ridge -- \$1,675 for public arts project
- Taurus Fund -- \$250 for Friends Annual Meeting
- Foothills Vision Center -- \$250 for Friends Annual Meeting

#### REQUESTS DENIED

- Kettering Family Foundation -- \$5,000 for Library Summer Challenge
- Big Lots Foundation -- \$5,000 for 1000 Books Before Kindergarten

#### REQUESTS PENDING

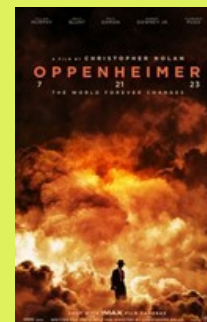
- Applewood Community Foundation -- \$6,000 for Library Summer Challenge
- Gary Community Ventures -- \$10,000 for 1000 Books Before Kindergarten
- Caring For Colorado Foundation -- \$5,000 for 1000 Books Before Kindergarten
- Golden Civic Foundation --- \$4,538 for Golden Library's Library Summer Challenge
- Rocky Mountain Safety & Security -- \$500 for Friends Annual Meeting
- Dr. Jackie O'Beirne, DDS -- \$250 for Friends Annual Meeting

### EVENTS UPDATE

☒ April 14 – Friends Annual Meeting, Wheat Ridge Rec Center, 11:30 a.m. to 1 p.m., featuring suspense novelist EMILY LITTLEJOHN. Tickets range from \$35 to \$50. Call 303-403-5075 for details.

☒ June 1-4 – spring Whale of a Used Book Sale, Jeffco Fairgrounds, visit [www.jeffclf.org](http://www.jeffclf.org) to sign up and volunteer!

☒ July 21 – Books On Film fundraiser, featuring the film "Oppenheimer," 6 p.m. to 9 p.m. at Regal UA Cinemas Colorado Mills. \$50 per person and tickets will be on sale soon! Sponsorships also available!



☒ July 28 – Volunteer Appreciation Luncheon, 11:30 a.m. to 1 p.m. at Brookdale Meridian Westland. This year we have a Hawaiian theme with entertainment by Tehani's Hula Colorado.

☒ August 19 – Shred-a-thon and book drive, 9 a.m. to noon, Bank of Colorado parking lot, 275 Union Blvd. in Lakewood.

☒ September 30 – Book Fair at Barnes & Noble Booksellers, a day-long event at Denver West Village where JCLF will receive a portion of the days' book sales! Volunteers needed to cover various shifts. More details coming soon!



[WWW.JEFFCLF.ORG](http://WWW.JEFFCLF.ORG)

## **Operational Updates**

### **Executive Director Report**



# MARCH 2023 EXECUTIVE DIRECTOR REPORT

## Strategic Projects:

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

### Design a New Library in South County:

- Finalizing and presenting Feedback Report
- Using feedback to draft new strategy recommendations

### Initiate a New Library in Northwest Jefferson County

- Negotiating with property owners
- Activating support for site recommendation(s)

## 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

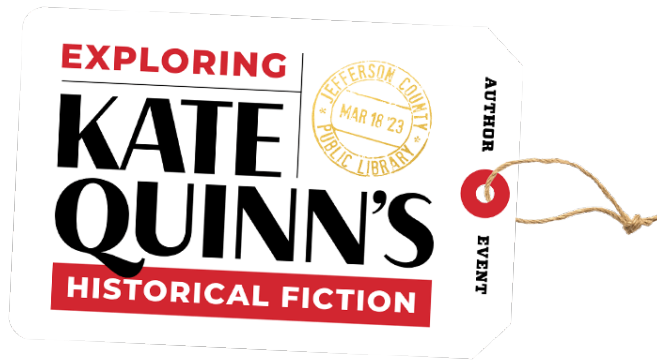
- Completing furniture design standards
- Decision-making for all design standards
- Applying new design standards to Evergreen Redesign

## SERVICE HIGHLIGHTS:

Spring Break Fun Events for all ages.

Signature Event: Kate Quinn's Historical Fiction:





WAITLIST ONLY: Discover the untold stories of real-life heroines at JCPL's 2023 spring author event, Exploring Kate Quinn's Historical Fiction. Travel back in time and enjoy an afternoon of historical fiction featuring a presentation and live Q&A from Kate Quinn, *New York Times* bestselling author of [\*The Alice Network\*](#), [\*The Huntress\*](#), [\*The Rose Code\*](#) and [\*The Diamond Eye\*](#).

Kate Quinn's presentation will delve into her research and writing to help us understand why these historical stories are so relevant today. Get your questions answered in a live Q&A and your books signed after the discussion. Fun and fabulous prizes will be available to win throughout the afternoon!

## PROFESSIONAL ENGAGEMENT:

Seven Public Services staff will be attending the (CAL) CATS Spring Workshop.

**Marie Bayer**, Lakewood Library Adult Services Librarian, will attend the (CAL) ASIG Summit, Serving the Underserved Community workshop.

**Kamie Lee**, Lakewood Library Operations Supervisor, will attend the Colorado Women's Day.

**Robyn Lupa**, Manager of Services to Kids & Families, will attend the Public Library Youth Service Summit in Florida.

**Kelsey Ashton**, Training Specialist, attended the virtual CAL Leadership Institute on library advocacy.

**Julianne Rist**, director of Public Services, and **Kelsey Ashton**, Training Specialist, attending the Colorado Association of Libraries (CAL) Lobby Day.

**Lisa Smith**, Director of People and Culture attended the Mile High Society for Human Resource Management (SHRM) Annual Conference.

**Emily Due**, Golden Library Teen Services Librarian, presenting *Story Time Underfoot: Adapting Early Literacy Practices into Interactive Floor Activities* at the Rocky Mountain Early Childhood Conference.





## HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, MARCH 2023

- Interviews with various stakeholders for Conifer and other capital building projects:  
**Commissioners Andy Kerr and Lesley Dahlkemper; Shirley Johnson, Conifer Area Council; Kristin Judy, Conifer Chamber of Commerce**
- Meeting with Lorie Gillis, new **City Manager for Arvada**
- Meeting with Sharon Morris, **Colorado State Public Library Leadership Principal Consultant**
- Monthly meeting with **Jefferson County Library Foundation (JCLF)** executive director
- Meeting with County IT leaders
- Monthly meeting with **Jefferson County Elected/Appointed Officials**
- Attending **JCLF Board of Directors** meeting
- Meeting with **Colorado Public Libraries Directors**
- **Colorado Association of Libraries (CAL)** Mentorship Interest Group
- Attending **JCPL Author Event**
- Attending **Communities that Care (CTC)** Coalition meet and greet
- Taking a few PTO days at the end of the month



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



[jeffcolibrary.org](http://jeffcolibrary.org)

TO: Library Board of Trustees  
FROM: Donna Walker, Executive Director  
  
DATE: March 9, 2023  
  
RE: South County Sledding Hill Site Retrospective Report

**Background:**

In 2022, Jefferson County Open Space (JCOS) considered a proposal from the Jefferson County Public Library (JCPL) to purchase up to six acres of the 29.6-acre Sledding Hill Park for a new South Jefferson County Library and associated park improvements. To seek resident input on this proposal, several community meetings were hosted by JCOS and JCPL and attended by the public.

In December 2022, JCOS decided to delay a decision on this proposal indefinitely.

During the first quarter of 2023, JCPL leadership conducted stakeholder interviews and surveys to review the Sledding Hill Park site proposal process. These insights were aggregated by an outside consulting firm to mitigate internal bias and are represented in the attached report.

**Next Actions:**

Share report with JCPL Board of Trustees for discussion at the regular meeting in March.

**Attachments:**

South County Sledding Hill Site Retrospective Report

## **Retrospective Insights Summary: New South County Library**

### **Sledding Hill Park Site**

February/March, 2023

#### **Background:**

Jefferson County Public Library (JCPL) has a large capital project underway to build a new library in the south part of Jefferson County. The population in the southern region of Jefferson County has doubled since Columbine Library opened in 1989. JCPL is committed to ensuring equitable access to Library resources.

In 2022, Jefferson County Open Space (JCOS) considered a proposal from the Jefferson County Public Library (JCPL) to purchase up to six acres of the 29.6-acre Sledding Hill Park for a new South Jefferson County Library and associated park improvements. To seek resident input on this proposal, several community meetings were hosted and attended by JCOS and JCPL.

In December 2022, JCOS decided to delay a decision on this proposal indefinitely.

During January and February of 2023, JCPL leadership team conducted stakeholder interviews to review the Sledding Hill Park site proposal process. These insights were aggregated by an outside consulting firm to mitigate internal bias. They will be used to inform our continued site search efforts.

#### **Approach:**

As part of a broader community listening strategy, JCPL interviewed prominent stakeholders, including key staff members, elected officials, community leaders, and other influencers. The interviews were conducted by JCPL Executive Director Donna Walker. Additional input was gathered from through email surveys to Library Board Trustees and project partners and anonymous online surveys of JCPL staff.

#### ***External Stakeholders Engaged:***

- Tracy Kraft-Tharp, Jefferson County District 1 Commissioner
- Andy Kerr, Jefferson County District 2 Commissioner
- Lesley Dahlkemper, Jefferson County District 3 Commissioner
- Tom Hoby, Jefferson County Open Space Director
- Ron Hopp, Foothills Parks and Recreation District Executive Director
- Abel Montoya, Jefferson County Development and Transportation Director
- Mary Berg, Jefferson County Department of Human Service Director
- Traci Wieland, Ken-Caryl Ranch Metropolitan District Manager
- Jo Schantz, Jefferson County Library Foundation Director
- JCLF Board members
- Jansen Tidmore, West Metro Chamber of Commerce and Jeffco EDC President and CEO

### **Interview Insight Themes:**

Interviewees were asked what went well, what did not go well, what could be improved upon, and what is possible.

From the interviews and survey responses, seven major themes emerged. Below is a summary of these themes along with specific insights and opportunities raised by the stakeholders.

#### **1. The community engagement plan did its job, but perhaps not to the end we hoped**

Stakeholders feel that the community engagement sessions were well facilitated and well attended.

Comments from the stakeholders included:

- I think JCPL/JCOS did a wonderful job respectfully handling the various responses and reactions from the public
- The meetings were done very well and gave JCPL the chance to get public input on what the library should be
- The library felt the communication was there, and community members had every opportunity to chime in on the project – but opportunity versus actual engagement differed
- Engagement was strong with partners including Jefferson County Open Space, Ken Caryl Metropolitan District, and The Foothills Parks and Recreation District
- What is the purpose of the community input? Is it for decision-making on which site is chosen? Clarity on this point would have been helpful.
- Help the community visualize what's possible "It would have been nice to maybe see a 3D rendering of the lot with the building and sled hill so that it shows a visual."
- There was surprise at the level of pushback. In the future, we should assume we will get the input of opposition and be better prepared for it.

#### **2. The library has a positive reputation.**

Interviewees feel that JCPL has a strong reputation and history. That story needs to be told to other community members that are not as familiar with the library. Comments from the stakeholders included:

- The library is a great partner
- Services offered are forward-facing, innovative
- JCPL serves everyone regardless of income, demographic
- JCPL has such a great reputation in the county and several community agencies value the leadership and collaboration with JCPL
- I'm proud of our library
- The programming vision needs to be tied to the vision for the physical location

#### **3. A small, vocal minority of people who were opposed to a library at this location ultimately affected the outcome.**

Stakeholders feel that the opposition was represented by a vocal minority that prevented other viewpoints from being heard. Comments from the stakeholders included:

- Coordinated opposition social media channels, particularly on Nextdoor
- The naysayers were very vocal while those who supported did not seem to be as vocal
- JCPL was not prepared for the level of opposition
- JCPL needs to be confident in correcting misinformation
- There needs to be a more progressive stance to using modern social media channels
- Better demonstrating a data-driven process would help communicate to decision makers, and the public, the amount of value to place on the vocal few

**4. The library must actively promote the need for a library through its network of community champions.**

Most of those interviewed agree that JCPL should do more to fully engage its many supporters throughout the site selection process.

- JCPL needs to find a way to get more interaction from the residents that support the location
- County and library leaders should take a more active role in advocating for a site
- JCPL should run a full campaign to mobilize supporters and engage with stakeholders
- Local outreach needs a relationship-driven approach
- Commissioners and trustees didn't hear from the positive side
- Demonstrating a need for a library at all is more important for this demographic than was anticipated or responded to
- JCPL employees are an important audience group and should be engaged more often and with more transparency

**5. JCPL would benefit from sharing more about the justification for a library at this location.**

Some stakeholders feel that JCPL should gather and share more recent data regarding the S. County site selection. Every conversation needs to start with “why”. Comments from the stakeholders included:

- Questions about the data we had gathered and if it was enough
- Residents frequently asked what other sites were considered and why they didn't work
- JCPL should further explain why a physical library is needed in this part of the county
- It does feel very close to Columbine; finding a site farther away might have helped
- Site selection overshadowed library services and this became the hammer for the project
- There was a lot of misinformation spread
- The fact that we couldn't address all the MISINFORMATION during public comment was disconcerting

**6. Choosing a site that is already slated for development would simplify the process, but not all are ready to give up on the Sledding Hill Park site.**

Several stakeholders feel that working with a partner, and not having full control over the process and messaging, presented challenges that would not be faced if purchasing a for-sale property. Comments from the stakeholders included:

- Working with partners affects the process and decision-making and needs to be acknowledged as part of decision-making
- People want open space to remain open – this is a deeply held value
- It was very apparent that the surrounding community was not in favor of losing open space
- JCPL should find a library location that would have a greater perceived benefit
- The Sledding Hill Park site is still a possibility with more information/vetting

**7. Partnership roles need better definition.**

- Partnerships have great potential for collaboration but in the community engagement process the roles need to be more clear
- The process for Open Space and the process for the library were just different enough that a new process should be explored when working with a partner

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[jeffcolibrary.org](http://jeffcolibrary.org)



TO: Donna Walker, Executive Director

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

DATE: March 16, 2023

RE: Northwest Jefferson County Update

### **Background**

Jefferson County Public Library (JCPL) has a capital project underway to build a new library in the underserved Northwest area of Jefferson County. This project is budgeted for through the Library's 5-year Capital Improvement Plan. The 2022 update to the Facility Master Plan (FMP) categorized this as a Group 1 priority project.

In July 2022 the Board reached consensus about the Library Service Area, property search area and the site selection criteria. Staff then began both the property search and initial community engagement.

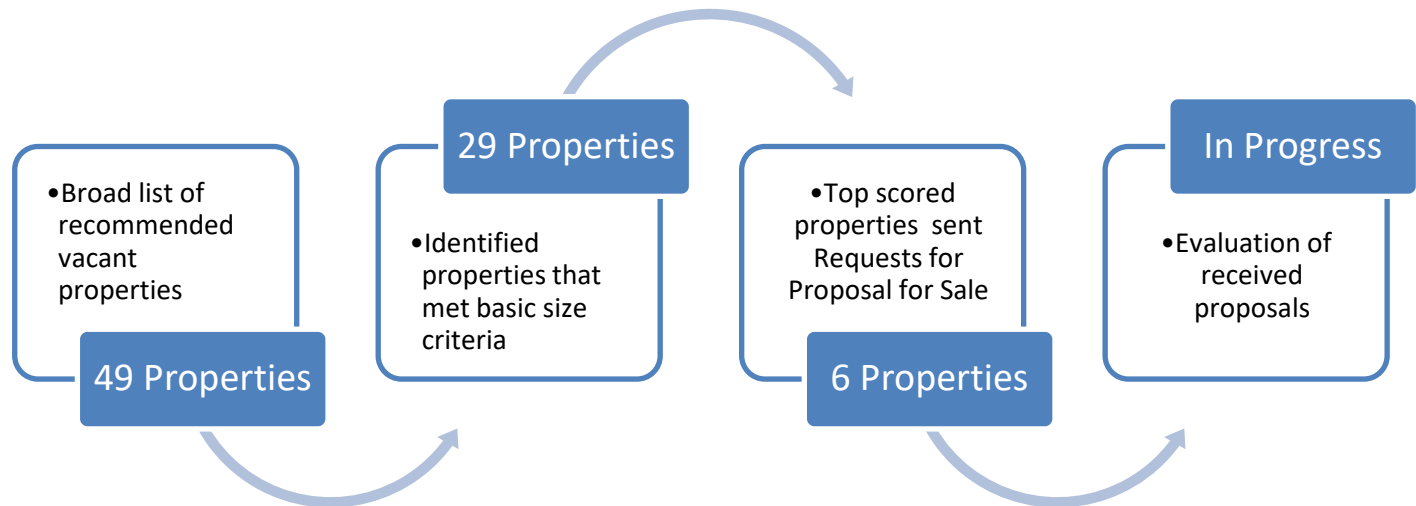
In November 2022 the Board received a report on the stakeholder engagement, common themes identified as well as next steps. We also presented updated data on population growth. While the population growth is slightly smaller than originally predicted, the Northwest Jeffco region is still forecasted to grow faster than the rest of the county. The Library received consensus from the Board to continue to move forward with the site search.

At the December 2022 meeting the [Fact Sheet](#) was approved for this new location

At the February 2023 meeting the Board delegated authority to the Executive Director to sign nonbinding documents necessary for furthering negotiations on potential real estate transactions for the development of a library in northwest Jefferson County.

### **Site Search Process**

One of the first steps in the site search was for staff to drive the area several times and create a list of potential properties for the new library. In addition, community leaders were asked in stakeholder interviews to identify properties of interest and partnership opportunities. Staff reviewed the Jeffco School's closure list to evaluate if any of those properties were in our search area or viable for our purpose. Genesee Realty was engaged to act as the buyer's agent for the library in the property search and created a list of properties as well.



**49 properties were identified for consideration.**

These properties included vacant land identified in staff tours of the area, properties suggested in the stakeholder interviews and properties greater than 5 acres identified by Genesee's Realty's research.

**29 properties were identified as potentially buildable sites and were scored on several criteria.**

- Size of the lot –does it allows for future expansion.
- Location- proximity to residential areas, grading, location within property search area, potential for partnering.
- Sustainability & Stewardship - potential for renewable resources such as solar or wind.
- Convenience – within established traffic routes, accessibility by multiple modes of transit.
- Technical requirements- site mitigation, proximity of utilities, setbacks, zoning, right of ways, sewer.

**6 properties were identified as top scoring.**

These properties then had additional categories of estimated cost and potential to be a community focal point added to the scoring matrix. This short list of properties was contacted with a request for proposal for sale.

**In Progress**

Staff are evaluating proposals with Genesee Realty. Staff is also holding conversations with community stakeholders to gather input and support for a new library in this community. Genesee Realty and JCPL staff are investigating comparable sales and additional details on sites such as zoning, entitlements and other information that will be support for any Letters of Intent that will be submitted.

**Operational Updates**

**Business Strategy and Finance**



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Jefferson County  
**PUBLIC LIBRARY**

To: Donna Walker, Executive Director

From: Angila Pine, Contracted Assistant Director for Finance

Date: March 14, 2023

RE: Finance Monthly Report

**A. February 2023 Financial Tables**

The Budget to Actual Tables for February 2023 are attached. The month of February does not typically show much activity. February statements include property tax revenue of \$591,000. Most property tax is received in April, and June. In February, the Library received \$25,752 from the Library Foundation. In-kind support provided to the Foundation by the Library in February is valued at \$14,626 (Ratio of 1.76).

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

Sources and Uses of Funds	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 02/28/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
<b>Revenues</b>						
<b>Taxes</b>						
Property Tax - Operating	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 564,746	\$ (47,734,708)	-99%
Property Tax - Capital	2,442,681	2,420,303	2,383,862	26,857	(2,357,006)	-99%
<b>Total Taxes</b>	<b>\$ 52,407,622</b>	<b>\$ 51,799,286</b>	<b>\$ 50,683,316</b>	<b>\$ 591,603</b>	<b>\$ (50,091,714)</b>	<b>-99%</b>
<b>Federal &amp; State Grants</b>	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
<b>Fines &amp; Fees</b>	115,000	121,799	85,000	19,100	(65,900)	-78%
<b>Other Revenue</b>	298,640	1,194,035	675,650	29,424	(646,226)	-96%
<b>Total Other Revenues</b>	<b>\$ 538,640</b>	<b>\$ 1,693,388</b>	<b>\$ 905,646</b>	<b>\$ 48,524</b>	<b>\$ (857,122)</b>	<b>-95%</b>
<b>Sub Total Revenues</b>	<b>\$ 52,946,262</b>	<b>\$ 53,492,674</b>	<b>\$ 51,588,962</b>	<b>\$ 640,127</b>	<b>\$ (50,948,835)</b>	<b>-99%</b>
<b>Fund Balance Activity</b>						
Transfer from FB - Capital Projects	12,441,736		18,254,931	-		
Transfer to/(from) Fund Balance	-	14,019,478	-	(5,491,842)		
<b>Total Sources of Funds</b>	<b>\$ 65,387,998</b>	<b>\$ 39,473,197</b>	<b>\$ 69,843,894</b>	<b>\$ 6,131,969</b>		
<b>Uses of Funds</b>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 16,601,010	\$ 15,540,825	\$ 17,638,242	\$ 2,622,530	\$ (15,015,712)	-85%
Benefits	5,719,962	4,993,686	5,810,820	890,655	(4,920,165)	-85%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 22,320,972</b>	<b>\$ 20,534,511</b>	<b>\$ 23,449,062</b>	<b>\$ 3,513,185</b>	<b>\$ (19,935,877)</b>	<b>-85%</b>
Library Books & Materials	\$ 7,937,400	\$ 7,763,065	\$ 9,409,434	\$ 1,139,060	\$ (8,270,374)	-88%
Supplies	1,559,475	1,412,124	1,375,098	168,942	(1,206,156)	-88%
Vehicles	-	-	-	-	-	
Services & Charges	5,704,984	4,384,002	5,996,673	633,545	(5,363,128)	-89%
Internal Transactions /Cost Allocation	2,734,736	2,761,455	2,987,181	31,128	(2,956,053)	-99%
<b>Total Operating Expenditures</b>	<b>\$ 40,257,567</b>	<b>\$ 36,855,156</b>	<b>\$ 43,217,448</b>	<b>\$ 5,485,860</b>	<b>\$ (37,731,588)</b>	<b>-87%</b>
<b>Financing &amp; Debt Service</b>	<b>\$ 621,945</b>	<b>\$ 621,945</b>	<b>\$ 621,745</b>		<b>\$ (621,745)</b>	<b>-100%</b>
<b>Capital Projects</b>	<b>\$ 24,508,487</b>	<b>\$ 1,996,095</b>	<b>\$ 26,004,701</b>	<b>\$ 646,109</b>	<b>\$ (25,358,592)</b>	<b>-98%</b>
<b>Total Uses of Funds</b>	<b>\$ 65,387,998</b>	<b>\$ 39,473,197</b>	<b>\$ 69,843,894</b>	<b>\$ 6,131,969</b>	<b>\$ (63,711,925)</b>	<b>-91%</b>

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

	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 02/28/2023
<b>Beginning Fund Balance</b>	\$ 33,319,989	\$ 43,285,918	\$ 57,305,396	\$ 57,305,396
Revenues	\$ 50,503,581	\$ 51,072,371	\$ 49,205,100	\$ 613,270
Capital Funding	2,442,681	2,420,303	2,383,862	26,857
<b>Total Revenues</b>	<b>\$ 52,946,262</b>	<b>\$ 53,492,674</b>	<b>\$ 51,588,962</b>	<b>\$ 640,127</b>
<b>Expenditures</b>				
Operating Expenditures	\$ 40,257,567	36,855,156	\$ 43,217,448	\$ 5,485,860
Debt Service	621,945	621,945	621,745	-
Capital Projects	24,508,487	1,996,095	26,004,701	646,109
<b>Total Expenditures</b>	<b>\$ 65,387,998</b>	<b>\$ 39,473,197</b>	<b>\$ 69,843,894</b>	<b>\$ 6,131,969</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>\$ (12,441,736)</b>	<b>14,019,478</b>	<b>\$ (18,254,931)</b>	<b>\$ (5,491,842)</b>
<b>Ending Fund Balance</b>	<b>\$ 20,878,253</b>	<b>\$ 57,305,396</b>	<b>\$ 39,050,464</b>	<b>\$ 51,813,554</b>
<b>Committed to Capital Projects - Carryforward</b>				
<b>Committed to Capital Projects - Sinking Fund</b>				
<b>Reserve Fund Balance</b>	<b>\$ 20,878,253</b>	<b>\$ 57,305,396</b>	<b>\$ 39,050,464</b>	<b>\$ 51,813,554</b>

**Reserve Fund Balance Policy Calculation**

	2021 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 02/28/2023
<b>Year-End Reserve Fund Balance</b>		<b>\$ 57,305,396</b>		
16% - Current Year Budgeted Revenues	\$ 8,471,402	\$ 8,558,828	\$ 8,254,234	\$ 102,420
9% - Current Year Budgeted Revenues - Uncertainty	4,765,164	4,814,341	4,643,007	57,611
<b>Total Minimum F/B Reserve Requirements (FLOOR)</b>	<b>\$ 13,236,566</b>	<b>\$ 13,373,169</b>	<b>\$ 12,897,241</b>	<b>\$ 160,032</b>
50% of Current Year Budgeted Revenues	\$ 26,473,131	\$ 26,746,337	\$ 25,794,481	\$ 320,063
<b>Total Maximum F/B Reserve Requirements (CEILING)</b>	<b>\$ 26,473,131</b>	<b>\$ 26,746,337</b>	<b>\$ 25,794,481</b>	<b>\$ 320,063</b>
<b>Above/(Below) Minimum (FLOOR)</b>	<b>\$ 7,641,687</b>	<b>\$ 43,932,227</b>	<b>\$ 26,153,224</b>	<b>\$ 51,653,522</b>
<b>Above/(Below) Maximum (CEILING)</b>	<b>\$ (5,594,878)</b>	<b>\$ 30,559,059</b>	<b>\$ 13,255,983</b>	<b>\$ 51,493,490</b>

**TABLE 3**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**OPERATING EXPENDITURES**  
**2023 BUDGET TO ACTUAL**

Sources and Uses of Funds	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 02/28/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
<b>Sources of Funds</b>						
<b>Revenues</b>						
<b>Taxes</b>						
Property Taxes	\$ 51,839,123	\$ 51,364,212	\$ 50,590,855	\$ 569,955	\$ (50,020,900)	-99%
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	(5,209)	(26,987)	-124%
<b>Total Taxes</b>	<b>\$ 49,964,941</b>	<b>\$ 49,378,983</b>	<b>\$ 48,299,454</b>	<b>\$ 564,746</b>	<b>\$ (47,734,708)</b>	<b>-99%</b>
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Library Fines	10,000	25,877	-	2,927	2,927	
Charges for Services	105,000	95,922	85,000	16,173	(68,827)	-81%
Investment Income	108,000	849,255	187,500	1,823	(185,677)	-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	-	151,355	-	1,849	1,849	
Transfer	-	547	-	-	-	
<b>Total Revenues</b>	<b>\$ 50,503,581</b>	<b>\$ 51,072,371</b>	<b>\$ 49,205,100</b>	<b>\$ 613,270</b>	<b>\$ (48,591,830)</b>	<b>-99%</b>
<b>Uses of Funds</b>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 15,829,037	\$ 14,178,852	\$ 16,750,057	\$ 2,357,604	\$ (14,392,453)	-86%
Awards & Bonuses	140,000	140,212	160,000	39,129	(120,871)	-76%
Termination Pay	110,000	137,451	250,000	27,774	(222,226)	-89%
Temporary Salaries	1,687,043	1,307,709	1,638,367	197,057	(1,441,310)	-88%
CARES/ARPA Reimburse Salaries	-	(230,986)	-	-	-	
Overtime	-	7,587	8,000	965	(7,035)	
Vacancy Savings	(1,165,071)	-	(1,168,182)	-	1,168,182	-100%
Benefits	5,719,962	4,993,686	5,810,820	890,655	(4,920,165)	-85%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 22,320,972</b>	<b>\$ 20,534,511</b>	<b>\$ 23,449,062</b>	<b>\$ 3,513,185</b>	<b>\$ (19,935,877)</b>	<b>-85%</b>
Library Books & Materials	\$ 7,737,400	\$ 7,585,872	\$ 9,170,434	\$ 1,108,135	\$ (8,062,299)	-88%
Library Periodicals	200,000	177,193	239,000	30,925	(208,075)	-87%
<b>Sub-Total Library Collections</b>	<b>7,937,400</b>	<b>7,763,065</b>	<b>9,409,434</b>	<b>1,139,060</b>	<b>(8,270,374)</b>	<b>-88%</b>
Supplies	\$ 1,559,475	\$ 1,412,124	\$ 1,375,098	\$ 168,942	\$ (1,206,156)	-88%
Services & Charges	5,704,984	4,384,002	5,996,673	633,545	(5,363,128)	-89%
Vehicles	-	-	-	-	-	
Interdepartmental Direct Charges	1,264,323	1,291,042	1,295,745	31,128	(1,264,617)	-98%
Interdepartmental Indirect Charges	1,470,413	1,470,413	1,691,436	-	(1,691,436)	-100%
<b>Total Supplies and Other</b>	<b>\$ 9,999,195</b>	<b>\$ 8,557,581</b>	<b>\$ 10,358,952</b>	<b>\$ 833,615</b>	<b>\$ (9,525,337)</b>	<b>-92%</b>
<b>Total Operating</b>	<b>\$ 40,257,567</b>	<b>\$ 36,855,156</b>	<b>\$ 43,217,448</b>	<b>\$ 5,485,860</b>	<b>\$ (37,731,588)</b>	<b>-87%</b>

**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 02/28/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
<b>Debt Service</b>						
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%
<b>Total Debt Service</b>	<b>\$ 621,945</b>	<b>\$ 621,945</b>	<b>\$ 621,745</b>	<b>\$ -</b>	<b>\$ (621,745)</b>	<b>-100%</b>

**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 02/28/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
<b>Sources of Funds</b>							
Property Tax - Capital - 4.5%	\$ 2,442,681	\$ 2,420,303	\$ 2,383,862	\$ 2,383,862	\$ 26,857	\$ (2,357,006)	-99%
Transfer from FB - Capital Expenses						-	
<b>Total Sources of Funds</b>	<b>\$ 2,442,681</b>	<b>\$ 2,420,303</b>	<b>\$ 2,383,862</b>	<b>\$ 2,383,862</b>	<b>\$ 26,857</b>	<b>\$ (2,357,006)</b>	<b>-99%</b>
<b>Uses of Funds</b>							
<b>Annual Replacement &amp; Maintenance Program (ARM) and Recurring Projects</b>							
ARM-01 Capital Maintenance	\$ 250,000	\$ 196,169	\$ 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	21,150	(228,850)	-92%
ARM-04 Book Sorter Replacement	500,000	525,598	350,000	350,000	297,394	(52,606)	-15%
ARM-05 IT Infrastructure Replacement	250,000	259,904	350,000	350,000	67,388	(282,612)	-81%
OffSite Services	430,690	129,102	\$ 60,000	\$ 60,000	-	(60,000)	-100%
<b>2017 Projects</b>							
Bookmobile Replacement	\$ 317,194	\$ 111,644	\$ -	\$ -	\$ -	\$ -	n / a
<b>2019 Projects</b>							
Document Management System	\$ 77,263	\$ 17,500	\$ -	\$ -	\$ -	\$ -	n / a
<b>2021 Projects</b>							
Standley Lake Clerestory Roof	\$ -	-	\$ -	\$ -	\$ -	\$ -	n / a
<b>2022 Projects</b>							
Location Holds Lockers	\$ 205,000	\$ -	\$ -	\$ -	\$ 170,695	\$ 170,695	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
<b>Multi-Year Construction Projects</b>							
South County Library	\$ 16,378,662	\$ 10,077	\$ 8,698,826	\$ 8,698,826	\$ -	\$ (8,698,826)	-100%
Evergreen Library Redesign	700,000	115,329	3,520,000	3,520,000	89,482	(3,430,518)	-97%
Northwest County Library	4,700,000	9,127	9,989,475	9,989,475	-	(9,989,475)	-100%
<b>Total Capital Projects</b>	<b>\$ 24,508,487</b>	<b>\$ 1,996,095</b>	<b>\$ 26,004,701</b>	<b>\$ 26,004,701</b>	<b>\$ 646,109</b>	<b>\$ (25,358,592)</b>	<b>-98%</b>

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

Project	2023 Amended Budget	YTD Actual 02/28/2023	YTD Encumbrances 02/28/23	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	21,150	-	21,150	228,850
ARM-04 Book Sorter Replacement	350,000	297,394	-	297,394	52,606
ARM-05 IT Infrastructure Replacement	350,000	67,388	-	67,388	282,612
Bookmobile Replacement	-	-	-	-	-
Document Management System	-	-	-	-	-
Offsite Services	60,000	-	-	-	60,000
Location Holds Lockers	-	170,695	-	170,695	(170,695)
Conifer Library Opportunity	2,500,400	-	-	-	2,500,400
Belmar Outdoor Space	-	-	-	-	-
Data Warehouse	-	-	-	-	-
<b>Multi-Year Projects Construction Projects</b>					
South County Library	8,698,826	-	-	-	8,698,826
Evergreen Library Redesign	3,520,000	89,482	171,017	260,499	3,259,501
Northwest County Library	9,989,475	-	-	-	9,989,475
<b>Total Capital Projects</b>	<b>\$ 26,004,701</b>	<b>\$ 646,109</b>	<b>\$ 171,017</b>	<b>\$ 817,126</b>	<b>\$ 25,187,575</b>