

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

February 15, 2024



Teen After Hours - Lunar New Year



I Wonder about Wildlife



**Library for All: Interactive Program for
Teens and Adults with Disabilities**



**Love in the Air: Crafting a Heart Air
Balloon - Bookmobile**



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	<p>Thursday, February 15, 2024 – 5:30 pm – HYBRID MEETING</p> <ul style="list-style-type: none"> • <u>ONLINE MEETING VIA ZOOM</u> • <u>IN-PERSON MEETING AT LAKEWOOD LIBRARY MEETING ROOM</u>
1.	<p>Call to order & attendance (4.5.8) <u>Call to order & Attendance</u></p> <ul style="list-style-type: none"> • Verbal roll call – Each Trustee announces their presence by stating their name.
2.	<p>Pledge of Allegiance</p>
3. Agenda Action	<p>Approve Agenda Chair: Call for motion and second</p>
4. Public Comment	<p>Public Comment</p> <p>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.</p> <p>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.</p> <p>To address the Library Board of Trustees during Public Comment:</p> <ol style="list-style-type: none"> 1. <u>In-person</u>: Must sign in on the form provided at the door. 2. <u>Virtually during the public comment portion of the meeting</u>: Send a chat message to the meeting host with name and the comment topic 3. <u>Online public comment form</u>: The online form is available at 5:30 pm the Thursday prior to the scheduled Library Board meeting and closes at 1:00 pm the day prior to the scheduled Library Board meeting. 4. People who dial in will not be able to provide public comment during the meeting. 5. Those who failed to sign up or submit the online form, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board. 6. The Chair has authority to maintain the decorum of the meeting. Conduct or comments that are disruptive to the meeting or its participants are prohibited. <p>For more information on public comment policy please refer to Board Governance Policy 4.3.7: Board Governance Policy Manual - January 18 2024 (jeffcolibrary.org)</p>
5. CONSENT AGENDA Action	<p>Approval of Consent Agenda Chair: Call for motion and second</p> <ol style="list-style-type: none"> A. Approve Minutes of January 11, 2024 Study Session B. Approve Minutes of January 18, 2024 Board Meeting C. Authorize EBSCO Serial Subscription Contract
6. Foundation	<p>Foundation Update</p>

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

<p>7. Operational Updates Action as Needed</p>	<p><u>Executive Director</u> A. Executive Director Report B. South County Library Update C. Northwest Jeffco Library Update</p> <p><u>Business Strategy & Finance</u> <u>Finance and Budget</u> A. Financial Report (January) B. Carryforward Request for Fiscal Year 2024 Budget Amendment Chair: Call for motion and second C. Supplemental Budget Request – South County Express Library Chair: Call for motion and second D. 2023 End of Year Report</p> <p><u>Facilities & Construction Projects</u> A. Evergreen Redesign Project Update</p>
<p>8. Action as Needed</p>	<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>
<p>9. Emerging Issues Action as Needed</p>	
<p>10. Ends Action as Needed</p>	<p>Ends: No items.</p>
<p>11. Board Governance Action as Needed</p>	<p>Board Governance: A. Nominating Committee report to the Board: Proposed Slate of Officers B. Bylaws Committee status update C. Library Board of Trustees Review Policy Governance Monitoring Reports 2.0 to 2.4. Adoption will be on the consent agenda for the March 21, 2024 Board meeting unless otherwise instructed by the Board.</p>
<p>12. Suggest Agenda Items Action as Needed</p>	<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>2024 Board Meeting Schedule</u></p> <ul style="list-style-type: none"> • March 14, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • March 21, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • April 11, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • April 18, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. EXECUTIVE SESSION WITH ADJOURNMENT OF REGULAR MEETING	EXECUTIVE SESSION Call for Motion and Second: To adjourn the regular meeting of the Library Board of Trustees and reconvene in executive session <u>AND</u> adjourn the regular Board meeting at the conclusion of the Executive Session. Guests: Eric Butler, County Attorney’s Office and Tami Culkar, Fisher & Phillips LLP. EXECUTIVE SESSION: Topic: Possible collective bargaining unit. <ul style="list-style-type: none">• Pursuant to 24-6-402(4)(b) Conferences with an attorney for the local public body for the purposes of receiving legal advice on specific legal questions.• Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.

CONSENT AGENDA

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

jeffcolibrary.org



Jefferson County
PUBLIC LIBRARY

TO: Library Board of Trustees

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

DATE: February 8, 2024

RE: Consent Agenda for the February 15, 2024 Board Meeting

- A. Library Board of Trustees approve Minutes of January 11, 2024 Study Session.
- B. Library Board of Trustees approve Minutes of January 18, 2024 Board Meeting.
- C. Library Board of Trustees authorizes the Executive Director to enter into a contract with EBSCO Information Services for serial subscriptions.

Jefferson County Public Library Board of Trustees
Study Session
January 11, 2024 – 5:30 pm
Hybrid meeting held online via ZOOM
and in-person in the Lakewood Library meeting room.

TOPICS:

Public Services

- Express Library Evaluation Results

Board Governance - Strategy

- Board Reviews Global Ends Statements 1.0-1.4
- Strategic Planning Framework & Process
- 2024 Annual Plan: Strategic Priorities, Initiatives, Programs & Projects

Board Governance

- Board Reviews Draft Sunshine Resolution LB-01-18-24

Public Services

- Annual Pine Library Contribution

Contracts & Agreements

- Baker & Taylor Boundless Contract Renewal

Call to Order

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

Other Trustees present: Emelda Walker (Vice-Chair), Jill Fellman (Secretary), Stanley Harsha and Charles Jones.

Trustees not present: Jeanne Lomba and Pam Anderson

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Matt Griffin, Director of Business Strategy and Finance; 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; Jessica Paulsen, Assistant Director of Public Services for Customer Experience; Lizzie Gall, Assistant Director of Public Services for Resources and Programs; Perri Gardner, Construction Project Manager; Paola Vilaxa, Public Services Manager Patron Experience; 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.

Public Services

Express Library Evaluation Results

The Executive Director advised the Board that when the Library first started the Express Library project, the Board asked to be informed about the results. The team has the evaluation ready to share.

Julianne Rist, Director of Public Services, addressed the Board and presented information on the results of the one year evaluation of the Express Library West Arvada. Julianne Rist noted that Kelly Duran, Manager of Lakewood Library and Library-to-You and Padma Polepeddi, Assistant Director of Public Services for Community Outreach will also be presenting information.

Background

Julianne Rist advised the Board that in July of 2021 JCPL brought to the Board a cutting-edge concept of a self-service, staff-less library. In August of 2021 the Library recommended a location for the Express Library in West Arvada. The Board of Trustees saw the potential and took a chance on this cutting-edge idea. The Express Library West Arvada opened to the public in April 2022.

Vision

As part of JCPL's suite of offsite services the Library proposed a new concept which JCPL named the Express Library. The vision for the Express library was to provide a self-service/staff-less location that offers a fuller library experience than holds lockers or lending machines. The vision included services such as:

- Browsing the collection
- Computer and internet access
- Printing and copying
- Programs
- Convenience and flexibility for patrons
- A lower overhead cost to library systems than a fully staffed location

Kelly Duran, Manager for Lakewood library and Library to You, will now talk about some of the things JCPL learned in the first year of service and some of the results of the 1-year evaluation.

Success Measures: Visits

Kelly Duran addressed the Board and expressed appreciation for the opportunity to present information on the great first year success of the Express Library. Looking at data points for visits the goal was 65 to 100 per day. The first 6 months averaged 63 visits. In the second 6 months that number jumped to an average of 73 visits per day, with the total number of visits for the year over

23,000. The Library met that goal. More recently, in November, the Express Library had its highest month yet with an average of 93 visits per day.

Success Measures: Check Outs

The Library's goal for check outs was 100 to 150 per day. In the first 6 months the average was 95. The second 6 months that number was 141. For the year, over 39,000 holds and browsing items were checked out and the Library met that goal. More recently, November was also a record for checkouts with an average of 180 per day, over our goal. Checkouts per visit for the Express library are the same as all other JCPL locations.

Success Measures: Collection

Having the collection consist of highly popular materials continues to be successful model. 42% of the checked-out items came from the Express Library browsable collection versus items patrons placed on hold. These check-outs from the browsing collection are something that cannot be accomplished with a Holds Locker. 58% of check-outs were holds.

Other Successes

- Computer use
- Copiers
- Programming

Beyond the visits and check outs, the goal was to provide library services to this community beyond what a holds locker can provide for a more holistic library experience. The Library accomplished that goal too, providing those services and patrons are utilizing them. The Express Library has 2 patron computers, a copier/print/scan/fax machine, Wi-Fi, a space to read, study, or work and a space for staff to offer programs. The Express Library can also easily provide other resources such as tax forms, eclipse glasses, community publications, and library give aways. Although the Library did not offer programs during the first year, programming was started in June 2023, offering a weekly family story time, 2 programs during Summer Challenge and a sugar skull program with great attendance. In 2022, Express Library had 60 patrons register for the Summer Challenge listing the Express Library as their home Library. In 2023 that number more than doubled to 140.

The Express library has a 24/7 return bin out front, and patrons love it. It might be expected that all 39,000 items that checked out from the Express Library might get returned there. There were almost 52,000 items returned. This was a trend we saw in the first 6 months, and it continued into the second 6 months. This tells us that patrons are using the Express Library in conjunction with another library and patrons enjoy the convenience of this particular returns bin.

Evaluation Survey

Beyond anecdotal and quantitative evidence the Library wanted to hear directly from the patrons to see if the Express Library accomplished its goals, hear what patrons want from the space and gauge the satisfaction level. To do this the Library conducted a patron survey, working with JCPL data specialists to create the questions and then working with Digital Experience and Communications teams to release the survey. The survey was sent through email to patrons registered to use the Express Library, about 2,700 patrons. The Library also had paper surveys available onsite at the Express Library. Paper and digital surveys were offered in English and Spanish, though none were returned in Spanish. The survey was available for 2 weeks. There was a mix of multiple choice and open ended questions. 626 patrons took the survey which is a great return.

Evaluation Survey Results

- 59% come every few weeks or once a week
- 98% already have a library card
- 58% use library resources more since the opening of the Express Library

One of the most encouraging results was the response to the question: Do you use library resources more since the Express Library has opened? 58% said yes. People using the library more is always our goal.

Patron Feedback

The open-ended questions provided more in-depth insight. Of the 626 patrons that took the survey 538 answered at least one open ended question, providing a lot of information.

317 patrons answered the question “What could we improve?” 27% said there were no improvements needed, with comments such as:

- “Nothing for me. Love it! Thanks”
- “So pleased to have a convenient location”
- “Nothing, this is a fabulous service and should be set up in more locations across the county.”

While the Library loves hearing this, more insights were provided by the other 73% with these suggestions on ways the Library could improve service:

- More books
- Longer hours
- Open on holidays

There were several requests for specific collections, things like TV shows, romance, and more adult non-fiction and bios. Several people mentioned they would like to be able to renew items and also requested longer hours and to be open on holidays.

Looking at the answers to “What do you like most about the Express Library?” the Library gained insight into customer satisfaction and how they use the library. 81% of patrons gave an answer, that in and of itself says something - that patrons like it a lot and want to tell us. Almost 100% of the answers included something about the location - closer to my house, more convenient, or about how easy it is. The Express Library West Arvada goal to bridge barriers and makes it easier for patrons to access library resources was met. Patrons repeatedly thanked us and said how much they love the Express Library.

Something that the Library heard that was not expected – one of the goals was to bridge the distance barrier. JCPL leaned into the “Express” part mainly because of the occupancy, it’s a small space, we wanted patrons to feel welcome but also get in, do what they need and leave. But patrons have embraced that “Express” mentality and over and over again patrons commented on how they like that the Express Library is so quick, easy, quiet, and not overwhelming. The Parking is easy, it’s short walk to the returns bin and front door, the smaller collection is less overwhelming, the smaller environment is better for their children. We bridged the convenience barrier of patrons wanting and needing their library trip to be quick and easy.

Patron Comments

Patron Comments



We just moved here and adore the Express library. My kiddos love going there to select books and movies. I love how easy it is to find interesting books both fiction and non-fiction. Thanks for curating the books and proudly having a banned book display. Librarians and libraries are so important and we really value this resource!! Thanks for all you do!

I never realized why I stopped visiting the branches until I walked into the serenity of the Express library. I love it just the way it is.

I appreciate that the library is adapting to the change in times and technology. Opening the express location is a great approach to modern needs without having to invest in another traditional large structure with it's significant overhead. Kudos to you!

I use the library more often because the express library is so much more convenient to use. It's closer to my house and parking is much easier. I like being able to just run inside quickly and get my hold or make a copy without it taking a long time.

Kelly Duran shared one final patron comment: “It truly is my version of heaven.”

JCPL Response

- Expand hours
- Open on holidays
- Renewals
- Outreach to non-users

Kelly Duran expressed appreciation to the Board for their support and the opportunity to celebrate the Express Library's one-year anniversary and its successes.

Based on the data, observations, assessment and results of the survey the Library will make adjustments. Some of the larger adjustments are:

- Expand hours
- Open on holidays
- Renewals
- Outreach to non-users

The Library is going to expand Express Library hours, open on holidays and allow one renewal on Express collection items. JCPL also wants to conduct an outreach and marketing campaign to non-library card holders in the area to make sure people who never got a card because of distance or other barriers know about this resource.

Kelly Duran introduced Padma Polepeddi, Assistant Director of Public Services for Community Outreach.

Conclusion

Padma Polepeddi addressed the Board and expressed appreciation to the Board for trusting staff and supporting the concept of a self-service express library. This Express Library was leading edge innovation and the first in the nation. Staff have worked hard to make this pilot a success. The use and survey data shows that the community supports this innovation, and JCPL is addressing access barriers. Padma noted that recently, while at her neighborhood library with a friend and her children, they shared that there have been times after work when they went to the library only to realize that the library was closing at 5pm, which gave little or no time to have her children pick out books.

JCPL believes we have proved that the Express Library concept not only works in creating awareness and providing access to library resources when building a new location, but also addresses distance barriers, enhances convenience, easy and quick browsing and easy and quick dropping off of materials. There is great potential in using this concept to supplementing services where access is limited in an existing location.

By leveraging all of JCPL's library services such as the traditional locations, bookmobile, outreach, hold lockers and the Express Library, JCPL can offer access to library resources to all residents of Jefferson County.

In response to questions, the Board was advised that:

- Regarding support for expanding hours and being open on holidays, the Library expanded call center hours and monitored all calls and emails regarding the Express Library. There were almost no calls or emails. A phone number is posted on the door for patrons to call for support. Once inside the Express Library, there were very few requests for assistance. Things like a copier didn't give 5 cents change. The Library connects with the patron later and resolves the issue. JCPL anticipates zero extra staffing hours in support of the expanded hours.
- In terms of the additional materials in the 24/7 returns bin, the courier system already visits the Express Library once per day.
- The Library does have data on the Express Library collection use; however it has not compared that use to other library locations. The kid's express collection is in the top 5 for circulation, second was adult fiction and 3rd was the adult Express collection. Patrons can see what is available at the Express Library through the online catalog on the website.
- The Express Library did receive an award and Kelly Duran presented the Express Library at the Association of Bookmobile and Outreach Services conference last year.
- Library staff attend conferences where vendors are marketing innovation products. Open Plus was a software marketed by Bibliotheca. The software was for use in existing locations for patrons to utilize meeting space outside library hours and the product was marketed in that scope. The concept was brought back to JCPL and presented to Donna Walker, Executive Director and Julianne Rist, Director of Public Services. JCPL leadership and staff believed there was more to the concept and handed it to staff to think creatively to address access barriers, which is a foundational value. Having that foundational value helped motivate staff to lean into the concept. That is how the idea came about and was presented to the Board.

The Executive Director noted that one of the findings was a surprise - how many people use the Express Library to bring their children into a space that is not so overwhelming, a place of respite and serenity.

The Chair noted that she lives in the area of the Express Library and hears about how much the community enjoys that service.

The Board expressed appreciation to the staff for the wonderful success of the Express Library.

Board Governance - Strategy

The Executive Director advised the Board that the next three topics are part of the method the Board uses to engage in JCPL's strategic planning process. Strategic planning is included in the

Board's Bylaws. The Board will review the ends statements, strategic planning framework and process, the 2024 annual plan and provide input. Once the Library hears inputs from the Board, any adjustments to the plan will be made and next week the Board will be asked if the Library can move forward with the annual plan. The 2024 annual plan is the performance plan for the year.

Board Reviews Global Ends Statements 1.0-1.4

The Global Ends Statements were developed with extensive Board, staff and public input. The Library recommends maintaining the ends statements for the duration of the 2020-2025 plan.

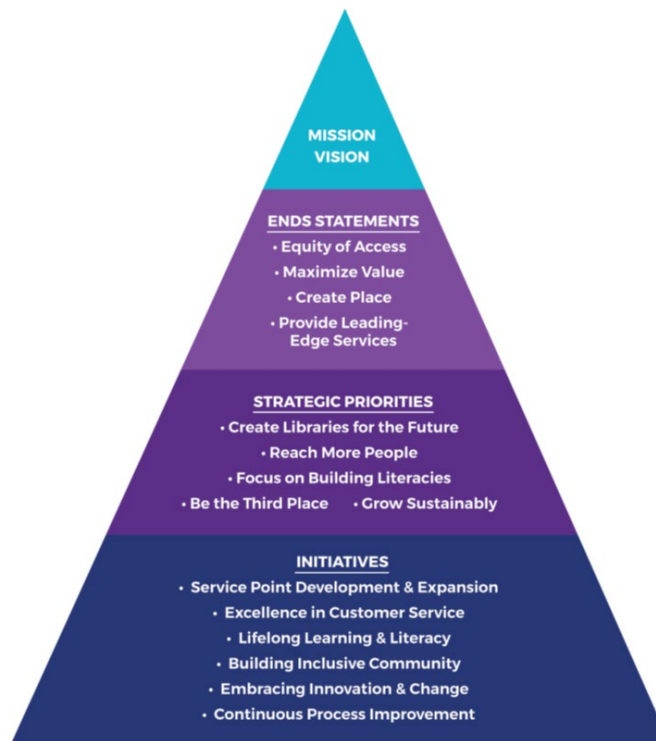
The Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.
2. All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.
3. Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.
4. JCPL maximizes return on shared investment by delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.

Strategic Planning Framework & Process

Matt Griffin, Director of Business Strategy and Finance addressed the Board and provided information on the Library's strategic planning framework and process. As JCPL heads into year five of execution of the five-year strategic plan, the strategic priorities and initiatives continue to lead towards the achievement of the Board Ends.

JCPL is poised to enhance its project management practices by adopting an advanced framework, a significant move towards industry best practices in project management. Projects will be organized into programs, each aligned with a specific portfolio, corresponding to one of JCPL's six initiatives. This approach ensures a clear linkage, demonstrating how each project directly aligns with an initiative and contributes to the overarching JCPL strategy.



2024 Annual Plan: Strategic Priorities, Initiatives, Programs & Projects

Matt Griffin advised the Board that each project for 2024 will be presented, with deliverables noted for Board discussion either during the presentation or at the end of the presentation.

Portfolio: Service Point Development & Expansion

Program: Expanding Offsite Services

- Project 1: 4th Hold Pickup Location – Offsite. Deliverable: Complete installation of offsite hold lockers.
- Project 2: South County Express Library. Deliverables: Secure funding, Identify site location, and tenant finish.

The South County Express Library is a new, unbudgeted project that came up through conversations and the success of the Express Library West Arvada. The South County Library project is a ways off and knowing how people took to the Express Library and its ability to fill in the gap and provide services in that area, the Library is presenting this South County Express Library as a potential project for 2024. An Express Library in South County is an option to fill the gap in services until that destination library can be built.

The ROM (Rough Order of Magnitude Estimate) is \$650,000. The first deliverable is to secure funding and have that conversation with the Board. The Library has funding options to present to the Board, including the logistics of securing those funds at this point in the year.

There are three options to secure funding for the project:

1. Contingency. There is a \$500,000 contingency within the 2024 budget. The logistics are the Board authorization to spend against that contingency budget.
 - a. Benefits: Already within the 2024 Budget and actionable by the Board.
 - b. Considerations: Deviates from that fund's intended emergency use and the ROM exceeds the contingency amount.
2. Supplemental. The supplemental would take \$650,000 from the fund balance and create a dedicated project budget. The logistics are the Board authorization, and the Library writes that briefing paper for a Board of County Commissioner's (BCC) agenda.
 - a. Benefits: Streamlined from an accounting perspective and a dedicated project budget and reported in the financial tables with a dedicated line.
 - b. Considerations: Requires BCC approval via a briefing paper.
3. Budget Transfer. A budget transfer in the 2024 capital budget. Those funds are allocated. Some of those projects won't use all the funds allocated in 2024. For example, the South County project budget is \$5.7 million. It is very unlikely that will be spent in 2024. The logistics are taking \$650,000 from that project and moving it to the South County Express Library project, a transfer within capital projects.
 - a. Benefits: Wouldn't change the budget for 2024 and is actionable by the Board.
 - b. Considerations: Temporarily taking away funds from another capital project. There are more steps to that process in reallocating to next year's budget to make sure nothing changed.

The Library's recommendation is the supplemental option. It is the cleanest option with a one page briefing paper for a BCC agenda.

In response to questions, the Board was advised that:

- The timing for the supplemental is not a long process in terms of getting the briefing paper on the BCC agenda.
- In terms of the impact on the fund balance and how much of the fund balance is above the minimum reserve allocated to projects, the Library will provide information next week in the financial report with the closeout of 2023. The Board will have an accurate picture of what this allocation would do to the fund balance over time.

The Chair asked the Board if they are generally a thumbs up on the South County Express Library Project in terms of the idea. The Trustees indicated thumbs up.

The Chair noted that she also likes the idea of providing additional services to patrons in this area of the County and indicated that it makes sense to use funds for that purpose. If something moves faster with the South County Library project, she wants to make sure the Library can act on that as well.

The Executive Director confirmed that the direction is not to shift the South County Express Library out of the 2024 annual plan and that next week the Board will have the financial discussion before consensus on the annual plan so they can make an informed decision.

The Chair noted that it is an exciting opportunity for a community that has been waiting so long for a branch in that area. An Express Library in South County will also help demonstrate the need for services.

The Executive Director noted that JCPL has had a bookmobile stop in that area for over 9 years, a service that can only do so much. The Library does see the Express Library concept as a viable option to provide more robust services to that community.

Portfolio: Service Point Development & Expansion

Program: New Construction

- Project 1: South County Library. Deliverables: Engage realtor to identify suitable sites, Identify short list sites, Recommend site to Board of Trustees.
- Project 2: Northwest Jeffco Library. Deliverables: Select architect, Facilitated community engagement, Acquire site, Program of Service, Start design development

Program: Building Redesign

- Project 1: Arvada Library. Deliverables: Facilitated community engagement, Program of Service, Design development, Identify alternative services location.
- Project 2: Evergreen Library. Deliverables: Complete construction, Move in, Reopen to public.

It was noted that for the Arvada Library redesign, 2024 is a planning year with next year being the work of the actual redesign.

In response to a question the Board was advised that the Library does anticipate closing the Arvada Library during redesign construction due to the time and expense of phasing the project and trying to keep the library open during construction.

Portfolio: Service Point Development & Expansion

Program: Building Opportunities

- Project 1: Conifer Library. Deliverables: Acquire or lease location, Program of Service, Design development.

In response to questions, the Board was advised that:

- The Library is meeting with a realtor in the next week to see what sites they have found and what's available.
- Library staff will evaluate the available sites and develop a short list. Timing to bring that information to the Board depends on what that list looks like and how much evaluation and assessment needs to take place.

Matt Griffin advised the Board that the Service Point Development and Expansion portfolio is robust. There are many more projects, however the Library is only bringing so many to the Board. The Library will focus efforts in 2024 on service point development.

Portfolio: Excellence in Customer Service

Program: Create a Radically Welcoming JCPL - Public

- Project 1: New Collection Development Policy. Deliverables: Research Report – Library Policy Comparative Study, Revise Collection Development Policy, Revise Material Reconsideration Request

Portfolio: Lifelong Learning and Literacy

Program: Advance Digital Equity and Inclusion

- Project 1: Digital Literacy Collaboration (ARPA). Deliverables: Complete all phases (I, II, III), Order equipment, Conduct school and community group trainings, Produce reporting, Evaluation plan, Conduct and present a Think/Make/Check evaluation, Fulfill final accounting and reporting requirements.

Program: Advance Community Literacy

- Project 1: Imagination Library. Deliverables: Determine fiscal agent, Identify zip codes and supportive organizations, Strategy for long-term organizations, Recommend JCPL involvement and resources, Initiate the pilot program.

Julianne Rist, Director of Public Services, provided information on the imagination library. Imagination Library Colorado (ILCO) launched statewide in November 2021 with SB20-185 and Governor Polis' proclamation of Family Literacy Month. The program is based on Dolly Parton's initiative to mail books every month. The Vision of ILCO is to be a champion of early childhood literacy in Colorado so that all children start school ready on day one. ILCO provides books every month at no cost to families mailed directly to their house from birth thru age 5. Learning begins at birth. The sharing of books between caregivers and children, along with books in the home significantly fosters a love of reading, kindergarten readiness, and social-emotional intelligence. ILCO is a natural collaboration with Jefferson County Public Library, with its focus on building

literacies. In collaboration with community partners, JCPL will emphasize promotion of the program to under-served communities within the County.

JCPL has received stadium grant funding to support this project. As a result, there will be parameters around reporting, data gathering and other items. The funding received will fund some costs, there may be opportunities for other funding sources through the state ILCO program.

Trustee Harsha asked for more information and noted that the rotary club may have an interest. The Executive Director noted that the Library will find a way to connect and mentioned that it can be very expensive to mail books if you include all zip codes.

Portfolio: Building Inclusive Community

Program: Create a Radically Welcoming JCPL - Staff

- Project 1: Talent Pipeline Development. Deliverables: DEI training to JCPL leadership teams, Deliver JCPL Leadership Academy, Create a Leadership Book Club, Leadership Lunch and Learn, Conduct a talent pipeline assessment with the Directors Team.
- Project 2: All Staff Compensation Study. Deliverables: Compensation philosophy and policy for JCPL, Complete the compensation analysis, Apply findings to the 2025 salary budget.

Portfolio: Embracing Innovation and Change

Program: This is new and for that reason JCPL recognizes that these projects are big enough that there will be programs, but they have not advanced enough to break out into projects. Deliverables are at a higher level because of where they are in the project phase.

- Project 1: Artificial Intelligence Strategy. Deliverables: Develop Staff and Patron Policies and Guidelines, Feasibility study for implementing AI solutions, AI pilot program.
- Project 2: Fundraising Development. Deliverables: Outsource fundraising counsel, 2-year fundraising plan, Codify separate fundraising portfolios for JCPL and JCLF, Pilot foundation relations and grants program, Fundraising Evaluation.

In response to questions, the Board was advised that:

- JCPL wants to bring patrons along with us as part of lifelong learning and literacy and feels that AI is an important technology to bring to patrons.
- One of the roles of a public library is new technology. People look to the Library to learn how to safely use technology and inform them on what that technology means to them and their life. There will likely be a Public Service project around AI to implement with our patrons. This area will be a collaborative effort between the two divisions, Public Services and Technology and Innovation.
- Programs will develop as the Library learns more, and that will inform what we do and what's best for our patrons and the Library.

Portfolio: Continuous Process Improvement

- Program: Accelerate Our Building Program
- Project 1: Design Standard. Deliverables: Finalize Design Standard, Revise Program of Service, Integrate Design Standard and Program of Service, Operationalize Design Standard.

The Executive Director advised the Board that in February, the Library will bring the results of the 2023 plan, including circulation for the year, visits, how many people attended programs, etc., the quantitative data for 2023. The Library hasn't tied specific performance indicators to the 2024 projects yet, it is part of our evolution in project management. The Library has added some data resources to our team to help us and the Board will start to see specific performance indicators.

Board Governance

Board Reviews Draft Sunshine Resolution LB-01-18-24

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

In response to a question, the Board was advised that there have not been any problems or complaints with the website.

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

Public Services

Annual Pine Library Contribution

Jessica Paulsen, Assistant Director of Public Services for Customer Experience, addressed the Board and provided information on the annual contribution to the Pine Library. The Pine Library is staffed by volunteers. JCPL does provide some decommissioned items and pays for their internet. The contribution from JCPL helps cover their insurance cost and helps offset the electric and heating bill. The Library often uses their social media account to mention things happening at JCPL, particularly at the Conifer Library.

In response to questions, the Board was advised that:

- Support for the Pine Library's internet/Wi-Fi is in addition to the \$1,500.
- The Library checks in with the Pine Library regarding the amount of the contribution every year and they are happy with the amount.

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

Contracts & Agreements

Baker & Taylor Boundless Contract Renewal

The Executive Director advised the Board that this contract renewal is being brought to the Board to provide information due to the large amount and the change in the service name from Axis 360 to Boundless.

Lizzie Gall, Assistant Director of Public Services for Resources and Programs provided information on the Boundless contract renewal. This is the second renewal of the Baker & Taylor Boundless contract which previously was Axis 360. In September 2023 that platform was rebranded as Boundless and updated in some ways. There were some bumps in the beginning, the vendor responded quickly and JCPL is happy with the vendor and the service. This service is also part of the Jeffco Schools Community Shares software, and that integration has led to this being a sole source vendor. The amount of the contract renewal is \$1.7 million including platform fees.

The Chair expressed appreciation to the Library for bringing this information forward as it is a large amount and noted that this item will be on the consent agenda for next week's meeting.

The Executive Director asked for a final check in on the 2024 Annual Plan and noted that no changes to the plan were requested and that the Library will bring back more information on the fund balance reserve around South County. The Board confirmed that understanding.

In response to a question, the Board was advised that more information on Fundraising Development will be shared next week.

The Chair noted that the 2024 annual plan is ambitious and expressed appreciation to the Library for bringing the information to the Board.

ADJOURNMENT

The Study Session was adjourned at 6:52 p.m.

Jill Fellman, Secretary

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

January 18, 2024

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 in the Lakewood Library meeting room on January 18, 2024. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

Other Trustees present: Emelda Walker (Vice-Chair), Jill Fellman (Secretary), Stanley Harsha and Charles Jones.

Trustees not present: Jeanne Lomba and Pam Anderson.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Matt Griffin, Director of Business Strategy and Finance; 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; Jessica Paulsen, Assistant Director of Public Services for Customer Experience; Lizzie Gall, Assistant Director of Public Services for Resources and Programs; Perri Gardner, Construction Project Manager; Amber Fisher, Executive Assistant, Office of the Executive Director; Katie O'Loughlin, Administrative Coordinator; Ryan Turch, Technology and Innovation Operations Supervisor; and Joseph Grover, Technical Support Technician Senior.

There were additional Library staff members attending the meeting.

APPROVAL OF AGENDA

MOTION: Emelda Walker moved that the Library Board of Trustees approve the agenda as presented. Seconded by Jill Fellman 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.

There were no public comments, and the Chair closed the public comment portion of the meeting at 5:33 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.

Items on the Consent Agenda

- A. Approve December 14, 2023 Board Meeting Minutes
- B. Adopt the Sunshine Resolution LB-01-18-24
- C. Approve Midwest Tape Hoopla Subscription Renewal
- D. Approve Baker & Taylor Boundless Contract Renewal
- E. Approve annual contribution to the North Fork Library Association to support the Pine Library's operating expenses.

MOTION: Jill Fellman moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, was not able to attend the meeting and Trustee Fellman provided an update on the activities of the Foundation. JCLF was nominated for non-profit of the year by the Applewood Business Association.

EXECUTIVE DIRECTOR REPORT

A. Executive Director Report

The Executive Director advised the Board that she used a new structure in her report that aligns with the 2024 annual plan and requested feedback on that new format. The Chair noted that she likes the new format and that the Create Space at the Belmar Library is a great use of that space.

The Executive Director reminded the Board that in December there was an executive session topic around the petition for election regarding unionization. The Library has updated all Library staff and all Library staff have been provided official notice through all staff email and the notice was posted in all staff rooms as required. A second amendment was also posted, and we are expecting a 3rd amendment, but that has not yet been received. The amendments were mostly around who is included and excluded in the bargaining unit. The notice with dates and manner of election also will be coming to JCPL.

There were no questions or comments about the Executive Director's report.

PUBLIC COMMENT - Reopened

At 5:41 pm the Chair reopened public comment as she became aware of a technical issue with the online chat forum. The meeting was paused to allow time for public comment. Two online public comment forms were received. There were also two comments in the chat and the Chair noted that they will be handled the same way as the online public comment form and provided to the Board. There were no further public comments, and the Chair closed the public comment portion of the meeting at 5:43 pm.

B. South County Library Update

The Executive Director noted that Lizzie Gall, Assistant Director of Public Services for Resources and Programs will give an update on the January 8, 2024 South County Advisory Council meeting.

Lizzie Gall advised the Board that the second Advisory Council meeting was attended in person by 14 members and 2 members attended online. There was a very lively, open conversation on group norms, revisiting work from the first meeting, sharing input and getting ready to work on providing guidance and support in that area of the County. The Council talked about messaging and questions they are hearing from the community and sharing nuances and characteristics of the community concerning development and access to resources. The Council members left the meeting thinking about networks and what message might be helpful in reaching out and gathering input and support.

C. Northwest Jeffco Library Update

The Executive Director advised the Board that the Library is heading toward the neighborhood meeting. This neighborhood meeting is an official requirement for rezoning. The Library held the design charrette meetings as reported last month. The architect is now drawing the design taking the feedback received into account. The Library's Northwest Jeffco Library Manager, Bryan Kratish, did an environmental scan of the amenities in the broader community and what the Library may want to prioritize for outdoor library space. The Library is expecting to review the architect's drawing next week to prepare for the neighborhood meeting on February 28. The invitee list for that neighborhood meeting is in line with specific requirements and the meeting will run according to the City of Arvada's rezoning requirements.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy & Finance

Finance and Budget – Monthly Financials

A. Financial Report (December)

Matt Griffin, Director of Business Strategy and Finance, addressed the Board and provided information on the December 2023 monthly financials. The January Board meeting is a good time to reflect and look back on 2023 financials. The review will be high level numbers and open to any questions the Board may have. Starting on Table 1, Total Fund

Summary and the revenue in 2023, total revenue ended with \$1.3 million more than budgeted. The primary driver of that number is investment income. Investment income was budgeted at \$180,000 and ended with \$1.6 million. As with last year, the Library expects to see market-to-market adjustments again, but not at the same level as in 2023. The Library will monitor that and bring forward any changes to the Board.

For total salaries and benefits, the 9+3 forecast presented a larger variance to budget and the Library made a decision around a 2% one-time payment to all employees that was allocated to 2023 actuals. The salaries and benefits line item ended 2023 in a healthy position of \$800,000 variance under budget.

Library books & materials ended the year underspending by \$1.5 million, all of that was the opening day collection for the South County Library. This budgeted amount did not align with the project timeline and those funds will be reallocated to a future year where it will be spent on the South County Library collection.

Services and charges ended the year underspending by \$1.3 million. This is a robust line item that covers a lot of categories including the Executive Director contingency budget of \$500,000 for emergencies that the Library hopes will never need to be spent. Conferences and trade shows and various consulting expenses for all Library divisions are included in this line item. Depending on project timelines, most of those funds will be re-budgeted for when they are needed in future years.

The Library saw a change in the 2023 amended budget for operating expenditures that was based on stadium district funding, a grant program through the County. Those funds of \$93,000 were allocated to the 2023 budget and will be a candidate for carryforward. The Library will need to do some processing to move those funds into the years they will be needed.

For total use of funds based on variance, the 9+3 forecast accuracy was within \$120,000 of where the Library expected to end the year. The 9+3 forecast helped set the Library up for success ending 2023 with a total spend of \$44 million and variance of \$47 million that is largely made up of capital projects. Considering the multiple year projects and the annual year budget, the Library ended exactly where expected.

In response to a question, the Board was advised that the Library will still see some property tax revenue added to the 2023 budget. There will be lots of minor adjustments, with the biggest one expected to be the market-to-market adjustment. The Library will see changes as 2023 closes out.

In Table 6 Capital Projects, for the South County Library budget versus spend of \$25 million budgeted and \$0 spend, the Library will bring this forward next month around the carryforward discussion. The Library does not expect to carry forward that full amount.

For the Evergreen Library Redesign project, in 2023 the budget was \$4 million with a spend of just over \$2 million. That spending is coming in fast as the Library closes out construction. Approximately \$1.9 million will be carried forward as that project closes out. For the discussion next month, the Library wants to be realistic on what the Library needs and will spend next year.

B. 2024 Revenue Special Session Legislation Impact

Matt Griffin advised the Board that revenue for the 2024 budget was adjusted downward with a total impact of a \$6.9 million property tax decrease. The Library is entering 2024 with a revised \$59.8 million which is very close to the number brought forward in June 2023. There is no impact on 2024 operations or capital projects. There will be an impact in the 10 year financial view. The best place to have that conversation with the bigger picture and capital projects is during the 2025 budget process. There is no impact to the projects in the 2024 strategic plan or to the Library's 2024 operating budget.

In response to a question, the Board was advised that the Library has no reason to expect that 2023 property tax revenue will come in under budget.

C. 2024 Annual Plan: Strategic Priorities, Initiatives, Programs & Projects

Global Ends 1.0-1.4

The Chair noted that she had not received any questions or comments from the Board on the Global Ends. The Chair asked for consensus from the Board in support of the current Global Ends Statements. The Board indicated consensus.

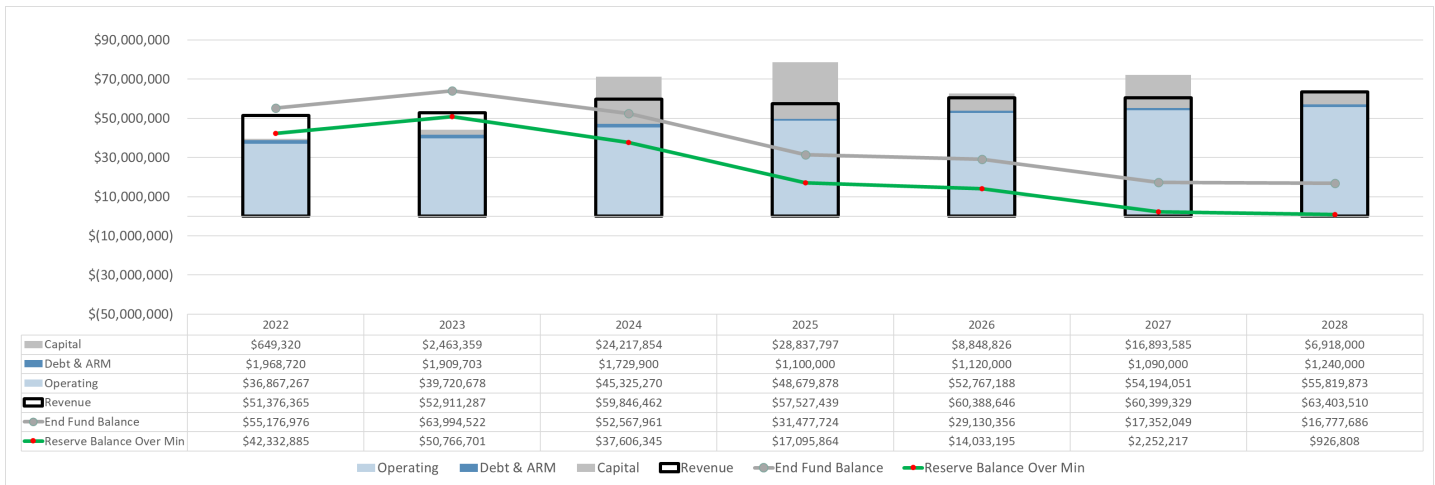
2024 Annual Strategic Plan

The Executive Director introduced the topic and noted that the Board had asked for information on the fund balance and the impact of a South County Express Library.

Matt Griffin presented information on the fund balance and noted that the information looks at out years and considers all capital projects with input from the 2023 actuals on capital, operating and revenues. From there, the Library forecasts potential carryforwards into 2024 and input the South County Express Library with a ROM of \$650,000. Taking all this into consideration, the Library looked at what would happen to the fund balance between now and 2028. The lowest the fund balance would get is \$16.7 million, which is \$900,000 above the reserve. This forecast considers all capital projects between now and 2028, including the South County and Northwest Jeffco libraries through to completion.

The chart shows the flow of where that work takes place and the end period of the large construction projects.

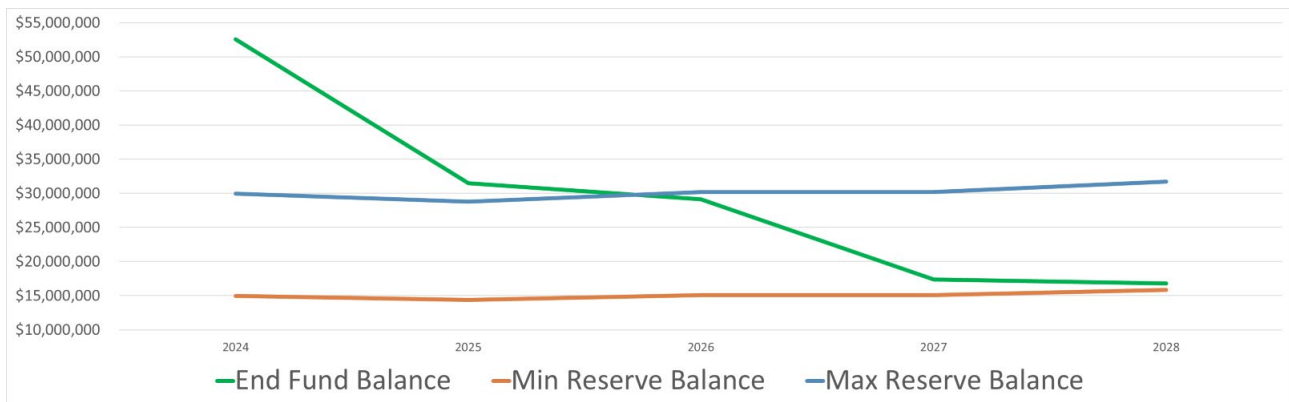
5 Year CIP



In response to a question, the Board was advised that right now the 2024 capital budget is \$18 million. The \$24 million is accounting for carryforward and the unbudgeted South County Express project.

Matt Griffin presented information on the fund balance versus the floor and ceiling. The orange line is the minimum reserve, the blue line is the maximum, and the green line shows the fund balance flow between those two lines.

Fund Balance vs Min & Max Balance



In response to questions, the Board was advised that:

- The revenue projection remains the same in 2024 and 2025, and a 5% increase every two years.
- The projects included in the information are South County Library, South County Express Library, Northwest Jeffco Library, Evergreen Library Redesign, Conifer

Library, Arvada Library and Golden Library. The Standley Lake Library and Operations Center projects were pushed out.

- The fund balance gets close to the minimum reserve in outlying years. There could be a change for the positive and if not, the Library would recommend adjusting the capital plan.

The Chair asked the Board if they had any questions or comments regarding the fund balance information or the 2024 Annual Plan. The Chair noted that the Board will look at the 10-year forecast in a couple of months during the 2025 budget development process. There were no questions or comments and the Chair asked for consensus from the Board in support of the 2024 Annual Plan. The Board indicated consensus.

The Chair noted that the South County Express Library will be a great stop gap while the Library works to build a new branch in that area.

The Executive Director noted that there will be South County Express Library items and processes coming to the Board including the supplemental and lease.

Facilities & Construction Projects

A. Evergreen Redesign Project Update

Perri Gardner, Construction Project Manager, addressed the Board and provided an update on the Evergreen Redesign Project. The fireplace is framed up and ready for tile. The mantle and firebox are installed. The restroom wet wall has the new tile, and tile is installed on all the other walls. The community room has new windows installed and makes a great impact with light flooding into the main space. The ceiling grid and lights are being hung and painting is underway. There are lots of materials on site ready for installation. The cabinet installation starts tomorrow. Countertops are being measured and will come in the next week after. Drywall is completed. The front doors will be installed in a couple of weeks. Next month includes finishes on the fireplace, boiler start up and electrical trim outs. With the ceiling grid started the final sprinkler and alarm inspection are expected by next month, which may get the project to some move in items. The wood ceiling preparation has started. The project is on budget, maybe slightly under budget and the schedule is on target. Construction is estimated to be complete by the end of February, definitely in March. The team is having discussion on the opening date and coordinating remaining items.

The Chair noted that she is excited to see the Evergreen Library in person again. The Executive Director noted that there was one dusty boots tour and asked the Board if they are okay with the VIP walk through as the next opportunity to see the Evergreen Library. The Board indicated the VIP tour would be fine.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

No issues.

ENDS

There were no items.

BOARD GOVERNANCE

Bylaws Committee Appointments

The Chair announced the appointments of Emelda Walker and Stanley Harsha to serve on the committee to review the By-Laws.

Nominating Committee Appointments

The Chair announced the appointments of Jill Fellman and Charles Jones to serve on the committee to nominate Board officers. The nominations will be brought to the Board in February and the election of officers will be held in March. The Vice Chair and Secretary positions are up for election.

The Chair advised the committees that Amber Fisher is a great resource to assist them in their work.

Foundation Board Trustee Representative Appointment

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

GOVERNING POLICY 4.3.7 PUBLIC PARTICIPATION/PUBLIC COMMENT

The Chair asked the Board if there were any questions or comments about governing policy 4.3.7. There were no questions or comments.

MOTION: Stanley Harsha moved that the Library Board of Trustees adopt Governing Policy 4.3.7 Public Participation/Public Comment as recommended. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

The Chair noted that the 2024 Governance Process Calendar was adopted last month.

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.

2024 Board Meeting Schedule

- February 8, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- February 15, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- March 14, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- March 21, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

There were no announcements.

EXECUTIVE SESSION:

At 6:19 pm, the Chair called for a motion to adjourn the regular meeting, reconvene in Executive Session regarding the Fundraising Development Strategy and adjourn the regular Board meeting at the conclusion of the Executive Session.

MOTION: Jill Fellman moved to adjourn the regular meeting of the Library Board of Trustees, reconvene in Executive Session regarding the Fundraising Development Strategy, AND adjourn the regular Board meeting at the conclusion of the Executive Session. Statutory citation authorizing an executive session for this topic is:

- Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.

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

The Chair announced a five 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 6:25 pm with the following Trustees present, Charles Jones, Jill Fellman, Stanley Harsha and Emelda Walker. Also present were Donna Walker, Executive Director; Bernadette Berger, Director of Technology and Innovation; and Amber Fisher, Executive Assistant, Office of the Executive Director.

It is noted that the session was recorded and that the recording will be retained for the required 90 days.

CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND REGULAR MEETING

MOTION: At 7:50pm Emelda Walker moved to adjourn the Executive Session and regular meeting of the Library Board. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

It is noted that the Library Board of Trustees met in Executive Session for discussion of strategy and instructions to negotiators with respect to the Fundraising Development Strategy. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.

Jill Fellman, Secretary

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

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

DATE: February 8, 2024

RE: New Contract for Serials - EBSCO Information Services

History of Contract: EBSCO for Serial Subscriptions

EBSCO Information Services is the current JCPL vendor for our serial subscriptions. Our current contract expires June 30, 2024, and is not available for renewal. JCPL went out to bid for a serial subscription vendor in November 2023. We received 2 responses. The team evaluated the responses and are recommending that we enter into a new contract with EBSCO Information Services for periodical subscriptions for magazines and newspapers.

We have been working with EBSCO for serials subscriptions since 2018 and we have a very satisfactory working relationship with them. The new contract would start on July 1st, 2024. This one-year contract, with five (5) one-year renewals, will be fully executed for fiscal year 2024.

This is being brought forward now because preparations for placing and submitting the orders with EBSCO begins in advance of the contract term to ensure JCPL's serial subscriptions renew without interruption.

Total Cost:

The total budgeted for the first year of the contract for serial subscriptions from EBSCO is \$125,000. This amount is within the approved 2024 Books and Materials budget.

Next Actions:

We request that the Library Board of Trustees authorize the Executive Director to enter into a contract with EBSCO Information Services for serial subscriptions. **This item will be placed on the consent agenda for the February 15, 2024 board meeting unless otherwise instructed by the Board.**

Foundation Update



FEBRUARY 2024

Executive Director Report

by Jo Schantz, MNM, CFRE, GPC

2024 BOOKS ON FILM COMING MARCH 1

JCLF is pleased to present the 3rd in our fundraising series titled Books On Film. Each year, we select a movie that is taken from a popular book. Our first event focused on the book-turned-film "Where the Crawdads Sing" by Delia Owens. Last year, we were proud to host the premier showing of "Oppenheimer," which was developed as a screenplay from the book "American Prometheus, the Triumph and Tragedy of J. Robert Oppenheimer."

On Friday, March 1, JCLF will host a benefit and movie premier of "Dune: Part Two" at Harkins Arvada 14 theatres, 5550 Olde Wadsworth Blvd. in Arvada. The doors will open at 6 p.m. and the film will begin at 6:30 p.m.

We are delighted that Lisa Hidalgo, Denver7 meteorologist, will be our event emcee. Our guests will not only experience this terrific sci-fi film, but will also enjoy free popcorn and a beverage, eligibility in a door prize drawing and -- as a special treat -- can participate in a post-film trivia game regarding the "Dune" book saga and the film series.

Tickets are \$50 per person, and sponsorships are available.



To date, our special event sponsors include: Thrivent, Sonny's Car Wash, High Point Financial Group, Costco #1652, XI Power Foundation, Sally Reed, and the Taurus Fund.

JCLF TO BE HONORED AT ABA AWARDS DINNER

JCLF has been nominated as Nonprofit of the Year by the Applewood Business Association (ABA), and the winner of this award will be announced at a celebration event to be held on Thursday, Feb. 22, at the Denver Marriott West in Golden. The event runs from 5 to 8 p.m., and includes a cocktail reception, dinner and the awards presentations.

Tickets are \$97 per person and sponsorships are available. For details, visit www.applewoodbusiness.com.

COMMUNITY CONNECTIONS

- Jan. 19 -- brunch meeting with donor Rachelle Naishtut
- Jan. 22 -- lunch meeting with donor Alli Mueller
- Jan. 23 -- Finance Committee meeting
- Jan. 24 -- JCLF Board of Directors meeting
- Jan. 29 -- CAG (Christian Action Guild) volunteer appreciation dinner
- Jan. 31 -- Conservation Awards Celebration (as an advisory board member for CSU Extension) at Lakewood Cultural Center
- Feb. 1 -- P.E.O. lunch followed by Books & Brunch committee meeting
- Feb. 4-11 -- Jo out of office
- Feb. 12 -- Teams meeting with Donna Walker
- Feb. 13 -- breakfast presentation for Wheat Ridge Business Assn.
- Feb. 14 -- steering committee meeting for Good News Breakfast

UPDATE ON WHALE'S TALES



We are working hard to bring in more volunteers to help staff both our Whale's Tale bookstores located in Colorado Mills Mall and Belmar Shopping Center. Once we have a full slate of volunteers at Belmar, we will open the shop 7 days a week.

WWW.JEFFCLF.ORG



Executive Director Report

OUR STAFF IS GROWING!

Last fall, we were glad to welcome new staff member Megan Fessenden as our contract Volunteer & Events Coordinator! She is also an event manager at Kroenke Sports and Entertainment. Megan has participated in more than 300 special events and has managed multiple vendors for each event. As marketing coordinator for World Wrestling Entertainment (WWE), she worked on fan engagement, live television production and created marketing tactics for targeted cities.

Megan will be focusing on three program areas here at JCLF:

- Volunteer recruitment
- Fundraising and friend-raising events
- and our Friends membership organization



In addition, we are glad to announce that Cheryl DeGraff is now on board as our administrative and grants intern.



Cheryl comes to us via Jeffco Workforce and previously she was an administrative assistant for the American Indian College Fund. She held a similar position at PaleoResearch Institute, Inc., in Golden.

When we opened up our new bookstore -- Whale's Tale Two Books & Gifts -- in Belmar Shopping Center, we also needed a part-time bookstore assistant to help us out on weekends. That's when Oriana Mullen joined our team! Oriana is a book-lover and freelance artist. She was previously a reading partner for grade school students as a member of AmeriCorps.

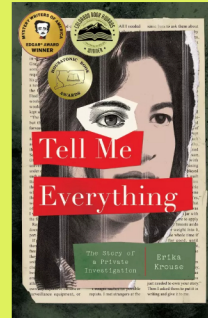


We welcome these new staff members to JCLF!

UPCOMING EVENTS

FRIENDS ANNUAL MEETING

This year's Friends Annual Meeting will take place on Friday, April 19, from 11:30 a.m. to 1 p.m. at the Wheat Ridge Rec Center in Wheat Ridge.



I'm pleased to tell you that author Erika Krause is scheduled as our keynote speaker.

From her website, we learn that Erika is a writer of fiction and nonfiction, most recently Tell Me Everything: The Story of a Private Investigation (March 2022, Flatiron Books). Tell Me Everything is the winner of the 2023 Edgar Award for Best Fact Crime, the Colorado Book Award for Creative Nonfiction, and the Housatonic Book Award for Nonfiction. It is also a New York Times Editors' Choice, a Book of the Month Club pick, a People Magazine People Pick, named "Best Nonfiction of 2022" by BookPage and Kirkus Reviews, and "Best 10 Books of 2022" by both Slate and Jezebel.

The book has been featured/reviewed in The Washington Post, The New York Times, Slate, Airmail, The Week, Harper's Bazaar, LitHub, Real Simple, ELLE, CrimeReads, and BookPage.

Tell Me Everything is currently optioned for TV adaptation by Playground Entertainment.

Library Giving Day

JCLF will celebrate the 6th annual Library Giving Day on Wednesday, April 3. This is a one-day fundraiser with the goal of supporting public libraries! Visit www.jeffclf.org to schedule your gift!

Operational Updates

Executive Director Report



FEBRUARY 2024 EXECUTIVE DIRECTOR REPORT

2024 Annual Plan Progress in February

Portfolio: Service Point Development & Expansion

Program: New Construction

Project: South County Library

- Identify short list sites
- Continue community support development

Project: Northwest Jeffco Library

- Hold Neighborhood Meeting to meet rezoning requirements
- Continue community support development

Program: Expand Offsite Services

Project: 4th Hold Pickup Location – Offsite

- Complete installation of offsite holds lockers
- Initiate service

Project: South County – Express Library

- Secure funding for project
- Identify short list sites

Program: Building Redesign

Project: Arvada Library


- Initiate community support development

Project: Evergreen Library

- Provide alternative services in leased space
- Inform community of construction progress
- Finalize construction
- Initiate move-in

Program: Building Opportunities

Project: Conifer Opportunity

- Review potential sites with realtor
 - Inform community of progress
- 

Portfolio: Lifelong Learning & Literacy

Program: Advance Digital Equity & Inclusion

Project: Digital Literacy Collaboration (ARPA)

- Conduct school and community group trainings

Portfolio: Building Inclusive Community

Program: Create a Radically Welcoming JCPL - Staff

Project: All Staff Compensation Strategy

- Initiate project with vendor

Portfolio: Embracing Innovation & Change

Program: Fundraising Development

- Initiate project with vendor

Advocacy and Engagement Opportunity for Trustees

[SB24-049 \(001\)](#)– Content of Materials in Libraries; introduced in Senate; assigned to Education: Concerning the content of material available in libraries, and, in connection therewith, requiring notice of challenged material to be published on the internet, establishing a process for reconsideration of challenged material, and preventing discrimination in a library's displays, acquisition standards, public meeting spaces, and retention policies. There is a hearing currently scheduled for Monday, February 12, at 1:30pm.

SERVICE HIGHLIGHTS:




The new Green Mountain Offsite holds lockers are live!



PROFESSIONAL ENGAGEMENT:

Staff in our division of **People and Culture** attended the Strategic Human Resource Management (SHRM) conference.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, FEBRUARY 2024

- Meeting with Jo Schantz, **Jefferson County Library Foundation (JCLF)** executive director
 - Meeting with Joe Kerby, **Jefferson County Manager**
 - Attend monthly meeting of the **Personnel Board** of the **Jefferson County Elected/Appointed Officials**
 - Attend **Urban Libraries Council Directors** meeting
 - Meeting with Lesley Dahlkemper, **Jefferson County Commissioner**
 - Meeting with **Arvada city officials** to discuss library building projects
 - Attend **Jeffco Connections** Board meeting
 - Attend **South County Library Advisory Council** meeting
 - Tour **JCLF** with **Trustee Harsha**
 - Attend Northwest Jeffco Library Neighborhood meeting
- 

Operational Updates

Business Strategy and Finance

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



Jefferson County
PUBLIC LIBRARY

jeffcolibrary.org

To: Donna Walker, Executive Director
From: Matt Griffin, Director of Business Strategy & Finance
Re: Finance Monthly Report
Date: February 13th, 2024

Budget to Actual Tables

Please see the enclosed Budget to Actual Tables for January 2024.

In January, JCPL recorded \$239,081 in Real Property Tax revenue. Year-to-date, 0.4% of the budgeted collection has been received.

In January, the Library Foundation did not provide JCPL with funds. The Library contributed \$7,102 in-kind support in January. Year-to-date, the Library has received \$0 in funding and provided \$7,102 in-kind support to the Foundation at a ratio of 0.

New Board Financial Tables

A set of new financial tables will be introduced, providing the Board with the opportunity to contribute input and engage in discussions related to JCPL financial presentations. These tables have been designed to offer a simplified view of the current year's spending versus budget, with a focus on enhancing transparency and ease of understanding for public consumption.

**TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
REVENUE AND EXPENDITURE SUMMARY
BUDGET TO ACTUAL**

Revenue and Expenditure	2024 Budget	YTD Actual 01/31/2024	\$ Variance 2024 Budget	% Variance 2024 Budget
Revenues				
Property Taxes (net adjustments)	56,936,719	235,153	56,701,566	0%
Grants & Donations	366,124	-	366,124	0%
Investment Income	2,458,619	385	2,458,234	0%
Other Revenue	85,000	10,843	74,157	13%
Total Revenue	\$ 59,846,462	\$ 246,381	\$ 59,600,081	0.4%
Expenditures				
Operating	45,325,835	2,741,810	42,584,025	6%
Financing & Debt Service	623,700		623,700	0%
Capital Projects	19,995,273	566,756	19,428,517	3%
Total Expenditures	\$ 65,944,808	\$ 3,308,566	\$ 62,636,242	5.0%

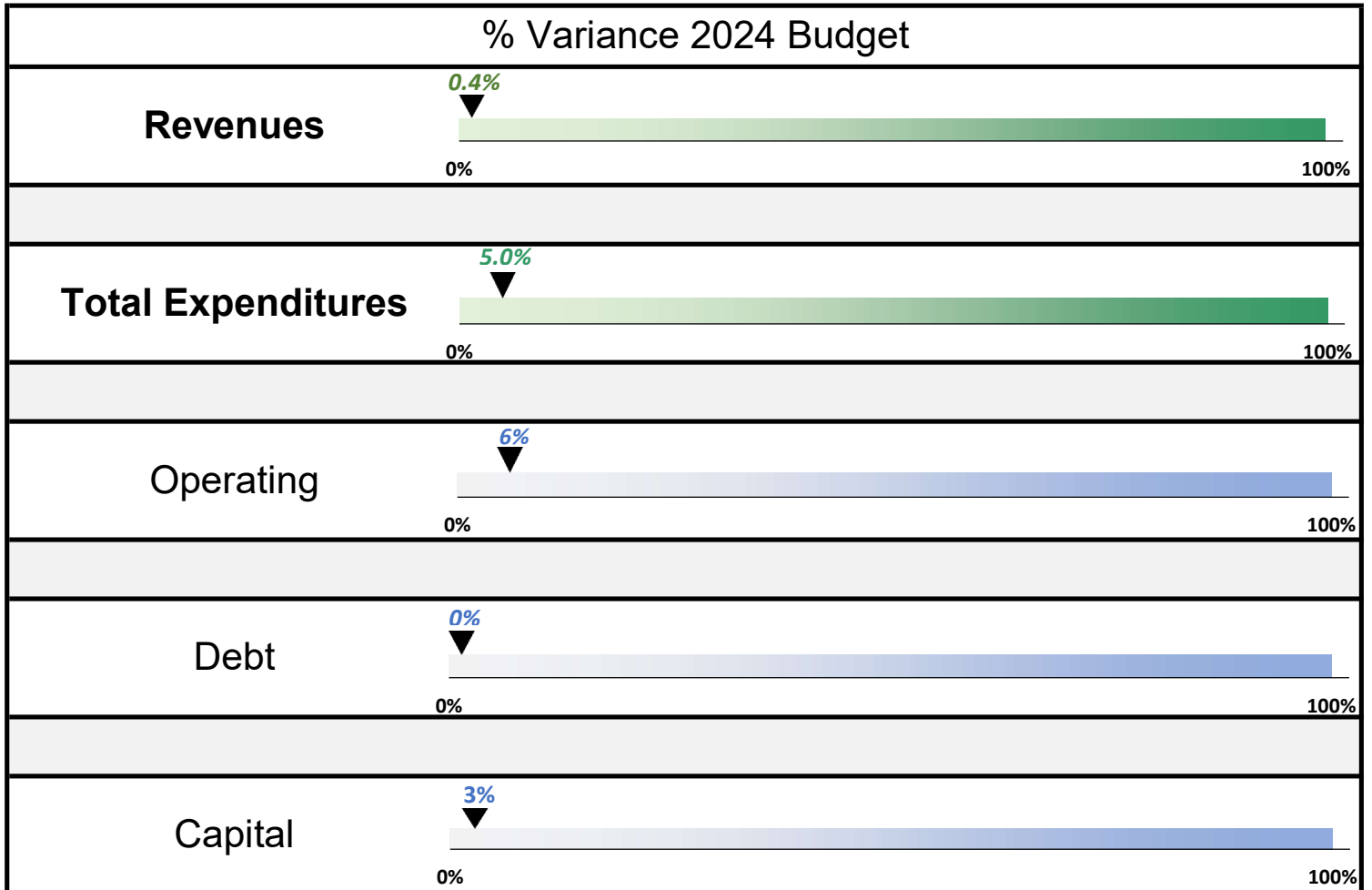


TABLE 2
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
BUDGET TO ACTUAL

	2024 Budget	YTD Actual 01/31/2024	\$ Variance 2024 Budget	% Variance 2024 Budget
Operating Expenditures				
Salaries & Employee Benefits				
Salaries	18,016,834	1,206,522	16,810,312	7%
Awards & Bonuses	180,000	2,757	177,243	2%
Other	6,817,727	571,289	6,246,438	8%
Total Salaries & Benefits	\$ 25,014,561	\$ 1,780,568	\$ 23,233,993	7.1%
Library Collections				
Library Books & Materials	8,994,817	483,360	8,511,457	5%
Library Periodicals	215,000	14,652	200,348	7%
Total Library Collections	\$ 9,209,817	\$ 498,012	\$ 8,711,805	5.4%
Supplies and Other				
Supplies	1,680,455	83,698	1,596,757	5%
Services & Charges	6,340,729	376,004	5,964,725	6%
Interdepartmental Direct Charges	594,052	-	594,052	0%
Treasurers Fees	859,569	3,527	856,042	0.4%
Interdepartmental Indirect Charges	1,626,652	-	1,626,652	0%
Total Supplies and Other	\$ 11,101,457	\$ 463,229	\$ 10,638,228	4.2%
Total Operating	\$ 45,325,835	\$ 2,741,809	\$ 42,584,026	6.0%

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
BUDGET TO ACTUAL

	2024 Budget	YTD Actual 01/31/2024	YTD Encumbrances	YTD Total Actual + Enc	Remaining 2024 Budget	Total Project Actual + Encumbrances	Total Project Budget
Capital Expenditure							
Annual Replacement & Maintenance							
ARM-01 Capital Maintenance	250,000	10,500	-	10,500	239,500	n/a	n/a
ARM-02 Furniture & Equipment	42,000	270	-	270	41,730	n/a	n/a
ARM-03 Computer Replacement Plan	479,200	-	-	-	479,200	n/a	n/a
ARM-04 Book Sorter Replacement	40,000	-	-	-	40,000	n/a	n/a
ARM-05 IT Infrastructure Replacement	295,000	2,885	-	2,885	292,115	n/a	n/a
Capital Projects							
Document Management System	-	-	14,000	14,000	(14,000)	128,201	160,000
Location Holds Lockers	52,600	3,388	-	3,388	49,212	193,561	205,000
Halo Vape Sensors	-	-	-	-	-	8,059	74,250
South County Library	5,772,052	-	-	-	5,772,052	73,996	30,849,540
Evergreen Library Redesign	983,626	549,713	694,435	1,244,148	(260,522)	3,533,794	5,200,048
Northwest County Library	11,280,795	-	-	-	11,280,795	99,876	25,970,270
Arvada Redesign	800,000	-	-	-	800,000	-	14,786,781
Total Capital Projects	\$ 19,995,273	\$ 566,756	\$ 708,435	\$ 1,275,191	\$ 18,720,082		

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
GRANTS, FUNDS & DONATIONS
BUDGET TO ACTUAL

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	YTD Actual 01/31/2024	\$ Variance 2023 Budget	% Variance 2023 Budget
JCPL Grants							
Books & Materials - American Rescue Plan	-	181,757	-	-	-	-	
Books & Materials - State	226,169	195,797	140,462	144,996	-	144,996	0%
Car Charging Station - Evergreen	-	-	16,500	-	-	-	
Car Charging Station - Columbine	-	-	-	-	-	-	
Car Charging Station - Lakewood	-	-	-	-	-	-	
Total JCPL Grants	\$ 226,169	\$ 377,554	\$ 156,962	\$ 144,996	-	\$ 144,996	0%
JCPL Private Donations							
Private Donations up to \$200	-	340	-	-	-	-	
Private Donations \$201 - \$999	600	-	-	-	-	-	
Anonymous Donor	-	-	5,000	-	-	-	
Anonymous Donor	-	-	2,000	-	-	-	
Anonymous Donor	-	58,042	-	-	-	-	
Anonymous Donor	1,000	-	-	-	-	-	
Anonymous Donor	5,000	-	-	-	-	-	
Total Private Donations	\$ 6,600	\$ 58,382	\$ 7,000	\$ -	\$ -	\$ -	
Other Funds Received							
Digital Equity - American Rescue Plan	-	-	3,482	463,500	5,735	457,765	1%
Payroll Funding - American Rescue Plan	-	263,556	856,591	-	-	-	
E-Rate Reimbursement	283,030	2,602	68,374	121,128	-	121,128	0%
Laptop Lending	87,598	100,145	183,427	-	-	-	
Total Other Funds Received	\$ 370,628	\$ 366,303	\$ 1,111,874	\$ 584,628	\$ 5,735	\$ 578,893	1%
Jefferson County Library Foundation							
	199,566	131,894	127,180	100,000	-	100,000	0%
Total Jefferson County Library Foundation	\$ 199,566	\$ 131,894	\$ 127,180	\$ 100,000	\$ -	\$ 100,000	0%
Total Grants, Funds & Donations	\$ 802,963	\$ 934,133	\$ 1,403,016	\$ 829,624	\$ 5,735	\$ 823,889	1%

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jeffcolibrary.org

To: Donna Walker, Executive Director
From: Matt Griffin, Director of Business Strategy & Finance
Re: Carryforward Request for Fiscal Year 2024
Date: February 6th, 2024

Carryforward Request for Fiscal Year 2024

Several capital projects were funded in 2023 but were still in progress at the end of the year. These projects will continue into 2024 and require these unused funds be carried forward from 2023 to 2024. The amounts are listed below:

Project	Carryforward Request
Evergreen Library Remodel	\$1,930,270
Conifer Opportunity	\$2,500,400
Document Management System	\$45,801
Stadium District Funding	\$92,350
Data Warehouse	\$125,000
Total	\$4,693,821

New Approach:

In the past, our approach involved carrying forward all funds from previous years, with the intention of ensuring comprehensive project coverage. However, this strategy led to increased budgets, offering a less accurate reflection of our financial position and spending plan.

To refine our fiscal strategy and better align with our actual spending needs, we are proposing a new approach. Moving forward, we plan to conduct a review of each project, selectively carrying forward only the necessary funds. Any additional funds will be reallocated to future years in accordance with our evolving spending expectations.

This refined method aims to provide a more accurate representation of our financial status, ensuring that budget allocations are in line with project requirements.

Action:

I recommend the Library Board of Trustees authorize the Executive Director to submit the carryforward budget amendment in the amount of: \$4,693,821

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Jefferson County
PUBLIC LIBRARY

jeffcolibrary.org

To: Donna Walker, Executive Director
From: Matt Griffin, Director of Business Strategy & Finance
Re: Supplemental Request – South County Express Library
Date: February 6th, 2024

Supplemental Request

During the presentation of the 2024 Annual Plan, the Board was introduced to the idea of implementing the Express Library model in South County. This proposal stemmed from the Arvada Express Library's successful one-year evaluation and the recognized need for an interim service in South County. Funding options were explored, and the Board expressed the desire for us to proceed with a supplemental request to move the initiative forward.

The estimated cost of this project, indicated as a Rough Order of Magnitude (ROM), is \$650,000. A supplemental request will reallocate funds from the Fund Balance to the new project.

Recommended Action:

I propose that the Library Board of Trustees grant authorization for the Executive Director to submit a Supplemental budget request totaling \$650,000.



Jefferson County
PUBLIC LIBRARY

2023 END OF YEAR REPORT



Top Row: Cleo Parker Robinson Dance program, The Arts & Culture of Indonesia program.
Second Row: Raise A Reader Festival, Adam Wallace Author Visit, Kate Quinn Spring Author Event.
Bottom Row: Summer Challenge School Contest winners, Stories of Kindness program.



2023 JEFFERSON COUNTY PUBLIC LIBRARY END OF YEAR REPORT

In 2023, the JCPL team achieved significant milestones and made crucial progress in realizing the vision outlined in the 2020-2025 JCPL Strategic Plan.

The report focuses on the accomplishments and tasks undertaken by the team throughout the year, specifically from January 1 to December 31, 2023. It details the advancements made in the strategic and critical projects outlined in the annual plan approved by the Board of Trustees. Beyond project updates, the report also evaluates success measures, quantifying how the strategic priorities align with the overarching organizational goals set by the Board of Trustees, including equity of access, maximizing value, creating place, and delivering cutting-edge services.

STRATEGIC PROJECT ACCOMPLISHMENTS

<p>DESIGN A NEW LIBRARY IN SOUTH JEFFERSON COUNTY</p>	<p>INITIATE A NEW LIBRARY IN NORTHWEST JEFFERSON COUNTY</p>
<p><u>Major Deliverables</u></p> <ul style="list-style-type: none"> • Recommendation of new strategy (complete) • Execute on new strategy (complete) <p><u>Other Completed Accomplishments</u></p> <ul style="list-style-type: none"> ○ Interviewed stakeholders for lessons learned ○ Initiated Community Advisory Council 	<p><u>Major Deliverables</u></p> <ul style="list-style-type: none"> • Site proposed (complete) • Site acquired (in progress) • Community Engagement Report (not started) • Program of Service Report (not started) • Library Design Initiated (not started) <p><u>Other Completed Accomplishments</u></p> <ul style="list-style-type: none"> ○ Purchase and Sale Agreement ○ Due diligence site assessment ○ Submitted pre-application for re-zoning ○ Initiated site design for the rezoning application

CRITICAL PROJECT ACCOMPLISHMENTS

REDESIGN EVERGREEN LIBRARY

Major Deliverables

- Finalize Library Design (complete)
- Complete Construction (in progress)

Other Completed Accomplishments

- Opened alternative services location

DEVELOP A NEW CONCEPT IN PHILANTHROPY STRATEGY

Major Deliverables

- Codify new roles and responsibilities for fundraising between JCPL and JCLF (in progress)
- Set monetary objective for 2024 & 2029 years (in progress)

Other Completed Accomplishments

- Select consultant
- Fundraising Consultant Report

CONIFER OPPORTUNITY

Major Deliverables

- Market Analysis Report (complete)
- Evaluation Plan (complete)
- Community Engagement Report (complete)
- Program of Service Report (complete)
- Recommendation for Library Services (in progress)
- Design for Library Services (not started)

Other Completed Accomplishments

- Engaged Realtor

ACCELERATE OUR BUILDING PROGRAM

Major Deliverables

- Finalize Design Standard (in progress)
- Implement Design Standards across all JCPL locations (in progress)
- Initiate Operations Center Assessment (not started)

Other Completed Accomplishments

- Shelving template
- Applied Design Standard to Evergreen Library Redesign

CRITICAL PROJECT ACCOMPLISHMENTS

CONTINUED

CREATE A RADICALLY WELCOMING JCPL

Major Deliverables

- Recommendation of new Collection Development Policy (in progress)
- Implement new vision for serving the public (complete)
- Implement a new patron communication plan (in progress)
- Integrate Diversity Equity and Inclusion (DEI) strategy for staffing with outward DEI initiatives (complete)
- Implement new staff communication plan for DEI strategy and initiative (complete)

ADVANCE DIGITAL EQUITY AND INCLUSION

Major Deliverables

- Implement Year 2 Cohesive Creative Technology Programs master Plan (complete)
- Create a comprehensive suite of programs and services for Job Seekers and Entrepreneurs (complete)
- Fully execute a comprehensive suite of programs and services for Job Seekers and Entrepreneurs (complete)

Other Completed Accomplishments

- Belmar Create Space

INTEGRATE EMERGING TECHNOLOGY

Major Deliverables

- Design Data Warehouse solution (in progress)
- Implement Document Management System (in progress)
- Complete prework to secondary data center (in progress)

Other Completed Accomplishments

- Implement a new phone system

EXPAND OFFSITE SERVICES

Major Deliverables

- Install Holds Lockers at 4th location (in progress)
- Create and execute a sustainability plan for offsite services (complete)

This report highlights the many strategic project accomplishments achieved in 2023. However, the achievements above do not tell the whole story. Day in and day out, JCPL provides patrons with services through an engaging website, physical and digital collection, appealing programs for all ages, 11 library locations, Library To You, and outreach services to kids, families, teens, adults, and diverse populations.

Below are just a few of the other 2023 accomplishments that our caring and capable staff are particularly proud of. These efforts, and many more, enhanced the lives of Jefferson County residents by providing them with even more opportunities to connect, discover and create.



LIBRARY OPERATIONAL MEASURES

JCPL measures how strategic priorities and initiatives meet the high-level, organizational goals set by the Board of Trustees. We also evaluate standard success measures for our day-to-day operations.

The following evaluation compares 2023 Library operations with the previous two years. Our year-end evaluation of success measures drives our understanding of how our operational services and resources help further JCPL's mission, vision, and values, and support the Jefferson County community.

2023 SUCCESS MEASURES

In 2023, patron activity and library use continue to approach, and in some cases exceed, pre-pandemic levels. Digital materials use and program participation experienced notably high degrees of growth.

- Total collection usage exceeds pre-pandemic levels**
 For the first time since the COVID-19 closures, total collection use in 2023 surpassed total collection use in 2019. In 2023, total collection use reached 9.98 million compared to 9.70 million in 2019. This materials-use indicator includes physical and digital materials being checked out and renewed, as well as information accessed through our databases.
- E-materials and databases grow in popularity**
 As reflected in total collection use, 2023 saw a 12% increase in circulation of e-materials compared to 2022 and a 17% increase in the use of databases. We continue to see a trend of growing demand for digital materials and resources. In addition, the use of physical materials was stable from 2022 to 2023. Physical materials remain the dominant way our patrons access our collection, constituting 66% of total collection use.
- Visits to the library continue to rise**
 Visits rose 6.7% in 2023 compared to 2022. This use of physical library locations continues a pattern of consistent growth in visits we have seen since re-opening our library locations after the closures due to COVID-19, though visits are still lower than what they were in 2019. Our community has shared its interest in the library as a 'third place' and the increase in visits demonstrates that JCPL is meeting that need.
- Programming experiences strong growth across multiple measures**
 JCPL had over 200,000 program attendees in 2023, a 42% increase in program attendance compared to 2022. We organized over 7,800 events in 2023 which is an 18% increase in the number of programs from 2022. The average attendance of each event is up 20% to approximately 26 attendees per live event, which indicates that our additional programs are meeting a rising demand for in-person community events.

Library Benchmark Measures				
	2021	2022	2023	% change YOY 2023 vs. 2022
Total collection use	9,843,592	9,593,816	9,977,109	4.0%
Circulation (physical materials)	6,806,488	6,624,616	6,585,874	-0.6%
Circulation (e-materials)	1,798,042	1,887,986	2,119,889	12.3%
Database use	1,239,062	1,081,214	1,271,346	17.6%
Program attendance	41,325	143,155	203,471	42.1%
Visits¹	1,242,213	1,725,351	1,840,473	6.7%
Active households	113,212	91,068	91,233	0.2%
Active cardholders²	159,313	132,171	139,689	5.7%
Market penetration	45.55%	36.29%	37.84%	4.3%
Net Promoter Score	82	84	82	-2.5%

1 - The Evergreen Library closed on August 21, 2023, for a building redesign. Alternative services were available in a temporary space during the closure.

2 - The definitions of "household" and "cardholder" were refined in 2022. The decision to limit the measurement to Jefferson County residents results in a more accurate representation of the impact we have on the taxpaying residents in our service area, and explains the decrease seen in those measurements from 2021 to 2022 (it is not possible at this time to recalculate 2021's values).

PROJECT OUTCOME

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

AUTHOR EVENT: EXPLORING KATE QUINN'S HISTORICAL FICTION

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

We enjoyed a successful return to presenting the popular spring author event in person. The strongest outcomes reported by those taking the survey showed that 94% learned something new and 87% felt more confident in what they had learned. In 2023, the program averaged 4.2 out of 5 on a Likert scale across all outcomes. This was a decrease from an average of 4.4 in 2022. (n=231) The survey responses show that the decrease is largely due to participants reporting they were more aware of library resources than participants in author events in the past. Based on the comments this may be due to participants already being active and engaged library users.

Participant Comments:

"I LOVE author talks and hearing about how and why they write, how they chose their book themes, and the chance to get an insight into their personality....I didn't expect much from the [local author] panel and was pleasantly surprised at how much I enjoyed them all. I definitely want to read some of their work!"

"I loved the panel with the local writers. I almost skipped this, as Kate Quinn was the reason I signed up, but this was my favorite part of the day. I now have a list of books to read by local writers."



"Thank you for getting such an amazing author to spend an afternoon in Colorado, sharing her words of wisdom, answering questions, and taking time to sign autographs. She is so inspiring and it was an absolute delight to be in her presence. The panel was also outstanding with great authors who shared interesting information. I hadn't heard of any of them before and they were all lovely. They were funny, thoughtful, and generous with their time and ideas. Nicole Sullivan was absolutely delightful as the moderator."



LIBRARY SUMMER CHALLENGE

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

The Library Summer Challenge brings learning and literacy to the Jefferson County community. Those who participated indicated that they were motivated to read more and enjoyed the opportunity to engage in activities as a family. Over 88% of respondents reported that they or their child increased their reading skills or learned something new from what they read or experienced. In 2023, the program averaged 4 out of 5 on a Likert scale across all outcomes (n=1,123). This was a decrease from an average of 4.1 in 2022. While the change in average rating was minor, some noted dissatisfaction with the quality of prizes, as several of the 2022 prize sponsors did not return.

Participant Comments:

"I love how it engages my whole family in activities together. My kids love the prizes and enjoy the challenge. Thank you for another great year!"

"My 4-year-old loves to read, well look through the books and I read to her, but she loves it. She has been getting books from the library since she was three. So, this was great. Instead of her normal she got to do this challenge where she gets to read and do fun stuff like the activities and she gets little rewards like stickers, books and especially the aquarium was a big thing. We always wanted to go, but it is a little too pricey. This was amazing since she will get in for free. Thank you."

"I love that reading challenge includes adults. I am a teacher and I love talking with my students about participating in the summer reading program. And I especially love this year's reusable bag, thank you for this contest, and for ALL, that libraries do. I could not teach without weekly visits to the Columbine Library."

1000 BOOKS BEFORE KINDERGARTEN

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

1000 Books Before Kindergarten is an ongoing program to support families with children ages 0-5 to introduce reading. The program is measured at the mid-point and conclusion for those who choose to participate in the survey. Participants in the 2023 Project Outcome survey reported spending more time engaging with their children and gaining a better understanding of the value of reading with their children. In 2023, the program averaged 4.6 out of 5 on a Likert scale across all outcomes for participants at the mid-way point of the program (n=95). This was an increase from an average of 4.25 in 2022. An overwhelming over 96% of program finishers (n=155) reported they had positive outcomes across all four areas of measurement, with 98% reporting they spend more time doing what they learned through the program with their child.

Participant Comments:

"It structured in intentional reading time for our family"

"I like that it is focused on getting kids interested in reading. My daughter has loved books since she was a baby, but I think it has made my son more interested because he observes her constantly looking at books. The prize book at the end is also exciting."

"I think the library does so much to aid in the enjoyment of reading for kids and adults. I enjoy all the community gatherings and activities. Just keep doing what you're doing. Thanks!"



RAISE A READER

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

Raise a Reader is a program to support caregivers and families in providing children with literacy skills to help prepare them for reading and school. Engaging in early childhood literacy activities puts children ages 0-5 on a strong path to developing the critical thinking, vocabulary and language, problem solving, social, physical, and creative skills necessary to succeed later in life. The survey response rate was not statistically significant compared to the number of attendees due to issues with the email send and spam settings. However, participants shared overwhelmingly positive feedback with staff both directly and through the surveys that were returned related to the variety and quality of activities and the overall experience.



Participant Comments:

“The variety of learning options and activities for the kids but also interesting to the adults. The vendors were a welcome addition. I was very impressed!”

“I loved the location. We didn’t even know it was there. The plethora of resources and activities made for an awesome day.”

“It hit a lot of the big joys of my son. He loves trains and bubbles and was happy for longer than we expected. There was so much to do and see that was just right for him.”

“It was enriching and fun. We all loved the variety of activities provided and the enthusiasm of the library staff and volunteers. I hope it continues in future years.”

CONCLUSION

JCPL staff strive to exceed expectations and meet the library’s vision of being the essential destination where all generations connect, discover and create. We meet the mission of the library through the work of the 2020-2025 Strategic Plan, and the ongoing operations through which we serve the Jefferson County community.

FEEDBACK FROM LIBRARY PATRONS

"I work overseas for 8 to 10 months a year and during this time I have to live out of a suitcase. I am a Mac and iPhone user and I was given a Kindle for Christmas a number of years ago. I love the fact that I can download a book to my Kindle or listen to a book on my iPhone. Whenever I have a problem, I can jump on the chat line of the library and you always help me solve the problem. I don't even remember how long I have had a Jefferson County library card, but I know I have had it since grade school. Thank you for your service."

As someone with ADHD, I have an extremely hard time focusing at my desk at home. Libraries have provided a really great way to get away from distraction and be around other people while I work. It's been a game-changer for my career and I'm really grateful for that!

I love the children's programming and am very impressed with the librarians who run the story times. Love that I can bring my daughters for story time, a craft, and to check out books. I've yet to use it, but I also really appreciate the nursing room available at the Columbine Library.

I use the printer regularly since I cannot afford one. Also, the scanner has helped me tremendously with getting housing and other important information relayed.





I love how you guys don't have late fees. When I first moved to Denver almost a decade ago I was homeless and during that time I did lose a book or two and collected so me late fees, so I eventually stopped going, as well as getting back on my feet. Walking into Jeffco's library was my first time walking into a library in 7 years, and you guys were great. I'm currently using the free mango app to improve my Spanish for my travels ahead. thank you, truly

I value the variety of materials and ease of access via e-library, hold system. You always have what I need ready for me!

The Librarians are always there to help and won't stop until you get what you came for. Each library is set up for you to easily find what you are looking for.

"I used the Just For You service and thought it was absolutely amazing! How thoughtful and unique! I read all the suggestions, the library member who recommended totally "got me". Made me so happy to have this and it even helped my mental health. Thank you for CARING. Awesome and creative and wonderfully on point with the recommendations. I loved this."

I came from out of town to visit my mom who is not in good health, she is a long time Jefferson County Library card holder. I was on a mission to get some documents printed off a link on my phone for her and was having significant trouble in doing so... until staff AT THE Columbine branch came to my rescue! The staff's customer service was stellar....



Operational Updates

Facilities & Construction Projects

Evergreen Library ReDesign – Construction Progress Reporting

DATE: February 2024

I. PROJECT TEAM:

Jefferson County Public Library	Owner
EUA	Architect/Design Team
Fransen Pittman	General Contractor

II. PROJECT PROGRESS AS OF 2/5/2024:

-
- A. Ceiling grid & tiles Installed
 - B. Sprinkler heads installed in Grid
 - C. HVAC drop into grid
 - D. Front Entrance storefront installed on 2/8
 - E. Grab bars, mirrors, lights, dispensers installed
 - F. Stucco install after Front Entrance install
 - G. Carpet & Tile flooring & vinyl base trim installed
 - H. Study room/Office glass installed
 - I. Tile Finishes on Fireplace being completed
 - J. Boiler start up on 2/8
 - K. Countertop and sink install on 2/12
 - L. Test & Balance HVAC system om 2/12
 - M. Inspections, Inspections, Inspections

III. CURRENT PROJECT OPPORTUNTIES &/OR RISKS:

-
- A. Owner Move In tasks & timelines after Contractor completion defined.
 - B. Confirmation of Outside vendor deliveries

IV. MEETINGS:

-
- A. Regularly scheduled Owner/Architect/Contractor weekly meetings

V. MILESTONES PROJECTED FOR NEXT PERIOD:

-
- A. Final Inspections
 - B. Receive Occupancy permits
 - C. Complete Punch list items
 - D. Paint Touch up
 - E. Demobilize Construction crew
 - F. Begin Shelving install
 - G. Begin Move in
 - H. Furniture delivered in March
 - I. IT devices install
 - J. Community Rm Operable Partitions install

VI. CONSTRUCTION BUDGET STATUS:

General Contractor Guaranteed Maximum Amount	\$ 3,412,366.00
<u>Approved Changes</u>	<u>\$ -87,474.01</u>
Current Cost	\$ 3,324,891.99
Total Completed & Stored per Pay App2	\$ 1,826,912.13
Less 5% Retainage	\$ 118,917.56
<u>Total Earned Less Retainage</u>	<u>\$ 2,259,433.64</u>
Balance to Finish	\$ 1,065,458.35
Percent Complete	72%

VII. CONSTRUCTION SCHEDULE STATUS:

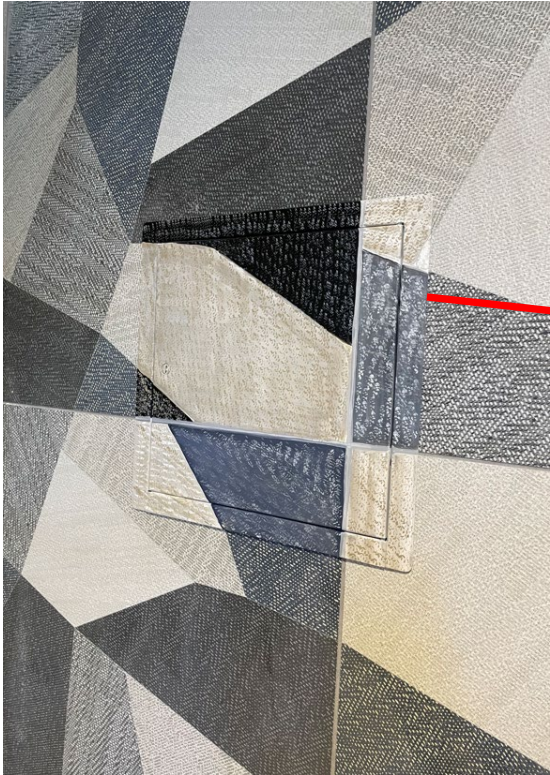
Estimated Construction Close Out date early March, 2024

VIII. PROGRESS PHOTOS:

Fireplace Tile installation 2/5/24



Grab bars & Toilet accessories in Restrooms
Superintendent "Hand Painted" access panels on tile wall!!!!



Community Room Openings. Tile floor, Pass thru doors & cabinets installed



Study rooms ready for carpet



Breakroom cabinets waiting on plumbing



Offices almost ready!



Front Entrance Display wall & "New" Fire Panel



Front Entrance ready for doors & carpet.



Workroom area w/offices



Board Governance

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

jeffcolibrary.org



Jefferson County
PUBLIC LIBRARY

TO: Library Board of Trustees

FROM: Jill Fellman and Charles Jones, Nominating Committee

DATE: February 7, 2024

RE: Slate of Officers for Election at March 21, 2024 Board Meeting

The nominating committee presents the following slate of officers for election at the March 21, 2024 Board Meeting:

The Vice-Chair and Secretary positions are up for election in 2024.

- Vice-Chair: Emelda (Bing) Walker, for the 1-year term (April 2024 to March 2025).
- Secretary: Stanley Harsha, for the 1-year term (April 2024 to March 2025)

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

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.0

POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT*

MANAGEMENT LIMITATIONS

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

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

Signed: _____, Executive Director

Date: March 21, 2024

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 ensure that all operational activities are within legal requirements as imposed by all relevant governing bodies, including federal, state, county and city statutes and ordinances.

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

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

I can report compliance.

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

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

POLICY 2.1

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.1: TREATMENT OF PATRONS*

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

Signed: _____, Executive Director

Date: March 21, 2024

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library. CRS 24-73-101, 102, 103 requires that we keep patron personally identifiable information secure and properly dispose of this information.

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

EXECUTIVE DIRECTOR'S INTERPRETATION: Internet use policies derive largely from state law, as interpreted by the Library and attorney. Access to internet sites complies with filtering as required by law and Board-directed library policy. Staff and the public are made aware of these policies so that user and staff expectations are clear. Staff is trained to recognize non-compliant use and intervene if necessary.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

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

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

POLICY 2.2

MANAGEMENT LIMITATIONS

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

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

Signed: _____, Executive Director

Date: March 21, 2024

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.~~ **and in accordance with the rules and regulations established in SB22-230.**

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*

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 21, 2024

BROADEST POLICY PROVISION

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

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

Accordingly, I shall not:

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

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

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

I can report compliance.

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

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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 \$100,000 among line items and categories within the operational fund.

EXECUTIVE DIRECTOR INTERPRETATION: Budget transfers less than \$100,000 between expense lines are allowed without board approval but non-emergency transfers greater than \$100,000 require Board authorization. The Executive Director may authorize transfers in excess of \$100,000 when an emergency situation exists and must inform the Board about all emergency

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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 \$100,000, whichever is less) between individual project funds may be necessary, as they are completed.

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

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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~~ **some** gifts to the Library are processed through the Foundation. **These require Library review. In so doing, we require a level of review and Gifts or grants processed through the Library require executive director or designee review. The Library** retains the right to specify the disposition of any gift.

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): All payments by the Library are subject to multiple reviews by staff so that payments are only made for goods and services that the library has decided upon. If there are discrepancies ~~in the paperwork~~, processing stops until a review can determine the validity of the claim. Inventories of equipment and supplies are carefully evaluated on a regular basis to ensure proper disposition of those assets.

I can report compliance.

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

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

POLICY 2.4

MANAGEMENT LIMITATIONS

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

Signed: _____, Executive Director

Date: March 21, 2024

BROADEST POLICY PROVISION

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

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

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): The Library has a Continuity of Operations (COOP) plan in place that identifies goals and objectives during emergency situations and clearly defines the roles and responsibilities of each director and each division within the organization during an emergency. This plan ensures 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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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 \$100,000 for the executive director during a disaster.

I can report compliance.

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

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

REPORT (COMPLIANT): The Technology & Innovation division has addressed this in the Continuity of Operations Plan (COOP).

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): The Library's art guidelines recognize the special nature of the library's art collection. The Library maintains guidelines for art donations, acquisition, display, de-accession and lending of art.

I can report compliance.

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

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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.

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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.