BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
August 18, 2016

Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, August 18, 2016 – STANDLEY LAKE LIBRARY MEETING ROOM
1.	**Call to order & attendance (4.5.8)**
2.	**Pledge of Allegiance**
3. Action	**Approve Agenda** Call for motion and second

4. Action	**Approval of Minutes for**
	Call for motion and second
	   • <u>MOTION</u>: To approve the minutes of the July 14, 2016 Study Session
	Call for motion and second
	   • <u>MOTION</u>**:** To approve the minute of the July 21, 2016 Board Meeting

5.	**Public Comment**
6. Information	• Greenway Trail Presentation – Sarah Washburn, City of Arvada • Foundation Report – Jo Schantz • Host Report – Peg Hooper, Manager, Standley Lake Library & Adult Services

7. Operational Updates Action as Needed	• Executive Director Update
	• Finance Department
	   • <u>Audio Visual Materials Contract</u>
	Recommend that the Library Board of Trustees authorize the Executive Director to sign a contract with the successful bidder. Call for motion and second
	   • <u>Evergreen Library Condensing Unit</u>
	Recommend that the Library Board of Trustees authorize the Executive Director to sign a contract with the successful bidder, Building Technology Systems. Call for motion and second
	   • <u>Columbine Remodel Architect</u>
	Recommend that the Library Board of Trustees authorize the Executive Director to sign a contract with the successful bidder. Call for motion and second

8. Action as Needed	**Consent Agenda (4.3.4)** Request for Consensus • Proposed 2017 Board Study Session & Board Meeting Schedule
9. Emerging Issues Action as Needed	• Update from Policy Governance Committee • Chair Calls for Special Board Meeting for September 8, 2016 and notice to cancel September 8, 2016 Study Session.
10. Action as Needed	**Ends**

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	• No Items
11. <mark>Action</mark> as Needed	**Governing Policies: Management Limitations (Monitoring Reports)** Call for motions and seconds • 2.5 Financial Planning, Budgeting • 2.6 Compensation and Benefits • 2.7 Emergency Executive Director Succession • 2.8 Board Awareness and Support • 2.9 Materials Selection

12. Suggest Agenda Items	**BOARD SCHEDULE – NEXT MEETINGS**
	• August 11 – Study Session – 5:30 pm – Administration Conference Room
	• August 18 – Board Meeting – 5:30 pm – Standley Lake Library Meeting Room, 8485 Kipling Street, Arvada
	• August 29 – Library Budget Presentation – 1:15-2:15 – BCC Board Room
	• September 1 – BCC & BOT Quarterly Meeting – 10:00-11:00 – 5th Floor
	• September 8 – Study Session – CANCELLED
	• September 8 – Special Board Meeting - 5:30 pm – Administration Conference Room or Belmar Library Meeting Room if required due to the Lakewood Library/Administration Parking Lot Project.
	• September 15 – Board Meeting – 5:30 pm – Belmar Library Meeting Room, 555 S. Allison Parkway, Lakewood
	• October 13 – Study Session – 5:30 pm – Administration Conference Room
	• October 20 – Joint Library Board & Foundation Board Meeting – Lakewood Library Meeting Room:
	    ○ 4:45 – 5:30 pm – Joint Meeting
	    ○ 5:45 pm – Regular Meeting of the Library Board of Trustees
	• November 10 – Combined Study Session & Board Meeting – 5:30 pm – Administration Conference Room
	• December 8 – Combined Study Session & Board Meeting – 5:30 pm – Lakewood Library Meeting Room

13. Discussion	**Board Questions or Comments Related to Items on the Meeting Agenda**
14. Discussion	**Evaluate Board Meeting (4.1.9)**
15. Information	**Announcements/General Information Sharing** • Report of the Chair – Correspondence, Other • Other Announcements
16. Adjournment	

APPROVAL OF MINUTES

TOPICS:
- 2017 Budget Presentation
- Five Year Plan
- Value Added Services for Media

Call to Order
The Study Session was called to order at 5:30 p.m. by Brian DeLaet, Chair.

Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Ben Davis and Charles Naumer.

Trustees not present: Deborah Deal

Guest(s): None

Staff present: Pam Nissler, Executive Director; Gloria Overholt, Director of Budget & Finance; Richard Sosa (Incoming Director of Budget & Finance); Donna Walker, Director of Public Services; Sandie Coutts, Director of Employee Relations & Development; Rebecca Winning, Director of Communications; Steve Chestnut, Director of Facilities & Construction Projects; Pat Klein, Director of Information Technology; Julianne Rist, Assistant Director of Public Services; Susan Wilson-Madsen, Manager Budget & Finance and Amber Fisher, Executive Assistant, Office of the Executive Director.

Introduction: Pam introduced Richard Sosa, new Director of Budget & Finance. Prior to joining JCPL, Richard served as controller and fiscal partner with the State of Colorado's Governor's Office of Information Technology. He served as a division finance director with Boulder County and has held positions as director of finance and planning at Denver Public Library (DPL). The Trustees welcomed Richard to JCPL.

2017 Budget Presentation: Fulfilling our Promises
Gloria Overholt opened the discussion and advised the Board that each director will be presenting budget information on key items in their departments and items that reflect strategic priorities in support of the Library Board's Ends Statements.

Addressing the Community Needs and Priorities for Jefferson County Public Library
1. Restoring Library Hours

2. Restoring Investments in Books and Materials
3. Providing Access to Updated Technology
4. Repairing and Refurbishing Existing Facilities

Property Tax Revenue for 2017
Based on a 4.500 mill levy calculation property tax revenue and information in the November 2015 Certification of Value Letter the Library's property tax revenue for 2017 is estimated to be $36,073,018.

2017 Proposed Budget Summary

Summary	2017 Proposed Budget
Revenues	
Revenues	$37,593,009
Use of Fund Balance	1,575,000
Total Revenues	$39,168,009
Expenditures	
Operating	$29,676,107
Debt Service	1,548,404
Capital	6,361,500
Interdepartmental	1,581,998
Total Expenditures	$39,168,009
Full-Time Equivalent (FTEs)	215

The Trustees reviewed the 2017 operating budget including salaries, employee benefits, vacancy savings, supplies, library books and materials, services and charges and operating capital. The review of the 2017 annual capital projects replacement and maintenance budget included capital maintenance, capital replacement/furniture and equipment, 5-year computer replacement plan, book sorter sinking fund and information technology infrastructure replacement. The Trustees were provided with information on the Library's 2017 Capital Projects budget.

Richard Sosa, Director of Budget & Finance, provided information on the cost allocation budget including direct charges ($150,588), indirect charges ($755,366), and intra-county charges ($675,944). The Board was advised that the Library will continue to closely watch and analyze vacancy savings.

Sandie Coutts, Director of Employee Relations and Development provided information on her department's 2017 budget items including training ($37,100), leadership development (cost allocation), on-boarding and recruitment ($10,000).

Rebecca Winning, Director of Communications provided information on her departments strategic priorities including the resident survey ($30,000), formal brand guidelines project ($50,000), and early literacy communication efforts ($10,000).

Pat Klein, Director of Information Technology reviewed his departments 2017 budget items including network upgrades ($250,000), records management ($50,000) and security cameras ($82,000). In response to a question, Pat Klein advised the Trustees that many of the Library's security cameras are part of an aging analog system and the plan is to replace the analog cameras with digital cameras. Placement of the cameras is determined in large part by the recommendations provided by law enforcement during the Library's security initiative implemented in 2014. At that time the Library did not have the funds to replace all of the analog cameras. The security camera placement and system is not designed or intended for any purpose other than patron and staff safety and security.

Steve Chestnut, Director of Facilities and Construction Projects reviewed information on facilities annual maintenance projects ($250,000) and the Columbine Library remodel project ($4,250,000).

Donna Walker, Director of Public Services and Julianne Rist, Assistant Director of Public Services provided information on key initiatives including Columbine Library Design and Services ($4,250,000), Library Books and Materials ($8,184,313), New Program Model ($15,000) and planning for the Edgewater Library ($80,000). In response to a question, Julianne Rist advised the Trustees that there will be naming opportunities for the Columbine Library remodel. The Library is planning on presenting information on the Columbine Library project later in the year. In response to a question, Donna Walker advised the Trustees that planning for the Edgewater Library may include working with an owner's representative for the planning and design of the tenant finish

Five Year Capital Plan 2017-2021
The Trustees reviewed the five year capital plan. In response to a question, Rebecca Winning advised the Board that the large format printer is a replacement for an aging printer. In response to a question regarding the facility master plan the Trustees were advised that the Library anticipates utilizing a consultant with expertise in long range strategic facility planning. The Trustees asked the Library to consider renaming Facility Master Plan and Facility Expansion/Upgrades Planning to clarify these projects. The Library advised the Board that the 2018 Westminster Express Service item has been included in 2018 as a potential planning item.

FTE Discussion

The Trustees and Library staff held some discussion on the current number of authorized full-time equivalent (FTE) positions. The libraries are leanly staffed and expansion of services (Edgewater) will require staffing. As the Board continues to plan for the future, the number of authorized FTE will need to be addressed.

Trustees Budget Cover Letter
The Trustees reviewed the budget cover letter.

Next Steps

- Library Board Meeting July 21st
    - Final Review of Proposed Budget
    - Authorize Executive Director to submit 2017 Budget and 5 Year Capital Plan
    - Sign the Trustee's budget cover letter
- BCC Budget Presentation August 29th
- BCC Adopts Budget November 29th
- Library Board Adopts the 2017 Budget at the Board Meeting December 8th

Value Added Services for Media

Donna Walker advised the Trustees that the Library will be presenting a contract to the Board for value added services for media. The Library issued an RFP and received three responses; two of which met the requirements. The Library has made a selection and is currently in contract negotiations.

Trustee Hill-Nichols asked that the draft component unit document be more educational and user friendly.

ADJOURNMENT

The study session was adjourned at 6:55 p.m.

John Bodnar, Secretary

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
July 21, 2016

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Golden Library meeting room on July 21, 2016. Library Board of Trustees Chair, Brian DeLaet called the meeting to order at 5:29 p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Ben Davis, Brian DeLaet, Charles Naumer and Deborah Deal.

Trustees not present: All Trustees were present.

Guests: Debby Ridgell, Patron Experience Supervisor, Golden Library; Sarah Lara, Project Director with NV5 and Katie Welfare, Project Manage with NV5.

Staff present: Pam Nissler, Executive Director; Gloria Overholt, Director of Budget & Finance; Rebecca Winning, Director of Communications; Sandie Coutts, Director of Employee Relations and Development; Pat Klein, Director of Information Technology; Richard Sosa, Director of Budget & Finance (Incoming); Julianne Rist, Assistant Director of Public Services; Steve Chestnut, Director of Facilities & Construction Projects; Susan Wilson-Madsen, Manager Budget & Finance; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

MOTION: Julia Hill-Nichols moved that the Library Board of Trustees approve the agenda as presented. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: John Bodnar moved approval of the minutes of the June 16, 2016 Board Meeting. Seconded by Julia Hill-Nichols the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

No Public comment.

FOUNDATION REPORT

Jo Schantz reported on the activities of the Foundation. The Foundation will be holding a book sale at the Jefferson County court house on August, 4 and 5, from 8:00 am to 3:00 pm.

Keller Williams Real Estate donated $800 to sponsor the library to you book bags. Jo will be presenting to the City of Wheat Ridge on ways to support the Wheat Ridge Library.

HOST REPORT
Debby Ridgell, Patron Experience Supervisor at the Golden Library provided the host report. Information on the Golden Library's DIY Lab program initiative was presented to the Board. The DIY Lab/makerspace was included as part of the remodel that was completed last year. With funds set aside for that program initiative the Library purchased tools, equipment and supplies to support these programs. Some of the items include sewing machines, a surger, Dremel power tools, soldering irons, Lego Mindstorms robot kits, basic digital transfer equipment (VHS to DVD), a silhouette cutter, a drone and the basic model 3-D printer received last year from a grant. Starting in January 2016, the Golden Library has held 43 programs attended by over 640 people. Attendees range from toddlers and preschooler to senior citizens. The programs vary and include demonstration programs showing the technology, open labs where people come in and try out the equipment and project programs where people can come in to complete specific projects. One of the most rewarding programs is a collaborative program with Bell Middle School involving girls from that school coming in and doing workshops for the younger, elementary age children. These collaborative programs will pick up again in the fall when school starts. This program is particularly compelling and engaging for the participants. The girls who are leading the program are impressive and helped make the program a great success. In response to questions from the Trustees, Debby advised the Board that there are more programs scheduled; other JCPL libraries do have some maker space programs, however Golden is the pilot. As other JCPL libraries are remodeled, makerspaces/DIY labs will be included in the remodel plans. There is a Thursday night program where people can come in and use the equipment. The Library is looking into a certification program where people can come in and earn certification on some of the equipment. There is also ongoing research into the feasibility of a check-out program for some of the equipment.

The Trustees expressed appreciation to the Library staff for their wonderful work.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES
Executive Director Update
Pam Nissler, Executive Director, provided an update to the Board. The Board was advised that this was the last Board meeting for Gloria Overholt who is retiring at the end of the week. Gloria Overholt put the Library on a best business practice path and developed the budget and finance staff into a very well run department. The Library is very fortunate to have had the pleasure of working with Gloria and she will be missed. The Trustees acknowledged Gloria and expressed appreciation for her great service to the Library and the Board.

Because the July 7, quarterly update meeting with the Board of County Commissioners (BCC) was cancelled, we were not able to provide an in-person update regarding the Edgewater Library. A draft letter to the BCC was proposed. The Library will send the letter under Brian DeLaet's signature.

The Executive Director asked Steve Chestnut, Director of Facilities and Construction Projects to provide an update on the Lakewood Library/Library Administration parking lot project. Steve advised the Board that the Library has selected a contractor for the Lakewood/Administration and Library Service Center parking lots. The Library anticipates recommending that the Board authorize the Executive Director to sign the contract at the August 11, Study Session. Plans are still being finalized, however, it is anticipated that the Lakewood Library will be closed for several days with some alternate services provided. Julianne Rist and Padma Polepeddi are working on a plan to provide limited, alternative services (returns and checking out holds) for several hours the days the library will be closed. More information will be provided when the plan has been fully developed. It is also expected that the project will come in under budget. Some flatwork (repairing concrete sidewalks and the bookmobile garage area) will also take place. The project is expected to begin sometime after August 17 and before September 30. It is important to note that the weather will be a major factor in the project timeline. A full communication plan for patrons, neighbors and staff is also being developed. In response to a question, Steve advised the Board that some library staff will be in the building to handle the limited services and process materials, some library staff will be deployed to other locations and administrative staff will be working in the building.

Introduction to NV5 Staff
The Board was introduced to Sarah Lara, Project Director with NV5 and Katie Welfare, Project Manage with NV5. NV5 is a nationwide, publicly traded company with 1500 employees. NV5 specializes in project management. NV5's program management philosophy involves listening and partnering with our clients, finding out what's important to the library community, and representing and advocating for the library. Both Sarah and Katie noted that they enjoyed hearing the staff's passion for providing library services and hearing about the DIY programs. In response to a question, Sarah advised the Board that both she and Katie will be attending Board meetings to provide updates; will attend every community meeting and meetings with Library Administration.

Finance Department – 2017 Budget
Gloria Overholt presented information on the Library's proposed 2017 budget. The Board was advised that the budget is due to be submitted to the County tomorrow (July 22, 2016). Between the submittal tomorrow and when the budget is approved there may be some adjustments (final salary and benefit numbers). Those adjustments are not anticipated to

reflect significant changes. The Board reviewed the 2017 proposed budget summary (revenues, expenditures and use of fund balance).

Per County Budget Office instructions, business cases refer to items that may not qualify as a capital project or expenditure, but has a budgetary impact that is significant in one year or on an on-going basis. The Board reviewed the 2017 business case requests (books and materials, maintenance technician position, software maintenance agreements, temporary salaries, DIY Lab materials, audio/visual equipment, communication audit implementation and program audit implementation). In response to a question, the Board was advised that an extensive amount of information is submitted for all business cases and entered into a form in the JDE software system. That information includes the project description, justification, scope, cost, benefit to the county, alternative approaches, impact if project is delayed, proposed solution and project timeline. There was some discussion on whether or not the Board wanted to review that information for each of the business cases. The Board was advised to let the Executive Director know if they wanted to review that information.

The Board reviewed the Five-Year Capital Plan (2017 – 2021). Per instructions from the County the Five-Year Capital Improvement Plan projects include infrastructure improvements or construction, land acquisition or development, building improvements or construction, and equipment or software costing $50,000 or more and recurring capital expenditures and one-time projects or studies.

County budget instructions also required the Library to prioritize business cases and capital projects and identify the top three organizational priorities. In keeping with the promises made to the Library's communities the top three organizational priorities are: (1) Library Books and Materials; (2) Information Technology Infrastructure; and (3) the Columbine Library remodel project.

The Trustees reviewed the budget cover letter and proposed revisions as submitted by Trustee Naumer.

> **MOTION**: John Bodnar moved that the Library Board of Trustees authorize the Executive Director to submit the 2017 Proposed Budget Plan, including Business Cases, to the Board of County Commissioners (4.2.5 C) as presented.   Seconded by Julia Hill-Nichols the motion passed by unanimous vote of all Trustees present.

> **MOTION**: John Bodnar moved that the Library Board of Trustees authorize the Executive Director to submit the 2017 5-Year Capital Plan request to the Board of County Commissioners (4.2.5 C) as presented. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

MOTION: Julia Hill-Nichols moved that the Library Board of Trustees accept the budget cover letter including the revisions as presented.   Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

Monthly Financial Report

Richard Sosa, Director of Finance and Budget reported on the activities of the Finance department. Financial data for June (Table 1) is a summary of all financial data for the month including revenues and expenditures. The Library's property tax revenue collection is at 98%; collecting ahead of budget. It is expected that revenues and expenditures will even out as the Library incurs and records expenses. Fines and fees which include copier and lost book fees is projecting below budget. Library fines collection (late fees) is on track. The Library will continue to review these items. The fund balance projection is $13.2 million; a strong position to move forward and continue to make plans for the future. In response to a question, Richard advised the Trustees that vacancy savings are tracking as projected.

Facilities and Construction Projects – Evergreen Hillside Update

Steve Chestnut, Director of Facilities and Construction Projects advised the Board that the Library had a geo-technical firm and a County geologist look at the hillside behind the Evergreen Library. The geo-technical firm representative advised the Library that there is a possibility that something in addition to erosion is occurring. The Library is issuing a purchase order to Martin and Martin, a full service engineering firm to deal with the erosion issue and mitigate water building up behind the Evergreen Library. The scope of this project includes design, specifications and construction. Martin and Martin will also manage the geo-technical contractor who will perform tests and analysis on the hillside. The total cost of the project is $28,000. The Board was advised that anything needed to address any identified potential hillside movement beyond the erosion/water mitigation will be beyond the scope of the current project.   The Library will keep the Board informed. In response to a question, Steve advised the Board that the land that will be tested is Library property. The County geologist was invited to look at the county-owned hillside property next to the library hillside property as it was reasonable to assume that if the hillside is moving it would include the county's hillside property. It is the Library's understanding that the County department on that property will be vacating and the County may be reluctant to address any potential issue in a timeframe that includes the Library's immediate need to mitigate water buildup behind the Evergreen Library.

Public Services – 2nd Quarter 2016 Statistics

Julianne Rist, Assistant Director of Public Services provided information on the 2nd Quarter Statistics.   The Board was advised that this report reflects the expanded hours. The comparison to last year second quarter 2016 is influenced and skewed by the temporary closure of the Golden Library (GN) due to remodeling in Q2 2015. In an effort to gauge the

real change year-over-year for Q2, the main system Key Performance Indicators (KPI's) have been adjusted to not include GN. This information will be shown in addition to the unadjusted system numbers (with GN included) for a more meaningful comparison. The adjusted numbers will generally show lower percentage increases for the main KPI's but illustrate even more clearly that the expansion of open hours has brought all key performance indicators to new higher levels. As expected numbers have trended up and usage has spread out among the longer hours, making a library visit or program attendance a more enjoyable and quality experience for our customer. The second quarter of 2016 shows the results of the expansion of public service hours. Public access to our facilities was scheduled to increase by 25% (117.5 hours per week) for the 10 library branches on April 4th, 2016. This increase will show as a 35% rise in the attached report in comparison to 2015 due to the GN closure during this time period. With increased access to facilities, the number of library visits rose by 16% with a total of 721,030 physical visits in Q2 2016. JCPL posts an 8% increase when adjusting for the Golden closure.

Circulations increased by 14% in comparison to last year, and by 9% when adjusted to not include GN for Q2. Again, the circulation of e-materials and the number of renewals contributed clearly to the overall rise in addition to increases experienced at the branches. This trend is further supported by a corresponding increase in web visits by 9%. The average circulations per visit were higher in comparison to last year's second quarter when adjusted to not include GN, with a 3.0 ratio (vs. 2.9 in 2015, and 2.8 in 2016 unadjusted for GN).

Programming recorded an increase in both the number of programs as well as the number of people attending the programs. When the increase in programs (32% or 24% when adjusted to not include GN) exceeded the increase in attendance (10% or 9% when adjusted to not include GN), it was anticipated that the average attendance of JCPL programs would decrease. The decrease in average attendance by 17% (6 attendees less per program) is welcome and desired. Overcrowded storytimes and children's programs have been seen as a creating a less than satisfactory experience in the past. A more comfortable size on the other hand will foster a quality experience and increase the impact of our programs.

In reference to our End Statement #2, the second quarter report focuses on residents having convenient access to physical and digital services. With the expansion of public service hours by 25% and new library schedules in all 10 locations, patrons finally received what they had long asked for, longer and more convenient open hours. The expansion of open hours was flanked by our efforts to continuously add more items to our collection (61,835 new items in Q2). 32% more programs (24% more when adjusted to not include GN) were added to increase the options for patrons to participate and to spread out the historically high average attendance numbers for children's programs. Q2 typically kicks off our Summer Reading Program (June), and summer reading registrations were 19% higher than

last year's second quarter, which shows the reach we can gain this year with the new public service hours.

Visits and Circulations both rose in response to the new open hours, visits by 16% (8% when adjusted to not include GN), and circulations by 14% (9% when adjusted to not include GN). The new ratios introduced in Q1 responded with a decrease which shows that patron activity was allowed to not only to grow with the increased access to JCPL's community services, but it was able to spread out across the new range of public service hours, giving patrons the leeway to choose their most convenient time to come into the library. As a result, the number of Visits per Open Hour decreased by 8% to 97 visits per open hour in Q2. Equally, the number of Circulations per Open Hour decreased by 8% to 287 circulations per open hour.

The introduction of the new open hours increased access to our publicly available computers. While the number of wireless connections continues to be on the rise with a 25% increase in comparison to last year's second quarter, the number of public sessions on a library computer experienced a turnaround from a 5% drop in Q1 to a 5% rise in Q2, which we relate to the additional open hours offered. Also the usage hours of our library computers by patrons have increased by 12%.

As part of Ends #2, we wanted to highlight the usage of our digital library services (website). Showing how people access our website, browse our catalog from any desktop, tablet, mobile phone or computer available at the libraries for the public. Our web visits increased by 9% to 787,317 sessions in Q2. While the State defines web visits to exclude any catalog sessions (i.e. when patrons browse our catalog to find items, read reviews and item descriptions, or want to put items on hold), we log this number internally to track catalog activity and use. In comparison to the web visits (787,317 sessions), the number of catalog sessions was 677,457, which shows the use of this tool on our website. 35% of the web visits are carried out by new visitors, 65% by returning visitors of the jeffcolibrary.org website. While desktop/tablet usage prevails as the dominating means to accessing our website, mobile access has increased by 17% over last year's second quarter.

EMERGING ISSUES
Follow-up from Policy Governance Training
Trustees Naumer and Hill-Nichols expressed appreciation for the very valuable policy governance training program. They noted that there were many points made at the training that triggered some thoughts on the role of board, agenda structuring, agenda items, and the role of the staff vs. the role of the Board. After some discussion the Chair formed a committee to work on the Board's policy governance. Trustees Naumer and Hill-Nichols will serve on the committee and will bring forward an outline and timeline for the Board to review at the August 18, Board meeting.

Review Policies

The Executive Director and Trustee Hill-Nichols attended the final audit committee meeting. Subsequent to that meeting a member of the audit committee submitted some suggestions and emphasized that the Library and Library Board are responsible for their policies and controls. The policies discussed include the Library's Election Financing Policy/De-accessioned Library Materials and the Board's Governance Policy 4.1. The Board reviewed the suggestions to expand on what the Board had adopted at the May 19, 2016 Library Board meeting. The Board was advised that the Foundation Board has adopted a policy that no moneys gained from de-accessioned Library materials be used for political activities. The Foundation will be setting up a separate restricted account for political activities. Additionally, the Foundation's 501H designation has been incorporated into their Bylaws. The Board discussed the suggested additions and will take formal action at the August 11, Study Session.

Future Board Meeting Schedule

The Chair asked the Board and Library staff to consider moving the regular Board meetings back a week to allow more time for the Board to review the monthly financials. Because financial information is not posted and available from the County, Library staff cannot provide the information earlier. In response to a question about receiving the financial information the morning of the Board meeting, Richard Sosa confirmed that the Library received June financial information on July 19, and that did not provide the time he would like to have to do an analysis and provide the kind of report he would like to even at the Board meeting. The Trustees discussed several options including moving Study Sessions up a week and, for example, reviewing June financials at the August Study Session. Amber Fisher offered to provide the Board with some meeting schedule options to review at the August 11, Study Session.

ENDS

Review of 2ⁿᵈ Quarter 2016 Strategic Priorities

The Executive Director introduced the topic and advised the Board that each of the Senior Management Team members will address their department initiatives and report on progress. The Trustees were advised that the full document is provided in their Board report and the presentation will cover the highlights of those initiatives that had a start date in the first half of the year; others initiatives will be highlighted later. All of the statistics represent year-to-date data unless otherwise noted.

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

Julianne Rist, Assistant Director of Public Services provided information on access to books and materials. The increase to the collection has enabled us to purchase almost 120,000 items so far this year an increase of over 25,000 items from this point last year. The new

material is appreciated by our community as is illustrated in the increase in circulation both in physical and digital materials. E-materials still saw the largest increase in circulation 21% in the second quarter, and 18% year to date and represent about 8% of the total circulation. The Collections Department spends about 13.5% of the books and materials budget on digital items. At the last quarterly update the Board had some questions about the number of patrons who check out digital materials. There are about 60,000 out of 345,000 JCPL card holders that have accounts with the Library's four digital vendors. Overdrive and 3M are the most active vendors with 20,000 cardholders who have checked out something in the first quarter. JCPL has about 1000 cardholders who check out 10 items or more a month with these two vendors.

Donna Walker, Director of Public Services provided information on the FindIt state-wide mobile app. JCPL has been testing the app since January 2016. The Library will not be participating in the FindIT Colorado app after July 31, of this year. The Board received a demonstration of the app earlier this year. The Library has been testing the FindIt app to see if it could support the 2016 strategic goal to "Increase access to books, materials and services" by providing a mobile access point for our patrons. Unfortunately, there were major functional issues that could not be resolved related to stability, volume level holds and overall user experience. The app was sponsored by the Colorado State Library for one year, making it free for JCPL to try it out and see if it would work. Since there would be a cost after this first year – which ends in August, the Library does not feel it is fiscally responsible to move forward. While this particular app turned out to not be the best solution for JCPL, this project has helped JCPL learn a great deal about what patrons need from a mobile library experience. JCPL will use this information to look at other ways to enhance our mobile experience. There is a communication plan in place for staff and patrons about the transition to turn off access to the app.

Sandie Coutts, Director of Employee Relations and Development provided information on the staff training initiative and the recruit and retain a qualified workforce initiative. Some key progress has been made in staff training in Q2, 2016. The Diversity Campaign continues to gather momentum as JCPL invites staff to attend Open House discussion sessions, provide continued training and information to our Combined Management Team and work in partnership with County Human Resources, Human Services and JCMH on the County Wide Diversity Summit scheduled for October 6. Location Awareness training is now underway with the first three Library locations completed in June. After a lengthy hiatus, CPR and AED Training is once again available to staff and there are plans to install these devices at two additional locations. The Covey All Access pass pilot program started and half of the Library's supervisors and managers are now attending regular workshops, taking assessments and completing online learning modules. Coaching Skills training for all supervisors was completed in Q2. Recruitment efforts did not slowdown in Q2 either: the Library recruited a Director of Budget & Finance, attended the Mountain Area Job Fair and

participated in the County Open House Event. The Library is currently actively recruiting to fill 15 open positions. Since the relaunch of the New Employee Orientation program in early 2016, the Library has held six events to date and the program now includes a meet and greet with the Senior Management Team. The research phase of the Employee Recognition initiative is complete and a task force is ready to redevelop the program and pilot some new ideas. The Library hopes to test some of those ideas at the All Staff Event on October 10.

Rebecca Winning, Director of Communication provided information on increasing awareness. A critical part of ensuring equal access to resources and opportunities is informing Jeffco residents of their availability. The Communications Team has three strategic initiatives to support this objective. The first initiative is to communicate information about the budget and the impacts of the recent mill levy initiative. The Library wants to assure Jeffco residents that we're delivering on our promises. In the 2Q, the Library distributed a press release on technology improvements related to the mill levy, which was picked up across the County and resulted in a nice feature story in the Golden Transcript. The Library also included mill levy messaging in the South County communications. The Library presented the plan for a distributed social media team to the Public Services Management Team. Based on their recommendations, the Library plans to begin implementation this quarter, with the goal of having the team in place, with local channels identified and guidelines around content by the end of this year, and having team members posting to those channels in 2018. Success will be measured by tracking attendance at the events shared on social media to see if there's a discernible increase. The Bring 'em Back team has re-engaged and is defining targets for this campaign. Target implementation is scheduled for the fall.

Ends 2: All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.
Julianne Rist presented information on expanded hours and staffing. As noted in the quarterly statistic report, all key performance measures show an increase in the second quarter. Per capita use has increased 6% year to date. Julianne highlighted how the restored hours have affected computer and internet use in the Library's buildings. For the past year, and even in the first quarter of 2016, the Library had been seeing a downturn in the use of public computers both in number of hours and number of sessions while wireless continued to grow. The Library had identified lack of accessibility as one of the primary causes of the downturn and the growth of personal devices as one of the reasons Wi-Fi continued to increase. With the expanded hours in the second quarter the negative has turned into a positive, the number of sessions are up 5% and hours of use are up 12%. Wi-Fi also shows a significance increase in growth in the second quarter 25%, more than double the first quarter increase of 12%. It can safely be assumed the leading cause of the growth of these numbers is the increase in hours (or accessibility) at our locations. The group hire was completed in the first quarter. When expanded hours started in the second quarter the

libraries were fully staffed, and the staff on the floor were trained and able to help customers on April 4th. The group hire represented 25 associates who have been working for 120 days now. The retention of staff from this process is 100% for the English team and 92% for the bilingual staff. This is an incredible success rate, and the Library is working on incorporating parts of the group hire into standard best practices for future placements.

Steve Chestnut, Director of Facilities and Construction Projects provided an update on the second quarter capital maintenance projects. Landscape improvements are underway and purchase orders placed to address trees and library grounds. Included are the Columbine tree-trimming and tree replacement project and Standley Lake tree care and landscape. The Evergreen Library hillside mitigation is progressing as reported earlier. Belmar carpet repairs are complete. The project was under taken to replace normal wear and tear to the carpet. Wheat Ridge HVAC replacement is underway; this is a roof top unit that is at 170% of its serviceable life. The Library is seeking information on prices and costs to replace the unit in the same configuration (roof top). Evergreen (EV) HVAC condensing unit contract is currently at the County for contract review. The contract is expected to be ready for Board authorization in August and the Library will initiate work, utilizing Building Tech Systems as the vendor. Parking lot design engineering for Lakewood and the Library Service Center is complete.

Julianne Rist presented information on 2nd quarter activities for the planning of the Columbine library. Responses from three Community meetings and the Library's survey were used to create a report for what residents would like to see in library services in South County which was shared with the Board in June. This information became the basis for the building program of services which is a narrative about what the Columbine library should look and feel like as planning for the remodel begins. This document is part of the RFP for an architect and will help guide the Library through the planning process. NV5, who were introduced at the beginning of the meeting, was selected as the Library's owner's representative, and they helped staff write and post an RFP for an architect.   The Library will be reviewing responses to the RFP and interviewing firms. It is expected that the Board will be asked to authorize the Executive Director to sign a contract with an architect. Next steps include issuing an RFP for a general contractor.

Donna Walker presented information on the Enhanced Digital Spaces initiative. When the Library first started thinking about digital discovery and engagement last year, there were some examples in from a vendor that inspired the Library to create strategic initiatives around those experiences. That vendor was Bibliocommons. The Library called this particular strategic initiative "bibliocommons" to start. As JCPL made progress with the team and vendor demonstrations, JCPL wanted to rename this initiative to reflect the patron experience JCPL is aiming for rather than for a vendor. The new name of this initiative is Digital Discovery and Engagement. The purpose of this project is to explore ways to

enhance discoverability among JCPL's digital properties. To that end, the goals of the project are to: (1) Enhance the discovery and presentation of library resources and services across the catalog, website, and event calendar; and (2) Improve the consistency of brand, identity and functionality between JCPL's digital experiences. The next steps for the team are finalizing the high level requirements and determining the best way to move forward to achieve goals. JCPL is on track to meet the Q3 timeline for a go/no go decision.

As with the "bibliocommons" initiative, JCPL started out using vendor-related terms to name what we set out to accomplish: Libhub/Bibframe. As research progressed, and as this service progressed in the industry, a new term emerged as a better descriptor: Linked Data What linked data does is expose library catalog holdings on the web using MARC (catalog) records converted to a new format called BIBFRAME. The vendor who provides this data conversion service now only offers it through a contract with JCPL's ILS vendor, III. This change affects our cost and our risk. While some libraries have been on the leading edge of the linked data experiment, we have not yet found another library who has converted their data using III. This new information has given us reason to continue to reach out to peer libraries and dig deeper into other approaches JCPL might consider. As progress was made with the digital discovery project, JCPL found other ways libraries were exposing their catalog records on the web. The Library is linking these two initiatives together since the solutions with Digital discovery may provide enough exposure of the JCPL catalog to the web to meet short term goals while this process matures.

Ends 3: Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes
Donna provided information on three of the Library's initiatives: (1) support early literacy; (2) Develop a new program and events model; and (3) Create a Culture of Reading. The signature program for JCPL's Kindergarten readiness initiative is going to be 1000 Books Before Kindergarten. The team of staff dedicated to developing services for kids and families has been waiting 3 years to have the capacity and budget to begin this program. Three locations have been selected for the pilot with the projected start date in September with a big launch through community literacy events planned for all JCPL libraries in September and October. The Library has expanded story times and the increase in the number of story times delivered is up 33% over last year. The other big numbers associated with this increase in programming is the attendance: over 6000 more kids and their grownups have been able to experience this early literacy activity at JCPL in 2016 than last year. And the other encouraging number is average program attendance for storytimes: Average attendance has decreased by 15% for the quarter – which is what JCPL was aiming for – a more quality experience by having a more manageable number of little people at the program. The strategic initiative: Program Audit and Recalibration is building from this year to next into an entirely new model. As expected, the audit revealed not only the need to change, but how to change our approach to programming at JCPL. The new Vision: JCPL will create a rich complement of programs and events as part of a yearly programming

plan. Programs and events will create a premium personal experience which reflects the JCPL brand; all connected to the Board's ends statements 1 and 3. The Summer Reading Program is the Library's cherished event because of the resources it takes and the impact on the communities. Last year JCPL experimented with a new approach and this year JCPL is reaping the benefits of the adjustments made to the inaugural year. There were three main internal goals: (1) Exceed the number of participants from 2015 by expanding our reach into the community; (2) exceed the number of finishers; and (3) exceed the number of minutes read. JCPL has now met all three of the goals and there are still two weeks to go.

Ends 4: All Jefferson County residents receive maximum return on their shared investment in library services.
Richard Sosa, Director of Budget and Finance provided information on the long range planning initiative. To support this ends statement the Library strives to ensure efficient and cost effective operations to meet the needs of residents while delivering a maximum return on their investment. The 2017 Library Budget is in its final proposed status and the Trustees will be recommending submission to the BCC. Financial Policies relative to fund balance have been formally adopted and efforts to refine outcomes and measures are an ongoing project. The Library started with a session on strategic planning during the Senior Management Team retreat, working with Susan Spero to clarify plan terminology and refine the Library's approach to success measures. This has led to some recommended format changes to the plan document. The Library will continue to refine these changes, with the goal of launching a revised document with the 2017 plan.

Donna Walker provided an update on the demographic study initiative. A demographic study has been included as a strategic initiative as part of the long range planning. The Library moved this initiative forward from Q 4 to Q2. JCPL felt that getting this study done sooner rather than later would help with decision making around planning library services, building programming and design. This community assessment is intended to provide the Library with a complete market analysis of the JCPL service area to include integration of ILS and demographic data, market segmentation and penetration, library service area definition, and identification of service use and gaps. The Library anticipates releasing the RFP this week for contracting with a vendor by the end of August.

Pat Klein, Director of Information Technology provided information on critical IT systems, implementing County security standards, workflow ticketing system and RFID self-check/security gates. Many of the Critical IT Systems scheduled for upgrades are currently in progress. The Sophos devices which provide Internet filtering, email spam filtering and broadband management have been installed and are performing their functions. The core switches that were purchased in late 2015 have been installed but the Library decided to incorporate their implementation with the larger e-Rate Network upgrade. That project was started in July and the core switches along with new firewalls will be fully installed and configured on August 15. The County Security Standards have been updated in many areas through the work of the Information Security Advisory Committee (ISAC) of which Pat is a

member. These include credit card (PCI) standards as well as user and system administration policies. This is a continuing process because there are numerous policies that need to be updated or will require update as the security landscape changes. The process of finding a new workflow ticketing system has reached the point of final selection, however, with the proposals the Library has discovered that the cost is outside the 2016 budget. The Library is currently looking at an upgrade of the current product to determine if going to the latest version will be sufficient to meet needs. The RFID/Self Check/Security Gates committee consisting of IT, Patron Experience and Finance personnel has met several times, going through requirements and drafting the RFP. This project is being expedited due to the requirements of PCI. The County has been granted PCI Certification with one exception, that being our Self Check stations. We are requesting time enough to complete this project so that the Library can meet PCI requirements by completing the replacements.

Rebecca Winning provided an update on the communications audit initiative and enhanced promotions and marketing processes. - The communication audit is substantially complete. It includes great data from patrons and peers and gives JCPL the information needed to better focus efforts going forward. The Library expects the final report in late July/early August. A key priority for the second half of the year is to streamline promotions and marketing processes. To that end, the Library has been active participants in the initiative to implement a new ticketing process by participating in demos and developing requirements for workflow. Other process improvements are on hold pending final results from the programming and communications audits; however the Library expects to complete them by the end of the year.

The Trustees thanked the Senior Management Team for the presentation and for a job very well done.

BOARD SCHEDULE – NEXT MEETINGS
- August 11 – Study Session – 5:30 pm – Administration Conference Room
- August 18 – Board Meeting – 5:30 pm – Standley Lake Library Meeting Room, 8485 Kipling Street, Arvada
- August 29 – Library Budget Presentation – 1:15-2:15 – BCC Board Room
- September 1 – BCC & BOT Quarterly Meeting – 10:00-11:00 – 5th Floor
- September 8 – Study Session – 5:30 pm – Administration Conference Room
- September 15 – Board Meeting – 5:30 pm – Belmar Library Meeting Room, 555 S. Allison Parkway, Lakewood
- October 13 – Study Session – 5:30 pm – Administration Conference Room
- October 20 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Chair reminded the Board of the Pine Library event on July 30.

ADJOURNMENT
The Board meeting was adjourned at 7:59 p.m.

John Bodnar, Secretary

FOUNDATION REPORT

FOUNDATION EXECUTIVE DIRECTOR REPORT
AUGUST 2016 (JULY 22 – AUGUST 18)
By Jo Schantz

1) Fundraising and events

- **Books Galore Book Sale (new!)**
  - Occurred Aug. 4-5 at the Jefferson County Courthouse; Raised $1,016
- **2016 *Holmes for the Holidays* gala benefit on Nov. 17**
- **Book drives at the Federal Center (new!)**
  - Slated for Wed/Thur, September 14/15, 8 a.m. to 1 p.m. ; and May 3/4, 2017

2) Meetings and networking

A. July 25 – meeting with Ron Slinger, ED at Red Rocks Community College Foundation to discuss a future planned giving campaign

B. August 8 – meeting with Denice Pacheco at the Denver Federal Center to plan a book drive

C. August 8 – meeting with Pam Nissler, Tami Bandimere-Shrader and Julia Hill-Nichols to discuss MOU

D. August 9 – meeting and book donation at Fulcrum Publishing

E. August 10 – meeting with Library Communications Dept. re: Whale Sale logo/advertising

F. August 10 – Friends Council meeting

G. August 11 – Foundation and Library monthly SMT meeting

H. August 11 – site visit with our recycling vendor, Leif Books re: pilot project at the Arvada Library

I. August 12 – Foundation participation in the Jefferson County Fair

J. August 17 – meeting and orientation with new members of the Foundation's Finance Committee

3) Communications and outreach

A. Posted new blog on website re: Books Galore sale

B. Added to website
   A. 2015 audit and 990; plus new donation guidelines

C. Scheduled two new presentations:
   A. August 26 for Evergreen Rotary
   B. September 20 for Arvada Sunrise Rotary

4) General Administration

A. Jo Schantz vacation – July 27 – 29, and August 15 – 17

B. Preparation for fall Program & Events Committee meeting on September 9

C. Initial planning for New Board Member Orientation in late September (with Bill Knott)

Operational Updates

Executive Director Update

To:	Library Board of Trustees
From:	Pam Nissler, Executive Director
Re:	Executive Director Update – August, 2016

This past month, I had the following special meetings:

- Donna Walker, Rebecca Winning and I met with the architect who is in charge of the Westminster Mall project. We were asked to select a person to represent JCPL in the stakeholder planning meetings regarding cultural offerings at the Mall. Donna Walker will represent us.
- I participated in an informational meeting with all staff who work in Administration and the Lakewood Library. The purpose of the meeting was to inform all affected staff of the plans that have been put in place for the Lakewood parking lot replacement project.
- Lisa VanderHeyden and I reviewed the fixed asset audit and Lisa's reconciliation with JDE.
- Donna Walker, Richard Sosa, and I met with Kourtney Hartmann, our County Attorney, to receive an update on the status of the Arvada land conveyance agreement. It was decided that it is time to involve the Library Board of Trustees in the matter.
- Steve Chestnut, Donna Walker and I met with Edgewater City Manager, HJ Stalf to see the current conceptual design of the Edgewater Administrative Building (and Library) The Library will participate in the community informational meeting regarding the plan on August 18th in the Council Chambers. Donna and Padma Polepeddi will attend that meeting.
- I met with Jo Schantz, Tami Bandimere Schroeder, and Julia Hill-Nichols to discuss the draft of a MOU between the Library and the Foundation that Ellen Wakeman sent for our review.
- I attended a meeting to hear a presentation regarding the Employee Benefits Package for 2017.
- Along with the Elected Officials, the Commissioners and key County staff, I participated in the opening day festivities of the Jefferson County Fair. The Library will also participate in offering entertainment and activities for kids.
- I participated in the interviews of potential l architects for the Columbine remodel project
- In addition, I attended the following regular meetings:
  The West Chamber Board meeting
  The Jefferson Success Pathway Steering Committee
  The monthly breakfast meeting with Brian and Julia
  The Child Welfare Subcommittee meeting of CYLC
  The Monthly Elected Officials Personnel Board Meeting

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Finance Department

memorandum

to: Pam Nissler, Executive Director

from: Richard Sosa, Director of Finance & Budget

re: Finance Monthly Report

- Financial Report
- Financial Reporting Process
- Contracting Process
- Audio Visual Materials Contract
- Evergreen Condensing Unit Contract
- Columbine Remodel Project Architectural Services Contract

date: August 18, 2016

A. Financial Report

This financial report presents year-to-date actual revenue (sources) and expenses (uses) and financial comparative year over year through July 31, 2016 for Jefferson County Public Library (JCPL). The information presented is from the Library general fund in JDE (Jefferson County Financial System) and includes both operating and capital transactions. This report is composed of this narrative, a summary of the Library Fund (Table 1); Changes to Library Fund Balance (Table 2); Library operating sources and uses (Table 3); Library debt service (Table 4) and Library capital projects and annual maintenance and repair (ARMs) (Table 5).

Overview

JCPL projected Ending Fund Balance as of YTD July 31, is $13.3 million up 18% from the beginning of the year. The projected fund balance is actual year to date plus adjusted projections to the end of the year. Actual revenue collected is higher than expenses, this is due primarily to the faster pace of revenue collection compared to the percentage of budget for revenue at this point in the year and slower paced capital project spending (Table 2).

Revenues (sources)

Total actual revenues, primarily Property Tax, through July are collecting at a higher rate than actual expenses, $33.1 million compared to $14.4 million in expenses (Table 1). Through the year revenues and expenses should even out to reflect the planning that created the budget. The following chart shows the total budget, budget as percent of year to date and the actual revenues year to date. The middle bar in the graph is percent of budget through July (7/12) as a comparative to actual revenues collected through July.

Jefferson County Public Library - YTD Revenues
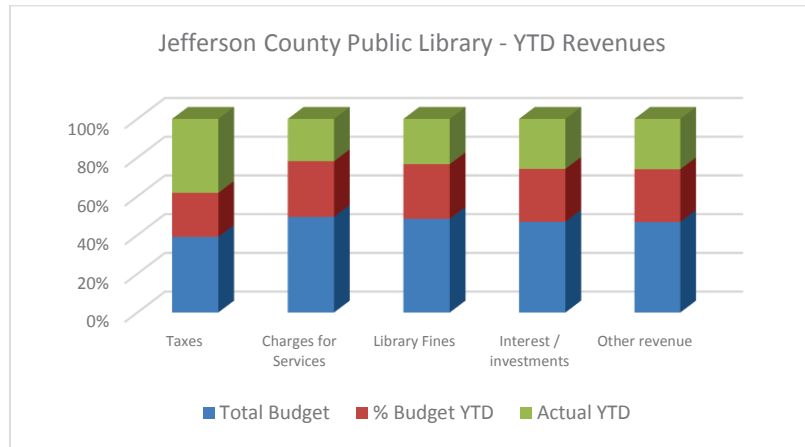
Revenues are projected using the actual collection rate; average actual compared to averaged budget and a review of the account line compared to same time last year.

Expenses (uses)
Salaries and benefits expense through July total $8.4 million or 49% of the budget spent and 58 % of the year completed. Expenses for both operating (Table 3) and capital (Table 5) year to date total $14.7 million (see chart below).

Jefferson County Public Library - YTD Operating & Capital Uses
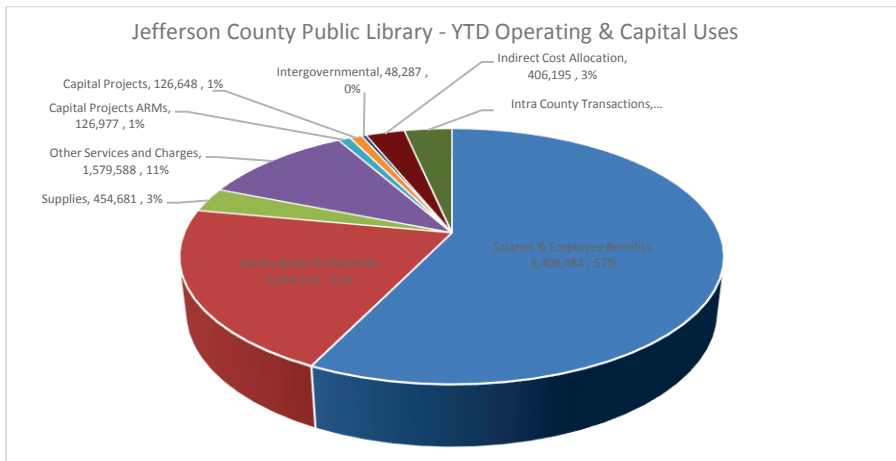
Our largest investments (uses) are in staff resources and Library books and materials. As more capital projects become active, capital project uses should increase in the following months. In the fourth quarter of the year, there should be a transfer to the County for the Library's portion of debt service. There is a current budget amount set aside but no year to date transactions to report (Table 4). A comparative year over year for non-salary and benefit uses is below. While each year is distinctive in its pacing and spending pattern, comparing the two years assists Finance to discern patterns for the current year.

Jefferson County Public Library - Non Salary Comparative Expenses
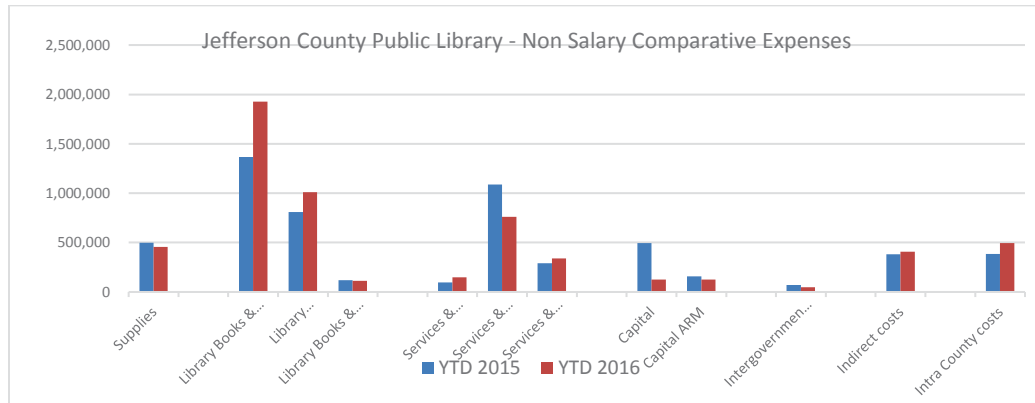
Library books and materials expenses are 33% higher, compared to July last year. Supplies, intergovernmental, indirect cost and intra county costs and annual capital maintenance (ARM) are comparable to the prior year. Capital projects actual expenses are tracking slower compared to the prior year and consequently related expenses for professional services are also slower compared to 2015. In 2015, by July last year, the Golden Library remodel had expensed $302,100 and Capital ARMs expenses were $131,200 compared to $127,000 in 2016.

Capital Projects

All capital projects are assigned a business unit to segregate and track the expenses within that budget. In 2016, the Library has a budget of $1.1 million for annual capital repair and maintenance (ARMs) of which $126,977 has been used year to date. Also, there is a total amended budget of 1.2 million for Library capital projects, the two largest being Lakewood Library parking replacement $373,000 and Evergreen Library AHU rebuild $140,000 (Table 5). A number of non-ARM capital projects are underway as well and the expenditure pace for these project transactions is anticipated to increase. The chart below enhances the executive view of capital projects by comparing the budget to actual expenses, actual project commitments (contracts, POs or encumbrances); active projects with uncommitted balances and projects planned but not yet begun.

YTD July - Active and Projected Capital Projects Compared to Budget
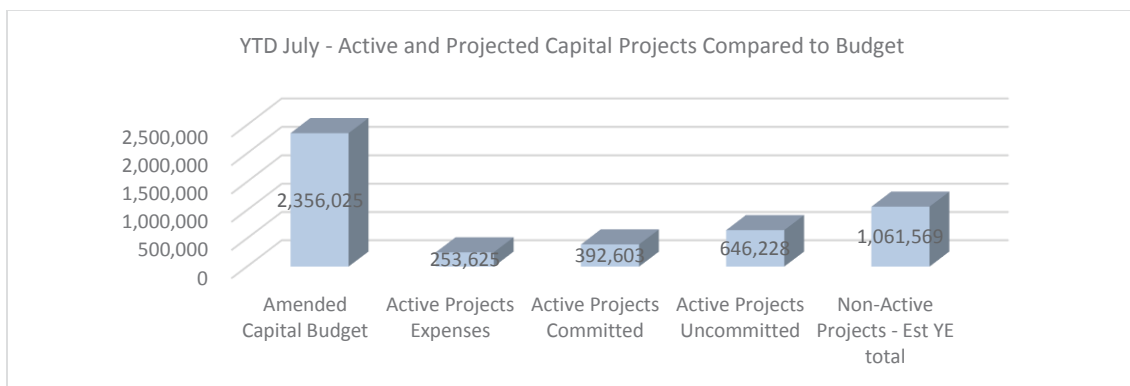
B. Financial Reporting Process

JCPL Finance will produce monthly financial statements at the close of the business month, using estimates or (accrual) accounting entries, for payroll and benefits. Typically the County closes the

financial books at mid-month and once notified, JCPL Finance will reverse its accruals and post actuals, update the financial report, and identify major changes for the Trustees red fold.

Action Item:
None – Informational only

C. **Contracting Process**
JCPL Finance will process RFPs and related documents for contracts with all the data needed for County legal to review one time as to content, so they can create a final contract that is included in the bidding process. This process provides the legal detail for the vendor and eliminates costly and time consuming changes after vendor selection but before the contract is signed. This process will also incorporate Doc-u-sign, a product that automates and tracks document work flow that require signatures from Library signers, County Legal and vendors.

Action Item:
None – Informational only

D. **Audio Visual Materials Contract**
On June 2, 2016 the library issued a Request for Proposal (RFP) seeking a primary source vendor for audiovisual materials and related services. The request was for a vendor to provide a minimum of 70% of all media purchases of DVDs, CDs, Blu-rays, books on discs, and Play-a-ways. In 2016, this volume represents $1.3 of the books and materials budget. The contract with Midwest tape will deliver the audiovisual materials in a cost effective and timely manner as well as provide value added services. Value added services include but are not limited to: automatic order plans; web based bibliographic resources; selection lists and other selection tools; electronic transmission of orders and selection lists; electronic order confirmations; order status updates and electronic invoices using the EDIFACT standard; MARC catalog records and shelf-ready item services including adaptive and copy cataloging with CIP upgrades as needed; original cataloging when requested, and physical processing including a digital wrap.
A total of three vendors bid on this RFP. After careful selection by the evaluation team, Midwest Tape was chosen as the vendor for these services. The contract with Midwest tape is not to exceed $2 million and the funds for these materials and services are included in the 2016 Books & Materials Budget.

Action Item:
Recommend that the Library Board of Trustees authorize the Executive Director to sign a contract with the successful bidder, Midwest Tape, for the Audio Visual Materials and related services.

E. **Evergreen Condensing Unit**
On May 23, 2016 a Request for Quotes (RFQ) was issued for the replacement of the condensing unit at the Evergreen Library. The project will involve the complete replacement of the condensing unit with a fully functional, correctly sized, code compliant, high efficiency condensing unit and coil. A total of four vendors submitted proposals for this project. After review by the evaluation committee, Building Technology Systems was selected as the vendor for this project. The contract with Building Technology Systems is not to exceed the price of $86,052. The funds for this project are budgeted in the 2016 Capital Budget.

Jefferson County
PUBLIC LIBRARY

Action Item:

Recommend that the Library Board of Trustees authorize the Executive Director to sign a contract with the successful bidder, Building Technology Systems, for the replacement of the Evergreen Library Condensing Unit.

F. **Columbine Remodel Architect**

In July 2016, a Request for Proposal (RFP) was issued for the services of an architect for the Columbine remodel Project. On August 8, 2016, the project evaluation committee reviewed three proposals. This project will involve the complete renovation and remodel of Columbine Library and this RFP is for architectural design services. Three architectural firms submitted proposals for this project. The project evaluation committee will conduct interviews and reference checks in the next weeks. The contract with the selected firm will range from $290,775 to $320,750, not to exceed $320,750. The funds for this project are budgeted in the 2016 Capital Budget.

Action Item:

Recommend that the Library Board of Trustees authorize the Executive Director to sign a contract with the final selected successful bidder for architectural design services for the Columbine Library remodel and renovation project.

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 07/31/2016	Variance 2016 Budget	Budget to Acutal %
Sources of Funds						
Revenues						
Property Taxes						
Property Taxes - Operating	$ 23,138,482	$ 22,541,641	$ 31,558,023	$ 32,368,175	$ 810,152	102.57%
Property Taxes - Capital	553,389	1,081,881	1,519,998	1,456,420	(63,578)	95.82%
Total Taxes	**$ 23,691,871**	**$ 23,623,522**	**$ 33,078,021**	**$ 33,824,595**	**$ 746,574**	**102.26%**
Federal & State Grants	$ 108,000	$ 116,960	$ 126,734	$ 131,085	$ 4,351	103.43%
Fines & Fees	807,805	720,927	794,000	377,913	(416,087)	47.60%
Other Revenue	456,515	514,393	455,021	186,543	(268,478)	41.00%
Total Other Revenues	**1,372,320**	**1,352,280**	**1,375,755**	**695,541**	**(680,214)**	**50.56%**
Sub Total Operating Revenues	**$ 25,064,191**	**$ 24,975,802**	**$ 34,453,776**	**$ 34,520,137**	**$ 66,361**	**100.19%**
Transfer from Fund Balance	$ 524,261	$ -	$ -			N/A
Transfer to Fund Balance	-	862,857	2,057,647	19,819,576	17,761,929	N/A
Total Sources of Funds	**$ 25,588,452**	**$ 24,112,945**	**$ 32,396,129**	**$ 14,700,560**	**$ (17,695,569)**	**45.38%**
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 10,852,945	$ 10,432,207	$ 12,623,293	$ 6,538,284	$ (6,085,010)	51.80%
Benefits	3,240,112	3,063,396	3,846,731	1,870,200	(1,976,531)	48.62%
Sub-Total Salaries & Benefits	**$ 14,093,057**	**$ 13,495,603**	**$ 16,470,024**	**$ 8,408,484**	**$ (8,061,541)**	**51.05%**
Collection: Library Books & Materials	$ 3,476,010	$ 3,433,873	$ 5,854,776	$ 3,054,113	$ (2,800,663)	52.16%
Supplies	891,610	800,732	1,035,154	454,681	(580,473)	43.92%
Other Services & Charges	3,092,078	2,480,884	3,644,414	1,579,588	(2,064,826)	43.34%
Internal Transactions /Cost Allocation	1,249,317	1,158,655	1,450,848	950,071	(500,777)	65.48%
Total Operating Expenditures	**$ 22,802,072**	**$ 21,369,747**	**$ 28,455,216**	**$ 14,446,935**	**$ (14,008,281)**	**50.77%**
Financing & Debt Service	**$ 1,611,600**	**$ 1,611,599**	**$ 1,584,388**	**$ -**	**$ (1,584,388)**	**0.00%**
Capital Projects	**$ 1,174,780**	**$ 1,131,599**	**$ 2,356,025**	**$ 253,625**	**$ (2,102,400)**	**10.76%**
Total Uses of Funds	**$ 25,588,452**	**$ 24,112,945**	**$ 32,395,629**	**$ 14,700,560**	**$ (17,695,069)**	**45.38%**

	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 07/31/2016	$ Incr(Decr) 2015 Actual to 2016 Adopted
Beginning Fund Balance	$ 11,240,502	$ 12,245,645	$ 11,240,502	$ 13,108,502	$ (1,005,143)
Revenues					
Operating Revenues	$ 24,510,802	$ 23,808,921	$ 32,933,778	$ 33,063,717	$ 9,124,857
Capital Funding	553,389	1,166,881	1,519,998	1,456,420	353,117
Total Revenues	$ 25,064,191	$ 24,975,802	$ 34,453,776	$ 34,520,137	$ 9,477,974
Expenditures					
Operating Expenditures	$ 22,802,072	$ 21,369,747	$ 28,455,216	$ 14,446,935	$ 7,085,469
Debt Service	1,611,600	1,611,599	1,584,388	-	(27,211)
Capital Projects	1,174,780	1,131,599	2,356,025	253,625	1,224,426
Total Expenditures	$ 25,588,452	$ 24,112,945	$ 32,395,629	$ 14,700,560	$ 8,282,684
Increase/(Decrease) in Fund Balance	$ (524,261)	$ 862,857	$ 2,058,147	$ 19,819,576	$ 1,195,290
Ending Fund Balance	$ 10,716,241	$ 13,108,502	$ 13,298,649	$ 32,928,078	$ 190,147
Above/(Below) Minimum	$ 4,450,193	$ 6,842,454	$ 4,685,205	$ 24,314,634	$ (2,157,249)
Above/(Below) Maximum	N/A	N/A	$ (3,928,239)	$ 15,701,190	N/A
Fund Balance Policy					
Minimum Fund Balance					
16% of Current Year Revenues	$ 4,010,271		$ 5,512,604		
9% of Current Year Revenues - Uncertainty	2,255,777		3,100,840		
Total Minimum F/B Reserve Requirement	6,266,048		8,613,444		
Maximum Fund Balance					
50% of Current Year Budgeted Revenues			17,226,888		
Total Maximum F/B Reserve Requirement	N/A		$ 17,226,888		

	Adopted 2015 Budget	Actual 2015	Adopted 2016 Budget	Revised 2016 Budget	Change 2015 to 2016
FTE Positions - Active	181.50	181.50	207.50	208.50	27.00
FTE Positions - Reserved	33.50	33.50	7.50	6.50	-27.00
Total Authorized Positions	215.00	215.00	215.00	215.00	0.00

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2016 ACTUAL TO BUDGET

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 07/31/2016	Projected Year-End 2016	Variance 2016 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes - Operating	$ 23,702,058	$ 22,959,917	$ 32,257,736	$ 32,364,882	$33,777,734	$ 1,519,998
Delinquent Taxes	20,200	59,618	45,241	-	45,241	-
Prior Year Cancellations	(101,000)	(43,772)	(116,244)	-	(116,244)	-
Urban Renewal	(507,016)	(454,528)	(667,853)	-	(667,853)	-
Penalties & Interest	24,240	20,406	39,143	3,294	39,143	-
Total Taxes	$ 23,138,482	$ 22,541,641	$ 31,558,023	$ 32,368,175	$ 33,078,021	$ 1,519,998
Federal & State Grants	$ 108,000	$ 116,960	$ 126,734	$ 131,085	$ 131,085	$ 4,351
Library Fines	646,480	621,284	650,000	314,186	650,000	-
Other Fees	161,325	99,643	144,000	63,727	144,000	-
Investment Income	135,715	172,373	149,021	82,073	149,021	-
Conference Room Rental	13,500	11,913	-	2,943	2,943	2,943
Contributions from Private Sources	200,000	155,426	200,000	76,629	200,000	-
Other Revenue	107,300	89,681	106,000	24,898	106,000	-
Total Revenues	$ 24,510,802	$ 23,808,921	$ 32,933,778	$ 33,063,717	$ 34,461,070	$ 1,527,292
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 10,050,731	$ 9,083,743	$ 11,231,588	$ 5,736,091	$ 11,222,688	$ (8,900)
Awards & Bonuses	-	300	83,796	5,100	83,796	-
Termination Pay	90,000	88,828	-	15,099	16,000	16,000
Temporary Pay	1,508,567	1,259,336	1,806,537	781,994	1,815,437	8,900
Vacancy Savings	(796,353)	-	(498,628)	-	(498,628)	-
Benefits	3,240,112	3,063,396	3,846,731	1,870,200	3,846,731	-
Total Salaries & Benefits	$ 14,093,057	$ 13,495,603	$ 16,470,024	$ 8,408,484	$16,486,024	$ 16,000
Library Books & Materials	$ 2,451,010	$ 2,397,326	$ 4,822,476	$ 1,926,814	$ 4,822,476	$ -
Library Computer Materials	900,000	916,153	901,650	1,011,437	901,650	-
Library Periodicals	125,000	120,394	130,650	115,862	130,650	-
Sub-Total Library Collections	3,476,010	3,433,873	5,854,776	3,054,113	5,854,776	-
Supplies	891,610	800,732	1,035,154	454,681	1,035,154	-
Other Services & Charges	3,092,078	2,480,884	3,644,414	1,579,588	3,648,639	4,225
Direct Internal Charges	129,852	115,041	127,061	48,287	127,061	-
Indirect Cost Allocation	653,953	653,953	696,338	406,195	696,338	-
Intra County Transactions	465,512	389,661	627,449	495,589	627,449	-
Total Operating Expenditures	$ 22,802,072	$ 21,369,747	$ 28,455,216	$ 14,446,935	$ 28,475,441	$ 20,225
Total Uses of Funds	$ 22,802,072	$ 21,369,747	$ 28,455,216	$ 14,446,935	$ 28,475,441	$ 20,225

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 07/31/2016	Projected Year-End 2016	Variance 2016 Budget
TABLE 4 **JEFFERSON COUNTY PUBLIC LIBRARY** **DEBT SERVICE DETAIL** **2016 ACTUAL TO BUDGET**						

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 07/31/2016	Projected Year-End 2016	Variance 2016 Budget
Debt Service						
Principal - Arvada (2005-2024)	$ 493,764	$ 493,764	$ 507,411	$ -	$ 507,411	-
Interest - Arvada (2005-2024)	131,086	131,086	119,285	-	119,285	-
Principal - Refunding Series 2013	632,690	632,690	632,690	-	632,690	-
Interest - Refunding Series 2013	173,041	173,041	149,314	-	149,314	-
Principal - COP - Capital Projects	142,143	142,143	142,143	-	142,143	-
Interest - COP - Capital Projects	38,876	38,875	33,545	-	33,545	-
Total Debt Service	**$1,611,600**	**$ 1,611,599**	**$ 1,584,388**	**$ -**	**$ 1,584,388**	**$ -**

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

Build America Bonds
Total Issue $6,293,000
Original Term 2011-2020
Refunding Term 2013-2024 June & Dec
Use - Lakewood HVAC
Energy Conservation
Book Sorters
Library Service Center Remodel

Certificates of Participation (COP)
Total Issue $995,000
Term 2014-2020   June & Dec
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL PROJECTS
2016 ACTUAL TO BUDGET

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 07/31/2016	Projected Year-End 2016	Variance 2016 Budget
Sources of Funds						
Property Tax - Capital - 4.5%	$ 1,081,881	$ 1,081,881	$ 1,519,998	$ 1,456,420	$ 1,519,998	$ -
Contribution - City of Golden	-	85,000	-	-	-	-
Transfer from Fund Balance	524,261	-	-	-	-	-
Total Sources of Funds	**$ 1,606,142**	**$ 1,166,881**	**$ 1,519,998**	**$ 1,456,420**	**$ 1,519,998**	**$ -**
Uses of Funds						
Capital Projects - ARM						
Computer 5 Yr Replacement Plan ARM 01	310,330	314,271	250,000	40,887	250,000	-
IT Infrastructure Replacement-Equip ARM 05	-	-	137,000	-	137,000	-
IT Infrastructure Replacement-Software ARM 05	-	-	244,500	15,154	244,500	-
Capital Maintenance ARM 01	224,134	176,014	250,000	27,106	250,000	-
Furniture & Equipment ARM 02	118,889	88,257	76,550	43,830	76,550	-
Book Sorter Reserve ARM 04	-	-	200,000	-	200,000	-
Capital Projects						
Golden - Remodel New Service Model	305,964	315,134	-	-	-	-
Golden Furniture	30,000	22,065	-	-	-	-
Golden Remodel - Technology	43,300	43,299	-	-	-	
LSC - Roof Repair/Replace	64,163	108,394	-	-	-	-
Lakewood Irrigation System	50,000	49,225	-	-	-	-
Irrigation Controllers	28,000	14,940	-	-	-	-
Wireless Upgrade - Outside 16.09	-	-	35,000	-	35,000	-
Records Management Software 16.10	-	-	25,000	-	25,000	-
Increase Wireless Access Points 16.11	-	-	60,000	-	60,000	-
Next Generation Firewall 16.12	-	-	71,000	-	71,000	-
III Database Server 16.13	-	-	56,000	95,748	56,000	-
High Availability Internet Reduncancy 16.14	-	-	38,000	-	38,000	-
Lakewood Parking Lot 16.01	-	-	372,975	3,600	372,975	-
LSC Parking Lot 16.02	-	-	95,000	1,500	95,000	-
Admin Space Plan/Reconfiguration 16.06	-	-	10,000	7,628	10,000	-
Belmar Carpet Repair 16.07	-	-	12,000	5,939	12,000	-
Columbine Tree / Sidewalk Replacemt 16.08	-	-	25,000	3,600	25,000	-
Replace DVD/CD Disk Washer 16.15	-	-	10,000	7,990	8,000	2,000
Columbine - Phase 1 Planning 16.16	-	-	90,000	-	90,000	-
Wheat Ridge HVAC Replacement 16.04	-	-	48,000	-	48,000	-
Standley Lake Boiler Replacement 16.05	-	-	75,000	643	75,000	-
Evergreen AHU Rebuild 16.03	-	-	140,000	-	140,000	-
Data Connection - Edge Internet Connect	-	-	-	-	-	-
South County - Phase 1 Planning 16.17	-	-	35,000	-	35,000	-
Total Capital Projects	**$ 1,174,780**	**$ 1,131,599**	**$ 2,356,025**	**$ 253,625**	**$ 2,354,025**	**$ 2,000**
Ending Balance	**$ 431,362**	**$ 35,282**	**$ (836,027)**	**$ 1,202,795**	**$ (834,027)**	**$ 2,000**

CONSENT AGENDA

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES
Proposed 2017 STUDY SESSIONS AND BOARD MEETINGS

Study Sessions - 5:30 p.m.	
Date	Location
January 12	Administration Conference Room
February 9	Administration Conference Room
March 9	Administration Conference Room
April 13	Administration Conference Room
May 11	Administration Conference Room
June 8	Administration Conference Room
July 13	Administration Conference Room
August 10	Administration Conference Room
September 14	Administration Conference Room
October 12	Administration Conference Room
November 9	Administration Conference Room

Board Meetings - 5:30 p.m.	
Date	Location
January 19	Lakewood Library Meeting Room
February 16	Lakewood Library Meeting Room
March 16	Lakewood Library Meeting Room
April 20	Arvada Library Meeting Room
May 18	Columbine Library Meeting Room
June 15	Evergreen Library Meeting Room
July 20	Golden Library Meeting Room
August 17	Standley Lake Library Meeting Room
September 21	Belmar Library Meeting Room
October 19	Lakewood Library Meeting Room
November 16	Lakewood Library Meeting Room
December 14	Combined Study Session & Board Meeting Lakewood Library Meeting Room

Arvada Library	**Belmar** Library
7525 West 57th Avenue, Arvada	555 S. Allison Parkway, Lakewood
Columbine Library	**Evergreen** Library
7706 West Bowles Avenue, Littleton	5000 Highway 73, Evergreen
Golden Library	**Standley Lake**
1019 10th Street, Golden	8485 Kipling Street, Arvada

Governing Policies: Management Limitations

(Monitoring Reports)

MANAGEMENT LIMITATIONS
Initial Monitoring on Policy 2.5: *FINANCIAL PLANNING/BUDGETING*

I hereby present my monitoring report on your Management Limitations policy 2.5 "Financial Planning/Budgeting", 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: _____

BROADEST POLICY PROVISION
Financial planning for any fiscal year or the remaining part of any fiscal year may not deviate materially from the Board's Ends priorities, risk financial jeopardy, or fail to be derived from multi-year facilities and operating plans.

EXECUTIVE DIRECTOR INTERPRETATION: With the exception of the multi-year planning component, I submit that the Board has comprehensively interpreted this policy in subsequent provisions. In multi-year planning activities, we have a 5 year planning horizon for purposes of cash flow projections. These projections are made to ensure our ability to meet operational objectives and Ends in the short term and in future years. As well, I may revise the budget as the fiscal year proceeds only upon demonstration of compliance with applicable policies and provisions.

Accordingly, the Executive Director shall not present to the Board for approval, nor fail to operate with, a budget plan that:

1. **Does not conform to the County Commissioners' budget development guidelines, or fails to be derived from the County Budget Office (CBO) five-year revenue projections.**

   EXECUTIVE DIRECTOR INTERPRETATION: Budget development is governed by the Library Trustees' and the Board of County Commissioners' annual guidelines. Short-term (5-year) revenue projections do not differ from those developed by the County Budget Office unless authorized by the Library Trustees.

   REPORT (COMPLIANT): Each step in the budget development process proceeds in accordance with County Budget Office guidelines.

   I can report compliance.

2. **Risks incurring those situations or conditions described as unacceptable in the "Financial Conditions and Activities" Board policy, policy 2.3.**

   EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Library's budget implementation must plan for the consistent compliance with that policy, which assures that money is only spent to achieve the approved Ends, and that cash-flow is always in a positive mode (excepting short-term use of the library's "working capital" reserves, normally in the first quarter).

REPORT (COMPLIANT): The Director of Finance and I review the current level of fiscal activity monthly and I am informed of any non-compliant financial conditions.

I can report compliance.

3. **Omits credible projection of revenues and expenses, separation of capital and operational items and disclosure of planning assumptions.**

EXECUTIVE DIRECTOR INTERPRETATION: The Library's fiscal planning and management must have adequate data to support the credibility of its projections. This data takes the form of a 5 year cash flow projection based on County revenue and expense projections. This reporting is regularly reviewed by senior managers and the Trustees. Planning assumptions will be included in those reports and special report summaries can be developed as necessary.

Library budgeting separates capital and operational expense as required by the County. The Library Board of Trustees adopted Fund Balance Policy recognizes the financial importance of a stable and sufficient level of fund balance. The policy stipulates that an amount equal to 16% of current year budgeted revenues and 9% of current year budgeted revenues, designated as an "uncertainty reserve", be maintained. Also, Trustee policy regarding the use of capital reserves (2.3.3B) limits capital project expense.

REPORT (COMPLIANT): I meet as necessary with the Director of Finance to review projections and assumptions that make up these types of fiscal reporting. The Trustees use these reports for budget development and oversight.

I can report compliance in developing projections and communicating ~~assumptions to the extent of available funding for the Library~~, and also in maintaining the Board approved fund balance policy.

4.   **The Executive Director may not fail to ensure that the capital budget provides for the achievement of long-term Ends regarding library service within the County, as well as for construction, maintenance, replacement and financing of facilities.**

EXECUTIVE DIRECTOR INTERPRETATION: Capital planning for library service, construction, maintenance, replacement and financing of facilities is an ongoing activity that is reflected in the annual budget, in the Library's annual strategic priorities and in the five year capital plan. ~~The funds needed to fully implement many of the projects that have been identified are not available at this time.~~

REPORT (COMPLIANT): The Ends strategic priorities assume the existence and implementation of a capital plan, revised and updated annually in accordance with the Library Board of Trustees direction and the Board of County Commissioners' policy. Also, the library regularly updates its five-year strategic ~~longer-term comprehensive~~ plan.

I can report compliance to the extent of available funding.

5. **Plans the expenditure for operations and debt service in any fiscal year according to the actual revenue amount projected to be received in the fiscal year.**

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must plan for and monitor actual revenues and expenditures against our original budget estimates and adjust estimates as necessary for

changes in conditions.

REPORT (COMPLIANT): Monthly and annual reports, including audits, reflect this. Transfers or supplemental appropriations are made when necessary per "Financial Conditions and Activities" Board policy 2.3.

I can report compliance.

6. **Provides less for Board activities during the year than is set forth in the Governance Budget policy (*see policy in Governance Process – 4.8*).**

   EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Board establishes its budget for what it believes is important to invest in its own governance. The annual budget for the library allocates the amount stated in the Cost of Governance policy for Board functions.

   REPORT (COMPLIANT): The Board determines its "Governance Budget" for each fiscal year and that amount is incorporated into each year's budget.

   I can report compliance.

MANAGEMENT LIMITATIONS
Initial Monitoring on <mark>Policy 2.6: *COMPENSATION AND BENEFITS*</mark>

I hereby present my monitoring report on your Management Limitations policy 2.6 "Compensation and Benefits", 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: _____

BROADEST POLICY PROVISION
The Executive Director will not cause or allow jeopardy to the organization's fiscal integrity or public image when dealing with employment, compensation and benefits for employees, consultants or contractors.

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.   **Change my own compensation or benefits.**

      EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that I cannot nor shall not attempt to change my compensation or benefits. All such changes and /or recommendations for change must be reviewed and approved by the Library Board, per policy 4.3.6.

      REPORT (COMPLIANT):   On my employment anniversary date the Board annually sets my compensation upon review of my response and adherence to the previous year's monitoring reports and my performance in the direction and leadership of the library. The Jefferson County Personnel Board sets the benefits for all county employees and mine are as established for Executive Officers / appointed and elected officials within the meaning of Jefferson County Government. These benefits can be changed only by the Personnel Board or the Board of County Commissioners. Any such change is overseen by the library's and county's Human Resources departments.

      I can report compliance.

2. **Unilaterally propose or establish a unique compensation and benefit practice and program that deviate from the library's established compensation practice.**

    EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that I cannot nor shall not attempt to change the compensation or benefits of library staff without either a change in the library's established compensation philosophy and/or Trustee approval.

REPORT (COMPLIANT): Any and all changes to staff compensation or benefits are in accordance with the library's established compensation practice and County personnel Rules and reviewed and approved by the Library Board.

I can report compliance.

3. **Pertaining to consultants and contract vendors, create obligations over a longer term than revenues can be safely projected, in no event longer than one year.**

   EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that we must maintain control over our use of consultants and contract vendors by ensuring that expected revenue meets the financial obligations of any contractual services and by contractually limiting obligations for payments to the current fiscal year.

   REPORT (COMPLIANT): Our Director of Budget and Finance and the County Attorney clearly understand the sound business reasons to use contractual services. As such, all contract language includes the financial abilities and obligations of the library and the duration of service. In practice, when it is in the library's interest to enter into agreements that last longer than the current year, our contracts provide for termination without any cause within a specified number of days or upon a circumstance of non-appropriation and that they have been approved by the County Attorney.

   I can report compliance.

<hr>

MANAGEMENT LIMITATIONS
Initial Monitoring on Policy 2.7: *EMERGENCY EXECUTIVE DIRECTOR SUCCESSION*

I hereby present my monitoring report on your Management Limitations policy 2.7 "Emergency Executive Director Succession", 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: _____

BROADEST POLICY PROVISION

In order to protect the Board from sudden loss of the Executive Director's services, the Executive Director shall not fail to ensure that at least two (2) other members of the management team are sufficiently familiar with Board and Executive Director issues and processes to take over with reasonable proficiency as an interim successor.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that there are at least two senior management team members prepared to act in an interim capacity as Executive Director if I am not available so that library operations may continue until I return to work or a permanent replacement is named.

REPORT (COMPLIANT): In response to this provision, the positions of Director of Public Services and Director of Budget and Finance are empowered and qualified to assist with the day-to-day operations and strategic projects of the library as well as to serve as, and perform the duties and responsibilities of the Executive Director in the absence of the Executive Director. In addition, the library has a policy of designating one of the senior managers to serve as Library "Person-in-Charge" for any issue that arises at any time.

I can report compliance.

MANAGEMENT LIMITATIONS
Initial Monitoring on Policy 2.8: *BOARD AWARENESS AND SUPPORT*

I hereby present my monitoring report on your Management Limitations policy 2.8 "Board Awareness and Support", 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: _____

BROADEST POLICY PROVISION

The Executive Director shall not cause or allow the Board to be uninformed or unsupported in its work.

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. **Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.**

   EXECUTIVE DIRECTOR INTERPRETATION: I interpret this provision to mean that issues of non-compliance are to be regarded by me as matters of priority. I will judge each issue as it arises and report as appropriate. Some will require immediate attention and some may wait for the filing of a formal monitoring report. In any case, non-compliance must always be known by the Board.

   REPORT (*COMPLIANT*):   Monitoring reports are submitted annually with reporting of compliance or non-compliance. Matters of immediate attention are made known to the library board accordingly.

   I can report compliance.

2. **Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Director Performance in *Board-Management Delegation*) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.**

   EXECUTIVE DIRECTOR INTERPRETATION: This provision requires that monitoring reports will be submitted to the Board on their approved schedule and in a form that provides the Board with the necessary data.

   REPORT (*COMPLIANT*): The review calendar has been established and is updated regularly and on schedule. Monitoring data and interpretation is provided according to the calendar schedule.

   I can report compliance.

3. **Let the Board be unaware of significant incidental information, such as anticipated adverse media**

coverage, threatened or pending lawsuits, or material external and internal changes. Notification of planned internal changes is to be provided in advance, when feasible.

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires timely notification from me to the Board when issues have arisen that significantly affect the library. Since many such issues arise between normal Board reporting sessions, such as Board meetings, I must implement a process of notification to the Board as these come along. We will continue to produce regular reports to the Board in support of meeting discussions and decisions, as prepared by senior managers and the Executive Director.

REPORT (*COMPLIANT*): We have implemented a direct reporting process to the Board, via e-mail, that informs them as quickly as necessary on vital issues. The library's Director of Communication manages the communications process and senior managers and others will notify that office when such notification needs to be sent. Such messages will be followed up in the regular meeting support reports, as necessary.

I can report compliance.

4. **Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies (*Governance Process and Board-Management Delegation*), particularly in the case of Board or Board member behavior that is detrimental to the work relationship between the Board and the Executive Director.**

   EXECUTIVE DIRECTOR INTERPRETATION: I understand that I am required by this provision, to monitor all Board processes to ensure they conform to the established policies. In addition, I will be aware of individual Board members' activity for compliance with the Board's policies. My reporting of such issues will be to the Board Chair, unless it is a matter of an individual member. In such cases, I may choose to talk directly to the individual or to the Chair, as appropriate.

   REPORT (*COMPLIANT*):   This is standard practice and an expectation.

   I can report compliance.

5. **Neglect to submit objective decision information required periodically by the Board, or let the Board be unaware of relevant trends.**

   EXECUTIVE DIRECTOR INTERPRETATION: I understand that this provision requires me to provide all relevant information to the Board in support of their decision-making to ensure their objectivity. Further, I must have in place an information process that heightens the Board's ability to understand fundamental library issues and trends.

   REPORT *(COMPLIANT)*: Where the complexity of a topic justifies a special study session, we have implemented a two-stage process to provide the Board with background information and more focused information leading to decision-making. The current practice is to provide the background information at these study sessions, primarily in reports from senior managers. The Board then questions and debates these issues, and revisions are prepared for the consent agenda at the regular Board meeting, in support of a necessary decision. The Board has requested that, whenever possible, the background information and the subsequent questions and debates take place at the regular Library Board meetings. The Board then has the choice of deciding its course of action at that time or to defer its decision to the consent agenda at the next regularly scheduled Library Board meeting.

I can report compliance.

6. **Present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types:**
  A. **Monitoring**

   EXECUTIVE DIRECTOR INTERPRETATION: Monitoring reports must be delivered to the Board according to the annual report schedule established by the Board and in a distinctive format and structure that is easily followed and understood.

   REPORT (COMPLIANT): The monitoring report formats are now complete and format and organizational approval has been given.

   I can report compliance.

  B. **Decision preparation (or "action item")**

   EXECUTIVE DIRECTOR INTERPRETATION: Where the complexity of the decision preparation justifies an in-depth study session, the preparation follows the two step process described in #5 above (background information at study sessions and final decision support at the regular meeting.) Both of these processes are reflected in the agendas for each meeting.

   REPORT (COMPLIANT): Study sessions are used to provide background and additional information that is requested or needed.

   I can report compliance.

  C. **Incidental/ "FYI."**

   EXECUTIVE DIRECTOR INTERPRETATION: I understand that this reporting, typically of items not needing an immediate decision, may be presented verbally by me or others during, after meeting adjournment or outside of scheduled meetings if necessary. If a reported issue later rises to the level of a required action, the procedures outlined in #5 above must be followed.

   REPORT (COMPLIANT): We have implemented this reporting process and I regard it as effective, primarily in giving the Board the opportunity to discuss incidental issues without making a decision based on what could be insufficient information.

   I can report compliance.

7. **Fail to provide support for official Board, officer or committee communications and functions, including but not limited to orienting new Board members to Library operations and services.**

   EXECUTIVE DIRECTOR INTERPRETATION: This provision requires me to provide a high level of communications support to official Board activities and functions as the Board goes about its governance business. I must also assist the Board as it develops its new member orientation program. Further, I must prepare and implement an operational orientation program that is consistent with the Board's own process.

REPORT (COMPLIANT): The Chair manages support for official Board communications and the required new member orientation program is in place.

8. **Fail, when addressing official Board business, to deal with the Board as a whole except when:**
   A. **Fulfilling individual requests for information**

   EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to require me to address official Board business with the Board as a whole. When reasonable requests for information come from individual Board members, I will respond according to my best judgment.

   REPORT (COMPLIANT): Current practice has been for me to keep all members informed equally, unless it is a matter that involves an individual need, or for which the board chair will inform the full board. I have in the past, and expect in the future, to fulfill most such requests, refer them to the Chair, or supply an individual's request to the entire Board.

   I can report compliance.

   B. **Responding to officers, committees or individuals duly charged by the Board**

   EXECUTIVE DIRECTOR INTERPRETATION: This important provision is in place as a key element in my work as the Executive Director. As the Board proceeds with its governance work, either as a committee as a whole or through such delegations as the Board may determine, it is my task to provide the most useful information and resources that I can provide.

   REPORT (COMPLIANT): Processes are in place for the Executive Director or Senior Management Team members to supply information as needed or requested.

   I can report compliance.

9. **Fail to supply for the Board's consent agenda, along with applicable monitoring information, all decisions delegated to the Executive Director yet required by law, regulation or contract to be Board-approved.**

   EXECUTIVE DIRECTOR INTERPRETATION: I take this to mean that all decisions delegated to me that may be governed by Board policy, Jefferson County policy or state statute be referred to the Board for their action, via the consent agenda.

   REPORT (COMPLIANT): Processes are in place to bring before the board, regular decisions that must be reviewed by the Board. An updated copy will be given to the Board after being evaluated by my office or the senior management team for compliance.

   I can report compliance.

MANAGEMENT LIMITATIONS
Initial Monitoring on <mark>Policy 2.9: *MATERIALS SELECTION*</mark>

I hereby present my monitoring report on your Management Limitations policy 2.9 "Materials Selection", 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: _____

BROADEST POLICY PROVISION

To ensure the retention and preservation of materials with long-term value, the Executive Director shall not fail to ensure continual assessment and evaluation of the Library's collection.

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this provision requires me to have in place written and implemented practices that continuously assess the value of our material collections and make item by item decisions about retention and preservation for long-term value.

Accordingly:

1. **The Executive Director shall not fail to ensure that the Library collection: Reflects the full spectrum of political, religious and cultural beliefs and practices of the residents of Jefferson County.**

    EXECUTIVE DIRECTOR INTERPRETATION: Decisions about acquisition, weeding and retention must be directed by a written set of guidelines, the implementation of which will ensure that the library's materials will reflect a wide range of community interests, readership and intellectual endeavor. These guidelines further ensure that staff decisions will be supported when selection and retention decisions are made in terms of these guidelines.

    REPORT (COMPLIANT): We have in place comprehensive guidelines to address these issues. They are managed by the library's Collections Manager. I regard our collection management practices to be fully compliant with demonstrated success by measuring circulation statistics and through patron satisfaction surveys.

    I can report compliance.

    2. **Offers all library users in the community access to materials and resources that contribute to the free expression of ideas.**

    EXECUTIVE DIRECTOR INTERPRETATION: I understand that access to resources is the key element in having a materials collection. This means that all resources must be equally available to all users and that effective systems are in place to ensure efficient and reliable access.

    REPORT (COMPLIANT): We offer complete access to material and electronic resources from any of our libraries as well as from home, office or school. In addition, we provide cataloging that conforms to

current standards making our collection accessible. Daily delivery among our libraries provides timely access to requested materials

I can report compliance.

3. Is offered in those formats that best meet the needs of various ages, reading levels, languages, cultural, informational, and educational interests in the community.

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires me to have in place written and implemented guidelines to ensure that collection development practices will seek the best format(s) for any item added to the collection.

REPORT (COMPLIANT): Our collection development guidelines, managed by the Collections Manager, are implemented to guarantee that all material formats are represented in the collection, as appropriate. A careful balance is maintained among formats so that print, media, digital and other formats support the complete range of library use and users.

I can report compliance.

4. Supports the principles of intellectual freedom and avoidance of censorship.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the materials collection, taken together, supports the range of subject, content and format that is appropriate to the communities we serve. Each item added is a conscious decision regarding the principles of intellectual freedom. Related to that concept is the practice of applying the same principles to a request for removal of an item.

REPORT (COMPLIANT): We have policies in place, as part of our materials selection practices and binding upon all staff who participate ~~on~~ in selection, to ensure that material selection decisions satisfy the standards of intellectual freedom. We will reconsider a request for removal or relocation but I require that the basic principles be observed and that intimations of censorship not be a factor in selection or requests for reconsideration.

I can report compliance.