

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

May 19, 2016



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, May 19, 2016 – COLUMBINE 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 <ul style="list-style-type: none"> • <u>MOTION</u>: To approve the minutes of the April 5, 2016 Special Board Meeting • <u>MOTION</u>: To approve the minutes of the April 14, 2016 Board Study Session • <u>MOTION</u>: To approve the minutes of the April 21, 2016 Board Meeting
5.	Public Comment
6. Information	<ul style="list-style-type: none"> • Foundation Report – Jo Schantz • Host Report – Barbara Yeutter-Roig, Manager, Columbine Library and Youth Services
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> • Executive Director Update • Finance Department <ul style="list-style-type: none"> ○ Proposed Policies/Procedures
8. Action as Needed	Consent Agenda (4.3.4) Call for motion and second <ul style="list-style-type: none"> • Trustees <u>adopt</u> proposed 2017 Governance Budget, Policy 4.2.2. Informational <ul style="list-style-type: none"> • Bylaws – Final Adopted Document
9. Emerging Issues Action as Needed	
10. Action as Needed	Ends <ul style="list-style-type: none"> • No items

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

<p>11. Action as Needed</p>	<p>Governing Policies: Management Limitations (Monitoring Reports)</p> <ul style="list-style-type: none"> • Proposed Policies/Procedures
<p>12. Suggest Agenda Items</p>	<p>BOARD SCHEDULE – NEXT MEETINGS</p> <ul style="list-style-type: none"> • June 9 – Study Session – 5:30 pm – Administration Conference Room • June 16 – Board Meeting – 5:30 pm – Evergreen Library Meeting Room, 5000 Highway 73 <ul style="list-style-type: none"> ○ EXD presents the annual budget to the Trustees (4.2.5.A). May be rescheduled based on the budget development schedule provided by the County. ○ Trustees review County Budget Guidelines, 2017 Budget Timeline • June 18 – Policy Governance Training – 9:00-2:00 – Administration Conference Room • July 7 – BCC & BOT Quarterly Meeting – 10:00-11:00 – 5th Floor • July 14 – Study Session – 5:30 pm – Administration Conference Room • July 21 – Board Meeting – 5:30 pm – Golden Library Meeting Room, 1019 10th Street, Golden
<p>13. Discussion</p>	<p>Board Questions or Comments Related to Items on the Meeting Agenda</p>
<p>14. Discussion</p>	<p>Evaluate Board Meeting (4.1.9)</p>
<p>15. Information</p>	<p>Announcements/General Information Sharing</p> <ul style="list-style-type: none"> • Report of the Chair – Correspondence, Other • Other Announcements
<p>16. Adjournment</p>	

APPROVAL OF MINUTES

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

April 5, 2016

CALL TO ORDER – SPECIAL MEETING

The special meeting of the Jefferson County Public Library Board of Trustees was held in the Library Administration Conference room on April 5, 2016. Library Board of Trustees Chair, Brian DeLaet, called the meeting to order at 5:30 p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Travis Blacketter, Ben Davis, Deborah Deal and Charles Naumer.

Guests: None

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Gloria Overholt, Director of Finance; Rebecca Winning, Director of Communications; Pat Klein, Director of Information Technology, Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Assistant Director of Public Services; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Audit Fees and Participation in Audit Review

The Chair introduced the topic and noted that at the last meeting, the Board agreed to respond to the Board of County Commissioners (BCC), offer to pay half of the cost of the audit and request that the Library participate in the process to have an opportunity to review and respond to the auditor's findings to ensure accuracy and clarity. The BCC responded and has not changed their position that the Library should pay the entire cost of the audit.

The Trustees continued discussions; including agreeing to pay for the audit with the expectation that the Library will be fully involved in the auditor's reporting process and based on the findings of the audit revisit responsibility for payment. The Trustees restated their position to be fully involved in the auditing process including having the opportunity to review the auditor's preliminary report/draft management letter.

MOTION: Julia Hill-Nichols moved that the Library Board of Trustees authorize the Executive Director to pay the audit fee and in accordance with paying that fee the Library and Library Board will be fully involved in the reporting process. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

The Chair will communicate the Board's decision to the Board of County Commissioners.

ADJOURNMENT

The Special Board meeting was adjourned at 5:40 p.m.

John Bodnar, Secretary

Jefferson County Public Library Board of Trustees
Study Session
April 14, 2016 – 5:30 p.m.
Administration Conference Room

TOPICS:

- Carpet Cleaning Contract Discussion
- Fehringer Ranch Information
- 5-Year Strategic Plan and Financial Projections
- 2017 Budget Update
- Draft Financial Policies
- Fehringer Ranch Land Use Request

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), Travis Blacketter, Ben Davis, Deborah Deal and Charles Naumer.

Trustees not present: John Bodnar.

Guest(s): None.

Staff present: Pam Nissler, Executive Director; Gloria Overholt, Director of Budget & Finance; Donna Walker, Director of Public Services; Sandie Coutts, Director of Employee Relations & Development; Rebecca Winning, Director of Communications; Steve Chestnut, Manager Facilities & Construction Projects; Julianne Rist, Assistant Director of Public Services; Danny Lagage, IT Operations Supervisor; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Fehringer Ranch Land Use Request

The Board reviewed and discussed the proposed Fehringer Ranch Land Use guidelines. In response to a question from a Trustee, the Board was advised that the guidelines were developed with Jefferson County Risk Management. It was noted that the Library Board is addressing this topic in response to a request from board member of Rocky Mountain Deaf School to use the Fehringer Ranch property for a fundraising event.

MOTION: Julia Hill-Nichols moved that the Library Board of Trustees approve the Fehringer Ranch Land Use Guidelines as presented and authorized the Library to grant use of the property as long as the conditions of the guidelines were met.

Seconded by Travis Blacketter the motion passed by unanimous vote of all Trustees present.

Carpet and Upholstery Cleaning Contract Discussion

Steve Chestnut advised the Board that a two-week going out of business notification was received from the Library's carpet and upholstery cleaning company effective March 31, 2016. The Library issued a Request for Proposal (RFP); received eight responses and selected three companies to review. Walk-throughs with the three finalists have been completed. The "old" contract was \$85,000 per year. The Library anticipates that the amount of the new contract will be around \$100,000 per year. Background checks on the finalists are being conducted and the Library expects to ask the Board to authorize the Executive Director to sign a carpet cleaning contract at the April 21, Library Board meeting. These services are critical to ongoing maintenance of the libraries and cannot be deferred.

Fehringer Ranch Information

At the March 17, Board meeting the Trustees asked the Library to provide a summary report on the Fehringer Ranch property including ownership, history and any other information related to the property that would be important for the Trustees to have available. The Trustees asked that this information be provided at the April 14, Library Board Study Session. The Trustees were provided with a summary of all Library Board and Senior Management Team discussions and actions related to the Fehringer Ranch property from June 2011 to present day. Included in the summary was information on the Special Warranty Deed showing the conveyance of the Fehringer Ranch property from the Jefferson County School District to the Board of Trustees of the Jefferson County Public Library (an entity formed pursuant to Colorado Revised Statutes Section 24-90-101, *et seq.*) in consideration of the payment of \$162,315.00. The Board was advised that there were additional costs incurred associated with roadway costs, water and sanitation and a small amount in closing costs for the purchase. The total asset cost for the Fehringer Ranch property is \$261,050.00. Originally the plan was to build a 30,000-35,000 square foot library to take the pressure off the Lakewood and Columbine Libraries. Around the same time, the Library was presented with an opportunity to partner with the City of Lakewood on the Belmar Library and plans for Fehringer Ranch were delayed. In 2013, at the Board's direction, the Library issued an RFP for a commercial appraisal on the Fehringer Ranch property and budgeted \$3,000. The Library received two responses to the request for proposals for the appraisals of the Fehringer Ranch and Library Service Center properties. The costs quoted in the responses exceeded the budget available to perform the appraisals and due to budget constraints the Library decided not to move forward with the appraisals at that time. Also in 2013, the school district included the property in their appraisal and the property was appraised at \$600,000. The Trustees were advised that the Fehringer Ranch property is included in the

long range facility plan the Library is preparing. In response to questions from the Trustees, the Executive Director will try to find out what the property was zoned for prior to the current A-2 zoning designation and the amount of the bids received in response to the appraisal RFP the Library issued in 2013.

5-Year Strategic Plan and Financial Projections

Gloria Overholt reviewed the 5-year strategic plan and financial projections with the Board. It was noted that it is an evolving document and the numbers, especially for 2017, will change. Library staff is working on their 2017 business unit budgets and they have not been finalized. Assumptions are based on the Colorado Legislative Council Economic and Revenue forecast. Several assumptions were made in the development of the model including:

- 4.5000 mills for the years 2017 to 2021
- Modest increases to Assessed Valuations
- No Fines for Children's Materials – reduction of \$80k per year 2017-2021
- Salaries and Benefits increase 2.6% each year
- Vacancy savings 7.50% (2016 5%)
- Library Books & Materials – increases to move items per capita

In 2017, the Library anticipates using \$2 million out of the fund balance. The Library expects to utilize 4.5 mills for the next five years just to catch up on all the delayed projects and maintenance. The Library and the Board has spent considerable time on identifying the priorities of need and the 5-year plan reflects those priorities. In response to a question from the Trustees, the Board was advised that the Library would like to maintain its position that of equal importance is the ability to be flexible and participate in opportunities that may present themselves. One of the highest priorities is related to the Edgewater Library and having the ability to respond to that opportunity with the City of Edgewater when it develops. In response to a question from a Trustee regarding vacancy savings, the Board was advised that the Library budgets for a certain number of positions and some of those positions may be vacant for a period of time throughout the year. In response to a question from a Trustee, the Board was advised that to the extent possible, the Library's budget process includes contingency planning that would include items like proposed legislation regarding adjustments to the minimum wage.

2017 Budget Update

Gloria Overholt reviewed the 2017 budget development calendar with the Board. The cost allocation meetings with the County are scheduled. The Library will present more information on the development of the 2017 budget in the coming months.

Draft Financial Policies

Gloria Overholt advised the Board that staff have been developing several financial policies for the Board's input, review and consideration. The Trustees reviewed the following draft financial policies:

- Budget Cover Letter to the County Commissioners
- Library Books and Materials Policy
- Fixed and Controlled Asset Management Policy

After some discussion, the Trustees were advised that the Library will review the Library Books and Materials Policy to reflect the related criteria (holdings per capita, circulation per capita, etc.) and move the benchmark from the 50th percentile to the 75th percentile. The revised draft Library Books and Materials Policy will be presented at a future Board meeting for the Board's review.

It was noted that the Library Board of Trustees reserves the right to modify or adjust policies each year during the budget process as the Board believes to be in the best interest of the Library.

The Board was advised that the results of the Capital and Controlled asset audit will be presented at the May 19, 2016 Library Board meeting. The Library anticipates recommending to the Board that a complete asset inventory is performed every five years.

ADJOURNMENT

The study session was adjourned at 6:32 p.m.

John Bodnar, Secretary

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

April 21, 2016

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Arvada Library meeting room on April 21, 2016. Library Board of Trustees Chair, Brian DeLaet, called the meeting to order at 5:30 p.m. Other Trustees present: John Bodnar (Secretary), Travis Blacketter, Ben Davis, Deborah Deal and Charles Naumer.

Trustees not present: Julia Hill-Nichols

Guests: Cindy Jaye, Manager, Arvada Library, Programming and Patron Education

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Gloria Overholt, Director of Finance; Rebecca Winning, Director of Communications; Sandie Coutts, Director of Employee Relations and Development; Julianne Rist, Assistant Director of Public Services; Steve Chestnut, Manager Facilities & Construction Projects; Danny Lagage, IT Operations Supervisor, and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

MOTION: Charles Naumer moved approval of the minutes of the March 10, 2016 Special Board meeting. Seconded by John Bodnar the minutes were approved by unanimous vote of all Trustees present.

MOTION: Ben Davis moved approval of the minutes of the March 17, 2016 Board Meeting. Seconded by Travis Blacketter the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

No Public comment.

FOUNDATION REPORT

Jo Schantz, Foundation Executive Director provided an update on the activities of the Foundation. The book drives are underway; 59 boxes of books were donated from the employee-based NREL book drive and book drives are scheduled at three FirstBank locations in Jefferson County. The Foundation is also receiving lots of book donations from the general public. The Foundation ran out of space for book pallets and rented a semi-trailer to store the pallets. The Volunteer Appreciation luncheon was held on April 9 with 110 guests and volunteers in attendance. The Titanic Tea Party event had a great turnout with 130 guests. The Speakeasy series launches on Sunday. The Foundation has been presenting at Kiwanis and Rotary Club meetings to spread word about the Foundation, the book sales, and volunteer and fundraising opportunities. The Whale Sale is scheduled for June 4-5, at the Jefferson County Fairgrounds. The Applewood Kiwanis Club and Boy Scouts will be helping with the sale. This year there will be a book donation bin at the Whale Sale. General administration activities included hiring an office manager, Jenaveve Linabary; working on the annual report and anticipating the results of the annual audit. The Foundation started its own online book sales and sold its first book for \$92.00.

HOST REPORT

Cindy Jaye, Manager, Arvada Library, Programming and Patron Education provided the host report. Cindy welcomed the Board and introduced Marcy James, Patron Experience Coordinator; Shelly Belleau, Patron Experience Supervisor; Erin Pepmeyer, Operations Supervisor; and Pat Lamprey, Patron Education Coordinator. The Arvada Library staff works closely with the community to partner on a number of events and activities. Over 700 people participated in the annual holiday celebration; a partnership with the City of Arvada for the annual tree lighting ceremony. The Library also participates in the farmers markets and the Friday Night Movies on the Plaza. Along with planning the system-wide literacy story times, the programming team works on programs that encourage hands-on learning experiences through our coding camps and robotic programs. The Library is always looking for community partners for our coding camps. The programming team is currently doing a program audit with the goal of creating a plan of service for programs which reflects community interests and supports community outcomes. Some of the outcomes our programs are supporting include all children ready to read for school; Jeffco is a thriving community for aging well and Jeffco employers have access to a highly skilled workforce. Our patron education team utilizes the mobile computer classroom and the computer center at the Belmar Library to provide digital literacy to the citizens of Jefferson County. Last year the Library offered 621 classes to 3,067 students. The summer reading program is a strategic initiative to promote a culture of reading in Jefferson County and encourage children to read during the summer to prevent the "summer slide" which is the tendency for students, especially those from low-income families, to lose some of the reading achievement gains they made during the previous school year. The summer reading program is from June 1 through July 31.

Trustee Blacketter noted that he may know of some professional colleagues who would be interested in assisting with the coding camps. Trustee Bodnar acknowledged the Library's efforts as a community partner and that the movies in the plaza program would not be possible without participation from the Arvada Library.

Cindy Jaye offered tours of the Arvada Library and the mobile computer classroom after the Board meeting. The Trustees thanked Cindy and her staff for the wonderful presentation.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. The preliminary cost allocation meeting with the County went well, the proposals seemed fair and an explanation of the formulas used to determine the cost allocations was provided. There will be additional meetings and the Library anticipates having more substantial cost allocation information to present to the Board in May.

Finance Department

Gloria Overholt, Director of Finance and Budget reported on the activities of the Finance department. Budget to actual tables through March 31, 2016 indicate that revenues and expenditures are on target with budget. Now that the additional staff has been hired, the Library will be monitoring vacancy savings every month. The Library anticipates presenting the findings of the fixed asset audit to the Library Board in May.

Carpet and Upholstery Cleaning Contract

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Kleen Tech in the amount of \$91,783 to provide carpet and upholstery cleaning services to the Library. Seconded by Deborah Deal the motion passed by unanimous vote of all trustees present.

Financial Policies

At the April 14, Study Session the Trustees were presented with three draft financial policies. There were no suggested revisions to the Budget Cover Letter and Capital and Controlled Asset Management policies. The Trustees suggested revisions to the Library Books and Materials Budget policy have been incorporated.

Budget Cover Letter Policy

MOTION: Charles Naumer moved that the Library Board of Trustees adopt the Budget Cover Letter Policy as presented. Seconded by Travis Blacketter the motion passed by unanimous vote of all Trustees present.

Capital and Controlled Asset Management Policy

MOTION: Charles Naumer moved that the Library Board of Trustees adopt the Capital and Controlled Asset Management Policy as presented. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

Library Books and Materials Budget Policy

MOTION: Charles Naumer moved that the Library Board of Trustees adopt the Library Books and Materials Budget Policy as presented. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

Public Services Department – First Quarter 2016 Statistics

Julianne Rist presented information on the first quarter 2016 statistics report. The report has been reformatted and comments and questions from the Board on the format and content were encouraged. In response to a question from the Trustees, Julianne advised the Board that the Library does look at the volume per hour to determine peak hours at each location. That information was used to determine staffing levels for the restored operating hours and will continue to be monitored. In response to a question from the Trustees regarding the holds list, the Board was advised that the collections department utilizes a holds ratio to purchase materials and that with the increased materials budget it is anticipated that there will be improvement in the number of holds per item. In response to a question from the Trustees, Julianne advised the Board that “internal use” indicates items that were checked out from other sources like staff computers in the staff workrooms versus the self-checks or public accounts desk computers. In response to a question from the Trustees, Julianne advised the Board that JCPL, the State Library and libraries across the country are working with vendors to provide consistent data. In response to a question from the Trustees about the number of card holders that use the digital resources, Julianne advised the Board that she would investigate.

CONSENT AGENDA

Trustees review, amend as needed and approve Board Bylaws.

Committee members Charles Naumer, John Bodnar and Travis Blacketter presented the proposed Board Bylaws for adoption. Trustee Naumer advised the Board that there were three basic categories of suggested revisions: (1) making voting requirements more consistent; (2) a strategic planning purpose statement; and (3) extending the term for the board chair position.

MOTION: Deborah Deal moved that the Library Board of Trustees adopt the Board Bylaws as presented. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

Review Proposed 2017 Governance Budget

The Trustees reviewed the proposed 2017 Governance Budget for adoption at the May 19, 2017 Board meeting (4.8.2). The Chair advised the Trustees to contact him if they had any questions or comments about the proposed 2017 governance budget.

EMERGING ISSUES

No issues were brought forward.

ENDS – 1.1-1.4 - Global Ends Statements: Review of 2016 Strategic Priorities

The Senior Management Team presented information on the 2016 initiatives that had a first quarter start date.

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

Donna Walker, Director of Public Services provided the Board with information on the Library's initiatives to support the Board's Ends Statement 1. The collections department carefully and quickly started purchasing to the new books and materials budget. The first quarter 2016 statistics presented earlier indicated an increase in items of 35% over first quarter 2015 purchasing and an increase in the number of eMaterials of 311% over first quarter 2015. Circulation in the first quarter of 2016 increased by 3% over first quarter 2015 with a 5% increase in circulations per visit. The Library utilizes data from its Integrated Library System database to track patron use statistics and uses that data to determine high interest items and gaps in the collection that need to be filled.

Sandie Coutts, Director of Employee Relations and Development (ERD) presented information on her departments strategic initiatives. The Diversity Campaign that was launched in the fall of 2015 will move JCPL towards its goal of being a welcoming environment for all members of our diverse communities. Highlights of this plan include: Cross Cultural Communication Skills training for all Public Services staff and a series of interactive training sessions for our leaders at Combined Management Team meetings, culminating in the County Wide Diversity Summit in October. ERD staff met with leadership teams at every Library location, gathering information about the unique workplace safety challenges that exist across the organization. Location specific Situational Awareness training will be delivered in the second quarter of 2016. The Library is working with the Jefferson County Sheriff's Office to develop a plan for Active Shooter training for all JCPL staff later in the year. The Library has streamlined its recruitment processes to save time, improve compliance and enhance recruitment strategies through the use of social media and hiring events.

Rebecca Winning, Director of Communications provided information on her department's strategic initiatives. 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 Library's budget and the impacts of the recent mill levy initiative to assure Jeffco residents that the Library is delivering on its promises. In the first quarter the Library delivered presentations to all JCPL staff; held four community meetings and distributed the 2015 annual report, and 2016 budget and strategy documents. In addition, the Library publicized their availability on the web – through the Library's website carousel, library news blog and director's blog. The Board's budget request letter was also posted to help clarify roles in establishing our annual mill levy, per the Commissioner's request.

Ends Statement 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, Assistant Director of Public Services provided information on the Library's first quarter 2016 activities to support the Board's Ends Statement 2. Planning for expanded hours began in the fall of 2015. Two sets of hiring processes were coordinated; one for Patron Experience Associates, and one for pages. Knowing that new positions and staff were going to be hired, in December of 2015 current staff was offered the opportunity to express interest in changing locations or hours (full time to part time). Once the internal transfers were finalized new positions were posted the first week of January. Two staff panels conducted interviews the last week of January. The first two weeks of February were spent making reference checks, placing individual staff into specific positions and making job offers. The new patron experience associates started on March 7 to begin four weeks of on the job training. The page hiring process followed closely behind with interviews conducted in February, and new pages starting on March 21 for two weeks of training. Expanded hours began on April 4, with celebrations at all locations.

Planning for Columbine and South County has already started. In March, meetings were held with the staffs of the Columbine Library and Library-2-You to explain the process. 2016 is a year of planning to prepare for construction in 2017. Last night the Library held the first of three community meetings. The Library received the following comment from an attendee at the meeting, "I attended this meeting last night and found it was a great opportunity to make my opinions known about the Columbine library and library service in this area. Strongly recommend that people attend one of the other two similar meetings they will hold in April." There is an online survey on the Library's website for anyone who can't make a community meeting. The Library has received a good response from the online survey with 104 responses in two weeks.

Steve Chestnut, Manager Facilities & Construction Projects reported on the first quarter 2016 capital maintenance projects. The Library has completed the battery work required on

the UPS at Arvada. The UPS protects the data stream on patron computers and maintains constant power to our life safety systems which are critical to protecting our patrons and our buildings. We've also completed our security system upgrades which allow us to better access control, an audit log of who enters and leaves our buildings and improve efficiencies by centralizing what used to be a manual task at each location.

Ends Statement 3: Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

Donna Walker provided the Board with information on the Library's initiatives to support the Board's Ends Statement 3. The Library added more storytimes at every location- aiming for more storytimes in the mornings where we couldn't provide them before. The intended outcome is to spread out the demand to improve patron experience rather than necessarily increasing the overall number of attendees. The programming audit is making good progress. In addition to looking at statistics on the number of programs and attendees, the Library interviewed core service experts at JCPL and other libraries on their vision for excellence in programming for each age group. All of this data is being distilled into best practices so a recommendation for a new approach to system-wide programming can be drafted and shared for input. The 2015 Summer Reading program was a success but it also was an experiment. The team received input from over 700 staff and patrons. Adjustments to the 2016 program are based on patron and staff feedback: fewer but better-timed prizes, local end of program events, an improved online experience and a participation contest between R1 schools are the main upgrades to the program.

Rebecca Winning, Director of Communications reported that the Communications team has produced materials for the program including 80,000 school fliers; 1,000 school posters; five tee-shirts per school (for Summer Reading ambassadors); 400 teen recruitment fliers. Everything has been packaged for school deliveries. Next in line for production are enhancements to the online program registration (in English and Spanish this year); ten building banners, thirty 11x 17 posters, 5,250 Baby/Toddler tracking sheets, 29,965 Reader tracking sheets and 4,200 quarterly program brochures for in-library promotions.

Ends Statement 4: All Jefferson County residents receive maximum return on their shared investment in library services.

Gloria Overholt, Director of Finance reported on activities to support the Board's Ends Statement 4. 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 current five year projected plan has been updated, and will continue to be updated as the 2017 budget requests are evaluated. The 2017 budget process is underway, budget requests were due on April 15, and meetings with Directors and their staff have been scheduled and will take place May 4 to May 18. Decision packages will be reviewed, and a preliminary 2017 budget will be presented to the Board at its June study session. Several financial policies have been

developed, and are in the process of fine-tuning, reviewing, and adoption by the Board of Trustees. These policies are: Maximum Fund Balance Policy, Library Books and Material Budget Policy, Fixed and Controlled Asset Management Policy and the Board of Trustees Budget Cover Letter Policy. The fixed and controlled asset audit is complete and the Library is in the reconciliation and analysis phase of the project. Items have been tagged, counted and tallied by the vendor. Staff will reconcile the list from the vendor to what is in our system now and determine if items are missing or incomplete. This step is an important piece in order to insure that all assets of the Library are accounted for, properly used and provides for the maintenance, replacement and disposal.

Danny Lagage, IT Operations Supervisor reported on the activities to support the Board's Ends Statement 4. Most of the IT initiatives begin in the second half of the year. However, the Library accomplished the following projects related to critical IT systems in the first quarter: Sophos next generation firewall; 93 public access computer replacements; and installation of 12 new children's literacy computers. Additionally the Point of Sale system has been implemented. The hardware has been installed and configured and all Libraries are now on the new system. This system eliminates the duplication of effort when recording cash and fines paid by patrons. The system also makes uploading the weekly cash receipts to the accounting system easier and faster.

Rebecca Winning reported that the Communications team is involved in a number of these initiatives as well. The software and system used to deliver promotional content to the LCD screens in our libraries is inefficient and outdated. The Library reviewed alternatives, selected and piloted a new system (in two libraries), and is now working to upgrade all 10 libraries to the new system by June 1. In addition, the Library's current ticketing software and system used to log and complete jobs for promotions and marketing, IT related help requests, digital experience (website) requests, and facilities issues is woefully inadequate. The current system has not been updated for years; in fact, the current version is 9.2, versus the current available version, which is 16.2. The Library is working to upgrade this system to increase efficiencies. The Library has issued an RFP to solicit alternatives; has completed the vendor interviews, and will be submitting a request for a new ticketing system with the 2017 budget. In the meantime, the Library is working to test the upgraded version of the current system to see if it's worth completing the updates while we wait for the new ticketing system. The Library has implemented a system wide communications audit to understand how our patrons want to receive information and determine how best to allocate resources in the promotions and marketing of our programs. The Library has completed the RFP process and selected an outside vendor to help complete an objective analysis. The vendor has completed stakeholder interviews, researched best practices, and is collecting survey data from users and non-users. The Library is on track to complete this initiative in the second quarter. The Library is also embarking on an initiative to streamline the promotions and marketing request process. The Communications department supports

corporate marketing initiatives as well as more than 5,700 programs and prints more than 750,000 pieces of collateral a year. Demand for communication services continues to grow and the Library is making every effort to ensure that projects are prioritized and resources are allocated approximately. Most of this work will be done in the second half of the year, when the Library can factor in the results of the programming audit.

BOARD SCHEDULE – NEXT MEETINGS

- May 2-5 – National Library Legislative Day (NLLD), Washington, DC
- May 12 – Study Session – 5:30 pm – Administration Conference Room
- May 19 – Board Meeting – 5:30 pm – Columbine Library Meeting Room, 7706 West Bowles Avenue
- June 9 – Study Session – 5:30 pm – Administration Conference Room
- June 16 – Board Meeting – 5:30 pm – Evergreen Library Meeting Room, 5000 Highway 73
- July 7 – Library Board and Board of County Commissioners Quarterly meeting – 10:00 – 11:00 am, 5th Floor Conference Room
- July 14 – Study Session – 5:30 pm – Administration Conference Room
- July 21 – Board Meeting – 5:30 pm – Golden Library Meeting Room, 1019 10th Street

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Trustees shared their experiences at the Public Library Association conference which was held in Denver April 6 – 9. Trustee Deal expressed interest in the division of the American Library Association specifically for library trustees, advocates, friends and foundations. Trustee DeLaet noted that during conversations with people in the exhibition hall it was apparent to him that JCPL was on the right path. Trustee Naumer noted his appreciation of where JCPL is headed and shared a theme from the conference that resonated: “it’s less what we have and more what we do for people”.

Trustee Davis expressed appreciation to the Arvada staff for hosting the Board meeting and noted that during his visit for the community meeting he observed Arvada library staff providing excellent customer service.

ADJOURNMENT

The Board meeting was adjourned at 7:28 p.m.

John Bodnar, Secretary

FOUNDATION REPORT

FOUNDATION EXECUTIVE DIRECTOR REPORT
MAY 2016 (April 22 – May 19)
By Jo Schantz

1) Fundraising and events

- A. Book drive at 3 FirstBank locations – April 2016 – 18 boxes @ 600 pounds
- B. Book drive at NREL – April 20 – 59 boxes of books @ 1,600 pounds
- C. Speakeasy series – April 24 at Ironworks Brewery & Pub in Lakewood
- D. Secured theme, date and location for our fall benefit:
 - a. *Holmes for the Holidays – A Rare & Novel Event*
 - b. Thursday, Nov. 17, at Baldoria on the Water in Lakewood

2) Meetings and networking

- A. April 22 – Attended Ethics in Business awards luncheon with Tami Bandimere-Shrader
- B. April 22 – Wrap-up meeting with Jenn Hand and Foundation staff re: the Volunteer Reception on April 9
- C. April 26 – Attended the Women in Business breakfast, presented by the West Chamber
- D. April 27 – Attended the Union Corridor Professionals breakfast meeting at Westerra Credit Union, Green Mtn.
- E. May 4 – Participated in the Good News Breakfast wrap-up meeting
- F. May 4 – Attended the Love Our Schools Luncheon and awards ceremony for Jeffco Schools Foundation
- G. May 5 – Participated in the monthly Senior Management Team meeting at the Lakewood Library
- H. May 6 – Lunch meeting with former Lakewood Mayor Steve Burkholder (now with Parent/Child Home Program)
- I. May 9 – Meeting with Denise Delgado, ED of Jefferson County Schools Foundation
- J. May 10 – Participated in a meeting with Jefferson County Commissioners
- K. May 10 – Attended after-hours event for the South Jeffco Professionals group (via the West Chamber)
- L. May 11 – Site visit at the Foundation with representatives from SCU Community Foundation
- M. May 13 – Meeting and site visit at the Action Center with Sally Reed, Dir. Of Development
- N. May 16 – 1-1 Board Member meeting with Ron Marquez
- O. May 17 – Site visit and tour with Louise Richey, Arapahoe Library Friends Foundation

3) Communications and outreach

- A. Coordinated and scheduled weekly web updates, blogs, and social media postings with Foundation staff
- B. Preparation underway for YouTube video of Speakeasy event on April 24 (video courtesy of Warren Tech)
- C. Continued production for the 2015 Annual Report
- D. Preparation underway for the Summer Footnotes newsletter
- E. May 18 – meeting with Library Communications staff members to review event promotions
- F. Scheduled community presentations: **May 12** – Blue Spruce Kiwanis Club; **May 17** – Conifer Rotary Club

4) General Administration

- A. Completed the Foundation's annual audit
- B. Continued with our online book sales enterprise (\$311 in books sold as of May 3)
- C. May 5 -- Met with Pam Nissler, Julia Hill-Nichols and Tami Bandimere-Shrader to discuss the Foundation's current facilities lease, potential facilities expansion and possible move in 2017
- D. May 5 -- Submitted a proposal for pick-up of book donations at the Golden Library (in collaboration with Ben and Heather Mack/High Country Books); revised proposal is underway
- E. May 5 -- Brought proposal to Library Senior Management Team for possible recycle book pick up (pilot project); plans pending
- F. May 1 -- Database management update via our contract worker, Jan Kray
- G. Scheduled weekly all-staff meetings; slated 1-1 meetings with new staff members

5) Solicitations, sponsorships, grants and grant reports

A. Inkind Contributions

- i. 19 cases of Pepsi products for the Whale Sale
- ii. Food donations for Whale Sale from: Winchell's Donuts; Chipotle; Chick-Fil-A; Good Times

B. Sponsorships

Book Stop	\$500
Westerra Credit Union	\$2,500
OrangeTheory Fitness	\$250
City of Lakewood	\$250
Stevinson Toyota	\$1,000
Office Depot	\$500
Kids In Touch	\$250
TOTAL SPONSORS TO DATE	\$5,250

C. Grants

i. DENIED:

- 1. City of Lakewood -- \$3,875 for hosting/backup of Jeffco Stories (online oral history project)
- 2. Black Hills Energy -- \$5,000 sponsorship for Summer Reading

ii. PENDING:

- 1. Lakewood Legacy Foundation -- \$21,594 in support of new A/V equipment for Belmar and Lakewood Libraries
- 2. Temple Hoyne Buell Foundation -- \$7,500 for Babies First Books and 2016 Community Literacy event

iii. APPROVED:

- 1. Kinder Morgan Foundation -- \$3,000 for Summer Reading

Operational Updates

Executive Director Update

administration

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

jeffcolibrary.org



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

I attended and participated in the following meetings:

- Two South County community meetings designed to elicit input on issues, services and programs that need to be addressed in the Columbine Library remodel. There were three meetings in all and 137 people attended. They expressed appreciation for the opportunity to give their input. In addition, 210 people have filled out the online survey to give their input. The library will keep the online survey open until May 15th.
- Along with Gloria Overholt and Susan Wilson Madsen, I attended a cost allocation interview with county budget staff. More information will be forthcoming, but initially the charges seemed reasonable.
- The Director of Finance candidate interviews
- The Jefferson Success Pathway Leadership council
- The Love Our Schools Luncheon
- Meeting with the City of Arvada regarding the Arvada Library. A report with recommendations will be submitted by June 15th.
- A Meeting with the R1 School Board to inform them about the library's collaboration with their schools in the summer reading program
- The audit committee meeting with the Board of County Commissioners, the Library Board of Trustees, the Foundation Executive Director, the Foundation Board President, Gloria Overholt and the auditor
- A budget review meeting with Jo Schantz and Gloria Overholt
- The West Chamber monthly board meeting
- The monthly breakfast meeting with Brian and Julia
- The monthly meeting between SMT and the Foundation
- The monthly meeting with Ralph Schell
- The monthly meeting of the Elected Officials/Personnel Board meeting

I am also pleased to report that two new staff members have been hired. They are Donna Hocker, Senior Financial Analyst and Daniel West, Network & Systems Administrator

**SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL
UPDATES**

Finance Department

memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Director of Finance & Budget
re: Finance Monthly Report

- Budget to Actual Tables
- Fixed Asset Audit Update

date: May 19, 2016

A. Budget to Actual Tables

The Budget to Actual Tables for the period ending April 2016 will be forwarded as soon as accounting period 04 is closed and the analysis has been completed. The Tables will be available for the meeting, along with the analysis discussion.

B. Fixed Asset Audit Update

The physical count of the fixed and controlled assets has been completed and the initial report has been submitted to the Library. A presentation of the process, early results and next steps of the audit will be presented by staff.



memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Director of Finance & Budget
re: Finance Monthly Report

- Budget to Actual Tables
- Data Cabling Contract
- Financial Policies – Election Funding Policy
- 2017 County Budget Guidelines
- Fixed Asset Audit Presentation

date: May 19, 2016

A. Budget to Actual Tables

The Budget to Actual Tables for the period ending April 2016, as presented in the Tables 1-5 are attached to this report for your review. It is expected that expenditures will be within budget, and that revenues will reach budgeted amounts.

Expanded open hours at the Libraries began on April 4th. Hiring staff for the Libraries began in March. Until a few months of increased open hours are captured, it is too early to forecast what the vacancy savings may be, however it is an analysis that is done every month to ensure the budget will not be overspent in the salaries and benefits categories.

Library Books and Materials budgets are being spent as new items are arriving for the Libraries. Other categories of expenditures are within budgeted amounts. Capital projects are in the planning stages and many of the projects will be completed this summer.

B. Data Cabling Contract

During the initial E-rate 28 day Request for Proposals (RFP), JCPL did not receive a bid for the data cabling work and as such we were unable to bring this contract to the prior board meeting for approval with the other E-Rate contracts. We learned that we must adhere to the E-rate RFP window time frame requiring an additional 28 days for vendors to respond. On May 10, 2016, after detailed review of the vendors who had responded during the expanded RFP timeline, IT staff made a selection to move forward with Avant Datacomm Solutions. We are now asking for approval from the Board to allow the Executive Director to sign a multiyear contract to perform the cabling necessary in conjunction with the already approved infrastructure improvements that will be done with E-rate funding. This contract provides a maximum amount of \$200,000 for the duration of the contract. Funds are available in the IT budget for 2016 and will be included in the 2017 budget.

Action Item:

Call for motion: Recommend that the Library Board of Trustees authorize the Executive Director to sign a multi-year contract with Avant Datacomm Solutions in the amount not to exceed \$200,000 for cabling in the libraries.



memorandum

C. Financial Policies

At the Board of Trustees direction a policy addressing the use of funds derived from de-accessioned library materials has been created. The policy states as follows:

Election Financing Policy – De-Accessioned Library Materials

Purpose: The purpose of the policy is to ensure the Board of Trustees adheres to the Fair Campaign Finance Act. The conduct of the Library Board of Trustees and employees is governed by the Fair Campaign Practices Act, Colorado Revised Statutes, 1-45-101, *et seq.* The Act governs the use of public moneys in a campaign involving the election of any person to any public office or involving any ballot question before the electorate.

Funds raised through the sale of de-accessioned library materials, including but not limited to items donated to the Library Foundation, may not be used for funding an election.

Action Item:

If the Board approves of the above policy, action is required at this time.

D. 2017 County Budget Guidelines

On May 15th the 2017 Budgetary Guidelines were released. The following is a brief outline of the guidelines that the Commissioners are requesting be followed in preparing the 2017 budget.

- Merit Increases – 2.6% increase
- Health Benefits – 7-10% increase
- Business Cases will be accepted – in priority order
- Capital requests will be accepted – previously approved projects will receive priority consideration
- July 22nd – budgets and supporting documentation are due

Library Budget Timeline:

- June 16th Board Meeting – Introduction to 2017 Budget Plan
- July 14th Study Session – BOT Reviews 2017 Budget Plan
- July 21st Board Meeting – BOT Approves 2017 Proposed Budget for submittal

E. Presentation of the Results of the Fixed Asset Audit

The recent audit of fixed and controlled asset has been substantially completed. A reconciliation of the information is underway. Lisa Vanderheyden, Manager of Contracts and Project Planning, is the lead on this project and will now present a summary of the project, timeline, and the results.

**TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2016 ACTUAL TO BUDGET**

Sources and Uses of Funds	Final 2015 Budget	Preliminary 2015 Actual	2016 Budget	YTD Actual 04/30/2016	Variance 2016 Budget	Budget to Actual %
Sources of Funds						
Revenues						
Property Taxes						
Property Taxes - Operating	\$ 23,138,482	\$ 22,541,641	\$ 31,558,023	\$ 12,860,194	\$ (18,697,829)	40.75%
Property Taxes - Capital	553,389	1,081,881	1,519,998	605,948	(914,050)	39.87%
Total Taxes	\$ 23,691,871	\$ 23,623,522	\$ 33,078,021	\$ 13,466,142	\$ (19,611,879)	40.71%
Federal & State Grants	\$ 108,000	\$ 116,960	\$ 126,734	\$ 131,085	\$ 4,351	103.43%
Fines & Fees	807,805	720,927	794,000	227,292	(566,708)	28.63%
Other Revenue	456,515	514,393	455,021	119,848	(335,173)	26.34%
Total Other Revenues	1,372,320	1,352,280	1,375,755	478,225	(897,530)	34.76%
Sub Total Operating Revenues	\$ 25,064,191	\$ 24,975,802	\$ 34,453,776	\$ 13,944,367	\$ (20,509,409)	40.47%
Transfer from Fund Balance	\$ 524,261	\$ -	\$ -			N/A
Transfer to Fund Balance	-	862,857	2,057,647	5,277,629	3,219,982	N/A
Total Sources of Funds	\$ 25,588,452	\$ 24,112,945	\$ 32,396,129	\$ 8,666,738	\$ (23,729,391)	26.75%
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 10,852,945	\$ 10,432,207	\$ 12,623,293	\$ 3,785,854	\$ (8,837,439)	29.99%
Benefits	3,240,112	3,063,396	3,846,731	1,074,171	(2,772,560)	27.92%
Sub-Total Salaries & Benefits	\$ 14,093,057	\$ 13,495,603	\$ 16,470,024	\$ 4,860,025	\$ (11,609,999)	29.51%
Collection: Library Books & Materials	\$ 3,476,010	\$ 3,433,873	\$ 5,878,276	\$ 2,024,651	\$ (3,853,625)	34.44%
Supplies	891,610	800,732	1,075,154	227,181	(847,973)	21.13%
Other Services & Charges	3,092,078	2,480,884	3,580,914	1,035,902	(2,545,012)	28.93%
Internal Transactions /Cost Allocation	1,249,317	1,158,655	1,450,848	459,913	(990,935)	31.70%
Total Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,455,216	\$ 8,607,672	\$ (19,847,544)	30.25%
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	\$ 2,356,525	\$ 81,066	\$ (2,275,459)	3.44%
Total Uses of Funds	\$ 25,588,452	\$ 24,112,945	\$ 32,396,129	\$ 8,688,738	\$ (23,707,391)	26.82%

**TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE REQUIREMENTS
2016 ACTUAL TO BUDGET**

	Final 2015 Budget	Preliminary 2015 Actual	2016 Budget	YTD Actual 04/30/2016	\$ 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	\$ 13,338,419	\$ 9,124,857
Capital Funding	553,389	1,166,881	1,519,998	605,948	353,117
Total Revenues	\$ 25,064,191	\$ 24,975,802	\$ 34,453,776	\$ 13,944,367	\$ 9,477,974
Expenditures					
Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,455,216	\$ 8,607,672	\$ 7,085,469
Debt Service	1,611,600	1,611,599	1,584,388	-	(27,211)
Capital Projects	1,174,780	1,131,599	2,356,525	81,066	1,224,926
Total Expenditures	\$ 25,588,452	\$ 24,112,945	\$ 32,396,129	\$ 8,688,738	\$ 8,283,184
Increase/(Decrease) in Fund Balance	\$ (524,261)	\$ 862,857	\$ 2,057,647	\$ 5,255,629	\$ 1,194,790
Ending Fund Balance	\$ 10,716,241	\$ 13,108,502	\$ 13,298,149	\$ 18,364,131	\$ 189,647
Above/(Below) Minimum	\$ 4,450,193	\$ 6,842,454	\$ 4,684,705	\$ 9,750,687	\$ (2,157,749)
Above/(Below) Maximum	N/A	N/A	\$ (3,928,739)	\$ 1,137,243	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		

**TABLE 2B
JEFFERSON COUNTY PUBLIC LIBRARY
POSITION AUTHORIZATIONS (FTEs)
2016 ACTUAL TO BUDGET**

	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	Preliminary 2015 Actual	2016 Budget	YTD Actual 04/30/2016	Projected Year-End 2016	Variance 2016 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes - Operating	\$ 23,702,058	\$ 22,959,917	\$ 32,257,736	\$ 12,859,555	\$ 32,257,736	\$ -
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	639	39,143	-
Total Taxes	\$ 23,138,482	\$ 22,541,641	\$ 31,558,023	\$ 12,860,194	\$ 31,558,023	\$ -
Federal & State Grants	\$ 108,000	\$ 116,960	\$ 126,734	\$ 131,085	\$ 131,085	\$ 4,351
Library Fines	646,480	621,284	650,000	191,241	650,000	-
Other Fees	161,325	99,643	144,000	36,051	144,000	-
Investment Income	135,715	172,373	149,021	41,073	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	54,529	200,000	-
Other Revenue	107,300	89,681	106,000	21,303	106,000	-
Total Revenues	\$ 24,510,802	\$ 23,808,921	\$ 32,933,778	\$ 13,338,419	\$ 32,941,072	\$ 7,294
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 10,050,731	\$ 9,083,743	\$ 11,231,588	\$ 3,324,184	\$ 11,231,588	\$ -
Awards & Bonuses	-	300	83,796	5,100	83,796	-
Termination Pay	90,000	88,828	-	12,143	4,054	4,054
Temporary Pay	1,508,567	1,259,336	1,806,537	444,427	1,806,537	-
Vacancy Savings	(796,353)	-	(498,628)	-	(498,628)	-
Benefits	3,240,112	3,063,396	3,846,731	1,074,171	3,846,731	-
Total Salaries & Benefits	\$ 14,093,057	\$ 13,495,603	\$ 16,470,024	\$ 4,860,025	\$ 16,474,078	\$ 4,054
Library Books & Materials	\$ 2,451,010	\$ 2,397,326	\$ 4,820,976	\$ 1,055,021	\$ 4,820,976	\$ -
Library Computer Materials	900,000	916,153	926,650	854,083	926,650	-
Library Periodicals	125,000	120,394	130,650	115,547	130,650	-
Sub-Total Library Collections	3,476,010	3,433,873	5,878,276	2,024,651	5,878,276	-
Supplies	891,610	800,732	1,075,154	227,181	1,075,154	-
Other Services & Charges	3,092,078	2,480,884	3,580,914	1,035,902	3,580,914	-
Direct Internal Charges	129,852	115,041	127,061	25,808	127,061	-
Indirect Cost Allocation	653,953	653,953	696,338	232,113	696,338	-
Intra County Transactions	465,512	389,661	627,449	201,992	627,449	-
Total Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,455,216	\$ 8,607,672	\$ 28,459,270	\$ 4,054
Total Uses of Funds	\$ 22,802,072	\$ 21,369,747	\$ 28,455,216	\$ 8,607,672	\$ 28,459,270	\$ 4,054

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2016 ACTUAL TO BUDGET

Sources and Uses of Funds	Final 2015 Budget	Preliminary 2015 Actual	2016 Budget	YTD Actual 04/30/2016	Projected Year- End 2016	Variance 2016 Budget
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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	Preliminary 2015 Actual	2016 Budget	YTD Actual 04/30/2016	Projected Year- End 2016	Variance 2016 Budget
Sources of Funds						
Property Tax - Capital - 4.5%	\$ 1,081,881	\$ 1,081,881	\$ 1,519,998	\$ 605,948	\$ 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	\$ 605,948	\$ 1,519,998	\$ -
Uses of Funds						
Capital Projects						
Capital Maintenance	\$ 224,134	\$ 176,014	\$ 250,000	\$ 15,793	\$ 250,000	\$ -
Computer 5 Year Replacement Plan	310,330	314,271	250,000	6,442	250,000	-
Furniture & Equipment	118,889	88,257	76,550	37,773	76,550	-
IT Infrastructure Replacement-Equipment	-	-	137,500	-	137,500	-
IT Infrastructure Replacement-Software	-	-	244,500	-	244,500	-
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	-	-	-	-
2016 Projects						
Lakewood Parking Lot	-	-	372,975	-	372,975	-
Standley Lake Boiler Replacement	-	-	75,000	-	75,000	-
Columbine Tree and Sidewalk Replacement	-	-	25,000	-	25,000	-
Wheat Ridge HVAC Replacement	-	-	48,000	-	48,000	-
LSC Parking Lot	-	-	95,000	1,500	95,000	-
Evergreen AHU Rebuild	-	-	140,000	-	140,000	-
Belmar Carpet Repair	-	-	12,000	-	12,000	-
High Availability Internet Reduncancy	-	-	38,000	-	38,000	-
III Database Server	-	-	56,000	-	56,000	-
Next Generation Firewall	-	-	71,000	12,155	71,000	-
Admin Space Plan/Reconfiguration	-	-	10,000	7,403	10,000	-
Increase Wireless Access Points	-	-	60,000	-	60,000	-
Records Management Software	-	-	25,000	-	25,000	-
Data Connection - Edge Internet Connect	-	-	-	-	-	-
Wireless Upgrade - Outside	-	-	35,000	-	35,000	-
Replace DVD/CD Disk Washer	-	-	10,000	-	10,000	-
South County - Phase 1 Planning	-	-	35,000	-	35,000	-
Columbine - Phase 1 Planning	-	-	90,000	-	90,000	-
Book Sorter Reserve	-	-	200,000	-	200,000	-
Total Capital Projects	\$ 1,174,780	\$ 1,131,599	\$ 2,356,525	\$ 81,066	\$ 2,356,525	\$ -
Ending Balance	\$ 431,362	\$ 35,282	\$ (836,527)	\$ 524,882	\$ (836,527)	\$ -

CONSENT AGENDA

TO: LIBRARY BOARD OF TRUSTEES

FROM: BRIAN DELAET, CHAIR

DATE: April 21, 2016

RE: **PROPOSED** - POLICY 4.8.2: GOVERNANCE BUDGET – 2017 – **PROPOSED**

The Library Board will consciously invest in its ability to govern competently and wisely. Accordingly, costs will be prudently incurred, but sufficient to ensure the development and maintenance of superior governance, including funds sufficient for:

- A. Library Board training, including publications and dues.
- B. Library Board member travel/reimbursements to annually attend the Colorado Association of Libraries (CAL) annual conference, national conferences, and non-conference travel, as appropriate ⁽¹⁾.
- C. Auditing and other third party monitoring of organizational performance.
- D. Surveys focus groups and opinion analysis (included in Communications budget).
- E. Library Board-hosted ownership linkage/outreach events.
- F. Library Board meeting and retreat costs.

Account Category	Account Number	Account Description	2017 Proposed
426000 - Supplies	426100	General Supplies	250
433001 – Professional & Technical Services	433001	Professional & Technical Services	500
435600 – Dues, Meetings, Training	435625	Food/Beverages	4600
	435630	Professional Dues	450
	435635	Business Meals	200
	435640	Training and Education	4140
	435660	Conferences and Trade Shows	2400
435800 – Travel, Freight and Delivery	435850	Mileage	1500
	435860	County Travel	12800
		TOTAL	\$26,840

⁽¹⁾State Conference: 7 @\$340.00 – CAL, Fall 2017 = \$2,380; National Conference(s): 5 @\$2560.00 (NLLD, Washington DC – May 2017; PLA Annual Conference, 2017; ALA Annual Conference, 2017= \$12,800)

**Bylaws for the Jefferson County Public Library Board of Trustees
Adopted: April 21, 2016**

ARTICLE I: NAME

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

ARTICLE II: PURPOSE

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

ARTICLE III: LIBRARY BOARD

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

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

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

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

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

ARTICLE IV: OFFICERS

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

ARTICLE V: ELECTION OF OFFICERS

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

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

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

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

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

ARTICLE VI: DUTIES OF THE OFFICERS

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

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

Section 3. Secretary. The Secretary shall record, or cause to be recorded, the minutes of all meetings of the Library Board and shall perform such other duties as may be

delegated by the Library Board, such as acting as temporary Chair in the absence of the Chair and Vice chair.

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

ARTICLE VII: MEETINGS

Section 1. Regular Meetings. Regular meetings of the Library Board shall be held at least once a month at a place within Jefferson County selected at least two weeks in advance by the Library Board. Meeting notices and agendas will be posted in all libraries. The date, time and place of any regular or special meeting of the Library Board may be set or changed by a majority vote of attending Trustees at a regular meeting.

The Library Board may cancel a regular meeting if no pressing issues warrant a meeting, or in the event of an unforeseen circumstance.

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

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

Section 2. Special Meetings. The Chair, or any three (3) Trustees, may call a special meeting of the Library Board at any time with 24 hours prior notice to all Trustees and with adequate advance notice to allow for the public posting of the meeting notice in compliance with CRS 24-6-402(2)(c) full and timely notice to the public.

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

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

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

Section 6. Public Participation. In addition, there will be an agenda item at each Library Board meeting for the public to address the Library Board. Those wanting to address the

Library Board must sign on the form provided at the door. Those who failed to sign up, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board. Speaking time may be limited with the consent of the Library Trustees, to ensure the most effective conduct of the meeting. The opportunity to address the Library Board does not include a question and answer session or response. Additionally, the Library Board does not respond to anonymous questions or comments. If questions are submitted in writing a response may be provided, in writing, at the Board's discretion.

ARTICLE VIII: BOARD COMMITTEES

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

ARTICLE IX: PARLIAMENTARY AUTHORITY

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

ARTICLE X: EXECUTIVE DIRECTOR AND STAFF

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

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

ARTICLE XI: POLICIES AND ADMINISTRATION

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

ARTICLE XII: FINANCES

Section 1: Budget Approval and Management. The Library Board's Governing Policies shall direct the Executive Director to prepare an annual budget proposal that is consistent

with the guidelines adopted by the Board of County Commissioners, and consistent with the objectives and guidelines adopted by the Library Board. The proposed budget schedule will provide for public input and Library Board review and revision, for the Library Board's resolution. Library Board approval of the proposed budget is required prior to submittal to the Board of County Commissioners. Library Board adoption is required prior to the beginning of a fiscal year.

ARTICLE XIII: AMENDMENTS

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

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

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

Governing Policies

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS

POLICY 4.1

POLICY TITLE: *GOVERNING STYLE AND VALUES*

The Library Board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision, (b) encouragement of diversity in viewpoints, (c) strategic leadership, (d) clear distinction of Board and chief executive roles, (e) collective decisions, (f) future rather than past or present, and (g) proactivity.

Accordingly:

1. The Library Board will cultivate a sense of group responsibility. The Library Board, not the staff, will be responsible for excellence in governing. Although the expertise of individual members may be used to enhance the understanding of the Library Board as a body, the Library Board will not substitute such expertise for its own judgment.
2. The Library Board will direct, control and inspire the organization through the careful establishment of broad organizational policies reflecting the Library Board's values and perspectives. The Library Board's primary focus will be on the Library's intended long-term impact on the residents of Jefferson County, not on the administrative or programmatic means of attaining those effects.
3. The Library Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continual development of governance capability.
4. Although the Library Board can change its governing policies at any time, it will conscientiously observe those currently in effect.
5. All policies of the Library Board are contained in this document, and they remain in effect, unless amended or deleted by Board action.
6. The Library Board will ensure continual development of its governance capability through orientation and professional development of new Library Board trustees to, and periodic evaluation of, the Library Board's governance process and these policies.
7. The Library Board will operate in all ways mindful of its accountability obligation to the "ownership", and will allow no officer, individual or committee of the Library Board to prevent the Library Board from fulfilling this commitment.
8. The Library Board will support the principles of intellectual freedom as expressed in the Library's broad, diverse collections, programs and services.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

9. The Library Board will monitor and discuss its process and performance at each meeting. Self-monitoring will include comparison of Library Board activity and discipline to Governance Process and Board-Management Delegation policies.

10. **The Library Board will abide by the prevailing governing statutes related to Elections and the Fair Campaign Practices Act, Colorado Revised Statutes, § 1-45-101, *et seq.* The act governs the use of public moneys in a campaign involving the election of any person to any public office or involving any ballot question before the electorate. Amendments as a result of changes to a governing statute shall be automatic.**

administration

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