

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

February 18, 2016



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, February 18, 2016 – LAKEWOOD 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"> • January 14, 2016 Study Session Summary • January 21, 2016 Board Meeting
5.	Public Comment
6. Information	<ul style="list-style-type: none"> • Foundation Report – Jo Schantz • Host Report – Debbi Mikash, Collections Manager
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> • Executive Director Update • Finance Department <p style="margin-left: 20px;">Call for motion: Recommend that the Library Board of Trustees authorize a gift of \$500 to the North Fork Library Association to support the operation of the Pine Library in 2016. The appropriation for this expenditure is included in the Library Trustees 2016 Budget.</p> <p style="margin-left: 20px;">Call for motion: Recommend that the Library Board of Trustees authorize the Executive Director to sign a contract with III, Emeryville, CA, in the amount of \$99,380 for the replacement of 2 servers for Sierra Application and Sierra Databases.</p>
8. Action as Needed	Consent Agenda (4.3.4) Nominating Committee Reports to Board
9. Emerging Issues Action as Needed	<ul style="list-style-type: none"> • Action: Library Board Meeting Locations. Board Discussion and Decision – John Bodnar • Action: Library Board Reconsideration – Julia Hill-Nichols
10. Action as Needed	Ends

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	No items
11. Action as Needed	<p>Governing Policies: Management Limitations (Monitoring Reports) Monitoring Executive Director’s Performance Call for Motions</p> <ul style="list-style-type: none"> • 2.0 General Management Constraints • 2.1 Treatment of Patrons • 2.2 Treatment of Staff • 2.3 Financial Condition and Activities • 2.4 Asset Protection
12. Suggest Agenda Items	<p>BOARD SCHEDULE – NEXT MEETINGS</p> <ul style="list-style-type: none"> • March 10 – Study Session – 5:30 pm – Administration Conference Room • March 16 – BCC Quarterly Meeting – 10:00-11:00 – 5th Floor • March 17 – 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	<p>Announcements/General Information Sharing</p> <ul style="list-style-type: none"> • Report of the Chair – Correspondence, Other • Other Announcements
16. EXECUTIVE SESSION Action	<p>EXECUTIVE SESSION: Action Item: Call for Motion: To adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session pursuant to CRS 24-6-402(4)(f) Personnel matters to review the Executive Director’s performance and compensation (4.3.6).</p>
17. Reconvene Regular Meeting	Executive Session Summary
18. Adjournment	

APPROVAL OF MINUTES

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

TOPICS:

- 4th Quarter 2015 Strategic Priorities
- 2016 Strategic Priorities
- Budget to Actual Tables for the period ending November 2015
- Recruitment Process

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), Travis Blacketter, Ben Davis and Charles Naumer.

Trustees not present: All Trustees were present.

Guest(s): None.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Gloria Overholt, Director of Budget & Finance; Sandie Coutts, Director of Employee Relations & Development; Pat Klein, Director of Information Technology; Steve Chestnut, Manager Facilities & Construction Projects; and Julianne Rist, Assistant Director of Public Services.

4th Quarter 2015 Strategic Priorities

The Trustees were presented with the 4th Quarter 2015 Strategic Priorities. The measure of success for each item was indicated on the document including those items that are ongoing and items that have become operational.

2016 Strategic Priorities Presentation

The Senior Management Team presented the 2016 Strategic Priorities.

Budget to Actual Tables for the period ending November 2015

Gloria Overholt, Director of Finance & Budget, presented the budget to actual tables for the period ending November 2015.

Recruitment Process

Sandie Coutts, Director of Employee Relations and Development presented information on the recruitment process.

ADJOURNMENT

The study session was adjourned at 7:00 p.m.

John Bodnar, Secretary

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

January 21, 2016

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on January 21, 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), Travis Blacketter and Charles Naumer.

Trustees not present: John Bodnar and Ben Davis

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; Steve Chestnut, Manager Facilities & Construction Projects; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

MOTION: Charles Naumer moved approval of the minutes of the December 10, 2015 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, Foundation Executive Director provided an update on the activities of the Foundation. The Friends annual meeting is January 29, at the Wheat Ridge recreation center. The Goldilocks and The Little Bear benefit is February 11, at the Little Bear in Evergreen and will include dinner, silent auction and live music. The Speakeasy series, a low-key celebrity focused event series launches on February 26. The Foundation is

partnering with FirstBank for book drives throughout the month of March. The Foundation Board is holding a strategic planning meeting on March 11.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. The Trustees were provided with the 4th quarter 2015 statistics report and advised to contact the Executive Director with any questions. The Library has scheduled Community meetings for March to present an update on State of the Library focusing on how the Library will keep the promises made during the mil levy campaign. The Community meetings are an opportunity for the Trustees to attend the meetings, hear questions and talk about their work as Trustees. The dates and times of the meetings will be provided. The Library is continuing work on the conveyance of land with the City of Arvada.

Finance Department

Gloria Overholt, Director of Finance and Budget reported on the activities of the Finance department. The preliminary December financial data indicates the Library will come in under budget and approximately \$800,000 will go into the fund balance.

Transfer funds from Professional Services to Snow Removal

MOTION: Julia Hill-Nichols moved that the Library Board of Trustees authorize the line item budget transfer of \$175,000 from Professional Services line item to the Snow Removal line item. Seconded by Travis Blacketter the motion passed by unanimous vote of all Trustees present.

2017 Budget Preparation

The Trustees were advised that the 2017 budget process is underway. The timeline and specific activities for budget planning is outlined in the Finance Department's board report.

CONSENT AGENDA

Trustees Adopt the Sunshine Resolution

MOTION: Julia Hill-Nichols moved that the Trustees adopt the Sunshine Resolution LB-01-21-16. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

Bylaws Committee Appointments

The Chair announced the appointments of Travis Blacketter, Charles Naumer and John Bodnar to serve on the committee to review the By-Laws.

Nominating Committee Appointments

The Chair announced the appointments of Julia Hill-Nichols and Ben Davis to serve on the committee to nominate board officers. The committee will report back to the Board in February, 2016. The Trustees will elect officers at the March, 2016 board meeting.

Chair appoints Trustee representative to Foundation Board

The Chair advised the Trustees that Julia-Hill Nichols has indicated an interest in continuing to serve as the Trustee representative on the Foundation Board. The Chair announced the appointment of Julia Hill-Nichols as the Trustee representative to the Foundation Board.

Emerging Issues

Charles Naumer proposed that the Library Board have a study session dedicated to some of the issues in the Aspen Institute document. The Executive Director advised the Trustees that the Public Library Association Conference (April 5-9) in Denver will be a good source of information on how other libraries are utilizing the information in the Aspen Institute report. The Trustees and Senior Management Team agreed that JCPL does not want to aspire to be average, but to be exceptional. The Senior Management Team will work to schedule the study session to discuss the Aspen Institute report.

ENDS

2016 Strategic Priorities

The Executive Director advised the Trustees that the Senior Management Team is working to pull together some additional information and follow-up on questions received from Trustee Naumer about the 2016 Strategic Priorities.

Governing Policies: Management Limitations (Monitoring Reports)

Monitoring Executive Director's Performance

The Chair called for a consensus of the Board to delay the Executive Director's performance and compensation review (4.3.6) to the February 18, 2016 Library Board Meeting. The Board reached consensus.

BOARD SCHEDULE – NEXT MEETINGS

- January 23 – New Trustee Orientation – 9:00 – 11:30 – Administration Conference Room
- February 11 – Study Session – 5:30 pm – Administration Conference Room
- February 18 - Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- March 10 – Study Session – 5:30 pm – Administration Conference Room
- March 16 – BCC Quarterly Meeting – 10:00-11:00 – 5th Floor
- March 17 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

Sandie Coutts, Director of Employee Relations and Development, updated the Board on the Library's recruitment efforts to fill the positions needed to restore open hours. In addition to job postings and other efforts, the Library partnered with the Department of Human Services and the American Job Center in Golden to hold a job fair. Over 130 people attended the job fair and the Library has received over 1300 applications. The Executive Director noted that developing partnerships is included in the Library's 2016 Strategic Initiatives.

Amber Fisher, Coordinator for the Library Board, advised the Trustees of the reporting requirements related to the Bylaws Committee. Specifically, proposed amendments to the Bylaws shall be submitted to the Trustees at least 14 days prior to their proposed adoption. For adoption at the February Board meeting, proposed amendments would be due on February 4. After some discussion, the Board will move the proposed adoption of the bylaws to the March board meeting to allow the Bylaws Committee sufficient time to conduct their work. The Coordinator will provide the Committee with information related to previous revisions to the bylaws and will advise the committee of due dates related to their work.

AJOURNMENT

The Board meeting was adjourned at 6:05 p.m.

John Bodnar, Secretary

FOUNDATION REPORT

(The Foundation report will be provided at the meeting)

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 – February, 2016

This month, I attended some single topic meetings as follows;

A meeting with Denise Delgado, Executive Director of R1 Schools' Foundation where we discussed the possibility of adding special software to our library public computers. It is a software that is helpful to dyslexic students. We will investigate the implications of this further and will keep you informed

A meeting with Tami Bandimere Shrader, Julia Hill-Nichols and Jo Schantz where we evaluated the areas of success in our joint relationship and where there are opportunities to advance and improve our efforts to support one another.

A meeting with representatives of Westminster Library to continue discussions regarding providing library service to residents of Westminster who reside within Jefferson County. Donna Walker and Rebecca Winning also attended this meeting

The orientation session for our new trustees

Person-in –charge training for all JCPL directors, managers and supervisors in the Public Services area.

The Senior Management Team also began a series of meetings with staff at each library to summarize the accomplishments of our 2015 strategic initiatives and to provide a summary of the initiatives that we have set out to achieve in 2016. The goal is to link the activities at the branches to those initiatives so that the staff understands how they can participate.

In addition, I attended the following regularly scheduled meetings;

The Front Range Public Library Directors' meeting

The CYLC (Children and Youth Leadership Council) monthly meeting

The Child Welfare subcommittee meeting of CYLC

Monthly meeting with Ralph Schell, County Manager

Monthly meeting of the Elected Officials Personnel Board

**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
- 2017 Budget Preparation
- Pine Library Donation
- III Servers - Purchase

date: February 18, 2016

A. Budget to Actual Tables

The Budget to Actual Tables for the period ending January 2016 will be forwarded as soon as accounting period 01 is closed and the analysis has been completed. The Tables will be available for the meeting, along with the analysis discussion.

B. 2017 Budget Preparation

The 2017 budget process is underway. Following is the preliminary timeline:

- 1st Quarter 2016
 - Refine the 5 Year Financial Plan
 - Develop operating and capital preliminary budget
 - Budget Kick-Off meeting with Combined Management Team
 - Inform staff of instructions and deadlines for submittals
 - **March Trustee Board Meetings**
 - **Discuss financial policies to guide budget development**
 - **Review 5 Year Financial Plan**
- 2nd Quarter 2016
 - Base budgets and decision packages due to Finance
 - Review of budget requests by Senior Management Team
 - Business Unit budget meetings
 - County budget guidelines distributed
 - Complete draft of 2017 budget
 - Determine mill levy needed to fund 2017
 - **Trustee review of draft budget**
- 3rd Quarter 2016
 - Complete draft of 2017 budget
 - **Trustee review of draft 2017 budget**
 - **Trustees authorize submittal of budget**
 - **Trustee meeting with Commissioners on proposed budget**
- 4th Quarter 2016
 - Public Hearing on budget
 - **Adoption of budget – BCC and BOT**
 - Establish mill levy

memorandum



C. Annual Gift to Pine Library

The Pine Library is a volunteer library operated by the North Fork Library Association. In January of each year the Trustees consider a gift in an amount not to exceed \$1,000 to support Pine Library's operation. For the past several years the Trustees have authorized and donated to the Pine Library \$500 to support the library's operations. For 2016 an amount of \$500 is included in the Trustees budget.

Action Item:

Call for motion: Recommend that the Library Board of Trustees authorize a gift of \$500 to the North Fork Library Association to support the operation of the Pine Library in 2016. The appropriation for this expenditure is included in the Library Trustees 2016 Budget.

D. Purchase of III Servers

At the Board's Study Session on Feb 11th, the Board was updated on the purchase of 2 servers for the Library. The servers host the Sierra Application and the Sierra Database. Both servers are between 4 and 5 years old and are ready to replace. The loss of the servers would cause the Library automation systems to stop functioning causing nearly all loan services to halt.

The cost of the two servers, including data migration and a 3 year warranty is \$99,380. Funds for this purchase are included in the 2016 adopted budget as follows:

Project #16-13 III Database Server \$56,000

Project ARM-05 IT Infrastructure Replacement \$137,500

Action Item:

Call for motion: Recommend that the Library Board of Trustees authorize the Executive Director to sign a contract with III, 5850 Shellmound Way, Emeryville, Ca 94608, in the amount of \$99,380 for the replacement of 2 servers for Sierra Application and Sierra Databases.

**Governing Policies: Management Limitations
(Monitoring Reports)**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.0

POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT*

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.0: GENERAL MANAGEMENT CONSTRAINT*

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

Signed: _____, Executive Director

Date: February 18, 2016

BROADEST POLICY PROVISION

The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted professional ethics and best practices for public library management.

EXECUTIVE DIRECTOR’S INTERPRETATION: I understand this constraint to include all operational activities that occur within the Library. It does not include activities or decisions occurring or made at the Board level.

I interpret “unlawful” to mean I will not fail to insure that all operational activities are within legal requirements as imposed by all relevant governing bodies, including federal, state, county and city statutes and ordinances.

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

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

I can report compliance.

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

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

POLICY 2.1

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.1: TREATMENT OF PATRONS*

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

Signed: _____, Executive Director

Date: February 18, 2016

BROADEST POLICY PROVISION

With respect to interactions with patrons, the Executive Director shall not cause or allow conditions or procedures which are unfair, unsafe, undignified, unnecessarily intrusive, or which fail to provide confidentiality in use of facilities and resources, and a high level of customer service.

EXECUTIVE DIRECTOR’S INTERPRETATION: I understand this to mean that the Library may not operate without having and enforcing specific policies that clarify patron rights and staff actions toward patrons. The Executive Director, staff and legal counsel review the policies as needed.

REPORT: Library policy requires regular reporting from all units on these elements. Initial and follow-up reports are issued to the Senior Management Team for review or action.

1. I shall not elicit and maintain patron information for which there is no clear necessity.

EXECUTIVE DIRECTOR’S INTERPRETATION: It is our responsibility to protect the patron’s privacy in their use of the library, its programs or services, neither requesting nor maintaining information (visual, written or otherwise) about our patrons beyond that either required by law or business necessity.

REPORT (COMPLIANT): Patron data is primarily collected within the Circulation module of the Integrated Library System. Patron-usage information is automatically deleted when use transactions are complete. Patrons may opt to preserve a record of the items they have borrowed through a feature of the Integrated Library System.

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Patron information is collected and accessible for reasonable business use only. The electronic storage of this information is secured and print materials containing patron information are properly shredded and destroyed.

I can report compliance.

- 3. I shall not fail to maintain facilities that provide a reasonable level of privacy, both aural and visual, and that are reasonably free from public distraction and disturbance.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Our libraries are designed and managed to serve large populations of users at one time. As such, the library provides many venues for quiet reading and study, computer privacy, individual and group study space, etc. All libraries have spaces and/or equipment to assist with this and staff is instructed to assist patrons with finding a suitable work environment that meets their needs.

REPORT (COMPLIANT): Library programs and services are designed to ensure patron privacy in the use of the library. As new technologies and services are added to our program of service, operational activities are vetted between library staff and the Director of Public Services. When space limitations exist, every effort is made to ensure as much patron privacy as possible.

I can report compliance.

- 4. I shall not fail to maintain the confidentiality of a patron's use of the JCPL and patron record except as required by law.**

EXECUTIVE DIRECTOR'S INTERPRETATION: Records of patrons' usage of the Library will not be divulged except when necessary for normal library operations or as provided for in CRS 24-90-119, "Privacy of User Records." I have been designated "Custodian of Library Records" by the Board and can make reasonable exception to this requirement upon application by a patron or law.

REPORT (COMPLIANT): All staff receives training as part of their Orientation regarding patron confidentiality and the processes and steps they should follow when requests for patron information are made. The Library worked with law enforcement of area municipalities and jurisdictions, the District Attorney's and the County Attorney's offices to ensure that our processes were in compliance with, and defensible by law. All staff receives training on this as a part of New Employee Orientation and a DVD ~~is made available~~ **has been provided** to law enforcement explaining the law and how the Library can be of assistance.

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): The Library's Employee Relations and Development and Public Services Staff Training units ensure that all hires possess the required education, training and experience for their jobs and have the training required to successfully fulfill their job requirements. The library's customer comment cards and other such avenues for receiving comment on our service characteristically show a pleased patron base.

I can report compliance.

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

EXECUTIVE DIRECTOR'S INTERPRETATION: Policies are in place that effectively direct public use of materials, resources, and facilities, such that all patrons can use our libraries and resources in a reasonable and responsible manner. We inform patrons of these policies so they understand and follow the rules these policies define without significant comment or complaint. Staff is also versed in the policies such that they can address and discuss them with patrons.

REPORT (COMPLIANT): All of the library policies regarding library use are reviewed and updated as needed by library managers and then by senior management.

I can report compliance.

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

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

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

I can report compliance.

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

EXECUTIVE DIRECTOR'S INTERPRETATION: It is my understanding that we have a responsibility to inform parents/guardians/caretakers that it is their responsibility, not the Library's, to control use and provide reasonable supervision to their children or charges when visiting/using

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

the library. Staff is directed to intervene when inappropriate or when illegal behaviors or actions interfere with other's use of the library and its resources.

REPORT (COMPLIANT): It is always difficult for staff to maintain awareness of or judge the level of inappropriate behavior and the necessity for intervention in a very busy and active public library such as ours, however, norms and practices in the Library's Code of Conduct have been developed to assist them in making these decisions. As well we make the Code of Conduct available in our libraries and on our website.

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): We maintain a very high level of patron safety conditions. To confirm our safety standards, key staff (facilities, public services, information technology, library manager, etc.); along with local law enforcement conduct safety audits of public use areas. We also maintain and use safety/emergency mechanisms such as fire extinguishers and sprinklers, detection and alarm systems and surveillance cameras. As well, each library establishes a working relationship with their local law enforcement agencies. The library's Person-In-Charge program trains staff to assist with patron safety be it physical safety, threat or medical.

I can report compliance.

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

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

POLICY 2.2

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.2: *TREATMENT OF STAFF*

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

Signed: _____, Executive Director

Date: February 18, 2016

BROADEST POLICY PROVISION

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

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

Accordingly, pertaining to staff, I shall not:

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

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

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

I can report compliance.

- 2. Fail to provide staff with avenues for non-disruptive, internal expression of opinions.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this policy to mean that staff must know and be allowed to freely express their support, opposition, and concerns with the Library’s policies and practices without fear of reprisal, as long as their dissent is expressed internally, respectfully and in a manner that does not disrupt operations.

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

retaliation for opposing discrimination and harassment. The Library adheres to a formal complaint process, which is available to staff, through Jefferson County Personnel Rules.

I can report compliance.

3. Fail to acquaint staff with these governing policies.

EXECUTIVE DIRECTOR INTERPRETATION: It is my responsibility to ensure that all staff is informed of this policy.

REPORT (COMPLIANT): All monitoring reports are online and staff has access to them. As well, awareness of this policy has been incorporated into the New Employee Orientation for all new staff.

I can report compliance.

4. Allow staff to be unprepared to deal with emergency situations.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that staff will be informed and trained on emergency policies and practices and appropriate staff will be trained to deal with all emergency situations.

REPORT (COMPLIANT): The Library schedules ~~quarterly~~ **regular** Person-In-Charge (PIC) trainings where staff receives additional training for emergency situations. In turn, all libraries have a trained “Person in Charge” (PIC) on duty during hours of operations. The Senior Management Team also serves as the System PIC where immediate assistance and direction is provided to the location/library PIC, staff and law enforcement. Further, all incidents are reported and evaluated, for revision. Additional training is provided as needed to prepare staff to respond to specific circumstances.

I can report compliance.

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

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.3

POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES*

MANAGEMENT LIMITATIONS

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

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

Signed: _____, Executive Director

Date: February 18, 2016

BROADEST POLICY PROVISION

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

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

Accordingly, I shall not:

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

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

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

I can report compliance.

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

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

These reports are compiled and reviewed monthly by the Library Board.

I can report compliance.

3. Fail to get Library Board approval for:

A. Use of the Library Fund

EXECUTIVE DIRECTOR INTERPRETATION: Accordingly, expenditures that have not been approved by the Board cannot be made in advance.

REPORT (COMPLIANT): Annual internal and external audits look for and report any expense not approved. Also, monthly reports from the Director of Finance regularly report compliance with this limitation and posts requests to the Board when Board approval is required for an expense change.

I can report compliance.

B. Use of Designated and Undesignated Reserves

EXECUTIVE DIRECTOR INTERPRETATION: This limitation requires Board review and approval before any use of reserves can take place, with the exception of automatic working capital drawdowns until tax collection proceeds are posted to our fund.

REPORT (COMPLIANT): All use of reserves (and requests for use of reserves) is shown on budget development plans or financial reports, which are reviewed and approved by the Board.

I can report compliance.

C. Adding any salaried staff positions. This means that no new standard FTE positions beyond currently authorized positions can be added unless they are recommended by me and approved by the Library Board. The Board of County Commissioners approves the addition of FTEs (Full Time Equivalents).

EXECUTIVE DIRECTOR INTERPRETATION: This means that no new salaried positions can be added unless they are recommended by me and approved by the Library Board. The Board of County Commissioners approves the addition of FTEs (Full Time Equivalents).

REPORT (COMPLIANT): I review and act upon all requests for staffing changes which are reported in my monthly reports and in the annual budgeting process.

I can report compliance.

4. Authorize transfers of greater than \$50,000 among line items and categories within the operational fund.

EXECUTIVE DIRECTOR INTERPRETATION: Budget transfers less than \$50,000 between

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expense lines are allowed without board approval but non-emergency transfers greater than \$50,000 require Board authorization. The Executive Director may authorize transfers in excess of \$50,000 when an emergency situation exists and must inform the Board about all emergency transfers as soon as practical.

REPORT (COMPLIANT): All budget transfers follow the above guidelines and any significant transfers are reported in the monthly financial statements. Transfers within capital funds are generally limited by the conditions of those funds, not this policy.

I can report compliance.

5. Fail to settle payroll obligations and payables in a timely manner.

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must process all payables in as timely a manner as possible if not in accordance with the vendor's dictates. Payrolls are processed in accordance with county policy.

REPORT (COMPLIANT): Payables are processed on a daily basis, with warrants written weekly. With regard to payroll, all staff is paid bi-weekly, pay periods end every other Saturday and pay days are every other Friday. There are twenty-six (26) pay periods per year.

I can report compliance.

6. Allow payroll or other tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

EXECUTIVE DIRECTOR INTERPRETATION: The schedules of tax payments to other government units are strictly observed. The two principal payments are payroll taxes and state and local sales tax payments.

REPORT (COMPLIANT): Payroll taxes are paid by the County as part of normal payroll practice and are reflected in our financial statements. Sales tax activity is recorded in the general ledger and the liability is relieved either quarterly or at year end as required by the appropriate jurisdictions.

I can report compliance.

7. Expend more on a capital project than the amount previously authorized by the Board.

EXECUTIVE DIRECTOR INTERPRETATION: This means that capital project expenditures greater than approved must not occur. However, small transfers (being no more than 10% of the total cost of the project or \$50,000, whichever is less) between individual project funds may be necessary, as they are completed.

REPORT (COMPLIANT): Each month, the Director of Finance issues a capital projects report that shows the comparison between budgeted and actual expense of each project.

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I can report compliance.

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

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

REPORT (COMPLIANT): The Library Board holds the authority for acquiring property. As such, the Director of Finance maintains a comprehensive file on our 12 locations and regularly issues updates to that inventory, which are reviewed by me and reported to the Board. The Director of Finance recommends any necessary action to the Board when due.

I can report compliance.

9. Accept gifts or grants from sources that are not, in fact and appearance, legal and consistent with the mission and values of the library.

EXECUTIVE DIRECTOR INTERPRETATION: This means that the Library (nor I on behalf of the Library), cannot accept any gifts or grants when they appear to be inconsistent with our mission and role.

REPORT (COMPLIANT): Through the Operational Agreement between the Library and the Jefferson County Library Foundation, all gifts to the library are processed by the Foundation. In so doing, we have a level of review and the library retains the right to specify the disposition of any gift.

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must take action to recover material receivables. We have very few material receivables, with the exception of unpaid overdue fines. Material receivables are defined as patron accounts with an accumulation of overdue fines in the amount greater than \$25.00 for over 28 days.

REPORT (COMPLIANT): Patrons whose accounts have a balance of outstanding fines and fees in excess of \$10 may no longer check out library materials until the balance falls below \$10. The library uses several methods for notification and recovery of library materials and monies owed and patrons have several options for payment of these fines. The Library may also pursue outstanding fines via a collection agency.

I can report compliance.

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

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

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

I can report compliance.

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

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: ASSET PROTECTION

POLICY 2.4

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.4: ASSET PROTECTION

Signed: _____, Executive Director

Date: February 18, 2016

BROADEST POLICY PROVISION

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

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

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): The Library has a Continuity of Operations (COOP) plan in place that identifies goals and objectives during emergency situations and clearly defines the roles and responsibilities of each director and each department within the organization during an emergency. This plan insures protection of the library's assets, continuity of operations as well as a rapid response and recovery. The plan identifies resources and establishes back-up systems required to

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maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is reviewed and updated annually. Additionally, the Library is part of the County's Emergency Operations Center's plan.

This provision has one associated implication in Monitoring report 2.3 that establishes emergency spending limits in excess of \$50,000 for the executive director during a disaster.

I can report compliance.

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

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

REPORT (COMPLIANT): The IT department has created a plan for technological protection and replacement of the library's communication resources and network in the event of theft, catastrophic event, and or accidental or malicious contamination.

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

- 6. I shall not fail to ensure against employee theft and dishonesty, and/or have bonding in place for all employees who handle cash.**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that all library employees who handle cash or warrants must be bonded to protect the library from such loss from actions by the bonded employee. The coverage should be all-risk.

REPORT (COMPLIANT): All employees who handle significant amounts of cash or warrants are covered under the County's crime policy which the Library participates in as part of the Risk Management pool.

I can report compliance.

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

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

REPORT (COMPLIANT): The Library's Finance department has a procedure and process to ensure that all the Library's fixed assets with a value over \$5,000 are inventoried and accounted for with regard to use, accession and de-accession, and disposal. This requirement is covered under our asset management policy, Jefferson County asset valuation and inventory control practices, and CRS 24-90-109 (1) (i).

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: It is my interpretation that the library must maintain art guidelines covering acquisition, lending, maintenance and care, and de-accession of art, which is a distinct and separate collection or asset from library equipment materials.

REPORT (COMPLIANT): The library's art policy recognizes the special nature of the library's art collection. It provides for acquisition, inventory, insurance and maintenance. It also addresses conditions of loaning and displaying.

I can report compliance.

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

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

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library itself.

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

I can report compliance.

10. **I shall not allow any purchase wherein normally prudent protection has not been given against conflict of interest.**

EXECUTIVE DIRECTOR INTERPRETATION: I take this to mean that we must have practices in place that guard against staff and board members personally profiting from a procurement decision in which they participated.

REPORT (COMPLIANT): The Library's procurement processes have oversight procedures to minimize the possibility of conflict of interest. Our processes are careful enough to ensure that conflict would be an uncommon event. Our procurement policy reflects this provision and it is posted on the Library's intranet. Also, Jefferson County has as part of the Personnel Rules, a "Conflict of Interest" policy which covers most significant issues of conflict and which is applicable to all library staff. The library's Policy Governance practices ensure this same oversight for board members.

I can report compliance.

11. **I shall not allow a purchase of \$10,000 or more without using either a negotiated procurement or a competitive bid process, whichever best serves the interests of the Library.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires that significant procurement decisions be competitive or otherwise made in the best interest of the library. Each such decision must demonstrate, as part of the procurement documents, to have been compliant.

REPORT (COMPLIANT): All procurements and purchases conform to this requirement and are documented in the procurement paperwork.

I can report compliance.

12. **I shall not fail to store and preserve Library records in accordance with a Records Retention schedule and program under the direction of the Jefferson County Records Management department.**

EXECUTIVE DIRECTOR INTERPRETATION: The library, as part of its normal practices must carefully preserve its operational history as reflected in its files and records.

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

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I can report compliance.

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

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

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

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: This means that our financial controls and practices must be conducted in a manner consistent with applicable standards of accountability as required by law and County practices. These standards are typically part of our routine audit reports or new standards from authorities such as GASB or GAAP.

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

I can report compliance.

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

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

REPORT (COMPLIANT): The County selects our external auditor; auditors that then proceed to evaluate our financial practices under commonly accepted standards and the terms of their contract. We have, from time to time, requested County approval for additional auditing services from the auditors, to help us document the value of some of our practices or to provide the Board with additional information. These requests are made and handled to ensure independent and accurate

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audits and are not in conflict with this policy provision.

I can report compliance.

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

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

REPORT (COMPLIANT): Much thoughtful work goes into our processes of service and support for the goals the community sets for itself. We can point to service output growth, productive partnerships, invitations to participate as players, high satisfaction approvals and general acceptance that we promote and maintain a positive image in the community.

I can report compliance.

17. I shall not change the organization’s name or substantially alter its identity.

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

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

I can report compliance.

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