

## memorandum

TO: Pam Nissler

FROM: Sandie Coutts

DATE: March 1, 2017

RE: Organizational Analysis.

JCPL's capacity to achieve our operational and strategic goals depends on us having appropriate staffing at all levels, and on clear alignment and distribution of functions throughout our organizational structure. To fully understand and respond to our current and future staffing needs, we must have an effective organizational framework.

Pam, you shared with SMT that the Library Board of Trustees has recently expressed some need to examine current staffing. The Library Benchmark Measure FTEs per 1000 capita indicates that we are below the 50<sup>th</sup> percentile as compared to our peers.

I am proposing that we contract with an outside consultant who has expertise in this field to conduct a thorough analysis of our organizational structure. The results of this analysis will identify opportunities to improve our organizational effectiveness and provide us with recommendations on both staffing levels and distribution of essential functions. An RFP is currently under County Attorney review and I expect that we will be bringing a contract to you for review in the near future.

## memorandum

to: Pam Nissler, Executive Director Jefferson County Public Library

from: Senior Management Team

re: Annual Maintenance of the Patron Database

date: 2/28/2017

### **Background**

The library annually deletes accounts that have not had any activity for three years. (This is a recommended practice from the State Library.) Last year it came to our attention that some accounts were not deleted due to unpaid fees. There are accounts that have not had any activity for 8 years, but are still in the database due to fines and fees attached to them. While the number of accounts is not large for any one year, the total is a significant amount. Surrounding libraries were polled about how they dealt with deleting inactive accounts and deleting accounts with a balance. We found that there is no consistency in how our neighboring libraries address this issue.

In addition we were notified by UMS, our vendor for account collections that effective June 15, 2016, the national credit reporting agencies place new, significant restrictions on accounts eligible for submittal. The new rules no longer allow the reporting of fines, tickets, and other assessments. The consumer reporting agencies have clarified with UMS that all library debt is encompassed in this exclusion. This means that new accounts will not be credit reported. The library will continue to contract with UMS using their "Gentle Nudge" process in an effort to ensure materials are returned or money is collected.

In researching what is on a consumer's credit report the following information was uncovered.

- The FDIC states "In most cases, a credit bureau may not report negative information that is more than seven years old, or bankruptcies that are more than 10 years old." (1)
- Transunion stated they maintain the database and only remove an item when a creditor asks to have it removed. (2)
- Several references were found that FICO does not report debts under \$100.00. But this seems to be the case only within an updated version of the software. Debts under \$100.00 are reported in an older version that is still used by some companies.(3)

### **Timeline**

#### **November 2016**

Public Services proposed changing how the library deletes inactive accounts to SMT. We did not propose an amnesty or fine forgiveness program. What we recommended was a standard process to delete inactive accounts with fees in order to maintain a current database.



## memorandum

It was our recommendation that we keep accounts with fees over \$25.00 for seven years and that we regularly delete all accounts at eight years of inactivity regardless of fines and fees on the account for the following reasons:

- This will allow the library to help a customer reconcile any amounts previously credit reported
- It follows the FDIC guidelines
- It will keep most accounts sent to UMS in the system in case the information is needed
- It allows routine maintenance of the database and ensures that inactive accounts are not continuing to build. This would become part of the normal annual purge.

### February 2017

Finance drafted two financial guidelines that clarified how patron records with fines should be deleted. See attached.

### March 2017

The Board is informed about the changes in the annual patron database maintenance and the two new financial guidelines.

### April 2017

The annual patron database maintenance is performed.

<b>2017 Patron Maintenance</b>	<b>Accounts</b>	<b>Fines/Fees owed</b>
Number of inactive patron accounts (3 years , 0 fines)	21,188	
Number of inactive accounts (3 years, fines under \$25.00)	12,653	\$73,425.00
Number of inactive patrons accounts older than 7 years (2008 and earlier)with fines	15,857	\$133,917.00
Total	49,698	\$207,342.00

1. <https://www.fdic.gov/consumers/assistance/protection/creditreport.html>
2. Transunion - doesn't do anything unless the creditor ask for it to be removed, they only maintain the report  
Phone call with a customer service representative 8/12/2016
3. <http://www.creditcards.com/credit-card-news/nuisance-debt-collections-under-100-score-1586.php>

## **ILS ACCOUNT MAINTENANCE AND WRITE OFF GUIDELINE**

### **A. Inactive for more than three years with balance less than \$25.00**

#### **Guideline:**

To update and purge accounts that have been inactive for three years and have a balance of less than \$25.00. To accurately report in the Integrated Library System (ILS) the active accounts for fines and fees from items not returned, lost or damaged, and to balance the collection effort for accounts that exceed three years of inactivity and dollar amount, this policy will identify these accounts and purge them from the ILS system annually.

#### **Overview:**

Patron accounts in the ILS can have overdue fines, fines for materials never returned to the Library and replacement fees for materials lost or damaged that are not returned to the collection. After a reasonable current effort to notify and collect fees from patrons, these accounts are turned over to Unique Management Services (UMS) for collection. UMS is a Library vendor that specializes in Library materials recovery and replacement. These patron accounts remain on the ILS while in collection and patron data is updated when available. The balances are tracked in the ILS only and not as an Accounts Receivable on the Library's financial statements. A best practice with patron accounts of this nature is to review the accounts as to collectability, amount and account inactivity and determine if the account should be purged.

This process is contained in the ILS only and is not reflected as a receivable or bad debt on the Library's financial statements.

#### **Purpose:**

To accurately report library fines in the ILS for patron accounts, annually the Jefferson County Public Library will review and purge accounts that have been inactive for three years and have a balance of less than \$25.00.

### **B. Inactive for more than seven years**

#### **Guideline:**

This process will update and purge accounts that meet the collection criteria established below and that have been inactive for seven years or more. This policy will facilitate a routine purge process to update the Integrated Library System (ILS) for accounts that have been inactive for seven years or more. These inactive accounts have fines and fees for Library materials not returned, lost or damaged, seven or more years of inactivity and the cost of collection effort and staff time does not justify maintaining the record in the ILS.

#### **Overview:**

Patron accounts in the ILS can have overdue fines, fines for materials never returned to the Library and replacement fees for materials lost or damaged. After a reasonable effort to notify and collect fines and fees from these patron accounts, Unique Management Services (UMS) takes the account for collection. UMS is a Library vendor that specializes in Library materials recovery and replacement. These patron accounts remain on the ILS system while in collection. When current patron information is located, the account is updated. A best practice with patron accounts of this nature is to review the accounts as to collectability, amount and account inactivity and determine if the account should be purged.

Best practices for receivables recommend that accounts be reviewed and purged as to collectability and cost of collection efforts. An annual adjustment reconciliation to write off the seventh year based on a routine scheduled account review will provide the support for why the files are purged.

**Purpose:**

In order to report library fines and fees in the ILS system for patron accounts accurately, Jefferson County Public Library will write off and purge any patron debts that have not been collected in a rolling seven-year cycle of inactivity, despite using established collection efforts.

Debt purged from the ILS system will meet the following criteria:

- The account will have been inactive for seven years
- The account has had no new debt assigned such as fines, replacement value of unreturned materials or collection fees during the period of inactivity
- The account has no documented circulation activity
- The account has no documented use of electronic resources activity

On an annual basis, Library staff will identify the debt eligible for ILS system purge. The Director of Budget and Finance and the Director of Public Services will present the recommended amount to purge from the system and any impact on the Library's financial statements, to the Library Director prior to deleting patron records.

The purge list will serve as backup documentation for any journal adjustment that may be needed to the financial records of the Library as a component unit of Jefferson County's financial statements.

<b>Edgewater Tenant Finish</b>	
<b>2016</b>	
August	Edgewater Community Open House
November	Residents of Edgewater vote to approve Civic Center project
<b>2017</b>	
January	Pam Nissler participates in the selection process of the City's architect/owner's representative for 20% schematic design
January	JCPL project team starts working
February	City design team tours Golden Library
February	IGA/Sample Lease drafted
February	Conversation to hire construction manager/owner's rep for the Library
February/March	JCPL team finalizing building plan based on service model
March	Donna to participate in Edgewater's RFQP process for a designer/architect for design/build
March/April	City to hold community meetings with Library
April	City design process to start
<b>2018</b>	
Summer	Anticipated grand opening of the Edgewater Civic Center

## memorandum



**TO:** Pam Nissler, Executive Director

**FROM:** Amber Fisher

**DATE:** March 1, 2017

**RE:** Trustee Email Accounts

Trustee email accounts are provided by the Library for the Trustees to use for Library business.

The Library Board is subject to the Colorado Open Meetings Law (C.R.S. 24-6-402) and the Colorado Open Records Act (C.R.S. 24-72-200).

C.R.S. 24-6-402(1)(b)

“Meeting” means any kind of gathering, convened to discuss public business, in person, by telephone, electronically, or by other means of communication.

**Jefferson County Public Library**  
**DRAFT BOARD OF TRUSTEES**  
**STUDY SESSION SCHEDULE**

Study Session Date	Topics
March 9, 2017 (2 hours)	<ul style="list-style-type: none"> <li>• Preview of March Columbine Community Meetings</li> <li>• Organizational Analysis – Information</li> <li>• Patron Database Maintenance</li> <li>• Edgewater Update</li> <li>• Trustee E-Mail &amp; Phone Practices</li> <li>• Draft Study Session Schedule (March – June 2017)</li> <li>• Nominations for Board Officers</li> </ul>
April 13, 2017 (2 hours)	<ul style="list-style-type: none"> <li>• Market Analysis Findings</li> <li>• 2017 Strategic Plan Update (1<sup>st</sup> Quarter)</li> <li>• 2017 1<sup>st</sup> Quarter Statistics</li> <li>• Governance. Guest: Jacqueline Murphy</li> <li>• Columbine Sorter (Contract Authorization at April 20 Board Meeting)</li> <li>• Edgewater Update</li> <li>• Intranet &amp; Records Management System (RMS) – (Contract Authorization at April 20 Board Meeting)</li> </ul>
May 11, 2017 (2 hours)	<ul style="list-style-type: none"> <li>• Edge, Impact, Project Outcome</li> <li>• Counting Opinions</li> <li>• Organizational Assessment Information (Contract Authorization at May 18 Board Meeting)</li> <li>• Edgewater Update</li> </ul>
June 8, 2017 (2 hours)	<ul style="list-style-type: none"> <li>• Draft Five-Year Plan</li> <li>• Draft Ten-Year Forecast</li> <li>• Draft 2018 Budget</li> <li>• Draft 2018 Strategic Plan</li> <li>• Edgewater Update</li> </ul>



## memorandum



**TO:** Pam Nissler, Executive Director  
Library Board of Trustees

**FROM:** Amber Fisher

**DATE:** March 1, 2017

**RE:** Bylaws, Process and Procedure for Nominations and Election of Board Officers

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

#### **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.

#### **PROCESS – EXAMPLE FROM 2016**

##### Nominating Committee report to the Board (Minutes of the February 18, 2016 Library Board Meeting)

- (1) **Nominating Committee Report:** Ben Davis, member of the nominating committee advised the Trustees that the recommendation of the committee is to keep same slate of officers. The nominations are: Brian DeLaet for Chair, Julia Hill-Nichols for Vice-Chair, and John Bodnar for Secretary.
- (2) **Board Acceptance of Slate of Officers for Vote at the March 2016 Board Meeting:** After some discussion, the Trustees were asked if they accepted the nominations as presented for voting at the March 17, 2016 board meeting. The Trustees indicated acceptance of the nominations for officers as presented.

#### **INCOMPLETE PROCESS FROM 2017**

##### Nominating Committee report to the Board (Minutes of the February 16, 2017 Board Meeting)

- (1) **Nominating Committee Report:** Trustees Deborah Deal and John Bodnar, members of the nominating committee, advised the Trustees that the nominations for Board Officers are: Julia Hill-Nichols for Chair, Charles Naumer for Vice-Chair, and Kim Johnson for Secretary.
- (2) **No Board Acceptance of Slate of Officers for Vote at the March 16, 2017 Board Meeting:** There was discussion on the decision process including the committee's intent to move people through the officer positions and share the responsibilities. The Chair expressed objection to the nominations. The Board did not continue the discussion to acceptance of the nominations.

#### **PROCEDURE**

The Library Board of Trustees brings this forward for discussion and determines the slate of officers for voting at the March 16, 2017 Board Meeting. The slate of officers can be those officers as recommended by the nominating committee and/or any additional nominations for any office. There is nothing to preclude more than one consideration for any office or any one withdrawing from consideration.

If the Library Board is not ready to hold the election of officers at the March 16, 2017 Board Meeting, there should be a motion introduced that: (1) sets aside the election requirements in the Board Bylaws and delays the election to a future Board meeting (specific date of that Board meeting is required); (2) and extends the terms of the current Board officers to serve until that specific Board meeting date when the vote will be held.