BOARD STUDY SESSION

DATE: February 13, 2020
TIME: 5:30 P.M.
PLACE: Administration Conference Room
10200 W. 20th Avenue
Lakewood, CO 80215

TOPICS:
• Financial Review
  o 2019 Financial Tables
  o Carryforward Information
  o Budget Supplemental Information
• New Open Meeting and Public Comment Information
• 2019 Strategic Plan Achievements
• Trustees Review Proposed Policy Governance: Monitoring Reports
  o 2.0 General Management Constraints
  o 2.1 Treatment of Patrons
  o 2.2 Treatment of Staff
  o 2.3 Financial Condition and Activities
  o 2.4 Asset Protection
• Tolin Contract Information
To: Donna Walker, Executive Director  
From: Barbara Long, Assistant Director for Finance & Budget  
Re: Finance Monthly Report  
Date: February 2020  

A. **Budget to Actual Tables**

The Budget to Actual Tables for January 2020 will be forwarded before the meeting and will include the analysis discussion.

B. **Updated 2019 Financial Tables**

Updated 2019 financial tables are attached. Although the financial year is not officially over until the County audit is complete, these tables include all expected revenue and expenses. 2019 property tax revenue came in under budget and library fine revenue was also under budget due to the implementation of auto renewal later in the year. These revenue shortfalls were somewhat offset by increased investment income. Contributions from the Library Foundation also exceeded the budgeted amount for 2019.

Savings were realized in almost every category of operating expense. Unspent contingency funds of $156K are included in the “Services and Charges” line.

The format of Table 2, Fund Balance, is modified to reflect the Board’s policy on reserve funds and displays year-end funds committed to capital projects and the reserve fund balance for 2018 and 2019.

C. **Project Carryforward Request**

Several capital projects which were funded in 2019 were in progress at the end of the year and have continued into 2020. Project funding in the following amounts makes up the Library’s request:

<table>
<thead>
<tr>
<th>Project</th>
<th>Amount</th>
<th>Projected Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARM-01 Capital Maintenance (Admin Project)</td>
<td>57,000</td>
<td>Q2, 2020</td>
</tr>
<tr>
<td>ARM-04 Book Sorter Replacement (Lakewood)</td>
<td>170,000</td>
<td>Complete</td>
</tr>
<tr>
<td>16-14 High Availability Internet Redundancy</td>
<td>41,000</td>
<td>Q1, 2020</td>
</tr>
<tr>
<td>18-07 LSC Garage &amp; Loading Dock</td>
<td>122,583</td>
<td>Q2, 2020</td>
</tr>
<tr>
<td>18-08 Bookmobile Replacement</td>
<td>400,000</td>
<td>2021</td>
</tr>
<tr>
<td>19-02 Document Management System</td>
<td>160,000</td>
<td>June, Phase I</td>
</tr>
<tr>
<td>18-01 Belmar Library Remodel</td>
<td>4,602,522</td>
<td>Q2, 2020</td>
</tr>
<tr>
<td>19-03 South County Library</td>
<td>344,100</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Total Carryforward Request** 5,897,205
The amount of carryforward funding requested is either equal to or less than the balance of unspent funds at the end of the year. For the first three projects on the list: Capital Maintenance, Lakewood Sorter Replacement and Internet Redundancy, the funding request is less than the total project balance and is based on outstanding purchase orders. The request for the remaining projects is for the full amount of the project budget.

**Action Item:** I recommend that the Library Board of Trustees authorize the Executive Director to submit a carryforward budget amendment in the amount of $5,897,205. This item will be placed on the consent agenda for the February 20, 2020 Library Board meeting unless otherwise instructed by the Board.

D. **Budget Supplemental Request**

The Library is planning to purchase a new bookmobile in 2020. Funding for the new bookmobile of $200,000 was included in the Library’s capital budget both in 2018 and 2019. Accumulated funds of $400,000 are in the Library’s project carryforward request. Part of the monthly expense for operating the bookmobile has been a payment into the County’s fleet replacement fund for the purpose of offsetting the cost of a new vehicle purchase. The Library’s bookmobile is a specialized vehicle which is no longer considered part of the County’s fleet and the monthly payment into the fleet fund was discontinued in November of 2019. This supplemental request is to recognize additional revenue of $147,441 which will be transferred from the fleet replacement fund to the Library and to increase the budget for the new bookmobile by this amount. With this transfer, the total budget available for the new bookmobile will be $547,441.

**Action Item:** I recommend that the Library Board of Trustees authorize the Executive Director to submit a budget supplemental request in the amount of $147,441 for the transfer from the fleet fund to the library fund for the new bookmobile. This item will be placed on the consent agenda for the February 20, 2020 Library Board meeting unless otherwise instructed by the Board.
# TABLE 1
**JEFFERSON COUNTY PUBLIC LIBRARY**
**TOTAL FUND SUMMARY**
**2019 ACTUAL TO BUDGET**

<table>
<thead>
<tr>
<th>Sources and Uses of Funds</th>
<th>2018 Amended Budget</th>
<th>2018 Actual</th>
<th>2019 Amended Budget</th>
<th>YTD Actual 12/31/2019</th>
<th>$ Variance 2019 Budget</th>
<th>Budget to Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sources of Funds</strong></td>
<td>4.000</td>
<td>4.500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Taxes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Tax - Operating</td>
<td>$35,613,839</td>
<td>$35,191,405</td>
<td>$40,428,530</td>
<td>$39,762,957</td>
<td>$(665,573)</td>
<td>-2%</td>
</tr>
<tr>
<td>Property Tax - Capital</td>
<td>1,673,653</td>
<td>1,655,348</td>
<td>1,949,693</td>
<td>1,917,925</td>
<td>(31,768)</td>
<td>-2%</td>
</tr>
<tr>
<td><strong>Total Taxes</strong></td>
<td>$37,287,492</td>
<td>$36,846,753</td>
<td>$42,378,223</td>
<td>$41,680,882</td>
<td>(697,341)</td>
<td>-2%</td>
</tr>
<tr>
<td><strong>Federal &amp; State Grants</strong></td>
<td>$133,000</td>
<td>$130,042</td>
<td>$130,000</td>
<td>$128,084</td>
<td>(1,916)</td>
<td>-1%</td>
</tr>
<tr>
<td><strong>Fines &amp; Fees</strong></td>
<td>530,850</td>
<td>495,864</td>
<td>492,731</td>
<td>435,234</td>
<td>(57,497)</td>
<td>-12%</td>
</tr>
<tr>
<td><strong>Other Revenue</strong></td>
<td>329,400</td>
<td>924,514</td>
<td>495,000</td>
<td>1,130,422</td>
<td>635,422</td>
<td>128%</td>
</tr>
<tr>
<td><strong>Total Other Revenues</strong></td>
<td>$993,250</td>
<td>$1,550,420</td>
<td>$1,117,731</td>
<td>$1,693,740</td>
<td>$576,009</td>
<td>52%</td>
</tr>
<tr>
<td><strong>Sub Total Revenues</strong></td>
<td>$38,280,742</td>
<td>$38,397,173</td>
<td>$43,495,954</td>
<td>$43,374,622</td>
<td>$(121,332)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Fund Balance Activity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer from FB - Capital Projects</td>
<td>3,946,044</td>
<td>3,248,054</td>
<td>-</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer to Fund Balance</td>
<td>-</td>
<td>1,365,309</td>
<td>-</td>
<td>4,554,144</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td><strong>Total Sources of Funds</strong></td>
<td>$42,226,786</td>
<td>$37,031,864</td>
<td>$46,744,008</td>
<td>$38,820,479</td>
<td>$(7,923,529)</td>
<td>-17%</td>
</tr>
<tr>
<td><strong>Uses of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Employee Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$13,566,138</td>
<td>$13,365,746</td>
<td>$14,766,591</td>
<td>$14,352,310</td>
<td>$(414,281)</td>
<td>-3%</td>
</tr>
<tr>
<td>Benefits</td>
<td>4,213,500</td>
<td>3,988,172</td>
<td>4,818,086</td>
<td>4,370,694</td>
<td>(447,392)</td>
<td>-9%</td>
</tr>
<tr>
<td><strong>Total Salaries &amp; Benefits</strong></td>
<td>$17,779,638</td>
<td>$17,353,918</td>
<td>$19,584,677</td>
<td>$18,723,004</td>
<td>$(861,673)</td>
<td>-4%</td>
</tr>
<tr>
<td>Library Books &amp; Materials</td>
<td>$8,273,586</td>
<td>$8,170,418</td>
<td>$8,139,065</td>
<td>$7,777,885</td>
<td>$(361,180)</td>
<td>-4%</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,470,059</td>
<td>1,283,607</td>
<td>1,612,418</td>
<td>1,343,160</td>
<td>(269,258)</td>
<td>-17%</td>
</tr>
<tr>
<td>Vehicles</td>
<td>140,000</td>
<td>104,805</td>
<td>-</td>
<td>-</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Services &amp; Charges</td>
<td>4,840,532</td>
<td>3,407,329</td>
<td>4,245,804</td>
<td>3,868,947</td>
<td>(376,857)</td>
<td>-9%</td>
</tr>
<tr>
<td>Internal Transactions /Cost Allocation</td>
<td>1,748,514</td>
<td>1,776,357</td>
<td>1,886,026</td>
<td>1,983,894</td>
<td>97,868</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total Operating Expenditures</strong></td>
<td>$34,252,329</td>
<td>$32,096,434</td>
<td>$35,467,990</td>
<td>$33,696,891</td>
<td>$(7,771,099)</td>
<td>-5%</td>
</tr>
<tr>
<td><strong>Financing &amp; Debt Service</strong></td>
<td>$1,486,667</td>
<td>$1,486,667</td>
<td>$1,486,432</td>
<td>$1,448,432</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>$6,487,790</td>
<td>$3,448,762</td>
<td>$9,827,586</td>
<td>$3,675,156</td>
<td>$(6,152,430)</td>
<td>-63%</td>
</tr>
<tr>
<td><strong>Total Uses of Funds</strong></td>
<td>$42,226,786</td>
<td>$37,031,864</td>
<td>$46,744,008</td>
<td>$38,820,479</td>
<td>$(7,923,529)</td>
<td>-17%</td>
</tr>
</tbody>
</table>
### TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY  
FUND BALANCE SUMMARY  
2019 ACTUAL TO BUDGET

<table>
<thead>
<tr>
<th></th>
<th>2018 Amended Budget</th>
<th>2018 Actual</th>
<th>2019 Amended Budget</th>
<th>YTD Actual 12/31/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Fund Balance</strong></td>
<td>$17,491,968</td>
<td>$18,164,234</td>
<td>$18,164,234</td>
<td>$19,529,543</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td>$36,607,089</td>
<td>$36,741,825</td>
<td>$41,546,261</td>
<td>$41,456,697</td>
</tr>
<tr>
<td>Capital Funding</td>
<td>$1,673,653</td>
<td>$1,655,348</td>
<td>$1,949,693</td>
<td>$1,917,925</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$38,280,742</td>
<td>$38,397,173</td>
<td>$43,495,954</td>
<td>$43,374,622</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>$34,252,329</td>
<td>$32,096,434</td>
<td>$35,467,990</td>
<td>$33,696,891</td>
</tr>
<tr>
<td>Debt Service</td>
<td>$1,486,667</td>
<td>$1,486,667</td>
<td>$1,448,432</td>
<td>$1,448,432</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>$6,487,790</td>
<td>$3,448,762</td>
<td>$9,827,586</td>
<td>$3,675,156</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$42,226,786</td>
<td>$37,031,864</td>
<td>$46,744,008</td>
<td>$38,820,479</td>
</tr>
<tr>
<td><strong>Increase/(Decrease) in Fund Balance</strong></td>
<td>$(3,946,044)</td>
<td>$(1,365,309)</td>
<td>$(3,248,054)</td>
<td>$4,554,144</td>
</tr>
<tr>
<td><strong>Ending Fund Balance</strong></td>
<td>$13,545,924</td>
<td>$19,529,543</td>
<td>$14,916,180</td>
<td>$24,083,686</td>
</tr>
<tr>
<td>Committed to Capital Projects</td>
<td>$1,160,331</td>
<td>$1,160,331</td>
<td>$1,160,331</td>
<td>$5,897,205</td>
</tr>
<tr>
<td><strong>Reserve Fund Balance</strong></td>
<td>$18,369,212</td>
<td>$18,369,212</td>
<td>$18,369,212</td>
<td>$18,369,212</td>
</tr>
</tbody>
</table>

#### Reserve Fund Balance Policy Calculation

<table>
<thead>
<tr>
<th>Year-End Reserve Fund Balance</th>
<th>2018 Budget</th>
<th>2018 Actual</th>
<th>2019 Amended Budget</th>
<th>2019 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>16% - Current Year Budgeted Revenues</td>
<td>$6,124,919</td>
<td>$6,959,353</td>
<td>$6,124,919</td>
<td>$6,959,353</td>
</tr>
<tr>
<td>9% - Current Year Budgeted Revenues - Uncertainty</td>
<td>$3,445,267</td>
<td>$3,914,636</td>
<td>$3,445,267</td>
<td>$3,914,636</td>
</tr>
<tr>
<td><strong>Total Minimum F/B Reserve Requirements (FLOOR)</strong></td>
<td><strong>$9,570,186</strong></td>
<td><strong>$10,873,989</strong></td>
<td><strong>$9,570,186</strong></td>
<td><strong>$10,873,989</strong></td>
</tr>
<tr>
<td>50% of Current Year Budgeted Revenues</td>
<td>$19,140,371</td>
<td>$21,747,977</td>
<td>$19,140,371</td>
<td>$21,747,977</td>
</tr>
<tr>
<td><strong>Total Maximum F/B Reserve Requirements (CEILING)</strong></td>
<td><strong>$19,140,371</strong></td>
<td><strong>$21,747,977</strong></td>
<td><strong>$19,140,371</strong></td>
<td><strong>$21,747,977</strong></td>
</tr>
<tr>
<td>Above/(Below) Minimum (FLOOR)</td>
<td>$(8,799,026)</td>
<td>$(7,312,493)</td>
<td>$(8,799,026)</td>
<td>$(7,312,493)</td>
</tr>
<tr>
<td>Above/(Below) Maximum (CEILING)</td>
<td>$(771,159)</td>
<td>$(3,561,496)</td>
<td>$(771,159)</td>
<td>$(3,561,496)</td>
</tr>
</tbody>
</table>
| Sources and Uses of Funds | 2018 Amended Budget | 2018 Actual | 2019 Amended Budget | YTD Actual 12/31/2019 | Projected Year End 2019 | Variance 2019
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sources of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Taxes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$35,518,639</td>
<td>$35,130,173</td>
<td>$41,376,815</td>
<td>$40,702,633</td>
<td>$40,702,633</td>
<td>$(739,182)</td>
</tr>
<tr>
<td>Prior Year Cancellations</td>
<td>(27,635)</td>
<td></td>
<td>(80,608)</td>
<td>-</td>
<td>-</td>
<td>80,608</td>
</tr>
<tr>
<td>Urban Renewal</td>
<td>-</td>
<td></td>
<td>(996,510)</td>
<td>-</td>
<td>(1,068,555)</td>
<td>(72,045)</td>
</tr>
<tr>
<td>Penalties &amp; Interest</td>
<td>26,668</td>
<td>20,294</td>
<td>23,330</td>
<td>47,267</td>
<td>47,267</td>
<td>23,937</td>
</tr>
<tr>
<td><strong>Total Taxes</strong></td>
<td>$35,613,839</td>
<td>$35,191,405</td>
<td>$40,428,530</td>
<td>$39,762,957</td>
<td>$39,762,957</td>
<td>$(665,573)</td>
</tr>
<tr>
<td><strong>Federal &amp; State Grants</strong></td>
<td>$133,000</td>
<td>$130,042</td>
<td>$130,000</td>
<td>$128,084</td>
<td>$128,084</td>
<td>$(1,916)</td>
</tr>
<tr>
<td>Library Fines</td>
<td>395,800</td>
<td>367,082</td>
<td>365,000</td>
<td>309,575</td>
<td>309,575</td>
<td>(56,425)</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>135,050</td>
<td>128,782</td>
<td>127,731</td>
<td>125,659</td>
<td>125,659</td>
<td>(2,072)</td>
</tr>
<tr>
<td>Investment Income</td>
<td>241,400</td>
<td>592,860</td>
<td>840,595</td>
<td>840,595</td>
<td>518,595</td>
<td>(322,000)</td>
</tr>
<tr>
<td>Library Foundation</td>
<td>30,000</td>
<td>188,415</td>
<td>85,000</td>
<td>93,865</td>
<td>93,865</td>
<td>5,865</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>-</td>
<td>36,170</td>
<td>18,145</td>
<td>18,145</td>
<td>18,145</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$36,607,089</td>
<td>$36,741,825</td>
<td>$41,546,261</td>
<td>$41,456,697</td>
<td>$41,456,697</td>
<td>$(89,564)</td>
</tr>
<tr>
<td><strong>Uses of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Employee Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$12,268,624</td>
<td>$11,373,583</td>
<td>$13,872,155</td>
<td>$12,442,452</td>
<td>$12,442,452</td>
<td>$(1,429,703)</td>
</tr>
<tr>
<td>Awards &amp; Bonuses</td>
<td>120,000</td>
<td>-</td>
<td>125,000</td>
<td>-</td>
<td>(125,000)</td>
<td></td>
</tr>
<tr>
<td>Temporary Salaries</td>
<td>2,063,934</td>
<td>1,832,115</td>
<td>2,080,360</td>
<td>1,828,944</td>
<td>1,828,944</td>
<td>(251,416)</td>
</tr>
<tr>
<td>Overtime</td>
<td>14,130</td>
<td>1,860</td>
<td>7,130</td>
<td>2,719</td>
<td>2,719</td>
<td>(4,411)</td>
</tr>
<tr>
<td>Vacancy Savings</td>
<td>(900,550)</td>
<td>-</td>
<td>(1,318,054)</td>
<td>-</td>
<td>(1,318,054)</td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td>4,213,500</td>
<td>3,988,172</td>
<td>4,818,086</td>
<td>4,370,694</td>
<td>4,370,694</td>
<td>(447,392)</td>
</tr>
<tr>
<td><strong>Total Salaries &amp; Benefits</strong></td>
<td>$17,779,638</td>
<td>$17,353,918</td>
<td>$19,584,677</td>
<td>$18,723,004</td>
<td>$18,723,004</td>
<td>$(861,673)</td>
</tr>
<tr>
<td>Library Books &amp; Materials</td>
<td>$6,907,000</td>
<td>$6,859,918</td>
<td>$6,768,000</td>
<td>$6,578,114</td>
<td>$6,578,114</td>
<td>(189,886)</td>
</tr>
<tr>
<td>Library Computer Materials</td>
<td>1,234,706</td>
<td>1,176,240</td>
<td>1,173,185</td>
<td>1,077,497</td>
<td>1,077,497</td>
<td>(95,688)</td>
</tr>
<tr>
<td>Library Periodicals</td>
<td>131,880</td>
<td>134,260</td>
<td>197,860</td>
<td>122,274</td>
<td>122,274</td>
<td>(75,606)</td>
</tr>
<tr>
<td>Sub-Total Library Collections</td>
<td>8,273,586</td>
<td>8,170,418</td>
<td>8,199,065</td>
<td>7,777,885</td>
<td>7,777,885</td>
<td>(361,180)</td>
</tr>
<tr>
<td>Supplies</td>
<td>$1,470,059</td>
<td>$1,283,807</td>
<td>$1,612,418</td>
<td>$1,343,160</td>
<td>$1,343,160</td>
<td>(269,258)</td>
</tr>
<tr>
<td>Vehicles</td>
<td>140,000</td>
<td>104,805</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Direct Internal Charges</td>
<td>140,762</td>
<td>173,788</td>
<td>196,162</td>
<td>143,837</td>
<td>143,837</td>
<td>(52,345)</td>
</tr>
<tr>
<td>Indirect Cost Allocation</td>
<td>929,085</td>
<td>929,085</td>
<td>1,067,744</td>
<td>1,067,744</td>
<td>1,067,744</td>
<td></td>
</tr>
<tr>
<td>Intra County Transactions</td>
<td>678,667</td>
<td>673,484</td>
<td>622,100</td>
<td>722,313</td>
<td>722,313</td>
<td>150,213</td>
</tr>
<tr>
<td><strong>Total Supplies and Other</strong></td>
<td>$16,472,691</td>
<td>$16,472,517</td>
<td>$15,883,313</td>
<td>$14,973,887</td>
<td>$14,973,887</td>
<td>$(909,426)</td>
</tr>
<tr>
<td><strong>Total Uses of Funds</strong></td>
<td>$34,252,329</td>
<td>$32,096,434</td>
<td>$35,467,990</td>
<td>$33,696,891</td>
<td>$33,696,891</td>
<td>$(1,771,099)</td>
</tr>
</tbody>
</table>
## TABLE 4
**JEFFERSON COUNTY PUBLIC LIBRARY**
**DEBT SERVICE DETAIL**
**2019 ACTUAL TO BUDGET**

<table>
<thead>
<tr>
<th>Sources and Uses of Funds</th>
<th>2018 Budget</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>YTD Actual 12/31/2019</th>
<th>Projected Year End 2019</th>
<th>Variance 2019 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Principal - Arvada (2005-2024)</strong></td>
<td>$528,501</td>
<td>$528,501</td>
<td>$539,667</td>
<td>$539,667</td>
<td>$539,667</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Interest - Arvada (2005-2024)</strong></td>
<td>94,823</td>
<td>94,823</td>
<td>82,192</td>
<td>82,192</td>
<td>82,192</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Principal - Refunding Series 2013</strong></td>
<td>$608,264</td>
<td>608,264</td>
<td>608,264</td>
<td>608,264</td>
<td>608,264</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Interest - Refunding Series 2013</strong></td>
<td>91,544</td>
<td>91,544</td>
<td>61,695</td>
<td>61,695</td>
<td>61,695</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Principal - COP - Capital Projects</strong></td>
<td>142,143</td>
<td>142,143</td>
<td>142,143</td>
<td>142,143</td>
<td>142,143</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Interest - COP - Capital Projects</strong></td>
<td>21,392</td>
<td>21,392</td>
<td>14,472</td>
<td>14,472</td>
<td>14,472</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total Debt Service</strong></td>
<td>$1,486,667</td>
<td>$1,486,667</td>
<td>$1,448,432</td>
<td>$1,448,432</td>
<td>$1,448,432</td>
<td>$ -</td>
</tr>
</tbody>
</table>

### Arvada
- **Total Issue $8,886,000**
- **Term 2005-2024**
- **Use - Arvada Library Facility**

### Build America Bonds
- **Total Issue $6,293,000**
- **Term 2011-2020**
- **Use - Lakewood HVAC**
- **Energy Conservation**
- **Book Sorters**
- **Library Service Center Remodel**

### Certificates of Participation (COP)
- **Total Issue $995,000**
- **Term 2014-2020**
- **Use - Belmar Roof Replacement**
- **Columbine HVAC**
- **Columbine Parking Lot**
- **Standley Lake Parking Lot**
### TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY CAPITAL IMPROVEMENT PROJECTS 2019 ACTUAL TO BUDGET

<table>
<thead>
<tr>
<th>Sources and Uses of Funds</th>
<th>2018 Amended Budget</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2019 Amended Budget</th>
<th>YTD Actual 12/31/2019</th>
<th>Projected Year End 2019</th>
<th>Variance 2019 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sources of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Tax - Capital - 4.5%</td>
<td>$1,673,653</td>
<td>$1,655,348</td>
<td>$1,949,693</td>
<td>$1,949,693</td>
<td>$1,917,925</td>
<td>$1,917,925</td>
<td>$31,768</td>
</tr>
<tr>
<td>Transfer from FB - Edgewater Library Project</td>
<td>2,600,000</td>
<td>2,600,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer from FB - Capital Expenses</td>
<td>1,346,044</td>
<td>1,346,044</td>
<td>1,929,890</td>
<td>3,248,054</td>
<td>3,248,054</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Sources of Funds</strong></td>
<td>$5,619,697</td>
<td>$5,601,392</td>
<td>$3,879,583</td>
<td>$5,197,747</td>
<td>$1,917,925</td>
<td>$5,165,979</td>
<td>$(31,768)</td>
</tr>
</tbody>
</table>

| Uses of Funds |                     |             |             |                     |                        |                         |                      |
| Annual Replacement & Maintenance Program (ARM) and Recurring Projects |                     |             |             |                     |                        |                         |                      |
| ARM-01 Capital Maintenance | $370,000 | $348,088 | $200,000 | $329,559 | $238,497 | $238,497 | $91,062 |
| ARM-02 Furniture & Equipment | $36,000 | $17,724 | $36,000 | $16,175 | $16,175 | - | 19,825 |
| ARM-03 Computer Replacement Plan | 250,000 | 250,000 | 200,868 | 200,868 | 49,133 | - | - |
| ARM-04 Book Sorter Replacement | 350,000 | 88,954 | 250,000 | 238,497 | 238,497 | - | 19,825 |
| ARM-05 IT Infrastructure Replacement | 351,650 | 210,774 | 200,000 | 200,000 | 128,989 | 128,989 | 71,011 |
| Alternative Services | - | - | 250,000 | 250,000 | 250,000 | 250,000 | - |

2016 Projects

| 16-10 Intranet/Document Management | $171,282 | $57,920 | $200,000 | $329,559 | $238,497 | $238,497 | - |
| 16-13 III Database Server | - | 5,560 | - | - | - | - | - |
| 16-14 High Availability Internet Redundancy | 36,000 | 36,000 | 72,000 | 72,000 | - | - | 72,000 |

2017 Projects

| 17-01 Evergreen HVAC Rebuild | $57,536 | $57,536 | $172,000 | $329,559 | $238,497 | $238,497 | - |
| 17-02 Entry Door Replacement | 18,600 | 29,605 | 18,600 | 18,600 | - | - | 18,600 |
| 17-11 Long-Range Facilities Master Plan | 30,960 | 30,960 | 30,960 | 30,960 | - | - | 30,960 |
| 17-13 Standley Lake Outdoor Learning Env. | 45,200 | 20,735 | 20,000 | 20,000 | 72,195 | 72,195 | - |

2018 Projects

| 18-02 Lakewood Fence Replacement | $55,000 | $55,000 | $35,000 | $35,000 | $35,000 | - | 35,000 |
| 18-04 Lakewood Admin Restroom Remodel | 48,000 | - | 48,000 | 48,000 | - | - | - |
| 18-05 Evergreen Parking Lot | 125,000 | - | 125,000 | 125,000 | 175,008 | 175,008 | (3,008) |
| 18-06 Sorter Replacement 0 2 sites | 500,000 | - | 500,000 | 500,000 | - | - | - |
| 18-07 LSC Garage & Loading Dock Planning | 10,000 | 150,000 | 169,531 | 46,948 | 46,948 | 122,583 |
| 18-08 Bookmobile Replacement Sinking Fund | 200,000 | 200,000 | 400,000 | 400,000 | - | - | 400,000 |

2019 Projects

| 19-01 Standley Lake Clerestory Roof | - | $35,000 | $35,000 | - | - | - | 35,000 |
| 19-02 Document Management System | - | - | 60,000 | 60,000 | - | - | 60,000 |

Multi-Year Construction Projects

| 16-16 Columbine Library Remodel | $798,342 | $126,270 | $190,500 | $190,500 | - | - | - |
| 17-07 Edgewater Library | 2,684,220 | 2,195,273 | 6,423,500 | 6,423,500 | 139,175 | 139,175 | 139,175 |
| 18-01 Belmar Library Remodel | 350,000 | 96,194 | 6,423,500 | 6,423,500 | 6,423,500 | 6,423,500 | 4,602,522 |
| 19-03 South County Library | - | 350,000 | 350,000 | 350,000 | 5,900 | 5,900 | 344,100 |
| **Total Capital Projects** | $6,487,790 | $3,448,762 | $8,190,500 | $9,827,586 | $3,675,156 | $3,675,156 | $6,152,430 |

| Bookmobile Sinking Fund Reserve | $200,000 | $200,000 | $200,000 | $200,000 | - | - | - |

<p>| Balance | $200,000 | $200,000 | $200,000 | $200,000 | - | - | - |</p>
<table>
<thead>
<tr>
<th>Project</th>
<th>2019 Amended Budget</th>
<th>YTD Actual 12/31/19</th>
<th>YTD Encumbrances 12/31/19</th>
<th>YTD Total Actual + Enc</th>
<th>Remaining Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARM-01 Capital Maintenance</td>
<td>$329,559</td>
<td>$238,497</td>
<td></td>
<td>$238,497</td>
<td>$91,062</td>
</tr>
<tr>
<td>ARM-02 Furniture &amp; Equipment</td>
<td>36,000</td>
<td>16,175</td>
<td></td>
<td>16,175</td>
<td>19,825</td>
</tr>
<tr>
<td>ARM-03 Computer Replacement Plan</td>
<td>250,000</td>
<td>200,868</td>
<td></td>
<td>200,868</td>
<td>49,133</td>
</tr>
<tr>
<td>ARM-04 Book Sorter Replacement</td>
<td>250,000</td>
<td>59,862</td>
<td></td>
<td>59,862</td>
<td>190,138</td>
</tr>
<tr>
<td>ARM-05 IT Infrastructure Replacement</td>
<td>200,000</td>
<td>128,989</td>
<td></td>
<td>128,989</td>
<td>71,011</td>
</tr>
<tr>
<td>Library Alternative Services</td>
<td>250,000</td>
<td>246,753</td>
<td></td>
<td>246,753</td>
<td>3,247</td>
</tr>
<tr>
<td>16-14 High Availability Internet Redundancy</td>
<td>72,000</td>
<td>-</td>
<td></td>
<td>-</td>
<td>72,000</td>
</tr>
<tr>
<td>17-13 Standley Lake Outdoor Learning Envir.</td>
<td>67,014</td>
<td>72,195</td>
<td></td>
<td>72,195</td>
<td>(5,181)</td>
</tr>
<tr>
<td>18-05 Evergreen Parking Lot</td>
<td>172,000</td>
<td>175,008</td>
<td></td>
<td>175,008</td>
<td>(3,008)</td>
</tr>
<tr>
<td>18-07 LSC Garage &amp; Loading Dock</td>
<td>169,531</td>
<td>46,948</td>
<td></td>
<td>46,948</td>
<td>122,583</td>
</tr>
<tr>
<td>18-08 Bookmobile Replacement</td>
<td>400,000</td>
<td>-</td>
<td></td>
<td>-</td>
<td>400,000</td>
</tr>
<tr>
<td>19-01 Standley Lake Clerestory Roof</td>
<td>35,000</td>
<td>-</td>
<td></td>
<td>-</td>
<td>35,000</td>
</tr>
<tr>
<td>19-02 Document Management System</td>
<td>160,000</td>
<td>-</td>
<td></td>
<td>-</td>
<td>160,000</td>
</tr>
<tr>
<td><strong>Multi-Year Projects Construction Projects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17-07 Edgewater Library</td>
<td>139,175</td>
<td>139,175</td>
<td></td>
<td>139,175</td>
<td>-</td>
</tr>
<tr>
<td>18-01 Belmar Library Remodel</td>
<td>6,947,307</td>
<td>2,344,785</td>
<td></td>
<td>2,344,785</td>
<td>4,602,522</td>
</tr>
<tr>
<td>19-03 South County Library</td>
<td>350,000</td>
<td>5,900</td>
<td></td>
<td>5,900</td>
<td>344,100</td>
</tr>
<tr>
<td><strong>Total Capital Projects</strong></td>
<td>$9,827,586</td>
<td>$3,675,156</td>
<td></td>
<td>$3,675,156</td>
<td>$6,152,430</td>
</tr>
</tbody>
</table>
TO: Donna Walker, Executive Director

FROM: Amber Fisher, Executive Assistant

RE: Proposed adjustments to Bylaws and Sunshine Resolution
   • H.B. 19-1087 Public Meetings – notice – online posting

DATE: February 4, 2020

The Library Board of Trustees is authorized and empowered to govern the Library under the provisions of the Colorado Library Law.

**TITLE 24 ARTICLE 90 LIBRARY LAW** CRS 24-90-109 Powers and duties of board of trustees
(1) The board of trustees shall: (a) Adopt such bylaws, rules, and regulations for its own guidance and policies for the governance of the library as it deems expedient. The bylaws shall include, but not be limited to, provisions for the definition of good cause to be applied in the removal of a trustee pursuant to section 24-90-108 (5); designation of those officers to be appointed or elected and the manner of such appointment or election; rules and regulations for the conducting of meetings; rules for public participation in meetings; and procedures for amending the bylaws.

Recent changes to the Colorado Sunshine Law Part 4. Open Meetings Law have prompted a review of the Board’s Bylaws and Sunshine Resolution. This memo outlines the proposed adjustments to bring everything up to date and more fully into compliance.

**H.B. 19-1087 Public Meetings – notice – online posting**
The Governor approved HB19-1087 on April 25, 2019 with an effective date of August 2, 2019. Previous law required local governments to post notices of public meetings required by the state open meetings law in physical locations. This act allows a local government to post the notices on the local government’s website. A local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body.

I am recommending the following adjustments to the Library Board Bylaws and the Sunshine Resolution:
Bylaws for the Jefferson County Public Library Board of Trustees

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 on the Library’s public website. 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.

Sunshine Resolution:
WHEREAS, HB19-1087 was approved by the Governor on April 25, 2019 with an effective date of August 2, 2019. A local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the Jefferson County Public Library hereby designates a public bulletin board in each branch of the Jefferson County Public Library the public website jeffcolibrary.org as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Attachments:
1. Bylaws with proposed adjustments
2. Sunshine Resolution with proposed adjustments
Bylaws for the Jefferson County Public Library Board of Trustees

Adopted: March 21, 2019

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 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 on the Library’s public website. 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. Public participation/comment will be governed by these Bylaws and the Library Board’s Governing Policies, rules of order and procedure for public comment at Board meetings.

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.
WHEREAS, effective June 1, 1991, the Board of Trustees of the Jefferson County Public Library is subject to the provisions of Senate Bill 91-33 (the "Colorado Sunshine Act"); and

WHEREAS, pursuant to Section 24-6-402(2) (c), the Board is required to give notice of meetings, which notice must be posted in a designated public place within the boundaries of the local body no less than twenty-four (24) hours prior to the meeting; and

WHEREAS, the public place in which such notice will be posted must be designated annually.

WHEREAS, the notice must include specific agenda information where possible.

WHEREAS, HB19-1087 was approved by the Governor on April 25, 2019 with an effective date of August 2, 2019. A local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the Jefferson County Public Library hereby designates the public bulletin board in each branch of the Jefferson County Public Library the public website jeffcolibrary.org as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Date: March 19, 2020
TO: Donna Walker, Executive Director
FROM: Amber Fisher, Executive Assistant
RE: Proposed adjustments to Bylaws and Governing Policy 4.3
- Public Comment/Public Participation at Board Meetings

DATE: February 4, 2020

The Library Board of Trustees is authorized and empowered to govern the Library under the provisions of the Colorado Library Law.

TITLE 24 ARTICLE 90 LIBRARY LAW CRS 24-90-109 Powers and duties of board of trustees
(1) The board of trustees shall: (a) Adopt such bylaws, rules, and regulations for its own guidance and policies for the governance of the library as it deems expedient. The bylaws shall include, but not be limited to, provisions for the definition of good cause to be applied in the removal of a trustee pursuant to section 24-90-108 (5); designation of those officers to be appointed or elected and the manner of such appointment or election; rules and regulations for the conducting of meetings; rules for public participation in meetings; and procedures for amending the bylaws.

Recent events have prompted a review of the Board’s Bylaws and Governing Policy 4.3. This memo outlines the proposed adjustments to bring everything up to date and more fully into compliance.

(1) Public Comment/Public Participation at Board Meetings
To determine best practices, a review of the public comment/public participation governing practices of several local government and library entities was completed. Those entities include the Jefferson County Board of County Commissioners, Lakewood City Council, Edgewater City Council, Wheat Ridge City Council, Arapahoe Library District, Douglas County Libraries and Pikes Peak Library District.

I am proposing the following adjustments to the Library Board Bylaws and an addition to the Library Board Governing Policy 4.3:

Bylaws for the Jefferson County Public Library Board of Trustees
ARTICLE VII: MEETINGS
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 meeting. 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. Public Participation/Public Comment will be governed by these Bylaws and the Library Board’s Governing Policies, 4.3.7 Rules of Order and Procedure for Public Comment at Board meetings.

POLICY 4.3 - POLICY TYPE: GOVERNANCE PROCESS - POLICY TITLE: AGENDA PLANNING

7. Public Participation/Public Comment. Rules of order and procedure for public comment at Board meetings.

A. There will be an agenda item at each regular board meeting for the public to address the Library Board. Public comment is not included at Library Board Study Sessions.

B. Those wanting to address the Library Board must sign on the form provided at the meeting.

C. Those who failed to sign up, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board.

D. Speaking time is limited to three minutes per person to ensure the most effective conduct of the meeting. Additional time may be allowed at the discretion of the Chair.

E. Groups may use pooling of time to add to the length of their comment period. To pool time to be granted up to ten minutes, a speaker must present the names of at least three individuals who are present in the audience and who wish to yield their three minutes.

F. Presentation and/or handout materials must be submitted to the Library Executive Director’s Office (ExecutiveDirector@jeffcolibrary.org) at least five (5) business days in advance of the meeting in order to allow time for pre-screening.

G. The opportunity to address the Library Board does not include a question and answer session or response. If questions are submitted in writing a response may be provided, in writing, at the Board’s discretion

Attachments:
1. Bylaws with proposed adjustments
2. Policy 4.3 with proposed adjustments
Bylaws for the Jefferson County Public Library Board of Trustees  
Adopted: March 21, 2019

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 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 on the Library’s public website. 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. Public participation/comment will be governed by these Bylaws and the Library Board’s Governing Policies, rules of order and procedure for public comment at Board meetings.

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.

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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.

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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.
The Library Board will prepare and follow an annual agenda plan which (1) completes a re-exploration of Ends policies annually and (2) continually improves its performance through Library Board education, enriched input and deliberation.

Accordingly:

1. The Library Board’s annual planning cycle will conclude each year on the last day of December so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board’s most recent statement of long-term Ends.

2. The cycle will start in January with the Library Board’s development of its agenda for the next year.
   A. The Library Board will identify its priorities for Ends and other issues to be resolved in the coming year, and will identify the areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent choices.
   B. The Chair will, at the commencement of the Board’s annual planning cycle, prepare for the Library Board’s consideration a tentative agenda plan for the following year’s meetings.

3. The Chair will determine the agenda for any particular meeting, although Library Board members may request or recommend any appropriate matters for Board consideration.
   A. A Library Board member may recommend or request a matter for Library Board discussion by submitting the item to the Chair at least ten (10) days prior to the scheduled Board meeting.
   B. The meeting agenda and packet are to be received by Library Board members at least five (5) days prior to the scheduled Board meeting.
   C. By an affirmative vote of a majority of those present at a meeting, additional matters may be added to the agenda of any Library Board meeting.

4. The Library Board will attend to Consent Agenda items (those items delegated to the Executive Director yet required by law or contract to be Board-approved) as expeditiously as possible.
   A. Removal of an item from consent agenda requires a motion and a second.
5. Other than Library Board review/approval of monitoring reports, monitoring and evaluation of Executive Director activities and performance will be included on the agenda only if monitoring reports or other data indicate policy violations, if policy criteria are to be debated or if the Library Board, for any reason, chooses to amend its monitoring schedule.

6. Executive Director remuneration will be decided during the month of the employment anniversary date after a review of monitoring reports received during the last year.

7. Public Participation/Public Comment. Rules of order and procedure for public comment at Board meetings.
   A. There will be an agenda item at each regular board meeting for the public to address the Library Board. Public Comment is not included at Library Board Study Sessions.
   B. Those wanting to address the Library Board must sign on the form provided at the meeting.
   C. Those who failed to sign up, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board.
   D. Speaking time is limited to three minutes per person to ensure the most effective conduct of the meeting. Additional time may be allowed at the discretion of the Chair.
   E. Groups may use pooling of time to add to the length of their comment period. To pool time to be granted up to ten minutes, a speaker must present the names of at least three individuals who are present in the audience and who wish to yield their three minutes.
   F. Presentation and/or handout materials must be submitted to the Library Executive Director’s Office (ExecutiveDirector@jeffcolibrary.org) at least five (5) business days in advance of the meeting in order to allow time for pre-screening.
   G. The opportunity to address the Library Board does not include a question and answer session or response. If questions are submitted in writing a response may be provided, in writing, at the Board’s discretion.
EXECUTIVE SUMMARY

2019 Achievements

Jefferson County Public Library Leadership is proud to present our 2019 Strategic Plan Year-End Report.

In 2019, Jefferson County Public Library undertook an ambitious Strategic Plan, containing 33 initiatives that were supported by five goals, and directed from the four Board of Trustee Ends Statements. JCPL’s achievements were many. We intentionally delayed only two initiatives, despite the loss of key staff, the addition of four additional high-stakes initiatives; auto-renewal, holds pick up lockers, materials vending, PCI compliance, and the closure of Belmar Library.

Jefferson County Public Library:

- Met, partially met, substantially met or exceeded our success measures at a rate of 94%.
- Met, partially met, substantially met or exceeded our scorecard targets at a rate of 86%.
- Met our Public Library Measures in all categories except Summer Reading.

PRIORITY STRATEGIC INITIATIVES

DEVELOP AND IMPLEMENT AN EFFECTIVE AND RESPONSIVE PLANNING PROCESS

Jefferson County Public Library embarked on revamping JCPL’s planning process in 2019, seeking to improve the effectiveness and efficiency of library services, and create the opportunity for Board participation. Process development and implementation included adding and refreshing several data points, and gathering input from the community and Board.

An extended study session provided an opportunity for the Board to provide direction to their new Ends Statements, participate in the 2020 strategic planning process, and become more familiar with data that drives Library decision-making.
IDENTIFY AND DEVELOP LEADERSHIP TEAMS

New personnel in key positions created an opportunity for the Library to identify a more effective structure for leadership roles and responsibilities in order to attract, develop and retain a highly skilled, well-qualified workforce and achieve our mission. To meet this priority, the Library created a new division focused on strategy, planning and engagement, with new roles and responsibilities and new opportunities for staff development and succession planning. Increased focus on change and people management continues to support staff during this ongoing transition. Achievements include:

- Executive Team and Director Teams identified and established
- New organizational chart created
- New roles and responsibilities established
- Streamlined approach to director-level meetings
- Development plan created for each director
- New approach to management team meetings

INTEGRATE AND EXECUTE PLANS FOR LEADING-EDGE LIBRARY SERVICES, SPACES AND STAFFING

Highlighted below are leading-edge services developed and delivered to date that create safe, convenient and inviting places for our residents to participate in community life and access information and resources.

- Materials vending machine - NEW
- Hold pick up lockers - NEW
- Auto-renewal of library materials - NEW
- Fine Free Library approved for 2020 implementation – NEW
- PCI compliance reached - NEW
- Standley Lake Outdoor Adventure Space completed
- 18.5 FTE added, including a Safety and Security Coordinator and a Construction Projects Manager
- Connect magazine launched
- Diversity and Inclusion training rolled out to frontline staff
- Belmar Library design and construction
- Cargo Van Services launched
- Mail delivery to remote areas piloted
- Family Place Programming at Edgewater
- Master planning for services to teens, kids & families, and diversity & inclusion
2019 Strategic Plan Scorecard Results

Library Benchmark Measures – Use

2019 Year-End Results Show JCPL:
- Substantially met our target by maintaining our program attendance per capita even with the Belmar Library closure.
- Exceeded our target for circulation per capita, due to auto-renewal and an increase in e-materials circulation.
- Did not meet our target to maintain visits per capita, largely because we did not find an alternative space to provide the service we anticipated during the Belmar Library closure.
- Substantially met our target to maintain Cardholders as a percent of population. Decline in percentage was a scant .18%. We increased the number of cardholders by 1,309 (from 310,409 to 311,718).

Library Benchmark Measures – Operational

2019 Year-End Results Show JCPL:
- Exceeded our target to maintain public service hours. We accomplished this by having 24/7 alternative services available during the Belmar Library closure.
- Partially met our target for FTE's/1000 capita. We filled 18.5 of 23.5 budgeted new positions.
- Met our target on square footage/capita. As expected, no new library space was added in 2019.

Public Sector Industry Measures
Industry staff turnover measures will be available later in the year. All targets were met or exceeded in this category.

Net Promoter Score
2019 is our first year tracking this measure.

Public Library Measures

Edge Initiative
Our takeaway for 2019 is that our scores continue to be above industry averages. The 2019 target to improve Edge scores was complicated by dramatic changes to the survey questions and scoring.

Project Outcome – Early Literacy Events
1000 Books Before Kindergarten – we met our target to improve JCPL scores in 4 out of 5 categories.
Family Place Community Workshops – we met our target to establish a JCPL baseline.
Project Outcome – Signature Events
Summer Reading – we did not meet our target to improve JCPL scores. We declined in all categories. Our assessment is that it is the over-representation of responses from adults, rather than caregivers and teen/child, that moved the combined SR 2019 scores down. In 2018 1/2 of respondents were adults; in 2019 adults represented 2/3 of respondents.

Raise a Reader – we met our target to establish a JCPL baseline.
EPIC Stem - we met our target to establish a JCPL baseline.

2019 Statistical Highlights

Visits to physical locations remained stable in 2019. We made up some ground with our alternative services, but still saw a slight decline in overall visits. Our projections show that if Belmar Library had been open, visits would have been stable or slightly increased.

Circulation increased 5%. Even with the closure of Belmar Library for a full 3 months of the year. Some contributing factors were instituting auto-renewal and use of e-materials.

Program attendance was maintained, despite closure of the Belmar Library. A contributing factor was participation in signature events.

Alternative Services – Added as a strategic priority in May, 2019 alternative services Hold lockers and Materials Vending used totaled 2,370 visits and circulation of 7,354 for the approximately six weeks they were operational in 2019.

e-Materials circulation increased 29%. Some contributing factors were more items in the collection that support our residents’ interests and expansion of titles to support the platform for Kindle Paperwhite users. Circulation of e-materials is about 16% of circulation. (1.2m of 8.1m.)

Book a Librarian appointment requests also increased 29%. The main contributing factor was the increase in outreach through more presentations to local groups, more participation in local events and more offsite programs.

Attached, please find the completed 2019 Strategic Plan including; a summary of accomplished goals, initiatives, milestones and success measures.
2019 Strategic Plan – Year End Results
Table of Contents

2019 Strategic Priorities

Ends 1: Provide Access and Support

- Goal i – To increase access, availability & awareness of library resources
- Goal ii – To attract, develop & retain a highly skilled and well-qualified workforce

Ends 2: Create Great Places and Spaces

- Goal iii – To maintain & improve facilities, equipment, grounds and IT systems

Ends 3: Advance Shared Community Outcomes

- Goal iv – To foster community engagement, lifelong learning, health and well-being

Ends 4: Be Good Stewards

- Goal v – To improve the efficiency and effectiveness of Library services
VISION: Jefferson County Public Library will be the essential destination where all generations connect, discover and create.
MISSION: Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

BOARD ENDS STATEMENTS

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

Create Great Spaces and Places: All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

Advance Shared Community Outcomes: Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

Be Good Stewards: All Jefferson County residents receive maximum return on their shared investment in library services.

STRATEGIC GOALS

Increase access, availability & awareness of library resources

Attract, develop & retain a highly skilled and well-qualified workforce

Maintain and improve facilities, equipment, grounds and IT systems

Foster community engagement, lifelong learning, health and well-being

Improve the efficiency and effectiveness of Library services

DESIRED OUTCOME

Residents are informed, educated and engaged

Residents have access to technologies

Residents have access to community spaces

JCPL supports shared community outcomes:
  - Kindergarten readiness
  - Grade-level proficiencies
  - High-school graduation rates
  - Workforce readiness
  - Business and entrepreneurial success
  - Healthy behaviors
  - Aging well

JCPL services are delivered cost effectively

SUCCESS MEASURES

We meet or exceed the 50th percentile of library peer performance

We meet or exceed public sector industry measures

We maintain or improve key public library measures
2019 STRATEGIC PLAN SCORECARD

2019 PRIORITY STRATEGIC INITIATIVES:
- Develop and implement an effective and responsive planning process
- Identify and develop leadership teams
- Integrate and execute plans for leading-edge library services, spaces and staffing

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<th>2018 PERCENTILES</th>
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<td>Technology replacement cycles</td>
<td>3 years</td>
<td>5 years</td>
<td>4 years</td>
</tr>
<tr>
<td>% uptime Facilities operations</td>
<td>99%</td>
<td>99%</td>
<td>99%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET PROMOTER SCORE</th>
<th>2018 ACTUAL</th>
<th>2019 TARGET</th>
<th>2019 ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net promoter score</td>
<td>n/a</td>
<td>Track measures to establish trend</td>
<td>79.8%</td>
</tr>
<tr>
<td>Intercept Survey</td>
<td></td>
<td></td>
<td>83%</td>
</tr>
<tr>
<td>Customer Survey</td>
<td></td>
<td></td>
<td>74.5%</td>
</tr>
</tbody>
</table>

*Target based on EC Personnel Plus Survey (April)
<table>
<thead>
<tr>
<th>PUBLIC LIBRARY MEASURES</th>
<th>2018 JCPL SCORE</th>
<th>2019 TARGET</th>
<th>2019 JCPL SCORE</th>
<th>INDUSTRY AVERAGE*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EDGE INITIATIVE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Score</td>
<td>820/1000</td>
<td>Improve</td>
<td>774/1000</td>
<td>712/1000</td>
</tr>
<tr>
<td>Community Value</td>
<td>260/310</td>
<td></td>
<td>333/454</td>
<td>330/454</td>
</tr>
<tr>
<td>Engaging the Community &amp; Decision Makers</td>
<td>230/295</td>
<td></td>
<td>219/267</td>
<td>178/267</td>
</tr>
<tr>
<td>Organizational Management</td>
<td>330/395</td>
<td></td>
<td>222/279</td>
<td>204/279</td>
</tr>
</tbody>
</table>

*The 2019 scores and survey is new with different questions and scores. The EDGE score represents how JCPL compares to leading libraries around the country, of all sizes, in the area of public access to technology and support for digital literacy.

<table>
<thead>
<tr>
<th>PROJECT OUTCOME</th>
<th>2018 JCPL SCORE</th>
<th>2019 TARGET</th>
<th>2019 JCPL SCORE</th>
<th>INDUSTRY AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EARLY LITERACY EVENTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1000 Books Before Kindergarten</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge</td>
<td>4.2/5.0</td>
<td>Improve</td>
<td>4.6/5.0</td>
<td>4.6/5.0</td>
</tr>
<tr>
<td>Confidence</td>
<td>3.9/5.0</td>
<td>Improve</td>
<td>4.5/5.0</td>
<td>4.5/5.0</td>
</tr>
<tr>
<td>Application/New Skills</td>
<td>4.1/5.0</td>
<td>Improve</td>
<td>4.4/5.0</td>
<td>4.5/5.0</td>
</tr>
<tr>
<td>Awareness of Resources</td>
<td>4.5/5.0</td>
<td>Improve</td>
<td>4.5/5.0</td>
<td>4.5/5.0</td>
</tr>
<tr>
<td>Family Place Community Workshops</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge</td>
<td>n/a</td>
<td>Track measure</td>
<td>4.0/5.0</td>
<td>4.6/5.0</td>
</tr>
<tr>
<td>Confidence</td>
<td>n/a</td>
<td>to establish</td>
<td>3.8/5.0</td>
<td>4.5/5.0</td>
</tr>
<tr>
<td>Application/New Skills</td>
<td>n/a</td>
<td>baseline</td>
<td>4.1/5.0</td>
<td>4.5/5.0</td>
</tr>
<tr>
<td>Awareness of Resources</td>
<td>n/a</td>
<td></td>
<td>3.9/5.0</td>
<td>4.5/5.0</td>
</tr>
<tr>
<td><strong>SIGNATURE EVENTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer Reading</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge</td>
<td>4.2/5.0</td>
<td>Improve</td>
<td>4.1/5.0</td>
<td>4.3/5.0</td>
</tr>
<tr>
<td>Confidence</td>
<td>4.0/5.0</td>
<td>Improve</td>
<td>3.9/5.0</td>
<td>4.2/5.0</td>
</tr>
<tr>
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<td>Improve</td>
<td>3.9/5.0</td>
<td>4.2/5.0</td>
</tr>
<tr>
<td>Awareness of Resources</td>
<td>4.1/5.0</td>
<td>Improve</td>
<td>4.0/5.0</td>
<td>4.3/5.0</td>
</tr>
<tr>
<td>Raise a Reader</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge</td>
<td>n/a</td>
<td>Track measure</td>
<td>4.1/5.0</td>
<td>4.6/5.0</td>
</tr>
<tr>
<td>Confidence</td>
<td>n/a</td>
<td>to establish</td>
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<tr>
<td>Application/New Skills</td>
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<td>baseline</td>
<td>4.0/5.0</td>
<td>4.5/5.0</td>
</tr>
<tr>
<td>Awareness of Resources</td>
<td>n/a</td>
<td></td>
<td>4.1/5.0</td>
<td>4.3/5.0</td>
</tr>
<tr>
<td>EPIC Stem</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge</td>
<td>n/a</td>
<td>Track measure</td>
<td>4.2/5.0</td>
<td>4.6/5.0</td>
</tr>
<tr>
<td>Confidence</td>
<td>n/a</td>
<td>to establish</td>
<td>4.0/5.0</td>
<td>4.5/5.0</td>
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<tr>
<td>Application/New Skills</td>
<td>n/a</td>
<td>baseline</td>
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<td>4.4/5.0</td>
</tr>
<tr>
<td>Awareness of Resources</td>
<td>n/a</td>
<td></td>
<td>4.0/5.0</td>
<td>4.4/5.0</td>
</tr>
</tbody>
</table>

Project Outcome is managed by the Public Library Association (PLA) and provides simple survey instruments and an easy-to-use process for public library staff to seek feedback from patrons and measure the outcomes of their library programs. Results reflect patrons’ self-reported assessment of how programs contributed to improvements or changes in four key outcome areas reported above.
<table>
<thead>
<tr>
<th>Goal I - To increase access to, availability &amp; awareness of library resources</th>
<th>Initiatives</th>
<th>Responsibility</th>
<th>Milestones</th>
<th>2019 Success Measures</th>
</tr>
</thead>
</table>
| In order that all Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources we will: | Increase access to online resources on the library website                 | DX             | Q1 Complete 1-year evaluation of jeffcolibrary.org  
Q2 Evaluate new methods connecting to targeted audiences  
Q3 Implement new methods | Cardholders as a % of population  
Circulation per capita  
Total visits per capita  
Program attendance per 1000 capita                                                                                                                                                                             |
| *Improve the collection of materials for download and checkout so that it is of sufficient size, has broad appeal and is easy to access | Improve access to physical materials                                          | PS             | Q1 Implement improved shelving plan at 1-2 location(s) incorporating evaluation results from 2018 pilot  
Q4 Complete implementation at remaining locations | Website visits  
4,068,395 (-3%)  
Milestones are met  
Met expectations.  
Spanish catalog implemented.  
Circulation per capita  
13.99 (+4%)  
Milestones are met  
Met expectations |
<table>
<thead>
<tr>
<th>Objective</th>
<th>Responsible Teams/Departments</th>
<th>Research Activities</th>
<th>Milestones Achieved</th>
</tr>
</thead>
</table>
| Eliminate barriers to physical materials                                 | PS                             | Q2 Research auto renewal and propose recommendation  
Q3 Research expansion of fine free and propose a recommendation  | Milestones are met  
Exceeded expectations; auto renewal began October 2019, Fine free will being Jan, 2020  |
| *Increase knowledge of library materials and services through more-informed staff, better tools, and more effective promotion and marketing of resources.* | COMM/PS                        | Q2 Launch quarterly event guide to promote Summer Reading  
Q3 Launch Fall magazine  
Q4 Launch Winter magazine  
Evaluate initiative  | Program attendance per 1000 capita  
471 (0%)  
Met expectations  
Milestones are met  
Substantially met expectations; quarterly magazines launched. Evaluation in progress.  |
| Implement a combined library card and school ID                         | PS/IT/COMM                     | Q1 Establish school partnership for combined card  
Q2 Transfer program data  
Q3 Launch promotional campaign (Date TBD).  | Cardholders as % of population  
53% (-1%)  
Partially met expectations; School partnership established, implementation delayed due to School’s bandwidth.  |
| *Provide access to current and emerging technology*                     | IT/PS                          | Q1 Evaluate results from Impact Survey & Edge; develop Master Plan  
Q2 Create & present draft recommendations for Master Plan  
Q3 Recommendations are accepted  | Milestones are met  
Partially met expectations; Edge initiative completed. Impact Survey no longer available. Project will extend into 2020.  |
<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsibility</th>
<th>Milestones</th>
<th>Success Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>In order to support Jefferson County residents in using information, resources, ideas and technology we will:</td>
<td></td>
<td></td>
<td>Meet or exceed public sector industry measures for staff retention FTEs per 1000 capita</td>
</tr>
<tr>
<td>* Build Strong Leadership</td>
<td>Identify and develop leadership teams</td>
<td>Executive Director/SMT/ERD</td>
<td>Q1 Establish executive and other leadership team, roles, and responsibilities; establish new meeting rhythms Q2 Create and implement development plan for each executive team member</td>
</tr>
<tr>
<td>Implement leadership development plan</td>
<td>ERD</td>
<td>Q1 Expand supervisor training to include change management and project management; partner with County HR on roll out of 2019 Jeffco Leadership Academy Q2 Celebrate 2018-19 CAAP graduates</td>
<td>Milestones met Expectations substantially met – graduation delayed to Q4 to include 10 new CAAP 2019 participants # successful Library applicants to JCLA Expectations exceeded - 3 JCPL employees participated % graduates Expectations exceeded - 100% graduation from JCLA, 15/19 CAAP graduates = 79%</td>
</tr>
</tbody>
</table>
| Ensure appropriate staffing to meet service needs | Implement Organizational Analysis to expand workforce | ERD | Q1 Finalize 2019 FTE implementation plan  
Q2 Identify 2020 FTE positions  
Finalize supplemental job descriptions for all JCPL positions  
Q3 Execute 2019 FTE implementation plan  
Q4 Evaluate impact of 2019 FTE additions  
Develop plan for recruitment and onboarding of 2020 positions | First-year retention rate for new employee group  
Expectations exceeded - 94% retention on 2018  
new FTE and 87% on 2019  
2020 FTE included in 2020 Budget  
Met expectations; 24 FTE included in finalized 2020 plan  
Partially met expectations; 79% of 2019 positions added  
FTE per 1000 capita .49 (+2%) |
| --- | --- | --- | --- |
| *Continue to build a culture of learning and skill development* | Provide comprehensive training opportunities for all employees | ERD | Q1 Assemble All Staff Conference (ASC) project team  
Q2 Begin content development  
Q3 Schedule and plan event  
Q4 Complete and evaluate event | 75% employee attendance at ASC  
Expectation substantially met; 72% attendance  
Completion and ratings from ASC online evaluation survey  
Expectation exceeded; 124 respondents, 93% positive rating  
Milestones are met  
Met expectations |
| Develop Training Master Plan | ERD | Q1 Interview Stakeholders, analyze inputs  
Q2 Present draft plan and recommendations to SMT/CMT  
Q3 Begin plan implementation | Milestones are met  
Expectation substantially met; plan implementation delayed to 2020 |
| Develop patron experience training | PS/ERD | Q2 Begin training development and plan  
Q3 Launch new training at ASC  
Q3 Complete Orange Boy observations | Milestones are met  
Met expectations |
| **Improve organizational competence in inclusive and responsive service delivery** | ERD/D&I | Q2 Roll out Diversity and Inclusion (D&I) Foundations training to standard employees  
Q4 Provide D&I Foundations training to temp employees  
Q4 Incorporate ongoing D&I Foundations & Bridges training into new-hire training plans | 75% of employees have completed D&I training  
Expectation exceeded; 78% of current standard employees attended  
Milestones are met  
Expectation not met; rollout to temp employees and new hires delayed to 2020 |
|---|---|---|---|
| **Implement Records Management System to increase workforce productivity** | IT/ERD | Q2 Complete RFP and select vendor  
Q3 Develop multi-year project plan | Milestones are met  
Met expectations |
| Complete first phase of ERP implementation | ERD/Business & Finance | Q1 Partner in County steering committee;  
Develop change management plan; implement County timeline.  
Q1 County makes go/no go decision  
Q 3 If go: Establish new chart of accounts; streamline HR processes | Milestones are met  
Partially met expectations; project delay due to County. Chart of accounts still under development. |
| **Ensure operational and effective book sorter systems** | IT/FAC/PS | Q1 Evaluate existing products and assess vendor viability  
Q2 Complete multi-year project plan for ongoing sorter replacements | Written, flexible, and repeatable plan for the replacement and maintenance of the book sorters  
Exceeded expectations; selected new vendor, plan to pilot Lakewood sorter |
| Advance Intranet service offerings | IT | Q2 Develop prioritized project work-plan calendar, critical support functions and training  
Q4 Evaluate first-year service offering and adjust work plan as needed; complete project plan and design phase; begin implementation | Milestones are met  
Substantially met expectations; staffing changes |
### ENDS 2: Create Great Spaces and Places

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsibility</th>
<th>Milestones</th>
<th>Success Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>In order that Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life we will:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Create Leading-edge Library spaces to meet community needs</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design library space to meet community aspirations</td>
<td>PS/FAC</td>
<td>Q1 Determine scope for Belmar (BL) redesign; Complete Schematic Design; complete plan for BL alternate services Q2 Complete Design Development Q3 Complete Construction Documents Q4 Begin Construction</td>
<td>Milestones are met Met expectations</td>
</tr>
<tr>
<td>Evaluate Edgewater Project Impact</td>
<td>PS/FAC</td>
<td>Q2 Gather/evaluate customer feedback Q3 Survey staff, create project plan to address issues Q4 Complete one-year evaluation; recommend continuation or changes in services or spaces</td>
<td>System Circulation per capita 13.99 (+4%) Visits per capita 4.48 (-4%) Edgewater Circulation per capita 203,835 (+97%) Visits per capita 150,442 (+99%) Met expectations; evaluation Exceeded expectations; use exceeded</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Create appropriate Work Spaces for FTE</td>
<td>SMT/FAC</td>
<td>Q1 Develop space plan Q2 Begin implementation</td>
<td>Milestones are met Met expectations</td>
</tr>
<tr>
<td>*Expand service in underserved areas</td>
<td>Explore options to locate library facilities in underserved areas</td>
<td>PS/FAC/COMM Q2 Gather and evaluate community demographics and inputs, identify services and locations. Q4 Recommend expanded library services; begin facility planning</td>
<td>Milestones are met Partially met expectations; Demographics gathered; architect hired Q4 2019; community input in progress</td>
</tr>
<tr>
<td>Task</td>
<td>Organization</td>
<td>Description</td>
<td>Outcome</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Identify and implement alternative services</td>
<td>PS/FAC</td>
<td>Q1 Launch cargo van services&lt;br&gt;Q2 Evaluate van services @ three months&lt;br&gt;Implement 24/7 South County book drop&lt;br&gt;Identify new alternative service opportunities&lt;br&gt;Q3 Expand free mail delivery for remote geographic patrons; issue RFP for bookmobile</td>
<td>Circulation per capita increased 13.99 (+4%)&lt;br&gt;Partially met expectations; South County Bookdrop not implemented due to MOU agreement delay&lt;br&gt;Met expectations; Cargo Van and Expansion of free mail delivery, RFP issued for Bookmobile but no bids were received; Exceeded expectations; implementation of vending and hold pick up lockers</td>
</tr>
<tr>
<td>* Address Safety and Security issues</td>
<td>Facilities/ERD/PS</td>
<td>Q1 Hire and onboard Safety and Security Coordinator&lt;br&gt;Q2 Provide critical safety training to staff&lt;br&gt;Q3 Draft Safety &amp; Security Plan; Integrate with social work&lt;br&gt;Q4 Begin safety and security plan implementation and staff training</td>
<td>Milestones are met&lt;br&gt;Partially met expectations; Intentionally delayed implementation until 1st quarter 2020</td>
</tr>
<tr>
<td>Strengthen Privacy Protections</td>
<td>PS/SMT</td>
<td>Q1 Prioritize privacy policy implementation and create sustainable procedures&lt;br&gt;Q2 Begin to implement project plan</td>
<td>Milestones are met&lt;br&gt;Met expectations; due to new Colorado Consumer Data Protection Law, implementation began Q3</td>
</tr>
</tbody>
</table>
# ENDS 3: Advance Shared Community Outcomes

<table>
<thead>
<tr>
<th>Goal iv – To foster community engagement, lifelong learning, health and well-being</th>
<th>Initiatives</th>
<th>Responsibility</th>
<th>Milestones</th>
<th>Success Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>In order to support community aspirations and advance community outcomes we will:</td>
<td></td>
<td></td>
<td></td>
<td>PLA Project Outcome ratings Program attendance per 1000 capita</td>
</tr>
<tr>
<td>*Integrate plans for library services to increase literacy</td>
<td>Increase Participation in early literacy opportunities</td>
<td>K&amp;F</td>
<td>Q1 Pilot Family place programming Q2 Implement Discover Together best practices Q3 Promote 1000 Books Before Kindergarten</td>
<td>Program attendance increased 3,803 (+2%) ED receives Family Place Certification Partially met expectations; Certification intentionally delayed to 2020 for cost savings measure Project Outcome ratings captured Met expectations</td>
</tr>
<tr>
<td></td>
<td>Develop a Digital Literacy Services strategy</td>
<td>PS/IT</td>
<td>Q2 Define Patron Technology and Digital Literacy program Q4 Develop an implementation plan</td>
<td>Milestones are met Expectation not met; Technology Master Plan intentionally delayed</td>
</tr>
</tbody>
</table>
| **Provide leading edge programs and services that reflect community aspirations, needs and interests** | **Develop and Implement Signature Programs** | **PS** | Q1 Finalize project plan for 2019 & plan 2020 Signature events  
Q4 Implement project plan | PLA Project Outcome ratings captured  
Program Attendance per 1000 capita increased 471 (0%)  
Met expectations |
|---|---|---|---|---|
| **Develop plans for core Library services** | **Kids & Families Teens D&I Programming** | Q1 Integrate community input findings into service planning and service plan  
Q2 Begin development of Teen, D&I, & K&F Master Plans  
Develop Programming competencies and training  
Q3 Create & present draft recommendations for K&F, Teen & D&I Master Plans  
Q4 Master Plan recommendations are accepted | Core Service Master Plans are integrated into 2020-2025 strategic plan  
Milestones are met  
Met expectations |
<table>
<thead>
<tr>
<th>Goal v - To improve the effectiveness &amp; efficiency of library services</th>
<th>Initiatives</th>
<th>Responsibility</th>
<th>Milestones</th>
<th>Success Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>In order that all Jefferson County residents receive maximum return on their shared investment in library facilities and services we will:</td>
<td></td>
<td></td>
<td></td>
<td>Resources allocated to support strategic priorities.</td>
</tr>
</tbody>
</table>

* Develop and implement an effective and responsive planning process

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsibility</th>
<th>Milestones</th>
<th>Success Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess community needs and interests</td>
<td>SMT</td>
<td>Q1 Gather Input from key stakeholders Q2 Complete and analyze community inputs, Demographics and Market intelligence reports Q4 Complete Impact/Edge surveys; evaluate impact on service planning</td>
<td>Milestones are met Met expectations; developed five-year strategic plan</td>
</tr>
</tbody>
</table>

| Allocate resources to meet community needs | SMT | Q1 Establish long-range performance targets and value measures; integrate key inputs and findings Q2 Integrate planning and budget milestones into BOT calendar; Board approves plan; develop detailed plan for 2020; develop high-level plans for 2021-2025 | Milestones are met Partially met expectations; long-range success measures still under development Plan is responsive to constrained, modest and aggressive growth scenarios Met expectations |
| *Identify and Improve Critical IT Systems | Strengthen Information Security to ensure confidentiality, integrity, and availability of IT resources | IT | Q1 Perform a qualitative and quantitative information security gap analysis report  
Q2 Project plan for transition to ideal information security state  
Q4 High availability network implemented | Written and flexible information security project plan for ongoing security compliance.  
Substantially met expectations; High availability network implementation delayed until 2020 Q1 |
| *Protect and preserve Library assets | Complete planned repairs and maintenance | FAC | Q1 Replace WR carpet; upgrade HVAC in network computer room  
Q4 Add service garage to Service Center; replace EV parking lot | All projects completed on schedule and within budget  
Substantially met expectations; service garage construction will extend into 2020 |
| *Develop alternative sources of revenue | Support the Library Foundation in fund development | COMM | Q1 Design naming solicitation package for Library redesign  
Q2 Identify prospects  
Q4 Solicit naming prospects; finalize 2019 Naming Rights Agreements; recognize donors | We raise at least $50K through naming agreements  
Substantially met expectations; some solicitation still in progress; $38,500 raised; donors will be recognized when building reopens in 2020 |
<table>
<thead>
<tr>
<th>I</th>
<th>CATEGORY: ENDS</th>
<th>Page</th>
<th>Review Date</th>
<th>Adoption/Revision/Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-4</td>
<td>Global Ends Statements</td>
<td>2</td>
<td>New Ends Statements will be effective January 2020</td>
<td>Adopted January 2019</td>
</tr>
</tbody>
</table>

| II | CATEGORY: MANAGEMENT LIMITATIONS | |
|---|----------------------------------|---|-------------|-------------------------|
| 2.0 | General Management Constraint | 3 | Annually - February | February 2019 |
| 2.1 | Treatment of Patrons | 4-8 | Annually – February | February 2019 |
| 2.2 | Treatment of Staff | 9-10 | Annually – February | February 2019 |
| 2.3 | Financial Condition and Activities | 11-15 | Annually - February | February 2019 |
| 2.4 | Asset Protection | 16-21 | Annually - February | February 2019 |
| 2.5 | Financial Planning/Budgeting | 21-23 | Annually - August | August 2019 |
| 2.6 | Compensation and Benefits | 24-25 | Annually - August | August 2019 |
| 2.7 | Emergency Executive Director Succession | 26 | Annually - August | August 2019 |
| 2.8 | Board Awareness and Support | 27-31 | Annually - August | August 2019 |
| 2.9 | Materials Selection | 32-33 | Annually - August | August 2019 |

| III | CATEGORY: BOARD-MANAGEMENT DELEGATION | |
|---|----------------------------------------|---|-------------|-------------------------|
| 3.0 | Governance-Management Connection | 34 | As Needed | July 2008 |
| 3.1 | Unity of Control | 35 | As Needed | July 2008 |
| 3.2 | Accountability of the Executive Director | 36 | As Needed | January 2009 |
| 3.3 | Delegation to the Executive Director | 37 | As Needed | February 2013 |
| 3.4 | Monitoring the Executive Director’s Performance | 38-39 | As Needed | February 2013 |

| IV | CATEGORY: GOVERNANCE PROCESS | |
|---|--------------------------------|---|-------------|-------------------------|
| 4.0 | Governance Commitment | 40 | As Needed | May 2005 |
| 4.1 | Governing Style and Values | 41-42 | As Needed | May 2016 |
| 4.2 | Board Job Products | 43-44 | As Needed | August 2012 |
| 4.3 | Agenda Planning | 45-46 | As Needed | August 2012 |
| 4.4 | Chair’s Role | 47 | As Needed | July 2008 |
| 4.5 | Board Members’ Code of Conduct | 48-49 | As Needed | July 2008 |
| 4.6 | Board Committee Principles | 50 | As Needed | July 2008 |
| 4.7 | Board Committee Structure | 51 | As Needed | July 2008 |
| 4.8 | Governance Budget | 52 | As Needed | May 2006 |
| 4.9 | Policies, Statements and Guidelines | 53 | As Needed | February 2018 |
| 4.9.1 | Board of Trustees Budget Cover Letter to BCC | 53 | As Needed | February 2018 |
| 4.9.2 | Capital & Controlled Asset Management Policy | 54 | As Needed | February 2018 |
| 4.9.3 | Library Fund Reserve Policy | 55 | As Needed | August 2019 |
| 4.9.4 | Capital Project Funding Internal Guideline | 56 | As Needed | February 2018 |
| 4.9.5 | Library Books & Materials Budget Policy | 57 | As Needed | February 2018 |
Global Ends Statements:

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

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

2. All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

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

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

The following new Ends Statements were adopted at the January 2019 Board Meeting and will go into effect January 2020.

Global Ends Statements:

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

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

2. All Jefferson County residents have safe, convenient and radically welcoming places to go to access information and resources and participate in community life.

3. Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.

4. JCPL maximizes return on shared investment by delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.
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: ________________

**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.
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: _________________

BROADEST POLICY PROVISION

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

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

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

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

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

REPORT (COMPLIANT): We are committed to keeping information about an individual’s use of the library only as long as needed in order to provide Library services. Full and current guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

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

I can report compliance.
GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY
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2. I shall not collect, review, transmit, store or destroy patron information in a manner that fails to protect against loss of or improper access to that information.

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

REPORT (COMPLIANT): We are committed to keeping information about an individual’s use of the library only as long as needed in order to provide Library services. Full and current guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

Colorado State law requires that we treat as confidential information about materials users check out, information they access, and their use of the library.

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

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): We are committed to keeping information about an individual’s use of the library only as long as needed in order to provide Library services. Full and current
guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library or obtain consent for exceptions.

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): Norms and practices in the Library’s Code of Conduct have been developed to assist staff in making these decisions. We 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, when appropriate, of this policy, and to provide an open, accessible patron comment process.

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

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

I can report compliance.

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

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

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

I can report compliance.
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POLICY TYPE: MANAGEMENT LIMITATIONS  POLICY 2.2  
POLICY TITLE: TREATMENT OF STAFF

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: _________________

BROADEST POLICY PROVISION

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

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

Accordingly, pertaining to staff, I shall not:

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

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

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

   I can report compliance.

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

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

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

3. **Fail to acquaint staff with these Federal, State and County laws and Library policies.**

   **EXECUTIVE DIRECTOR INTERPRETATION:** It is my responsibility to ensure that all staff is informed of these policies.

   **REPORT (COMPLIANT):** These policies are available online, on the staff intranet or included in the personnel manual and staff has access to them.

   I can report compliance.

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

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

   **REPORT (COMPLIANT):** The Library schedules regular Person-In-Charge (PIC) trainings where staff receives additional training for emergency situations. In turn, all libraries have a trained “Person in Charge” (PIC) on duty during hours of operations. Director-level staff are available to serve as the Senior PIC where immediate assistance and direction is provided to the location/library PIC, staff and law enforcement. Further, all incidents are reported and evaluated, to improve future response. Additional support and training is provided by subject-matter experts as needed to prepare staff to respond to specific circumstances.

   I can report compliance.
POLICY TYPE: MANAGEMENT LIMITATIONS
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: ________________

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

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

Accordingly, I shall not:

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): Monthly financial statements issued by the Finance division demonstrate all outstanding obligations which would show any debt as part of the report. These
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reports are compiled and reviewed monthly by the Library Board.
I can report compliance.

3. Fail to get Library Board approval for:

A. Use of the Library Fund

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

REPORT (COMPLIANT): Monthly financial reports regularly report compliance with this limitation. Requests come before the Board when its approval is required for an expense change.
I can report compliance.

B. Use of Fund Balance

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

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

C. Adding any salaried staff positions. This means that no new standard FTE positions beyond currently authorized positions can be added unless they are recommended by me and approved by the Library Board according to their authority under Colorado Library Law.

EXECUTIVE DIRECTOR INTERPRETATION: This means that no new salaried positions can be added unless they are recommended by me and approved by the Library Board.

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

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

EXECUTIVE DIRECTOR INTERPRETATION: Budget transfers less than $50,000 between 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 transfers are reported in the monthly financial statements.

I can report compliance.

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

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

**REPORT (COMPLIANT):** Payables are processed in a timely manner, normally weekly. With regard to payroll, all staff is paid bi-weekly, pay periods end every other Saturday and paydays are every other Friday. 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 without Board approval. 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):** Monthly capital projects reports show the comparison between budgeted and actual expense of each project.

I can report compliance.
8. Acquire, encumber, lease or dispose of real property.

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

REPORT (COMPLIANT): The Library Board holds the authority for acquiring property. The Library Board approves all leases, disposals and acquisitions of real property. The Library Board also approves all issues of debt which could encumber real property.

I can report compliance.

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

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

REPORT (COMPLIANT): Through the Agreement between the Library and the Jefferson County Library Foundation, most gifts to the Library are processed through the Foundation. In so doing, we require a level of review and retain the right to specify the disposition of any gift.

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.
POLICY TITLE: ASSET PROTECTION

BROADEST POLICY PROVISION

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

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

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): The Library has a Continuity of Operations (COOP) plan in place that identifies goals and objectives during emergency situations and clearly defines the roles and responsibilities of each director and each department division 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
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to maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is updated as personnel changes require but no less than annually. Additionally, the Library is part of the County’s Emergency Operations Center’s plan.

This provision has one associated implication in Monitoring report 2.3 that establishes emergency spending limits in excess of $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 addressed this in the Continuity of Operations Plan (COOP).

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that all library employees who handle cash or warrants must pass a sufficient background check prior to employment and that the library will maintain adequate internal controls to prevent or detect fraud.
REPORT (COMPLIANT): All employees who handle significant amounts of cash or warrants are covered under the County’s crime policy which the Library participates in as part of the Risk Management pool. All library managers and finance staff are responsible for internal controls.

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): The library’s art policy recognizes the special nature of the library’s art collection. It provides for acquisition and management. It also addresses conditions of loaning and displaying. The Art Policy is posted on the Library website.

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: It is my interpretation that the library must maintain risk management practices that minimize and / or limit claims of liability against the library itself.
REPORT (COMPLIANT): Risk management practices that work to reduce liability are part of the service we receive from County Risk Management. We implement those as directed and appropriate.

I can report compliance.

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

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

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

I can report compliance.

11. I shall not allow 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, for procurement practices which do not serve the best interests of the Library, and are not consistent with best practices and Jefferson County Purchasing Guidelines.

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

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

I can report compliance.

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

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

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

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

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

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

**REPORT (COMPLIANT):** Much thoughtful work goes into our processes of service and support for the goals the community sets for itself. We can point to service outputs, productive partnerships, invitations to participate and other measures that we promote and maintain a positive image in the community.

I can report compliance.

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

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

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

I can report compliance.
TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: February 3, 2020

RE: HVAC Maintenance Contract 3rd Renewal

History of Contract:
The History of Contract: Tolin Mechanical Systems Company provides HVAC maintenance for the JCPL owned libraries. JCPL entered into a contract for HVAC maintenance with Tolin in 2017. This contract was set up to allow for renewal for up to four (4) additional one-year terms at the Library’s discretion. Our current contract ends February 29, 2020 and JCPL would like to renew the contract with Tolin Mechanical for a third time. This third renewal term would provide for services from March 1, 2020 through February 28, 2021. The 2019 contract cost was $81,024 and the 2020 renewal cost will be $76,068.00. The decrease in price reflects the reduction in services that will be required with the upgrades and new equipment being installed in Belmar.

Contract Cost:

$76,068.00 through February 28, 2021.

2020 Budget:

$135,000

Next Actions:
I would like to ask the Library Board of Trustees to authorize the Executive Director to renew our agreement with Tolin Mechanical for a period of one year for the sum of $76,068.00. This item will be placed on the consent agenda for the February 20, 2020 Library Board meeting unless otherwise instructed by the Board.