

SPECIAL BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

August 13 2020



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

SPECIAL BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, August 13, 2020 – 5:30 pm - <u>ONLINE MEETING VIA WEBEX</u>
1.	Call to order & attendance (4.5.8) Verbal roll call – Each Trustee announces their presence by stating their name.
2.	Pledge of Allegiance
3. Agenda Action	Approve Agenda Chair: Call for motion and second
4. Public Comment	Public Comment Public comments are currently being submitted to the Board via a link on the Board of Trustees webpage. Comments will be acknowledged in the minutes of the meeting.
5. CONSENT AGENDA Action	Approval of Consent Agenda Chair: Call for motion and second <ol style="list-style-type: none"> July 16, 2020 Board Meeting Minutes EBSCO Contract Renewal Authorization Master Services Agreement Authorization
6. Operational Updates Action as Needed	Executive Director Update <ol style="list-style-type: none"> Executive Director Report Strategy, Engagement and Finance <u>Finance and Budget</u> <ol style="list-style-type: none"> <u>2021 Budget</u> <ol style="list-style-type: none"> Letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the library – Call for motion and second 2021 5-Year Capital Plan – Call for motion and second 2021 Proposed Budget Plan – Call for motion and second Financial Review (June) Public Services <ol style="list-style-type: none"> Midwest Tape Contract Renewal Information (Will appear on Consent Agenda –August 20 for authorization) Technology and Innovation <ol style="list-style-type: none"> Standley Lake Sorter Amendment (Will appear on Consent Agenda – August 20 for authorization)

SPECIAL BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

7. Action as Needed	Items Removed From Consent Agenda (4.3.4) The Board may address and/or vote on any items that were removed from the Consent Agenda
8. Emerging Issues Action as Needed	
9. Action as Needed	Ends <ul style="list-style-type: none"> No items
10. Action as Needed	Board Governance A. Review Proposed adjustments to Bylaws and Sunshine Resolution 1) H.B. 19-1087 Public Meetings – notice – online posting B. Review Proposed adjustments to Bylaws and Governing Policy 4.3 2) Public Comment/Public Participation at Board Meetings 3) Online Meetings C. Review Policy Governance Monitoring Reports 2.5 through 2.9
11. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS - In response to COVID-19, protecting the health and safety of our staff, patrons and community is our number one priority. Board of Trustees meetings will be conducted online, until further notice. <ul style="list-style-type: none"> August 20, 2020 - Board Meeting – 5:30 pm – CONFIRMED ONLINE VIA WEBEX with Executive Session September 10, 2020 – Study Session – 5:30 pm – To be determined – Pam Nissler Conference Room at Library Administration or Online via Web Ex September 17, 2020 – Board Meeting – 5:30 pm – To be determined – Belmar Library Meeting Room or Online via WebEx October 8, 2020 – Study Session – 5:30 pm – To be determined – Pam Nissler Conference Room at Library Administration or Online via WebEx October 15, 2020 – Board Meeting – 5:30 pm – To be determined – Lakewood Library Meeting Room or Online via WebEx November 12, 2020 – Study Session – 5:30 pm – To be determined – Pam Nissler Conference Room at Library Administration or Online via WebEx November 19, 2020 – Board Meeting – 5:30 pm – To be determined – Lakewood Library Meeting Room or Online via WebEx December 10, 2020 – Board Meeting – 5:30 pm – To be determined – Lakewood Library Meeting Room or Online via WebEx. <u>CONFERENCES</u> <ul style="list-style-type: none"> Colorado Association of Libraries 2020 Conference (CAL) – September 10-12, Loveland CO
12. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none"> Report of the Chair – Correspondence, Other Other Announcements
16. Adjournment	

CONSENT AGENDA

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

jeffcolibrary.org



TO: Library Board of Trustees

FROM: Charles Naumer, Chair and Donna Walker, Executive Director

DATE: August 4, 2020

RE: Consent Agenda for the August 13, 2020 Special Board Meeting

1. Approve July 16, 2020 Library Board Meeting Minutes
2. Library Board of Trustees authorize the Executive Director to sign a renewal of the contract with EBSCO within the approved 2020 budgeted amount.
3. Library Board of Trustees authorize the Executive Director to enter into a Master Services Agreement with Sentinel for IT professional services within the approved budgeted amounts.

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

July 16, 2020

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on July 16, 2020. Library Board of Trustees Chair, Charles Naumer, called the meeting to order at 5:31 p.m. Other Trustees present: Kim Johnson (Vice-Chair), Pam Anderson (Secretary), John Bodnar, Jill Fellman, Jeanne Lomba and German Zarate-Bohorquez.

Trustees not present: All Trustees were present.

Staff present: Donna Walker, Executive Director; Steve Chestnut, Director of Facilities and Construction Projects; Julianne Rist, Director of Libraries; Rex Whisman, Director of Strategy and Engagement; Bernadette Berger, Director of Information Technology; Sandie Coutts, Director of People and Culture; Barbara Long, Assistant Director of Finance and Budget; Lizzie Gall, Assistant Director of Library Experience; Padma Polepeddi, Assistant Director of Library Experience; Deirdre Keating, Assistant Director of Community Engagement; Amber Oeltjenbruns, Employee Relations Manager; Brad Green, IT Security and Systems Manager; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

There were additional Library staff members attending the online WebEx meeting.

APPROVAL OF AGENDA

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

PUBLIC COMMENT

Public comments are currently being submitted to the Board via a link on the Board of Trustee's webpage. Comments will be acknowledged in the minutes of the meeting. No public comments were received.

APPROVAL OF CONSENT AGENDA

The Chair asked the Trustees if any of the items should be removed from the consent agenda. There were no requests for items to be removed.

MOTION: Jill Fellman moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Kim Johnson the motion passed by majority vote of all Trustees present with John Bodnar abstaining.

Items on the Consent Agenda for July 16, 2020

1. Approve June 11, 2020 Study Session Minutes
2. Approve June 18, 2020 Board Meeting Minutes

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, provided an update on the activities of the Foundation. Highlights included reopening to the public on July 1, with volunteers and donations coming in and filling up the warehouse. The 2019 audit was completed and the support the Foundation provided to the Library is 10 times what the library provided in kind to the Foundation. Cash donations were \$196,795, a 2.5 to 1 ratio on cash donations. Jo noted that she took a trip to Estes Park to look at their Foundation's used books store to get details and information to make a decision if we are going to open bookstore at Colorado Mills. The Foundation Board will vote on that at the July 22 meeting. The Foundation is planning a pop-up tent sale and made a deal with the Brass Armadillo. They are allowing the Foundation to use the grassy area in front of their antiques mall for free. The pop-up sale is scheduled for August 20 and 21. The Foundation has so much inventory at this point and needs to find different methods of moving that inventory especially as they are coming up on the fall whale sale and if they can produce that or not. If they can, there will be a limited number of shoppers. With all 3 exhibit halls only 55 people can be in that large area at one time. Jo added marketing and communications under the office coordinator position and no longer has a contract worker. After submitting her report to the Trustees, Jo noted that she added 5 more grants at this point. Grants, naming opportunities, sponsorships etc. tallies up to \$637,742 in requests. Jo noted that she wished she could say all that will be coming back, but responses have been slow. In the meantime the Foundation did take on the \$150,000 from the economic injury disaster loan program. It was deposited into the Foundation's operating account and they are covered for the next 12 to 14 months even if they don't get funding in.

The Chair congratulated Jo on reopening. He noted that he did have a question about the formula Jo used in her report where she stated the return is ten times the Library's in kind. The Chair asked if this number is intended is to be represented as a return on investment number.

Jo Schantz responded, yes.

The Chair stated that we had many conversations about this in the past and wants to point out to the new board members, this is not the ROI number that the Trustees use. We report out the ROI number in our financials each month and ours is 1.62. There is a bit of confusion because we're not aligned on that number. The main factor, I believe, is that Jo reports out and includes operating expense as the return to JCPL. Can you explain the rationale for that as it is not something I understood fully?

Jo Schantz responded that if we didn't cover the majority of our own costs – the money that we get, the in kind in donations that comes from JCPL is about 15% of our operating budget. The rest of those funds that cover my salary, benefits, staff salary, liability insurance, mileage, training, website – all those ingredients that help us do what we do – we have to fund raise and cover those expenses ourselves. So that's where the return comes back because we only exist to serve JCPL. If you had to pay for those services that would be over \$500,000 a year that we give to the library because we cover those costs ourselves.

The Chair noted, so if your cost, your operating expenses goes up, the ROI that you report out to us actually increases, right?

Jo Schantz responded, right.

The Chair stated that this would be a very different way than we evaluate other relationships with vendors. For example, if we were to give our used books to another vendor, let's say Better World Books, they report to us what they would return to us on the value of those books that we give them. It would be very unusual for a vendor to report out their operating expenses. I want to point that out and want to make sure it's very clear and on the record. Because I do not believe that is the way we should be looking at ROI from the Foundation in consideration of our fiscal responsibility to the taxpayers of Jefferson County.

Jo Schantz responded, Well I guess the only difference there is that Better World Books is a for profit business, they don't exist solely to serve JCPL. We do, so that's where that comes in and this report came from our independent auditor so it's not a number that we just pulled out of our hats, it's actual, and of course that 10 times also includes the 2.5 to 1 cash ratio – so that's what it showed again the \$196,000 that we gave back to the library, that's cash.

The Chair noted, I certainly don't have a problem with the numbers reported, the issue is with the formula. Is your accounting firm representing that's a fair ROI?

Jo Schantz responded, absolutely.

The Chair noted, they are representing that's an ROI number?

Jo Schantz responded, absolutely, this is in our audit, it's in the last page of our financial audit.

The Chair stated, he just wanted to give everybody a history of the misalignment between the Foundation and Board of Trustees.

Trustee Fellman asked, can you tell me why do we have two firms in auditing? You have a separate auditing firm than the library does. Why is that?

Jo Schantz responded, yes we have an independent audit every year because we are a separate 501c3.

Trustee Fellman noted, in the past, the foundations I've been on, we've had the same auditor firm. For example, the food bank foundation has the same auditor firm that the food bank does.

Jo Schantz responded, it's never been a requirement and from time to time we send out the call for different bids from different auditors. We've been with JBS Professionals for about 5 years now. I know this next year we'll be casting out the net and looking for other bids so that we get different perspectives.

Trustee Fellman asked, Donna what firm do we use?

The Executive Director responded that we are part of the County's audit. The library doesn't hire our own auditor.

Trustee Fellman noted, oh yes that's the difference - we're part of the County.

Jo Schantz noted, one thing I did want to point out, as long as we're talking about these numbers, and Chic you mentioned if you were to sell books directly to Better World Books or someone else. I did send out a message to a couple of our vendors who buy our books in bulk since we're worried again we'll have so much inventory and will cause a lot of angst toward end of year if we're not able to move those books and CDs. I asked him to give us a bid on how much he would give us. So the result was rather startling. He would give me \$120 a pallet and we have 44 pallets that are waiting right now to go to the next

sales. So that means for all those books we would raise a little over \$5,000 and that would be horrible.

The Chair noted, and I don't disagree. A couple of years ago we did that analysis, where we reached out to Better World Books and we did a comparison in terms of what they would return to the Library versus what the Foundation returns, and the Foundation is providing us a better value. So there's not a dispute there at all. The dispute I have is that I've never, in all my years in business, never seen an ROI calculated that way and I don't think that's the way we should be looking at it. It doesn't make sense to me. If I was hiring an investment firm and I gave them \$1,000 and they returned at the end of the year \$1,100, I would expect that to be a 1.1 return, a 10% return. I can't imagine, even if I was their sole client, them saying, well we spent a million dollars to raise \$100 for you therefore it's a million to one or whatever that ratio is. That methodology makes no sense to me. I just want to make that clear and make it on the record, that the methodology that we are using and that we use from a financial perspective is about 1.62 to 1. This month that is what was reported out. I think that's a legitimate value, I think that's a good value, I have no problem with that. I just do not think the 10 to 1 is a fair way to look at it.

Jo Schantz responded, if you had to pay for all of our operating expenses that would really hurt the library's budget. But we provide that as a service so that's where I'm coming from and I think that's where our auditor is coming from as well. These are hard numbers. You're going to have to pay for somebody to do the fund raising, to manage all these books, etc. This is our gift then to the library because we covered those costs.

The Chair noted, and if we we're going out and we wanted to do an evaluation of another seller of our used books, that's how we would evaluate, we would look at what the return is in the way that I'm suggesting. And the same thing with grants. We could hire a grant manager to do the same thing and we could evaluate it in that way, and obviously we're not going to pick one with a high operating cost. We're going to pick one that is saying this is what I can raise for you.

Kim Johnson, Trustee Representative, noted that the Foundation Board meeting is next week. She stated that she is curious to hear how the store front walk went last week. In relation to the expense conversations, it is one of her concerns in respect to the store front. That would increase the Foundation expenses and could inflate what it appears you are giving back to JCPL, when in reality, those expenses are not ones that JCPL would choose to incur.

EXECUTIVE TEAM OPERATIONAL UPDATES

Executive Director Report

The Executive Director addressed the Board and provided an update to the Board. The report in the Board's packet includes the priorities for the third quarter, July, August and September. Examples of the focus for the third quarter include priorities around recovery response planning, 2021 budget and South County engagement. Another focus is serving the public in person and making sure there are enough staff to do all the work. Julianne Rist will be talking about opening up the buildings to the public. On Monday, Standley Lake opened with a mask requirement including patrons' age three and over. The next day Jefferson County issued a mask requirement for people age five and over and now the Governor has issued a mask requirement for people 10 and over. The Library is aware of those requirements and will stay with the safer requirements. The Colorado Association of Libraries conference (CALCON) will be held virtually and Amber Fisher will send out information. JCPL received a 22% response rate to a customer survey that showed a increased awareness of library services and a high satisfaction rate. Also in the Board's packet is a report on Spanish services and support during Covid-19 Pandemic.

In response to questions the Board was advised that:

- The Library was hopeful that the Raise-A-Reader event would take place in person, however, in consideration of current events, the Library will be looking at other options outside of an in-person event. Most metro area libraries have cancelled all in-person events through the end of the year. JCPL has not done that yet.
- The customer survey was sent to 8500 patrons.

Strategy and Engagement - Finance and Budget Department

Finance and Budget

The Executive Director introduced the topic and advised the Board that Barbara Long, Assistant Director of Finance and Budget, will present information and walk the Board through the draft 2021 budget. The Executive Director noted that the Board's input over the last couple of meetings are well represented.

Barbara Long expressed appreciation to the Board for the thoughtful discussions and direction around the long term plan scenarios and how the Library responds to economic changes. The heart of the budget information is in the tables in the Board's packet and the presentation is an overview to add to that and help further understanding.

The Goal of this budget is to respond to changing economic times: going from more than seven years of growth to predicted decline and preparing for a steeper drop in property tax revenue from Gallagher.

Assumptions for the 2021 proposed budget:

- Property Tax Revenue Based on 4.5 Mills
- Increase in Salary Cost Estimated at 2.6%
- Benefits, Interest Revenue and County Charges Estimated

The budget includes an estimate of some costs that will be revised when that information from the County is provided. This proposed budget estimates salaries, benefits and interest income.

5 & 10 Year Financial Model

- Financial Outlook 10 Years Out
- Property Tax Revenue Based on 4.5 Mills
- Assumes Gallagher Amendment in Effect
- Timing of Capital Projects: Alternative Services in 2021, Evergreen Begins in 2022, South County Begins in 2024

In June, the Board looked at long term planning scenarios and directed the Library to use timing of capital projects to provide flexibility as we wait for more information.

2021 Proposed Budget Highlights

- Preserve Financial Sustainability and Flexibility in a Changed Environment
- Pause on Large Capital Projects
- Scale Back on Staffing Additions
- Expand Alternative Services

This budget takes a conservative approach to preserve options in light of unknowns. The Library is also developing an alternative budget if Gallagher is repealed. The main difference will be in capital projects; taking a pause on large capital projects. Preserving financial flexibility means saving fund balance for the next big capital projects: South County and Evergreen. For the first time, JCPL's budget includes a capital projects sinking fund. The Library will be funding alternative services to get library services to people now.

The Library is scaling back on FTE additions. The 10.5 FTE decrease reflects not filling new positions that were approved in the current year budget. The Library is not decreasing positions already filled. Those 10.5 positions will be held in reserve. One of the goals of the organizational assessment was to stabilize JCPL's workforce. Stabilization of JCPL's workforce is represented by more standard employees

2021 Budget: Total Projected Revenue

- Projected 2021 revenue is \$47,078,996
- 2021 is not an assessment year
- Investment income will likely decrease in the final budget.

- 2% of revenue is not property tax and includes investment income, federal and state grants, Foundation contributions, e-Rate, Library fees, etc.

2021 Total Projected Expenses

- Total 2021 projected expenses is \$40,347,456 and reflects the line items in the financial tables that are included in the Board's packet
- Salaries & Benefits are 53% of operating expenses

2021 Capital Investments

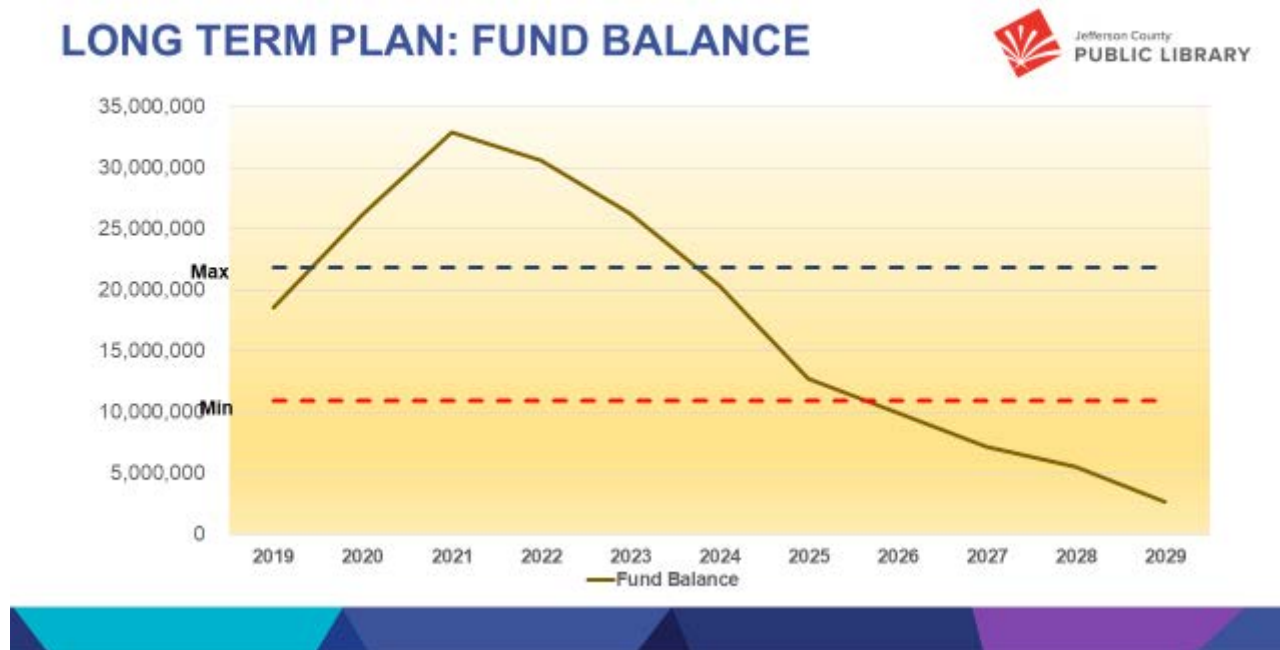
2021 capital investments focus on taking care of what the Library has and investing \$350,000 in alternative services to bring services to underserved communities quickly.

Annual Replacement Plan & On-Going Projects	
ARM-01 Capital Maintenance	\$ 250,000
ARM-02 Furniture & Equipment	36,000
ARM-03 Computer 5-year Replacement Plan	200,000
ARM-04 Book Sorter Replacement	300,000
ARM-05 IT Infrastructure Replacement	350,000
Total ARM	\$ 1,136,000
Capital Projects	
Alternative Services	350,000
Total Capital Projects	\$ 350,000
Total Capital Improvement Plan	\$ 1,486,000

Long Term Plan: Fund Balance

The long term fund balance chart reflects capital investments in the five-year plan over time with alternative services, Evergreen and South County. It reflects the middle road scenario for Gallagher which is a 15% projected decrease for 2022 – the next assessment year, and assumes that property tax revenue will increase by 5% for each assessment year thereafter. The fund balance cushions the decrease in future years. The chart shows the need to save fund balance when revenue is high and use that for future capital projects. One of the unique things about this budget is the commitment of funds to a capital sinking fund; to commit \$9 million to a capital sinking fund to formalize the Board's intention to take the surplus and use it in future years. The purpose would be to fund the next two large capital projects which are South County and Evergreen. Funding for alternative services is in 2021, Evergreen starts in 2022 and South County starts in 2024.

The establishment of this sinking fund with the 2021 budget will formalize the Board's commitment to future capital projects while maintaining compliance with the reserve fund policy (4.9.3). At the end of 2020, unspent capital project funds may also be committed to this fund.



The Chair expressed appreciation to the Library for their work on the 2021 budget and asked if there were any questions from the Board.

Trustee Bodnar noted and inquired that in looking over in the Board report in table 2, the fund balance 2019 actual beginning fund balance \$19,529 million is that correct?

Barbara Long responded that is just the budget and it is our practice for budget development to use the actual fund balance as of the end of the last completed fiscal year. So that \$19,529 is not the actual beginning fund balance at the start of 2020. That would be the \$18,467. That is just the measure that we use for budgeting. For right now, when we're developing the 2021 budget, we don't have 2020 completed yet.

Trustee Bodnar noted that is right, but at the top of the sheet it lists 2019 actual at 19 and it's using the 2020 budget, it's showing the exact same amount for the beginning fund balance and I don't think those two numbers should be the same. You just referenced that you feel it should be \$18,467 as a place holding number. I'm just curious why those two are exactly the same. The beginning of 2019 is the same as the beginning of 2020

Barbara Long responded that's been our practice for budgeting. But if you look at our financial tables, and if you look at the actual 2020 results for fund balance, you will see the actual beginning balance for the year – it's just a different measure that's an estimate used for budgeting.

Trustee Bodnar stated that I fail to understand why you're sending out numbers to us that are not actual. It states there that it's actual beginning balance and I think we've been operating under the assumption that that's actual and the fact that – maybe I'll back up - do each year we just use \$19,529 as our fund balance whether it is or not?

Barbara Long responded that each year for the budget we use the beginning fund balance as the actual fund balance for the prior year. So if you look at the 2021 budget, that number \$24,364,583 you can find that in the 2019 actual column. That is ending fund balance not the reserve balance, just fund balance. It just rolls over from year to year to use as an estimate for budget purposes. Then we do report the actual each month in the financial tables so you can see how we're doing as the year progresses.

Trustee Bodnar stated, so you're reporting to us, or to me, that 2019 actual ending fund balance is \$24 million and you're using that as the beginning fund balance for 2021 but not the for the beginning fund balance of 2020?

Barbara Long responded that is correct.

Trustee Bodnar inquired why would we not show the actual beginning fund balance of what it is in 2020 since it's a known number.

Barbara Long responded that is right. It is a known number now, but it wasn't when we developed the budget. The column you are looking at is just faithfully reflecting the budget as it was approved. And that's all that it does – it just shows what the Board approved when you passed the budget at the time which was a while ago.

Trustee Bodnar asked to go back to the chart where you showed a screen with the fund balance and had a graph there. And, if that's an actual graph, it's showing that you're using the fund balance number reported at \$19 million to begin 2020 when it really should be at \$24 million on that graph – and that part I feel is confusing to me. We're reporting to the Board and to the public that we have lower fund balance than we actually have. Would you agree with that statement?

Barbara Long responded I don't think so, because if you go back to the graph – we're starting out around \$19 million which is our reserve fund balance. And when we look at

funds that are available for use in the future we don't want to count funds that we've already committed to capital projects because we've said these are set aside for a specific purpose. And we've been spending those funds. Those are the carry forward funds for Belmar and the Library Service Center (LSC) garage. Those are the components of that \$5.8 million that's reflected on that fund balance table as commitments to capital projects. So we're starting off the fund balance with reserve funds. Funds available and we don't want to say that \$5.8 million that we're using for Belmar, and a lot of that is spent by now, is available to fund projects in the future because we do plan on spending that this year.

The Chair recognized Trustee Kim Johnson.

Trustee Johnson noted that I think Barbara clarified it a little bit more then, but I just wanted to put it in a little bit different perspective to try to clarify what's going on. So in the budget chart, the 2019 actual table, the starting balance was the \$19,529,543 that was the actual fund balance at the beginning of the 2019 year. The reason that's used for the 2020 budget is because that's the best estimate that we had at the time when developing the 2020 budget because that was done in 2019. The ending fund balance in 2019 is actually only \$18,467,378. We actually used some of our fund balance in 2019 – that's the number that's reflected on the graph for 2019. The current estimate, if I'm understanding correctly Barbara, to end 2020 is the \$24,364,583 that you have as the starting balance for 2021. Am I understanding that correctly? There are just so many things that are going on, there are so many different steps in the fund balance process.

Barbara Long responded absolutely. And these tables just reflect the Library's practice, as you alluded to Kim, of using last year's ending numbers that we know to start the next year. And we know it's not going to be exact which is why we do look at that long term plan and we do our best to do a first projection of the current year so that long term plan 2020 – is not following the budget – that's our best estimate of where it's going to end up. So we do have a couple different measurements going on here and we also have the financial tables which fill out the picture as well by giving our actual year to date using year end reserve balance. So the hope is that altogether these different pictures and different ways of looking at fund balance will help you have a good picture of the Library's financial situation and be able to plan for moving forward and also to see where we are.

Trustee Bodnar noted that he would like to continue and thanked Trustee Johnson for getting that clarifying question in there. The second number that jumped out on me on the process here, is same table 2020 amended budget we're still showing \$16 million in capital projects to be spent in 2020. Based on last month's vote to table South County and Golden

and concentrate in a different direction, that's not an actual number any more. That \$16 million, is that correct Director or Chair or Barbara?

Barbara Long responded that's absolutely correct. Again this column on the fund balance table just reflects the budget as approved by the Board last year. It doesn't reflect any updates. But we can see that updated information in the current month financial tables.

Trustee Bodnar asked if we could switch to that somewhere and show where it's not showing \$16 million, I didn't notice that. I saw that that's carried through and I think that looking at this table that affects my mindset on how much our fund balance will be in 2021 at 4.5 mills. I feel we will be severely overfunded in violation of our fund balance policy which is the direction I'm going with. I think that either needs to be modified or be clear to the Board.

Barbara Long responded I truly appreciate you bringing that up John because this is one of the big points of the 2021 budget and absolutely a good discussion topic for the Board. Do we commit project dollars this year, and in the 2021 budget, to fund future capital projects in anticipation that this is the year that the money is available and it may not be in future years. So that is absolutely one of the most important points of this budget and a very appropriate topic for discussion.

Trustee Bodnar responded that's a good segue and I'll jump in and say that reviewing the numbers and eliminating the projects that were eliminated with the last vote of the Board – my review shows that the capital projects for 2020 will be closer to \$5 million rather than the \$16 million reported and if that adjustment was made it would show an increase to the fund balance at the end of 2020, not a decrease as this table is showing. And it would then bring our fund balance at the end of 2020 to over \$27 million which is \$15 million more than our minimum reserve requirement which is a lot of money given the current state of the economy, in my opinion, and we're holding on to a lot of money of the public. And I just want to be very good stewards and make sure that every Board member realizes that we have over \$15 million more currently in the budget we're currently dealing with in 2020. Then if you review the proposed 2021 budget it calls for a reserve balance increase of \$6,700,000 which would then, if all things hold true in our estimates, give us a fund balance of almost \$34 million at the end of 2021 which is over \$21 million above our minimum requirements. And I just feel that is way out of whack with our reserve fund policy and I was hoping we would have a copy of the reserve fund policy, and Chair I don't know if now would be a good time to get into discussion about that but I just feel we're way out of whack.

The Chair noted Trustee Bodnar's request and stated that Trustee Anderson has her hand up to speak. The Chair called on Trustee Anderson.

Trustee Anderson stated John, I think if I'm understanding correctly, the question I had written down gets to that question. When we do that commitment to the sinking fund, Barbara my questions was by making that policy decision is there any impact to the reserve, and so therefore does there need to be a discussion on the reserve policy and amendments because also what is true, if the projections are accurate, so we may be reserving it for out years which technically exceeds the reserve fund policy on the maximum side. The reverse will also be true in out years when we're utilizing the sinking fund potentially, I could be wrong about this, on the minimum side or by making this sinking fund decision does it protect us for a little bit more for longer on the minimum side?

Barbara Long thanked Pam for the question. To first address the reserve fund policy, the reserve fund policy would not need any amendments to pass this budget as presented because the reserve fund policy states that the reserve fund is equal to the fund balance less any commitment for carryforward and sinking funds.

The Chair asked if the reserve fund policy could be displayed if it was accessible.

The Executive Director noted that the reserve fund policy will be pulled up on the screen for the Board. And, as a reminder, that policy is on the public website. These policies are all posted and we did call that out in the memo to be sure the Board was aware.

Barbara Long addressed the Board and reviewed the displayed reserve fund policy. The policy says that our reserve balance is our fund balance less non-spendable, which is usually minimal accounts receivable. So the reserve fund balance is our fund balance less non spendable, less fund balance committed to sinking funds. That's the \$9 million that we have set aside for a new capital project sinking fund. Less fund balance committed to project carryforward for the next fiscal year. So if we start with our fund balance projection, subtract off those two items which represent the Board's desire to commit funds for specific purposes, then we arrive at our reserve balance which is really funds that are available for other things.

Policy 4.9.3 - Library Fund Reserve Balance (Displayed)

The Library Fund Reserve is the portion of fund balance that is available to meet current and future obligations. Reserve Balance equals Fund Balance less the portion of fund balance that is not spendable (prepaid expenses) and the portion that is committed for specific purposes. The calculation is:

Fund Balance

- Non spendable fund balance
 - Fund balance committed to sinking funds
 - Fund balance committed to project carryover for the next fiscal year
-

= **Reserve Balance**

So when we we're having this discussion about changing the fund balance policy to a reserve policy, one of the desires of the Board and, in terms of most public organizations, the practice is that your reserve should not include committed funds. It should include funds that are actually available to be spent and that we don't want to count money twice that is committed in our reserve. So the budget as presented is consistent with the policy as adopted by the Board and that capital project sinking fund, as you mentioned Pam that allows the library to spend those dollars for specific capital projects in later years and not go below minimum levels. And, my recommendation would also be, looking toward the end of this year, to commit unspent capital project funds to that same fund as well so those are available for those next capital projects. Because as you see with the pictures of long term fund balance, the significant capital development for our next two large projects is not affordable unless we use the funds that we are saving this year and in 2021. And the budget formalized the Board's commitment which is a commitment to fund those two projects at a later date.

Trustee Anderson expressed appreciation to Barbara. I do think that's a really important clarification regarding one, the statement of policy commitment, but also how it intersects with the reserve. I think both those things are true at the same time. I know it's easy to say one or the other, and it's not in this situation. I feel like the discussion we've had over the last few months, particularly talking about these unique circumstances we're in, is the sinking fund is important to me because it is a public statement of commitment to the projects. But it also is important to say we recognize there's some uncertainty. We know these are projections and both those things are things we're going to be keeping an eye on. Which also made a difference to me. In the packet seeing those key milestones, the dates we're seeing this fall and into next spring when we're collecting more information and we'll have more data points regarding the economic impact of the pandemic.

The Chair noted, John, I shared the same sentiment with you, being uncomfortable with very large reserve balance but I've also acknowledged that I'm sure glad we have that right now during this pandemic because we have a lot more flexibility than we would have otherwise. Based on my understanding of the conversations we've had the last few months, it has been to commit to those projects in the sinking fund and staying aligned with our policies by approaching them in that manner

Trustee Bodnar noted, Chair, after all the discussion I just feel it's important to point out that if as a Board we can just put funds in a reserve for capital projects but then vote to delay or not do those capital projects at any point really. We're just stockpiling money somewhere and we're never really held accountable to any budget or fulfilling that policy, or the meat of the policy, which was to make sure that we just don't collect a lot of mil levies. This was a discussion that was had during the mil levy campaign on where these funds would go and these reserve policies give the impression that we wouldn't keep more than that. And I feel that we're violating that at this point and just want to make sure that's on the record that I don't agree with that. I like that we're going to be able to cash pay for some future projects and all, but I feel that those numbers are there already, so thank you for indulging my review.

The Chair expressed appreciation to Trustee Bodnar and noted, I will also point out though, that back in August 2019, when we adopted these and we talked about that sinking fund, I think that we were pretty proactive in terms of saying okay, we need to look at the way that we're accounting for those funds and we created the sinking fund to be more reflective of what we were actually holding on to in terms of committed funds.

Financial Report (June)

There were no questions from the Board regarding the June financials.

Belmar Project Financial Report

There were no questions or comments regarding the Belmar Project Financial report.

The Chair noted that many of the Trustees got the chance to see the Belmar Library and it is really beautiful. He expressed congratulations to everyone involved in the project and stated that he was really impressed by thoughtful layout, attention to detail, opening up the ceiling that lets in the natural light and taking in the beauty of the lot that the building sits on.

In response to questions, Steve Chestnut, Director of Facilities and Construction Projects advised the Board that:

- Primarily, what is left to be done is minor internal facilities work. There is a little bit of furniture from shipments that were delayed. The building is complete from a construction standpoint and is fully operational. The Library expects to pay the final construction retainage this month. Right now the project is under budget. There are a few outstanding invoices, however, it looks like the project may be under budget between \$80,000 and \$100,000.
- Julianne Rist will be providing information on the anticipated opening date for in-person services at the Belmar Library.

The Board expressed appreciation for the hard work that went into the Belmar Library renovation.

Strategy and Engagement

2020 Mid-year Report

The Chair acknowledged that this has been a pretty unusual year and noted that he is sure that there has never been a mid-year report like this one. He recognized staff for navigating the changes during this unexpected year and, in terms of service numbers and measures of success, the report is different than in normal years. For example, patron visits are very different. The team has been very focused on providing services to the community and reprioritizing efforts in a way that is fiscally responsible.

The Executive Director acknowledged that this has been a very unusual year for everybody. A full quarter of the Library's report is on such unusual activity. She noted that Rex Whisman, Director of Strategy and Engagement, will provide a whistle stop tour of the mid-year report. There was a lot of detailed project information in the Board's packet. The Executive Director expressed appreciation to the team and noted this opportunity to celebrate the work of the team and the support of the Board in these difficult and unusual times.

Rex Whisman, addressed the Board and presented information on the 2020 mid-year report. In the Board's packet is a summary of the Library's 2020 – 2025 Strategic Plan which was presented to the Board at the January 16 Board meeting. Also included in the packet was an extensive narrative and timeline of JCPL's response to Covid-19, featuring a multitude of the accomplishments in 2020 to date. The packet also contains a management document of 2020 projects.

Rex noted that the Board might recall that at the March 12, 2020 Study Session each of the directors presented the 2020 projects from their respective divisions that were planned to support the eight initiatives from the 2020 – 2025 strategic plan. Shortly after that meeting, the Library closed the buildings to the public. Adjustments to the project plan were made to support the essential functions of the continuity of operations plan, and map back to the initiatives, strategic priorities and ends statements, and guide JCPL towards the next normal.

- New or Expanded
- Urgent and Important
- Important
- New or Reallocated Resources

The Board's packet presentation slides showed the projects that were added to JCPL's project list for 2020 and those projects that have expanded. As JCPL navigated the past several months and set sail for the remainder of 2020 and beyond, the Library has embraced the Eisenhower Matrix of Project Time Management to help prioritize the growing list of projects and categorize them as urgent and important and those that are important. Staff have also identified which of the 2020 projects to date require additional and reallocated resources.

For example, a project plan for educating the public on the repeal of the Gallagher Amendment ballot initiative, the Gradual Return to In-Person Services Team (GRIST), Patron and Staff Safety, and Remote Work are some of the new projects that have risen to the level of urgent and important. These are priority projects and need immediate attention. Stakeholder engagement, emerging technology and mail delivery are examples of projects that have been expanded and also require staff's immediate attention.

There are numerous projects that have been identified as important, but not urgent, and most of those projects are currently in progress.

In summary, the Library has 12 projects that are new or expanded, 22 that have been identified as urgent and important, 32 important and 14 of the projects require new or reallocated resources. 13 projects have been delayed and are those projects that can be delegated or moved back.

The Trustees expressed appreciation to the Library staff for their proactive and comprehensive work on the 2020 projects. Rex noted that it validated the Board's Ends Statements and is representative of great team leadership and the support of the Board.

Amended Belmar Naming Agreement – Authorization - Fransen Pittman

There were no questions from the Board regarding the amended naming agreement.

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign the amended donation and naming agreement between the Jefferson County Public Library, the Jefferson County Library Foundation and Fransen Pittman. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

Public Services

Return to In-person Service

The Executive Director introduced the topic and advised the Board that as JCPL reopens its buildings, Library leadership is present to support staff and hear from patrons first hand. This situation is something that none of us have experienced before in our careers.

Staff are learning new scripts that they never had to say before. We are hearing from lots of grateful patrons who are also excited with our safety measures and feeling that the Library is keeping them safe. The Executive Director introduced Julianne Rist, Director of Libraries, to present information on the reopening plan.

Julianne Rist advised the Board that she had the privilege to be on site at Standley Lake Library and experience the heartwarming experience of welcoming patrons back into the Library. People came in immediately, some in tears as they expressed their appreciation. There were kids skipping and looking for books for summer reading and to take home. For the first two days of walk in services at Standley Lake, we saw 867 people come through, about 25 bookings for computers each day, and 3,295 checkouts. Curbside service was still going strong with 183 patrons and 830 items checked out.

Tiered Approach to In-person Services

Appointment & Walk In

The differences between the two tiers (appointment and walk-in and walk-in) is based on the building size. Appointment and Walk in Services are available at our larger locations and will meet the need for both those who preplan and those who simply show up. The larger building have more computers and study rooms, so some will be able to be reserved and some will be available for those who simply walk in. People will be able to reserve a computer or study room in advance through either the website or the call center just like they did before Covid 19. We will also be promoting our laptops that we check out as well to help with having to remove some desktop computers.

Walk in Services

Walk in services will be at our medium locations. Since we expect the reservations may outpace the demand, we will be reopening these buildings on a first come first served policy. You can simply come in and use the library, but there may be a wait. The physical set up will be the same due to social distancing placement of computers, seating will be removed and furniture rearranged to ensure social distancing.

At all locations that are welcoming public into the buildings we will:

- Limit the number of people in a building to 50% capacity
- Provide dedicated hours for Seniors and other vulnerable populations

The Wheat Ridge Library will remain as curb-side only service.

What to Expect – Libraries Will Look Different

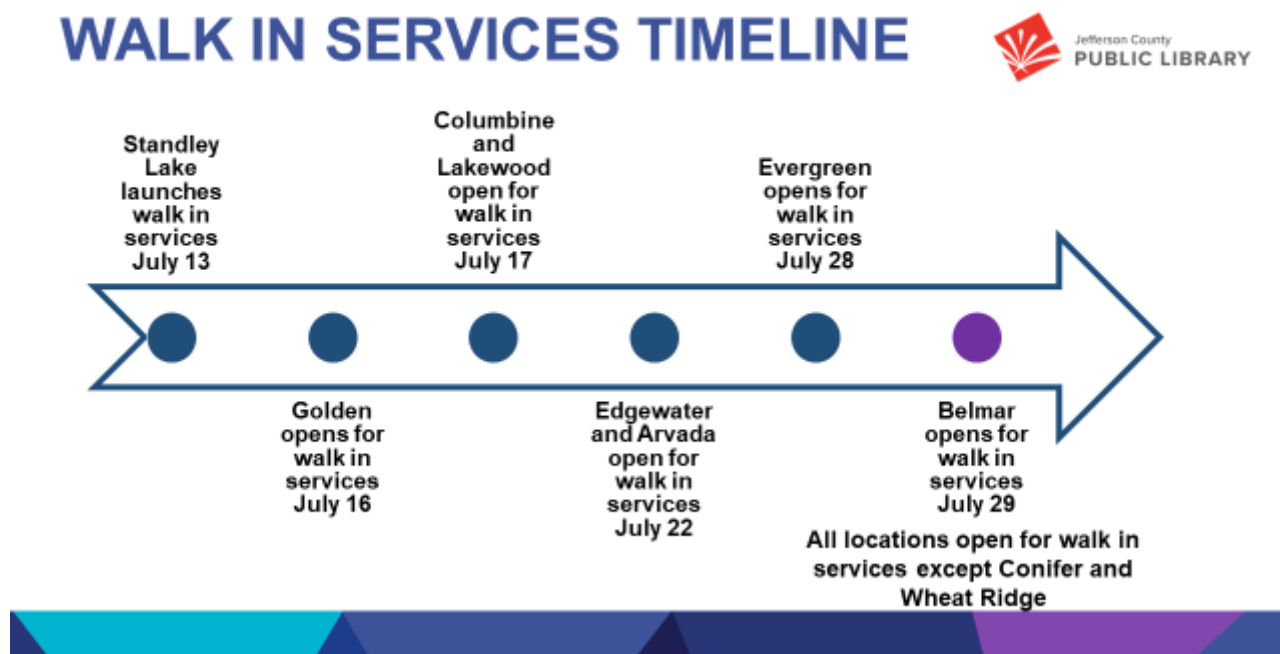
We are excited to welcome our residents back into our buildings. The health and safety of our staff and patrons is our top priority. We will be following current safety and cleaning

protocols in all our locations. JCPL will be offering limited indoor library services at most of our locations. Libraries will look different and staff has been working hard to be ready for our first visitors.

Information has been sent to patrons and posted on the website on what to expect when they come into the Library. Furniture and equipment have been removed or repositioned for social distancing. Buildings will be operating at 50% capacity so there may be a wait to come in. Staff will monitor the number of patrons at all times. Physical materials will continue to be quarantined

Services and Spaces Available

Patrons now have the choice to utilize curbside services or come in to pick up their holds. Computers are available for one 60-minute session per day. Copiers and faxing are available. Study rooms are available for one 60-minute session per day with limited numbers per room. Patrons are welcome to browse books, DVDs, audiobooks and other items in the collection and choose items they would like to check out and take home.



We have been making some adjustments to the timeline as we open locations. This timeline was confirmed this afternoon and will go to all card holders in tomorrow's email blast so that they will know when their location will be opening for walk in services. In the first two days of service at Standley Lake we can already see how patrons are using the in person services and how it allows us to reach so many more people than curbside alone.

Summer Service Hours

Walk In Services

- Monday – Saturday
10:00 am – 1:00 pm
2:00 – 5:00 pm
Closed 1:00 – 2:00 pm for cleaning
Special hours for vulnerable populations Mondays, Wednesdays & Saturdays 9:00 – 10:00 am

Curbside Services

- Monday – Saturday 10:00 am - 5:00 pm
- Sunday 12:00 – 5:00 pm

Continuation of Services

All of these services will continue as we begin the next phase of in-building services.

- Curbside
- Online & Dial In Programming
- Digital Services
- Alternative Services
 - Bookmobile
 - Books by mail
 - Hold Lockers & Vending
- Other Services
 - Book A Librarian
 - Outreach

Since we began offering curbside we have continuously expanded the service, or changed the way we provide it. We expect that this service will remain popular and we plan to continue to offer it after we welcome the public back into our buildings.

Programming pivoted to an online and dial in format. Summer reading has also gone online, sign up prizes and trackers are now available through curbside. Summer reading is now over 15,000 people registered.

In our Digital Experience area our website kept the community informed as we expanded and added services to the community, as well as responding to current events.

In Digital Resources, patrons had access to constantly expanded digital offerings and increased titles and copies. JCPL also leveraged temporary changes in content from vendors, making more resources available or certain databases available from home.

Alternative & Other Services

- Hold lockers and Vending will move from Belmar to South County and other areas

- Bookmobile stops and lobby stops resumed the week of June 8. Lobby stop numbers were 48 stops, 362 patrons, 1148 items checked out. KenCaryl numbers were 2 stops, 37 patrons, 81 checkouts.
- June 16 mail delivery patrons were contacted about resuming service 39 patrons, 201 items
- Beginning July 7, homebound patrons who received items via volunteers began being contacted about switching to mail delivery; approximately 269 patrons
- Book a Librarian has seen steadily increasing numbers. In June there were 195 appointments
- Outreach continues as we work with community partners.

In response to questions, the Board was advised that:

- We are not yet open for accepting donations. The Library is opening in stages until we're sure that we have a process to handle everything that we're doing
- The Library has set up book trucks for patrons to place materials. If a patron picks up a book and decides they don't want that book, they can place it in the book truck and those items go into quarantine with other returned items.
- At Standley Lake, Julianne was a greeter and counter for three hours on Monday. We never got to maximum building capacity so there was no wait. Patrons spent about 20-30 minutes in the building. Golden is a smaller library and the number that can come in is smaller, but no one had to wait on first day. The Library is monitoring to see if there are wait times to come into the buildings. We have received feedback from other Front Range libraries that not that many people are coming into their buildings.
- People who recently used Standley Lake received the email notifying them of the opening and the same for Golden. Tomorrow an email will go out to everyone with information on what libraries are open and what libraries are opening next week.

The Chair congratulated the Library and noted that it is exciting to be opening and that the preliminary reports are going smoothly. He expressed appreciation to staff for the hard work.

EBSCO Contract Renewal Information

There were no questions from the Board regarding the EBSCO contract renewal. The Board was advised that authorization for the contract will appear on the Consent Agenda for the August 13, Special Meeting.

Revised Intergovernmental Agreement with Foothills Parks & Recreation District

The Executive Director introduced the topic and advised the Board that there were some changes to the agreement that are indicated in the memo. There were no questions from the Board regarding the agreement.

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign the revised Intergovernmental Agreement between the Jefferson County Public Library and Foothills Parks & Recreation District to place the alternative delivery systems at the Ridge Recreation center. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Information Technology

Master Services Agreement Information

Bernadette Berger, Director of Information Technology, addressed the Board. She noted that she and Brad Green, IT Security and Systems Manager, have been working on this contract to create agreement for a variety of projects. The agreement will allow IT to access support for a wide range of IT services at a fixed rate. The contract will encompass all consulting work provided by Sentinel, including projects that would otherwise be too small to require a formal contract. The agreement will also provide the ability, if the Library is short staffed, to hire someone to come in and assist. The Library has utilized Sentinel's consulting services for the past five years to assist IT with projects and they are a valuable partner. Sentinel was chosen due to our experiences with them on projects like the implementation of the Edge Router which was just completed. They will also work with the Library on SharePoint services, which is the internal intranet and a key component to our communication. The Board was advised that this contract will appear on the Consent Agenda for the August 13, Special Meeting for authorization.

The Chair noted that he can imagine that Bernadette Berger and Brad Green have had their hands full with a lot of demand for IT services and he understands the importance of this agreement.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

There were no emerging issues.

ENDS

No items.

BOARD GOVERNANCE

No items

BOARD SCHEDULE – NEXT MEETINGS

The Chair advised the Trustees that the Board will be taking an important action at the next meeting and he is scheduling it a Special Meeting, following protocols as regular board meeting including giving the public opportunity to comment.

- August 13, 2020 – Study Session – 5:30 pm - CANCELLED
- August 13, 2020 – SPECIAL MEETING – 5:30 pm – CONFIRMED FOR ONLINE via WebEx
- August 20, 2020 - Board Meeting – 5:30 pm – CONFIRMED FOR ONLINE via WebEx.
- September 10, 2020 – Study Session – 5:30 pm –To be determined – Pam Nissler Conference Room at Library Administration or Online via Web Ex
- September 17, 2020 – Board Meeting – 5:30 pm – To be determined – Belmar Library Meeting Room or Online via WebEx

CONFERENCES

- Colorado Association of Libraries 2020 Conference (CAL) – September 10-12, Loveland CO

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

There were no announcements or correspondence from the Chair.

Trustee Bodnar stated that he wants his comments incorporated into the minutes as spoken. The Chair acknowledged Trustee Bodnar's request.

ADJOURNMENT

The Board meeting was adjourned at 7:21 pm.

Pam Anderson, Secretary

Operational Updates

Executive Director Update

Operational Updates

Strategy, Engagement and Finance

MEMORANDUM

TO: Library Board of Trustees

FROM: Donna Walker, Executive Director

RE: 2021 Budget

DATE: August 6, 2020

The 2021 budget includes the five year capital plan that was presented to the Library Board last month. It was developed after many conversations with the Library Board of Trustees over the last several months. The proposed budget is designed to fund library services to support community needs. Investments in both capital and operating expenses have been scaled back in anticipation of future decreases in property tax revenue and to save fund balance for capital projects in 2022 and future years.

Revenue Assumptions:

Projected 2021 revenue is largely unchanged from the estimates that were included in the long term planning scenarios. Property tax assumptions are:

- The mill levy is 4.5.
- Property tax revenue will be the same in 2021 as in 2020.

The Library's capital projects in the 2021 budget and 5 year Capital Improvement Plan (CIP) reflect the need to preserve flexibility and fund balance at the Board's request and staff recommendation. The Library Board has an internal guideline (Policy 4.9.4) of designating a minimum of 4.5% of property tax revenue to fund capital projects. The Library Board may adjust this percentage each year during the budget process. The amount of capital funding in the proposed 2021 budget is 3.2% of projected revenue.

Projections show that property tax revenue in 2020 and 2021 is higher than it may be for the next five to ten years. Funding for JCPL's multiyear capital plan depends on saving balances in 2020 and 2021 for these projects. Because this is a unique situation in the Library's recent history of capital funding, the 2021 budget includes the commitment of fund balance to a new capital projects sinking fund. The establishment of this sinking fund with the 2021 budget will formalize the Board's commitment to future capital projects while maintaining compliance with the reserve fund policy (4.9.3). At the end of 2020, unspent capital project funds may also be committed to this fund.

Attachments

1. 2021 Budget Tables
2. Long Term Financial Plan
3. Trustee's 2021 Budget Letter

Action Requested: I request that the Library Board of Trustees authorize me to submit the Letter from the JCPL Board Chair certifying the mill levy necessary to maintain and operate the library, the 2021 5-Year Capital Plan, and 2021 Proposed Budget Plan to the Board of County Commissioners.

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2021 Budget

Sources and Uses of Funds	2019 Actual	2020 Amended Budget	2021 Budget	\$ Incr(Decr) 2020 to 2021 Budget	% Incr(Decr) 2020 to 2021 Budget
Sources of Funds					
Revenues					
Property Tax (net of adjustments)	\$ 41,680,883	\$ 46,300,305	\$ 46,300,305	\$ -	0%
Total Taxes	\$ 41,680,883	\$ 46,300,305	\$ 46,300,305	\$ -	0%
Federal & State Grants	\$ 128,084	\$ 128,000	\$ 121,051	\$ (6,949)	-5%
Library Fees	435,234	239,513	145,000	(94,513)	-39%
Other Revenue	1,412,272	572,640	512,640	(60,000)	-10%
Total Other Revenues	\$ 1,975,590	\$ 940,153	\$ 778,691	\$ (161,462)	-17%
Sub Total Revenues	\$ 43,656,474	\$ 47,240,458	\$ 47,078,996	\$ (161,462)	0%
Transfer from Fund Balance	\$ -	\$ 8,311,685			
Transfer to Fund Balance	4,835,040	-	\$ 6,731,540		
Total Sources of Funds	\$ 38,821,434	\$ 55,552,143	\$ 40,347,456	\$ (15,204,686)	-27%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 14,352,310	\$ 15,935,735	\$ 15,966,175	\$ 30,440	0%
Benefits	4,370,694	5,288,399	5,307,601	19,202	0%
Total Salaries & Benefits	\$ 18,723,004	\$ 21,224,134	\$ 21,273,776	\$ 49,642	0%
Library Books & Materials	\$ 7,777,885	\$ 8,135,190	\$ 7,754,177	\$ (381,013)	-5%
Supplies	1,343,599	1,449,965	1,485,625	35,660	2%
Vehicles	-	-	-	-	
Services & Charges	3,869,464	4,914,583	5,197,772	283,189	6%
Internal Transactions /Cost Allocation	1,983,894	2,251,204	2,528,288	277,084	12%
Total Operating Expenditures	\$ 33,697,846	\$ 37,975,076	\$ 38,239,638	\$ 264,562	1%
Financing & Debt Service	\$ 1,448,432	\$ 1,410,421	\$ 621,819	\$ (788,602)	-56%
Capital Projects	\$ 3,675,156	\$ 16,166,646	\$ 1,486,000	\$ (14,680,646)	-91%
Total Uses of Funds	\$ 38,821,434	\$ 55,552,143	\$ 40,347,456	\$ (15,204,686)	-27%



TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2021 Budget

	2019 Actual	2020 Amended Budget	2021 Budget
Beginning Fund Balance	\$ 19,529,543	\$ 19,529,543	\$ 24,364,583
Revenues	\$ 41,728,495	\$ 45,074,778	\$ 44,913,316
Capital Funding	1,927,979	2,165,680	2,165,680
Total Revenues	\$ 43,656,474	\$ 47,240,458	\$ 47,078,996
Expenditures			
Operating Expenditures	\$ 33,697,846	\$ 37,975,076	\$ 38,239,638
Debt Service	1,448,432	1,410,421	621,819
Capital Projects	3,675,156	16,166,646	1,486,000
Total Expenditures	\$ 38,821,434	\$ 55,552,143	\$ 40,347,456
Ending Fund Balance	\$ 24,364,583	\$ 11,217,858	\$ 31,096,122
Increase/(Decrease) in Fund Balance	\$ 4,835,040	\$ (8,311,685)	\$ 6,731,540
Commitment to Capital Projects	\$ 5,897,205		
Commitment to Capital Projects Sinking Fund			\$ 9,000,000
Reserve Fund	\$ 18,467,378		\$ 22,096,122
Reserve Balance Policy Calculation			
	2019 Actual	2020 Amended Budget	2021 Budget
16% - Current Year Budgeted Revenues	\$ 6,985,036	\$ 7,558,473	\$ 7,532,639
9% - Current Year Budgeted Revenues - Uncertainty	3,929,083	4,251,641	4,237,110
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 10,914,118	\$ 11,810,115	\$ 11,769,749
50% of Current Year Budgeted Revenues	\$ 21,828,237	\$ 23,620,229	\$ 23,539,498
Total Maximum F/B Reserve Requirements (CEILING)	\$ 21,828,237	\$ 23,620,229	\$ 23,539,498
Above/(Below) Minimum (FLOOR)	\$ 13,450,464	\$ (592,257)	\$ 19,326,372
Above/(Below) Maximum (CEILING)	\$ 2,536,346	\$ (12,402,371)	\$ 7,556,624



TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2021 Budget

Sources and Uses of Funds	2019 Actual	2020 Amended Budget	2021 Budget	\$ Incr(Decr) 2020 to 2021 Budget	% Incr(Decr) 2020 to 2021 Budget
Sources of Funds					
Revenues					
Taxes					
Property Taxes	\$ 40,915,992	\$ 45,960,543	\$ 45,960,543	\$ -	0%
Delinquent Taxes	81,612	48,032	48,032	-	0%
Prior Year Cancellations	(223,412)	(385,353)	(385,353)	-	0%
Urban Renewal	(1,068,555)	(1,509,624)	(1,509,624)	-	0%
Penalties & Interest	47,267	21,027	21,027	-	0%
Total Taxes	\$ 39,752,904	\$ 44,134,625	\$ 44,134,625	\$ -	0%
Federal & State Grants	\$ 128,084	\$ 128,000	\$ 121,051	\$ (6,949)	-5%
Library Fees	309,575	107,950	40,000	(67,950)	-63%
Other Fees	125,659	131,563	105,000	(26,563)	-20%
Investment Income	1,122,445	322,000	322,000	-	0%
Contributions from Private Sources	177,817	160,000	100,000	(60,000)	-38%
E-Rate & Other	112,010	90,640	90,640	-	0%
Total Revenues	\$ 41,728,495	\$ 45,074,778	\$ 44,913,316	\$ (161,462)	0%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 12,442,452	\$ 15,093,111	\$ 14,791,677	\$ (301,434)	-2%
Awards & Bonuses	-	130,000	135,000	5,000	4%
Termination Pay	78,196		110,000	110,000	
Temporary Salaries	1,828,944	2,146,611	2,095,441	(51,170)	-2%
Overtime	2,719	5,130	-	(5,130)	-100%
Vacancy Savings		(1,439,117)	(1,165,943)	273,174	-19%
Benefits	4,370,694	5,288,399	5,307,601	19,202	0%
Total Salaries & Benefits	\$ 18,723,004	\$ 21,224,134	\$ 21,273,776	\$ 49,642	0%
Library Books & Materials	\$ 6,578,114	\$ 6,691,154	\$ 6,191,154	\$ (500,000)	-7%
Library Computer Materials	1,077,497	1,285,686	1,385,948	100,262	8%
Library Periodicals	122,274	158,350	177,075	18,725	12%
Sub-Total Library Collections	\$ 7,777,885	\$ 8,135,190	\$ 7,754,177	\$ (381,013)	-5%
Supplies	\$ 1,343,599	\$ 1,449,965	\$ 1,485,625	\$ 35,660	2%
Services & Charges	3,869,464	4,914,583	5,197,772	283,189	6%
Vehicles	-	-	-	-	
Direct Internal Charges	143,837	164,067	141,920	(22,147)	-13%
Indirect Cost Allocation	1,067,744	1,145,837	1,411,532	265,695	23%
Intra County Transactions	772,313	941,300	974,836	33,536	4%
Total Supplies and Other	\$ 7,196,956	\$ 8,615,752	\$ 9,211,685	\$ 595,933	7%
Total Operating	\$ 33,697,846	\$ 37,975,076	\$ 38,239,638	\$ 264,562	1%



Authorized Positions	2019 Budget	2020 Budget	2021 Budget	Change 2020 to 2021
FTE Positions - Active	253.0	277.0	266.5	(10.5)
FTE Positions - Reserved	-	-	10.5	10.5
Total Authorized Positions	253.0	277.0	277.0	-



TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2021 Budget

Sources and Uses of Funds	2019 Actual	2020 Budget	2021 Budget	\$ Change 2020 to 2021 Budget
Debt Service				
Principal - Arvada (2005-2024)	\$ 539,667	\$ 552,073	\$ 565,720	\$ 13,647
Interest - Arvada (2005-2024)	82,192	69,294	56,099	(13,195)
Principal - Refunding Series 2013	608,264	608,265	-	(608,265)
Interest - Refunding Series 2013	61,695	31,303	-	(31,303)
Principal - COP - Capital Projects	142,143	142,143	-	(142,143)
Interest - COP - Capital Projects	14,472	7,343	-	(7,343)
Total Debt Service	\$ 1,448,432	\$ 1,410,421	\$ 621,819	\$ (788,602)

Arvada

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

Build America Bonds

Total Issue \$6,293,000
Original Term 2011-2020
Refunding Term 2013-2024
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
2021 Budget

Sources and Uses of Funds	2019 Actual	2020 Amended Budget	2021 Budget	\$ Incr (Decr) 2019 to 2020 Budget
Sources of Funds				
Property Tax - Capital - 4.5%	\$ 1,927,979	\$ 2,165,680	\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	-	-	-	-
Total Sources of Funds	\$ 1,927,979	\$ 2,165,680	\$ 2,165,680	\$ -
Uses of Funds				
Annual Replacement & Maintenance Program (ARM) & Ongoing Projects				
ARM-01 Capital Maintenance	\$ 238,497	\$ 307,000	\$ 250,000	\$ (57,000)
ARM-02 Furniture & Equipment	16,175	36,000	36,000	-
ARM-03 Computer Replacement Plan	200,868	180,000	200,000	20,000
ARM-04 Book Sorter Replacement	59,862	470,000	300,000	(170,000)
ARM-05 IT Infrastructure Replacement	128,989	370,000	350,000	(20,000)
Alternative Services	246,753	450,000	350,000	(100,000)
2016 Projects				
16-14 High Availability Internet Redundancy	-	41,000	-	(41,000)
2017 Projects				
17-13 Standley Lake Outdoor Learning Environment	72,195	-	-	-
2018 Projects				
18-05 Evergreen Parking Lot	175,008	-	-	\$ -
18-07 LSC Garage & Loading Dock Planning	46,948	122,583	-	(122,583)
18-08 Bookmobile Replacement	-	547,441	-	(547,441)
2019 Projects				
19-02 Document Management System	-	160,000	-	(160,000)
2020 Projects				
20-01 Arvada HVAC Control Upgrade	\$ -	\$ 140,000	-	\$ (140,000)
20-02 Golden Library	-	4,396,000	-	(4,396,000)
Multi-Year Construction Projects				
17-07 Edgewater Library	139,175	-	-	-
18-01 Belmar Remodel	2,344,785	4,602,522	-	(4,602,522)
19-03 South County Library	5,900	4,344,100	-	(4,344,100)
21-01 Evergreen Remodel	-	-	-	-
Total Capital Projects	\$ 3,675,156	\$16,166,646	\$ 1,486,000	\$ (14,680,646)



TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
5 -Year Capital Improvement Plan
2021-2025

Project	2020 Amended Budget	2021	2022	2023	2024	2025	Total 2021-2025
Annual Replacement Plan							
ARM-01 Capital Maintenance	\$ 307,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
ARM-02 Equipment Replacement	36,000	36,000	36,000	72,000	36,000	36,000	216,000
ARM-03 Computer 5-year Replacement Plan	180,000	200,000	250,000	250,000	250,000	250,000	1,200,000
ARM-04 Book Sorter Replacement	470,000	300,000	300,000	300,000	300,000	300,000	1,500,000
ARM-05 IT Infrastructure Replacement	370,000	350,000	200,000	200,000	200,000	200,000	1,150,000
Total ARM & Ongoing Projects	\$ 1,363,000	\$ 1,136,000	\$ 1,036,000	\$ 1,072,000	\$ 1,036,000	\$ 1,036,000	\$ 5,316,000
5-Year Capital Improvement Plan							
19-14 Alternative Services	\$ 450,000	\$ 350,000	\$ 200,000	\$ -	\$ 50,000	\$ 50,000	\$ 650,000
16-14 High Availability Internet Redundancy	41,000	-	-	-	-	-	-
18-01 Belmar Library Remodel	4,602,522	-	-	-	-	-	-
18-07 LSC Garage & Loading Dock	122,583	-	-	-	-	-	-
18-08 Bookmobile Replacement	547,441	-	-	-	-	-	-
19-02 Document Management System	160,000	-	-	-	-	-	-
19-03 South County Library	4,344,100	-	-	-	5,000,000	6,378,000	11,378,000
20-01 Arvada HVAC Control Upgrade	140,000	-	-	-	-	-	-
20-02 Golden Library	4,396,000	-	-	-	-	-	-
21-01 Evergreen Library Remodel	-	-	1,350,000	2,170,000	-	-	3,520,000
21-02 Data Warehouse	-	-	125,000	-	-	-	125,000
23-02 ILS Replacement	-	-	-	750,000	-	-	750,000
Total CIP	\$ 14,803,646	\$ 350,000	\$ 1,675,000	\$ 2,920,000	\$ 5,050,000	\$ 6,428,000	\$ 16,423,000
Total 5-Year Capital Plan	\$ 16,166,646	\$ 1,486,000	\$ 2,711,000	\$ 3,992,000	\$ 6,086,000	\$ 7,464,000	\$ 21,739,000



JEFFERSON COUNTY PUBLIC LIBRARY - 15% Decrease in Assessed Value for 2022; 5% Increase in Assessed Value Thereafter

	ACTUAL 2019	PROJECTED 2020	PROJECTED BUDGET 2021	PROJECTED BUDGET 2022	PROJECTED BUDGET 2023	PROJECTED BUDGET 2024	PROJECTED BUDGET 2025	PROJECTED BUDGET 2026	PROJECTED BUDGET 2027	PROJECTED BUDGET 2028	PROJECTED BUDGET 2029
Property Tax	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills
Property Tax	\$ 41,680,883	\$ 46,300,305	\$ 46,300,305	\$ 38,732,995	\$ 38,732,995	\$ 40,683,620	\$ 40,683,620	\$ 42,731,777	\$ 42,731,777	\$ 44,882,342	\$ 44,882,342
	-	-	-	-	-	-	-	-	-	-	-
Use of Fund Balance				-	-	-	-	-	-	-	-
TOTAL SOURCES	\$ 43,656,473	\$ 47,240,458	\$ 47,078,996	\$ 39,536,164	\$ 39,569,449	\$ 41,536,550	\$ 41,553,519	\$ 43,723,573	\$ 43,741,575	\$ 45,944,215	\$ 45,934,333
Salaries & Benefits	\$ 18,723,005	\$ 20,274,134	\$ 21,273,776	\$ 21,911,989	\$ 22,569,349	\$ 23,646,429	\$ 24,355,822	\$ 25,086,497	\$ 25,839,092	\$ 26,614,265	\$ 27,412,693
Supplies	1,343,599	1,449,965	1,485,625	1,532,300	1,575,204	1,619,310	1,664,651	1,711,261	\$ 1,759,176	\$ 1,808,433	\$ 1,859,069
Library Books and Materials	7,777,885	7,635,190	7,754,177	7,723,132	7,769,091	7,844,527	7,923,631	8,006,584	\$ 8,093,574	\$ 8,184,800	\$ 8,280,470
Services & Charges	3,869,644	4,914,583	5,197,772	5,091,197	5,214,610	5,325,226	5,439,027	5,572,829	\$ 5,727,603	\$ 5,887,180	\$ 6,034,047
Interdepartmental	1,983,894	2,251,204	2,528,288	2,180,121	2,221,438	2,294,138	2,340,601	2,420,102	\$ 2,469,203	\$ 2,553,003	\$ 2,604,893
Subtotal Operating	\$ 33,698,027	\$ 36,525,076	\$ 38,239,638	\$ 38,438,739	\$ 39,349,692	\$ 40,729,631	\$ 41,723,732	\$ 42,797,273	\$ 43,888,648	\$ 45,047,681	\$ 46,191,172
Operating Costs -So County		-						2,523,064	1,500,776	1,545,799	1,592,173
Operating - Golden											
Subtotal Operating w/Capital	33,698,027	36,525,076	38,239,638	38,438,739	39,349,692	40,729,631	41,723,732	45,320,337	45,389,423	46,593,480	47,783,345
Debt Service	1,448,432	1,410,421	621,818	621,944	621,744	623,700	-	-	-	-	-
Capital Projects and Equipment	433,327	140,000	-	-	-	-	-	-	-	-	-
ARMS	644,390	1,136,000	1,136,000	1,072,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000
Facility Master Plan Projects	2,350,685										
Subtotal - Debt, Capital, ARM	4,876,835	2,686,421	1,757,818	1,693,944	1,657,744	1,659,700	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000
Alternative Services	246,573	450,000	350,000	200,000		50,000		175,000	50,000		
South County		-				5,000,000	6,378,000				
Golden											
Evergreen				1,350,000	2,170,000						
Standley Lake/NW Arvada											
Admin Bldg											
Lakewood											
Arvada											
Data Warehouse				125,000							
ILS					750,000						
TOTAL USES	\$ 38,821,435	\$ 39,661,497	\$ 40,347,456	\$ 41,807,683	\$ 43,927,436	\$ 47,439,331	\$ 49,137,732	\$ 46,531,337	\$ 46,475,423	\$ 47,629,480	\$ 48,819,345
NET SOURCE (USE) OF FUNDS	\$ 4,835,038	\$ 7,578,961	\$ 6,731,540	\$ (2,271,519)	\$ (4,357,987)	\$ (5,902,781)	\$ (7,584,214)	\$ (2,807,764)	\$ (2,733,848)	\$ (1,685,266)	\$ (2,885,012)
Reserve Balance	\$ 18,572,181	\$ 26,151,142	\$ 32,882,682	\$ 30,611,163	\$ 26,253,176	\$ 20,350,395	\$ 12,766,182	\$ 9,958,418	\$ 7,224,570	\$ 5,539,304	\$ 2,654,292
MIN RESERVE BALANCE	\$ 10,914,118	\$ 11,810,115	\$ 11,769,749	\$ 9,884,041	\$ 9,892,362	\$ 10,384,137	\$ 10,388,380	\$ 10,930,893	\$ 10,935,394	\$ 11,486,054	\$ 11,483,583
MAX RESERVE BALANCE	\$ 21,828,237	\$ 23,620,229	\$ 23,539,498	\$ 19,768,082	\$ 19,784,724	\$ 20,768,275	\$ 20,776,759	\$ 21,861,786	\$ 21,870,788	\$ 22,972,107	\$ 22,967,166
RESERVE BALANCE OVER MINIMUM	\$ 7,658,063	\$ 14,341,028	\$ 21,112,933	\$ 20,727,122	\$ 16,360,814	\$ 9,966,258	\$ 2,377,802	\$ (972,475)	\$ (3,710,824)	\$ (5,946,750)	\$ (8,829,291)

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

jeffcolibrary.org



To: Honorable Jefferson County Commissioners

From: Library Board of Trustees

Re: 2021 Proposed Budget

Date: August 13, 2020

Honorable County Commissioners,

Working collaboratively with the County staff and the Library staff, the Library Board of Trustees' has submitted a proposed budget for the year 2021. The budget development process is governed by the Board of County Commissioners annual guidelines, and the Library Board of Trustees fiduciary responsibilities.

State of Colorado Library Law, 24-90-109 Powers and duties of board of trustees instruct the Board of Trustees to:

III (d) "Submit annually a budget as required by law and certify to the legislative body of the governmental unit or units that the library serves the amount of the mill necessary to maintain and operate the library during the ensuing year.

The Board of Trustees', in submitting this budget, support and acknowledge our responsibility to present the budget necessary to provide citizens of Jefferson County with a high quality library, which continues to fulfil our promises and supports the community's needs.

- Continue to invest in books, materials and digital offerings;
- Provide access to updated technology;
- Repair and refurbish existing facilities;
- Improve service in underserved areas; and
- Stabilize long-term finances.

The amount that the Board of Trustees has determined necessary to deliver on our promises, operate the library and provide the residents of Jefferson County with a responsible level of library services in 2021 is a mill levy of 4.500. This mill levy will provide an estimated net property tax revenue of \$46.30 million dollars.

As Library Trustees, we take our fiduciary responsibility seriously and we believe the 2021 proposed budget represents a responsible level of spending to support Library services.

Charles Naumer, Chair

Library Board of Trustees

Operational Updates

Public Services

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Debbi Mikash, Library Collections Manager

DATE: July 31, 2020

RE: Fourth Annual Renewal of MidWest Tape Contract

History of Contract

MidWest Tape Contract Renewal:

In September of 2016 the Board of Trustees authorized Jefferson County Public Library to make MidWest Tape our primary vendor for media, DVDs, CDs and Audiobooks. The approved contract allowed us to renew it annually for four additional years. MidWest Tape continues to provide us with a quality product and the services outlined in the contract.

Total Cost:

This contract has a "not to exceed" amount of \$2,500,000.

Budget:

70082.426430 Books and Materials

Action Requested:

I am recommending that we continue to use MidWest Tape as our primary vendor for media. I am asking the Library Board of Trustees to authorize the Executive Director to sign a renewal of the contract with MidWest Tape within the approved 2020/2021 budgeted amount. This is the fourth and final renewal of this contract. **This item will be placed on the consent agenda for the August 20, 2020 Library Board meeting unless otherwise instructed by the Board.**

Operational Updates

Technology and Innovation

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of Technology and Innovation

DATE: August 3, 2020

RE: Contract Amendment for Automated Materials Handling System

History of Contract: Automated Materials Handling System

Jefferson County Public Library has a need to provide an available and reliable Automated Materials Handling System (Book Sorter), which both patrons and staff use daily. Jefferson County Public Libraries strives to make the patron experience positive and easy by providing a "Drop and Go" induction service either via the internal book drop portal or via an external drive-up or walk-up book drop portal. The specific goal of the system is to provide the patron convenience of an available and reliable "Drop and Go" system.

An RFP was issued on May 29, 2019, for an Automated Materials Handling System (AMH). RFID Library Solutions, Inc. was selected for the current contract during the July 2019, Board Meeting. The current contract included the Belmar AMH with the option to purchase additional AMH systems through 2022. RFID has installed "Drop and Go" sorters at the Lakewood and Belmar libraries. Both of these sorters are functioning well and meeting JCPL's requirements. At this time, we recommend that we amend the current contract to include the purchase and installation of an AMH for the patrons and staff at the Standley Lake location.

The projected start date would be November 6, 2020.

Budget:

The budget for the contract is less than the 2020 budget of \$300,000 for ARM-04, Book Sorter Replacement.

Action Requested:

We recommend an amendment to the existing RFID Library Solutions, Inc. contract to complete the Standley Lake AMH replacement project. We are asking the Library Board of Trustees to authorize the Executive Director to sign a contract amendment with the recommended vendor in the amount of \$258,275. **This item will be placed on the consent agenda for the August 20, 2020 Library Board meeting unless otherwise instructed by the Board.**

Board Governance

MEMORANDUM

TO: Donna Walker, Executive Director

FROM: Amber Fisher, Executive Assistant

RE: **A. Proposed adjustments to Bylaws and Sunshine Resolution**
1) H.B. 19-1087 Public Meetings – notice – online posting
B. Proposed adjustments to Bylaws and Governing Policy 4.3
1) Public Comment/Public Participation at Board Meetings
2) Online Meetings

DATE: July 17, 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.

A. H.B. 19-1087 Public Meetings – notice – online posting

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.

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 adjustments to the Library Board Bylaws and the Sunshine Resolution as indicated on the attached chart.

B. Proposed adjustments to Bylaws and Governing Policy 4.3

- 1) Public Comment/Public Participation at Board Meetings
- 2) Online Meetings

MEMORANDUM



Recent events have prompted a review of the Board's Bylaws and Governing Policy 4.3 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.

(2) Online Board Meetings

To determine best practices, a review of the Library Board Bylaws and Governing Policies was completed.

I am recommending adjustments to the Library Board Bylaws and an addition to the Library Board Governing Policy 4.3 as indicated on the attached chart.

Attachments:

- (1) Comparison Chart of Current and Proposed Adjustments
- (2) Library Board Bylaws with proposed adjustments
- (3) Sunshine Resolution with proposed adjustments
- (4) Governance Policy 4.3 with proposed adjustments

LIBRARY BOARD BYLAWS – MEETING NOTICES

Adopted Bylaws

ARTICLE VII: MEETINGS

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

Proposed Bylaws

ARTICLE VII: MEETINGS

Section 1. Regular Meetings. Regular meetings of the Library Board shall be held at least once a month **online and/or** 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.

LIBRARY BOARD BYLAWS – PUBLIC PARTICIPATION/PUBLIC COMMENT

Adopted Bylaws

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. 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.

Proposed Bylaws

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 relevant statutes, these Bylaws and the Library Board's Governing Policies (4.3.7).**

LIBRARY BOARD GOVERNANCE POLICIES
POLICY TYPE: GOVERNANCE PROCESS POLICY 4.3
POLICY TITLE: *AGENDA PLANNING*

Adopted Policy 4.3	Proposed Policy 4.3.7
<p>Currently there is no Library Board Governance Process or Policy for Public Participation/Public Comment</p>	<p>7. Public Participation/Public Comment. Rules of order and procedure for public comment at Board meetings.</p> <ul style="list-style-type: none">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 door or submit the online public comment form. Those who failed to sign up or submit the online form, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board.C. 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.D. 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 person or online in the audience and who wish to yield their three minutes.E. 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.F. 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.G. Public participation/comment will be governed by relevant statutes, these Bylaws and the Library Board's Governing Policies.

LIBRARY BOARD SUNSHINE RESOLUTION

Adopted Sunshine Resolution LB 01-16-20

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY
RESOLUTION NO.: LB 01-16-20

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.

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 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: January 16, 2020

Proposed Sunshine Resolution (Date)

PROPOSED FOR ADOPTION AT
(DATE) LIBRARY BOARD MEETING
BEFORE THE BOARD OF TRUSTEES

OF THE JEFFERSON COUNTY PUBLIC LIBRARY
RESOLUTION NO.: **LB (date)**

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;~~

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.

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.

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.

Date: **(Date)**

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 **online and/or** 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 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 relevant statutes, these Bylaws and the Library Board's Governing Policies.

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.

PROPOSED FOR ADOPTION AT
(DATE) LIBRARY BOARD MEETING

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: **LB (date)**

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;~~

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.

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.

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.

Date: **(Date)**

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: *AGENDA PLANNING*

POLICY 4.3

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 door or submit the online public comment form. Those who failed to sign up or submit the online form, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board.
 - C. 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.
 - D. 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 person or online in the audience and who wish to yield their three minutes.
 - E. 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.
 - F. 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.
 - G. Public participation/comment will be governed by relevant statutes, these Bylaws and the Library Board's Governing Policies.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *FINANCIAL PLANNING/BUDGETING*

POLICY 2.5

MANAGEMENT LIMITATIONS

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

I hereby present my monitoring report on your Management Limitations policy 2.5 “Financial Planning/Budgeting”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: August 20, 2020

BROADEST POLICY PROVISION

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

EXECUTIVE DIRECTOR INTERPRETATION: The Library presents a 5-year capital plan and a 10-year financial forecast for purposes of cash flow projections as part of our annual budget development. These projections are made to ensure our ability to meet operational objectives and Ends in the short term and in future years. As well, I may revise the budget as the fiscal year proceeds within the parameters established by Board policy.

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

1. **Does not conform to the County Commissioners’ budget development guidelines, or fails to be derived from fiscally responsible five-year revenue projections, including those revenues projected by the County.**

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

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

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Library must operate within the established annual budget and in compliance with the other financial management policies described in Section 2.3.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Monthly financial reports demonstrate compliance.

I can report compliance.

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

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

Library budgeting separates capital and operational expense as required by the County. The Library Board of Trustees' adopted Reserve Policy recognizes the financial importance of a stable and sufficient level of fund balance. Also, Trustee policy regarding the use of capital reserves (2.3.3B) limits capital project expense.

REPORT (COMPLIANT): Projections and assumptions that make up these types of fiscal reporting are reviewed regularly. The Trustees use these reports for budget development and oversight.

I can report compliance in developing projections and communicating and also in maintaining the Board approved Reserve policy.

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

EXECUTIVE DIRECTOR INTERPRETATION: Capital planning for library service, construction, maintenance, replacement and financing of facilities is an ongoing activity that is reflected in the annual budget, in the Library's annual strategic priorities and in the five-year capital plan.

REPORT (COMPLIANT): ~~The Ends strategic priorities~~ **Ends Statements and Five-Year Strategic Priorities** assume the existence and implementation of a capital plan, revised and updated annually in accordance with the Library Board of Trustees' direction and the Board of County Commissioners' policy. Also, the library regularly updates its 5 and 10 year financial plan to reflect changes in conditions and priorities.

I can report compliance to the extent of available funding.

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

REPORT (COMPLIANT): Monthly and annual reports compare actual results with the budget. Transfers or supplemental appropriations are made when necessary per “Financial Conditions and Activities” Board policy 2.3.

I can report compliance.

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

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

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *COMPENSATION AND BENEFITS*

POLICY 2.6

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.6: COMPENSATION AND BENEFITS*

I hereby present my monitoring report on your Management Limitations policy 2.6 “Compensation and Benefits”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: August 20, 2020

BROADEST POLICY PROVISION

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

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

Accordingly, I shall not:

1. Change my own compensation or benefits.

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

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

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Any and all changes to staff compensation or benefits are in accordance with the library's established compensation practice, **state and federal regulations**, and County Personnel Rules and reviewed and approved by the Library Board **when required by statute or policy**.

I can report compliance.

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

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

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.7

POLICY TITLE: *EMERGENCY EXECUTIVE DIRECTOR SUCCESSION*

MANAGEMENT LIMITATIONS

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

I hereby present my monitoring report on your Management Limitations policy 2.7 “Emergency Executive Director Succession”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: August 20, 2020

BROADEST POLICY PROVISION

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

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

REPORT (COMPLIANT): In response to this provision, the positions of Director of Libraries and Director of Strategy, ~~and~~ Engagement, **and Finance** are empowered and qualified to assist with the day-to-day operations and strategic projects of the library as well as to serve as, and perform the duties and responsibilities of the Executive Director in the absence of the Executive Director.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *BOARD AWARENESS AND SUPPORT*

POLICY 2.8

MANAGEMENT LIMITATIONS

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

I hereby present my monitoring report on your Management Limitations policy 2.8 “Board Awareness and Support”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: August 20, 2020

BROADEST POLICY PROVISION

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

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

Accordingly, I shall not:

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

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

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

I can report compliance.

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

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

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

3. **Let the Board be unaware of significant incidental information, such as anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal changes. Notification of planned internal changes is to be provided in advance, when feasible.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires timely notification from me to the Board when issues have arisen that significantly affect the Library. Since many such issues arise between normal Board reporting sessions, such as Board meetings, I must implement a process of notification to the Board as these occur.

REPORT (COMPLIANT): We have implemented a direct reporting process to the Board, via e-mail, that informs them as quickly as necessary on vital issues. The Library's Executive Director manages the communications process and delegates to the Director of Strategy, ~~and~~ Engagement **and Finance** and other staff when appropriate. Such messages will be followed up in the regular meeting support reports, as necessary.

I can report compliance.

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

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

REPORT (COMPLIANT): When I or other Library staff become aware of activity that appears to be out of compliance, I take necessary action.

I can report compliance.

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

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

REPORT (COMPLIANT): Where the complexity of a topic justifies a special study session, we have implemented a two-stage process to provide the Board with background information and more focused information leading to decision-making. The current practice is to provide the background information at these study sessions, primarily in reports from senior managers. The Board then

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

questions and debates these issues, and revisions are prepared for the consent agenda at the regular Board meeting, in support of a necessary decision. The Board then has the choice of deciding its course of action at that time or to defer its decision to the consent agenda at the next regularly scheduled Library Board meeting.

I can report compliance.

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

A. **Monitoring**

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

REPORT (COMPLIANT): The monitoring report formats are established.

I can report compliance.

B. **Decision preparation (or “action item”)**

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

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

I can report compliance.

C. **Incidental/ “FYI.”**

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

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

I can report compliance.

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

and services.

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

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

8. **Fail, when addressing official Board business, to deal with the Board as a whole except when:**

A. **Fulfilling individual requests for information**

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): Processes are in place for the Executive Director and other staff members to supply information as needed or requested.

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *MATERIALS SELECTION*

POLICY 2.9

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.9: *MATERIALS SELECTION***

I hereby present my monitoring report on your Management Limitations policy 2.9 “Materials Selection”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: August 20, 2020

BROADEST POLICY PROVISION

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

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

Accordingly:

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

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

REPORT (COMPLIANT): We have in place comprehensive guidelines to address these issues. They are managed by the library’s Collections Manager. I regard our collection management practices to be fully compliant with demonstrated success through multiple industry-approved data points.

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): We offer complete access to material and electronic resources both physically and digitally. In addition, we provide cataloging that conforms to current standards making our collection accessible. Daily delivery among our libraries provides timely access to requested materials

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

ADMINISTRATION

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Jefferson County

PUBLIC LIBRARY