

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

February 18, 2021



An Evening with Isabel Allende: In Conversation with
Kali Fajardo-Anstine – Virtual Event March 5, 2020



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, February 18, 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 A. Library Board of Trustees approve the January 14, 2021 Study Session Minutes. B. Library Board of Trustees approve the January 21, 2021 Board Meeting Minutes.
6. Foundation Report	Foundation Report – Jo Schantz, Executive Director and Kim Johnson, Trustee Representative
7. Operational Updates Action as Needed	Executive Director 1. Executive Director Report a. Mandatory Trustee Training 2. Translation Services for Board Meetings 3. 2020 Strategic Plan Achievements Strategy, Engagement & Finance <u>Finance and Budget</u> 1. Financial Review – December 2. Cares Act Summary 3. Financial Report – January a. Project Carry-forward Budget Amendment Call for Motion and Second b. Final 2021 Supplemental Update Public Services 1. Axis 360 Contract Renewal Call for Motion and Second 2. Virtual Signature Event: An Evening with Isabel Allende

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

8. 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
9. Emerging Issues Action as Needed	
10. Action as Needed	Ends <ul style="list-style-type: none">No items
11. Action as Needed	Board Governance <ul style="list-style-type: none">Nominating Committee report to the Board: Proposed Slate of OfficersBylaws Committee status updateLibrary Board of Trustees Review Policy Governance Monitoring Reports 2.0 to 2.4. and Policy Governance Process Policies Statements and Guidelines 4.9.1 thru 4.9.5. Adoption will be on the consent agenda for the March 18 Board meeting unless otherwise instructed by the Board.
12. Suggest Agenda Items	<p>BOARD SCHEDULE – NEXT MEETINGS –</p> <p>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.</p> <p><u>2021 Board Meeting Schedule</u></p> <ul style="list-style-type: none">March 11, 2021 – Study Session – 5:30 pm - WebExMarch 18, 2021 – Board Meeting – 5:30 pm – WebExMarch 25, 2021 – Joint Meeting – Board of County Commissioners – 12:30-1:30pm - WebExApril 8, 2021 – Study Session – 5:30 pm – WebExApril 15, 2021 – Board Meeting – 5:30 pm - WebEx
13. 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, OtherOther 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: February 9, 2021

RE: Consent Agenda for the February 18, 2021 Board Meeting

- A. Library Board of Trustees approve the January 14, 2021 Study Session Minutes.
- B. Library Board of Trustees approve the January 21, 2021 Board Meeting Minutes.

Jefferson County Public Library Board of Trustees
Study Session
January 14, 2021 – 5:30 pm
Online Meeting via WebEx

TOPICS:

- Financial Review (November 2020)
- Board review Global Ends Statements 1.0 - 1.4
- Strategic Planning Framework and Process
- 2021 Strategic Priorities and Initiatives
- South Jefferson County Expansion Project
- Standley Lake Trailhead
- HVAC Contract - Haynes Mechanical Systems Information
- Draft Sunshine Resolution
- Naming Agreement – Columbine Library Bench Information

Call to Order

Charles Naumer, Chair, called the Study Session to order at 5:30 p.m.

Other Trustees present: Pam Anderson (Secretary), John Bodnar, Jill Fellman, Jeanne Lomba and German Zarate-Bohorquez. Kim Johnson (Vice-Chair) joined the meeting at 6:47 pm.

Trustees not present: All Trustees were present.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Bernadette Berger, Director of Information Technology; Rex Whisman, Director of Strategy & Engagement; Barbara Long, Assistant Director of Finance and Budget; Sandie Coutts, Director of People and Culture; Steve Chestnut, Director of Facilities and Construction Projects; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, 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.

Guests: Emily Sexton, Parks and Urban Design Manager, City of Arvada

Financial Review (November 2020)

The Chair asked if there were any questions about the November 2020 Financials. There were no questions.

Board review Global Ends Statements 1.0 - 1.4

The Chair introduced the topic and provided background information. In 2016 the Board modified the Bylaws to include the Board's role in defining Ends statements and sharing responsibility with the Executive Director on strategic planning. In 2017 the Board worked with the Executive Director to develop a plan for Board involvement in strategic planning starting with 2018 with the objective to begin work in 2020 including recognition of details in measures and what drives us forward. In 2018 a lot of work was completed on the strategic planning process as well as the mission, vision and Ends. There were a number of study sessions that included a review of the Aspen Report and discussions on measuring what matters. The Board finalized the ends statements working closely with Library leadership. The Chair shared the timeline from the March 2019 Study Session that showed all the work the Board and Library Leadership did to build a foundation for moving forward. For the most part, this foundation provided a plan for going forward and held through the pandemic and legislative issues related to the budget. There is an expectation that the Board will review the ends statements every January. The Chair stated that the intention is to keep the ends statements.

Global Ends Statements:

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

1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.
2. All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.
3. Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.

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

Trustee Fellman noted that the ends statements gives us the foundation for our work. In observing the Executive Director and her team throughout the pandemic, Trustee Fellman stated that she was able to see how decisions were made based on this foundation.

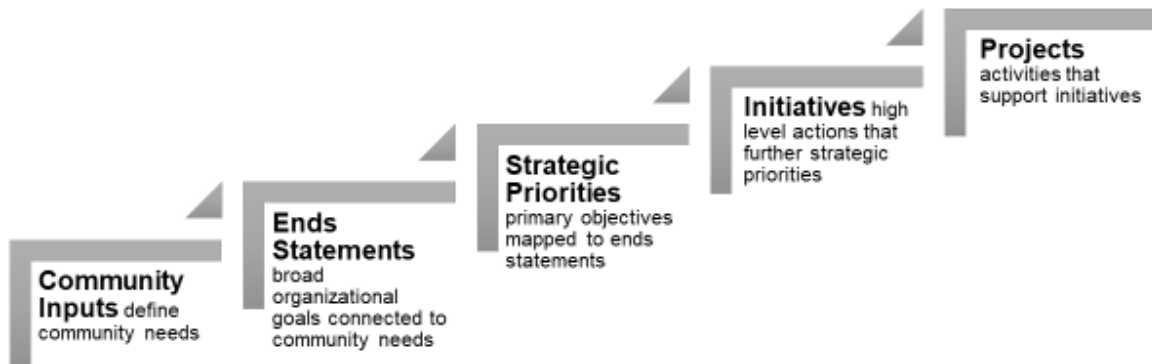
Trustee Anderson noted that it is important to review the ends statements and to see how they have stood the test of time even with as much flex we've all been in. It is a tribute to the work and that they are more values based. Trustee Anderson agreed that it is a good idea not to make any major adjustments to the ends statements.

Strategic Planning Framework and Process

The Executive Director introduced the topic and expressed appreciation to the Chair for providing the background information to lead into the discussion about the strategic planning process.

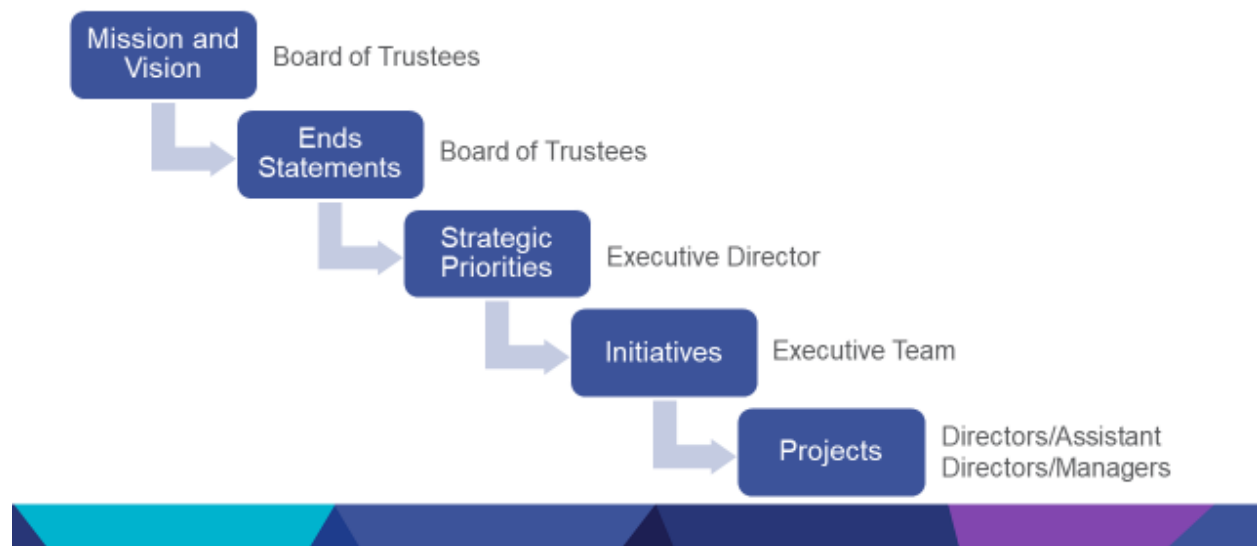
Rex Whisman, Director of Strategy, Engagement and Finance, reviewed the strategic planning process and the steps to develop the five year strategic plan and how we arrived at our strategic framework. Community inputs help us define our community needs, and connects the Board's ends statements, which are our broad organizational goals. Last year JCPL established our strategic priorities, the primary objectives that we want to accomplish over five years, and are mapped back to the Board's ends statements. Our initiatives help further our strategic priorities and those are supported by our annual strategic projects.

STRATEGIC PLANNING STEPS

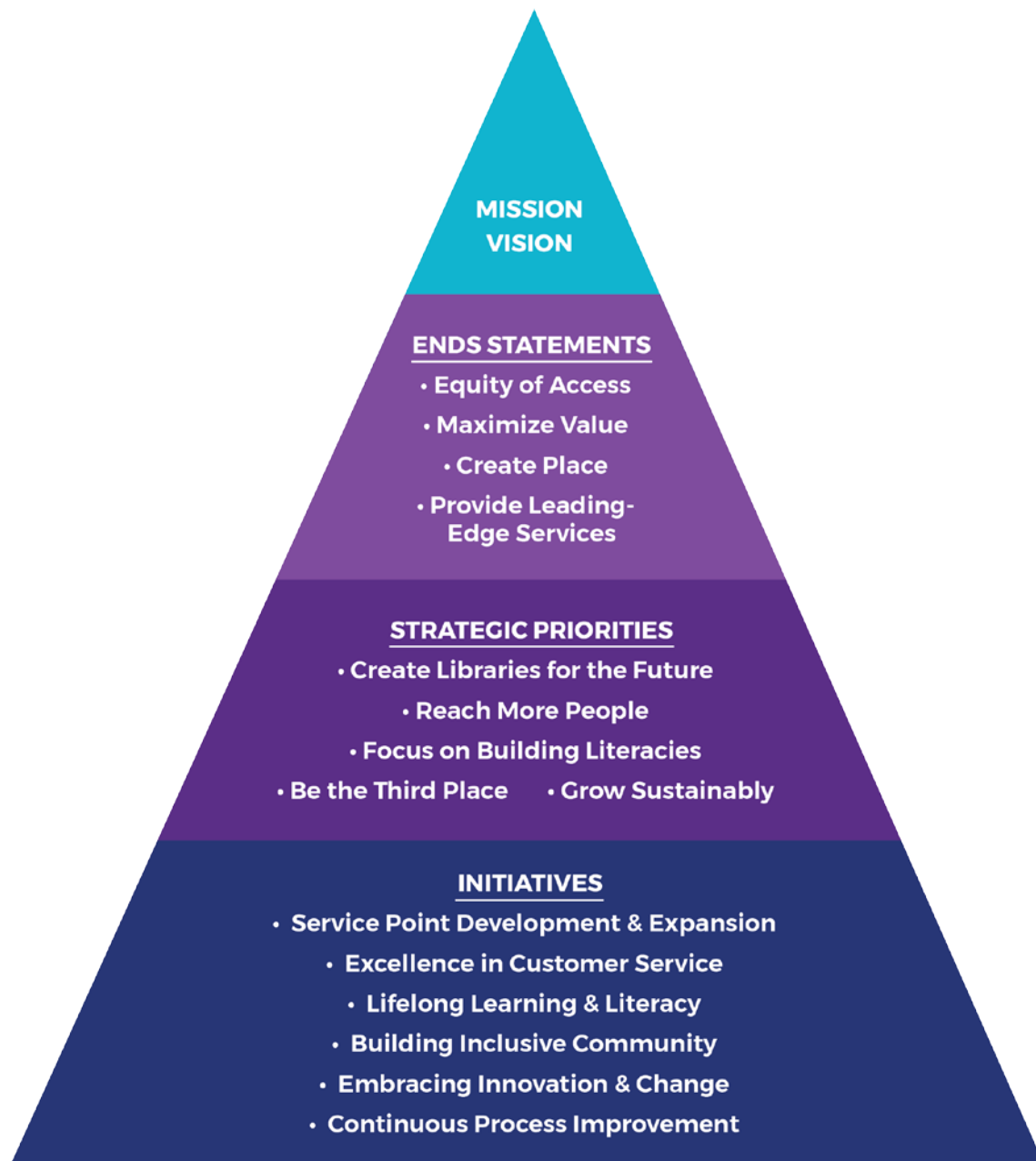


The Strategic framework is the structured method we use to define our initiatives and projects to support strategic priorities and ends statements. The chart illustrates the direction and the responsible teams.

STRATEGIC FRAMEWORK



The pyramid embraced by the board at this time last year shows the strategic framework built out containing our ends statements, strategic priorities and initiatives for the 2020-2025 five-year strategic plan. Since this time last year, we have updated our initiatives, which Donna will speak to later in the meeting.



2020 was year one of applying our five-year plan. Last year at this time, we presented the five-year plan at the January board meeting. At that same time we started our budget development process and planning for 2021. In March, the pandemic hit Colorado. Much of the next several months were devoted to utilizing our Continuity of Operations Plan (COOP) to guide our tactical decision making, creating new projects and making the necessary adjustments to other projects to support the COOP and respond to public health orders. Our leadership teams have assessed our 2020 annual plan and developed the 2021 annual plan which Donna will be sharing this evening.

Trustee Zarate-Bohorquez expressed appreciation for the opportunity to have input into the strategic plans and noted that he is interested in hearing more about the strategic priorities.

2021 Strategic Priorities and Initiatives

The Executive Director addressed the Board and introduced the topic. JCPL is in year two of this five year strategic plan. Last February when we started our 2021 budget process, we were just hearing inklings of a virus that might make its way to the U.S. Since then, we have been on this wild ride together, adjusting services, plans and dreams to respond to the new realities and new needs in our community. What is encouraging for us is how much our visioning for the 5 year strategic plan has served as a reliable rudder in these unsteady waters. The Board has already approved spending plan and there will be another opportunity for input at the Board meeting.

Tonight we'll share the next evolution of this 5 year plan, including what the Library believes are the strategic priorities, initiatives and projects for Board advocacy, engagement and focus. You've already approved the spending plan to support this work. This portion of our agenda is intended for Board input so that the Library can make any needed adjustments to our priorities and initiatives and bring them back to you next week.

Priorities for the 2020-2025 Strategic Plan

Despite the many changes in our world and library services this year, we feel that the strategic priorities we created for this 5 year plan continue to connect directly to the Board's Ends statements to provide equity of access, create place, provide leading edge services and maximize value for our taxpayers. For the remaining years of our 5 year plan, the library intends to achieve these ends through these priorities:

Create Libraries for the future: throughout the County through expansion, redesign and construction

Reach More People: through strategic partnerships, alternative services and offsite services, customer experience, inclusion efforts, community engagement and outreach, and customer experience.

Focus on Building Literacies: through patron-interest-focused materials selection, creative technologies, digital literacy services, school and workforce readiness, programs that help our young people develop skills in early adulthood, small business support and financial literacy initiatives.

Be the Third Place: by facilitating civil, civic conversation, develop collaborative community discovery spaces, and serve as the place to be for out-of-school time and not-to-miss events. Programming is virtual now and someday soon will be in person.

Grow Sustainably: manage financial resources to meet our planned capital and service build-out within our current mill levy rate of 4.5 and account for a variety of economic conditions. This priority serves us well with the uncertainties of Covid and Gallagher and their impact on the budget.

In response to a question, the Board was advised that the strategic priorities will serve as guideposts moving forward.



In order to focus our efforts the library created broader multiyear initiatives – they are high level actions that derive from the strategic priorities and set the direction for projects. In 2020 we had 8 of these initiatives. For the second year of our plan in 2021 we condensed and reduced them a bit to make them more action-oriented and to have broader impact. These initiatives are the work of the Library’s leadership team. Each of these initiatives have multiple projects.



The Chair noted that he likes the theme of sustainability and how it is described. It is not only financial, but includes the systems the Library uses.

In response to questions, the Board was advised that:

- Their input last year included a request for an annual plan to assess the organization’s performance over the year and included milestones to see where we were making progress. The annual plan is the next piece of this presentation.
- Library leadership has been debating condensing initiatives for more clarity. We have we put so many resources into building the 5 year plan and each step along the way included many consultants and community inputs . Each one of these segments leads us up and down our framework and it helped to hear from the Board about those particular projects that they can connect back to the initiatives. The next section demonstrates how things are connecting

In terms of an annual organizational performance plan, in the following chart on the right are the strategic projects that the Library believes to be our 2021 priorities.

STRATEGIC INITIATIVES AND PROJECTS



INITIATIVES

- Service Point Development & Expansion
- Excellence in Customer Service
- Lifelong Learning & Literacy
- Building Inclusive Community
- Embracing Innovation & Change
- Continuous Process Improvement

STRATEGIC PROJECTS

- COVID-19 Service & Staffing Response
- South County Expansion
- Philanthropy Development

Covid-19 Service and Staffing Response

The service and staffing impacts of COVID will continue well into 2021. The many uncertainties associated with the pandemic create exciting opportunities for service and staffing, and also challenges. In conversations with staff and all the input people provided, Covid service response and the staffing response that goes with it, exposures and quarantining and who can work where, is a lot of work. Every adjustment and the hours that go into those adjustments is a really heavy lift. Covid service and staffing response will go on through most of 2021. When we looked at the capacity for myself and my team it was clear that this is a strategic project continuing from 2020.

South County Expansion

The Board has indicated South County Expansion as a priority. COVID and budget uncertainties delayed this project last year, but as we'll talk about later, we're ready to restart this project, carrying forward much of the work already completed. This is a big project that is very different from projects we've done before in Jefferson County.

Philanthropy Development

This is also a continuing project that took on new structure in 2020 with strategic impact related to the Board end of maximizing value to the taxpayers and the strategic priority of growing sustainably.

When thinking about the annual plan for the Library, leadership would like for the Board to consider these as the main projects for the year.

The Chair stated that all three are big projects and reasonable for the annual plan.

Trustee Fellman noted that every one of those projects are a balance between being proactive and reactive at a time when that is required. She stated that these are huge projects and she likes the approach to be very proactive in thinking about how we can do things differently.

Trustee Anderson noted that it is the ultimate in understatement about Covid and it is remarkable what the Library has been able to accomplish over the last year.

Trustee Lomba noted that she was glad to only see three as they are all large in nature and each one will need adaptability and creativity. With the response to Covid, much of that work is dictated from elsewhere in terms of where we are in the public health orders – red, orange, etc. Those three projects will keep the Library busy.

In response to questions, the Board was advised that:

- The service response to Covid has resulted in a pandemic perk which is the acceleration of things the Library may have taken longer to try.
- To help us determine what changes in service might be permanent or temporary and what patrons like now about the services that they might not like two years from now the Library is using the net promoter score. JCPL sends a weekly email to a group of patrons asking these questions. We do have a way to be checking in with patrons along this journey so we can keep shifting to provide the services our patrons want. For example, digital reading is higher now, it might shift back and we are watching for those shifts. It is a challenge when we look at success measures. We will look at this again in March. It is important to maximize value and serve community needs that are shifting in ways we have never experienced before.

There are other strategic projects that derive from initiatives and many of them are in process. There are projects underneath these projects. Next week when the Board receives the December financials, the Board will see this topic again and have the opportunity for further discussion. This is the big work of our directors and managers as well.

STRATEGIC INITIATIVES AND PROJECTS



INITIATIVES

- Service Point Development & Expansion
- Excellence in Customer Service
- Lifelong Learning & Literacy
- Building Inclusive Community
- Embracing Innovation & Change
- Continuous Process Improvement

STRATEGIC PROJECTS

- Offsite Services Expansion
- Organizational Staffing Assessment
- Emerging Technology Integration
- Customer & Core Service Development & Implementation
- Project Management Implementation
- Engagement Plan Development & Execution
- Literacy Services Expansion
- Diversity, Equity and Inclusion Strategy Development
- Partnership Visioning

Next Steps

- Finalize 2021
- 2020 Year End Report
- Update 2020-2025 Strategic Plan
- 2022 budget
- 5-year Capital Improvement Plan and 10-year forecast

The next steps include finalizing the organization's 2021 annual plan. The Library will bring the 2020 year-end report to the Board and update the 2020-2025 plan. JCPL is also participating in conversations about the future of libraries that will help us as we move into planning for 2022. JCPL will start the 2022 budget with staff in a couple of weeks and then with the Board in April or May. The big work for the Board includes updating the 5-year capital plan and 10-year forecast.

The Board indicated their "thumbs up" to the strategic planning information that was provided.

South Jefferson County Expansion Project

The Executive Director introduced the topic and addressed the Board. It is time to restart our South Jefferson County Library Expansion Project. Before the pandemic, the Library and Board had already invested many hours and resources towards this project. With the repeal of the Gallagher Amendment and the Board's re-commitment to

budgeting for this capital investment, we are ready to move forward with our community to expand library services in the southern area of Jefferson County

Work Completed

The Board's involvement in this project so far was outlined in the memo that went out with the study session packet. It is helpful to remind us all of the work already completed and use this time to check in to see if we're still in alignment and have clarity on the project and our next steps.

- ✓ Budget (Board authorized at just over \$11 million)
- ✓ Key Messages (fact sheet)
- ✓ South County Expansion Boundaries (Library Service Area)
- ✓ Trustee Role (included in information packet)
- ✓ Supplemental Budget Request (Board approved and on 01/26 BCC consent agenda)

Trustee Role

The Board engaged in a facilitated conversation a while back and the Board landed on agreement with the following:

- ✓ Budget: Be responsible for resource allocation and capital oversight. Focus on long-term impact of project and return on investment for "ownership" (residents) by representing the taxpayers.
- ✓ Advocacy, Outreach and Engagement: Be the conduit linking the ownership (residents) to the operational by being ambassadors, defining and communicating the message, being able to explain the "why" of the project.
- ✓ Strategy: Assess and represent the needs of the community through your public process and defining a vision for the successful outcome of the project

The Executive Director requested a check for alignment and understanding of the Board's role. The Board indicated their "thumbs up" approval.

Boundaries

In December 2019, Julianne Rist, Director of Libraries, walked the Board through the process for determining the general boundaries for what we are calling South County. These boundaries were then reflected in the fact sheet. This is where we think people live who will use the new South County location. The Library Service Area (LSA) is an official designation. It is geographically large area where the population density drops off dramatically south and west of C470 as it becomes more rural or is made up of national forest. The total population of this LSA is 66,402.

Fact Sheet

The fact sheet is a tool, a document with key messages from the Board and the Library to support awareness of the project, educate stakeholders and help us as we solicit feedback from the public. We did some minor updating of the language and timeline, but otherwise it reflects the Board's key messages from last year. The minor edits included adding the offsite services at the Ridge Center and Mountain Resource Center and shows JCPL's additional investment in services in that part of the County.

The Chair noted that this work and the fact sheet have stood the test of time as well as the work on strategic planning.

Timeline

In the timeline on the fact sheet, the years are not included. The Executive Director noted that the timeline in being displayed for the Board at this meeting are provided to give a sense of what the project might look like in a best case scenario.

The community input is restarting here with the Board, then we create the vision for the library based on that community input. The big unknown will be finding a site, the condition of the site and any challenges with acquisition. Once all that gets settled, the design and construction take 18-24 months. The best case scenario places this library opening in 2024.

The Executive Director requested and received a thumbs up from the Board regarding the reality check on the timeline.

The Chair expressed appreciation for the hard work that went into the initial planning and noted that it is exciting to get started on this project again.

Standley Lake Trailhead

The Chair introduced the topic and noted that this item has been before the Board previously and is returning due to a new grant opportunity. The Executive Director noted that Emily Sexton, Parks and Urban Design Manager for the City of Arvada would present information to the Board. Emily Sexton expressed appreciation for the opportunity to discuss a partnership between the City of Arvada and JCPL for the trailhead project that would be located just west of the Standley Lake Library. There have been several efforts in the past to bring this project to fruition. In 2013 the trailhead project was envisioned as part of the Rocky Mountain Greenway feasibility study. Unfortunately due to funding issues the trailhead plan was eliminated. There were efforts in 2015 and 2016 to get a trailhead built. Sara Washburn worked with the library to get grants that included the path to parks and outdoor recreation grant. The JCPL Board included letters of support for both of those previous effort that included public

outreach efforts and parking studies. A portion of the trail was completed by the Federal Government and there is still a huge need for this trailhead. Right now there is no formal access to the Rocky Mountain Greenway which is something the community wants. Where we are now is that in the fall/winter of 2020 Jeffco announced a program for matched funding. This program won't be quite as competitive as were the GoCo grants. The City of Arvada has submitted an application in hope of getting the trailhead built. Jeffco Open Space accepted the application with the understanding that we would submit a resolution from the Arvada City Council and a letter of support from the Library Board. Emily noted that she would be happy to share the grant application if the Board wanted to see all the details and provided an overall description, map and trailhead concept. The proposal includes a kiosk for weather protection, maps and trail use rules, a drinking fountain, trashcans, potential for a xeriscape garden, new lighting for safety, 1500 feet of ADA accessible route and other improvements to bring great value to the community. Other improvements include connections between community facilities, parks in and outside of Arvada and schools. As part of the 2016 grant application we had begun to draft an IGA/MOU (intergovernmental agreement/memorandum of understanding) regarding maintenance and other issues. If the Library Board provides a letter of support and the grant is received there would be discussions between the City of Arvada and the Library. The grant application awards will be announced in March 2021.

In response to questions, the Board was advised that:

- There have not been any substantial changes since the last time this was brought to the Library Board. There used to be additional access points to Rocky Mountain Greenway. The challenge with past grant submittals is that we had to make sure the trailhead improvements surpassed an acre as that would require a lengthy process including a drainage report to meet state requirements.
- Sarah Washburn (Emily Sexton's predecessor), completed a parking study of peak parking use and future parking needs. This study was pre-Covid and indicated that there are approximately 159 existing parking spaces and the parking lot is generally at 50% capacity with 80 vacant parking spots at any time. At peak demand with 100 visitors, there were 59 vacant parking spaces. The anticipated use is 10 spaces per hour and that the new trailhead should not have negative impacts. However, if it is found that we need to expand parking due to issues with library patrons, the design does allow for an additional 15 parking spaces and if the Library wants to keep all others for library use only that could be made clear with signage. Based on that parking study the lot is much larger than the peak capacity needs.

- While it may be possible to put parking spaces in the land next to Kipling it might make the most sense to have them closest to the trailhead. There also would be additional costs associated with putting parking spaces in that area.
- The improvements are at approximately \$609,000. If we were to get this grant it would be split. The City of Arvada would pay \$300,000 and has that budgeted if the grant comes through. Parking has not been calculated into that. If we build the trailhead and parking becomes a need it can be written into the IGA/MOU that the City of Arvada needs to find funds to build additional parking. However, our study shows it is unnecessary.
- The trailhead project is currently at the conceptual level. If we get the grant in March, we could spend April finalizing an IGA/MOU. A lot of the details, like the timing of adding parking spaces if needed, can be worked out at that point. We would have a design consultant and we could do another parking study that is more up to date. We would have to go through the procurement process for a design consultant. There are also utilities issues. Until the project gets engineered, it's hard to know the timeline for parking spaces and other details at this point.

The Chair expressed appreciation to Emily Sexton for the information and noted that the letter of support is on the consent agenda for the January 21, Board meeting.

Trustee Johnson joined the meeting at 6:47 pm.

HVAC Contract - Haynes Mechanical Systems Information

There were no questions from the Board regarding the HVAC contract. It was noted that this item is on the consent agenda for the January 21, Board meeting.

Draft Sunshine Resolution

There were no questions about the Sunshine Resolution. It was noted that this item is on the consent agenda for the January 21, Board meeting.

Naming Agreement – Columbine Library Bench Information

The Executive Director addressed the Board and introduced the topic. Andrew Yale reached out to the Foundation about available naming opportunities to honor his aunt, Carole Croft, who was a kindergarten teacher who used the Columbine Library.

- The Library does have naming opportunities with specific amounts designated for each opportunity. The family selected the \$1,000 naming opportunity for a bench at Columbine Library.

- The Foundation does have a vetting process for naming opportunity applications and the Executive Director reached out to Jo Schantz, Foundation Executive Director to confirm that the vetting process was done.

The Chair stated that these naming agreements shows the community's engagement with the Library. The Board was advised that this item is on the consent agenda for the January 21 Board meeting.

The Chair advised the Board that Bylaws and nominating committee appointments are on the agenda for the January 21, Board meeting and that he would be contacting Trustees regarding their interest in serving on the committees.

ADJOURNMENT

The Study Session was adjourned at 6:53 p.m.

Pam Anderson, Secretary

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
January 21, 2021**

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on January 21, 2021. Library Board of Trustees Chair, Charles Naumer, called the meeting to order at 5:30 p.m. Other Trustees present: Kim Johnson (Vice-Chair), Pam Anderson (Secretary), Jill Fellman, Jeanne Lomba and German Zarate-Bohorquez.

Trustees not present: John Bodnar.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Rex Whisman, Director of Strategy, Engagement and Finance; Bernadette Berger, Director of Technology and Innovation; 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 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.

The Chair noted that he appreciated the discussions during the Study Session last week, the thoughtful work that went into the strategic plan and is excited to move forward.

APPROVAL OF AGENDA

MOTION: Kim Johnson moved that the Library Board of Trustees approve the agenda as presented. Seconded by Jeanne Lomba 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. There were no public comments.

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 Pam Anderson the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda for January 21, 2021

- A. Library Board of Trustees approve the December 10, 2020 Board Meeting Minutes
- B. Library Board of Trustees approve the Standley Lake Trailhead Letter of Support.
- C. Library Board of Trustees authorize the Executive Director to sign the HVAC contract with Haynes Mechanical Systems.
- D. Library Board of Trustees adopt the Sunshine Resolution LB-21-21.
- E. Library Board of Trustees authorize the Executive Director to sign the donation and naming agreement between the Jefferson County Public Library, the Jefferson County Library Foundation and the Andrew Yale family.

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, provided an update to the Board. Gross sales from the Whales Tale Books and Gift Shop from November and December 2020 were over \$19,000. As of January 17, 2021 gross sales total \$28,000. The Foundation is receiving lots of positive comments and has extended the lease through the end of February. The Foundation will look at the financials and see if the store is a longer term enterprise. Colorado Gives day raised 10% more than the previous year. In the past year, the Foundation has contributed almost \$150,000 to the Library. The grant from Community First Foundation was the result of a wonderful collaboration with Donna Walker. The \$25,000 grant is specific to help library employees struggling with childcare expenses due to Covid. The Foundation and Library worked with Sandie Coutts and the County Attorney to determine how the grant would be administered through an application process. The application process is open and will run through February 22. Applications will be reviewed by a team of Foundation Board members. The Foundation received a grant from the Clarence LaGuardia Foundation for \$5,000 for 1000 Books before Kindergarten and \$5,000 for Babies First Books. Upcoming events include the Spring Whale Used Book Sale in June, the Friends Annual Meeting in July and the volunteer appreciation picnic in July. The Foundation is looking into space options for the spring sale because the Fairgrounds prices have tripled. The Foundation is also planning for more pop up tent sales.

Trustee Fellman, expressed appreciation to Jo Schantz and noted that she did an outstanding job presenting to a Kiwanis group.

Kim Johnson, Trustee Liaison, expressed appreciation for the collaborative effort between the Library and the Foundation on the Community First Grant to assist JCPL employees.

The Chair expressed appreciation for the proactive work in making those funds available to the employees. He extended his appreciation to Community First Foundation for creating this fund and for their good work in our communities.

EXECUTIVE DIRECTOR REPORT

Executive Director Report

The Executive Director addressed the Board and noted that with the Community First Foundation Grant, having an established good working relationship with the County Attorney's office made it possible to secure the grant in a timely manner and ensure the whole process is legally compliant.

The Executive Director advised the Board that since the first vaccine shipment on December 15, 2020 she has been working with Jefferson County Public Health (JCPH) regarding vaccinations for Library staff who work directly with the public. She noted that she has also been following the conversations across the Country to get information on where frontline library staff were being placed to receive the vaccine. This effort to get an official government agency to recognize and designate frontline library staff in the phased approach to receive the vaccine was successful. JCPH responded and said library staff that work with the public fall into phase 1C, which is just below the dotted line in phase 1B. JCPL staff can sign up and register to get in line, but not jump line, in the same category as grocery store workers and teachers. In response to a question, the Board was advised that the Executive Director does not have information from any public health agency about the next phase of reopening post vaccine or if it will be contingent on a percentage of the population being vaccinated. The Board was advised that the new JCPH director has been hired and will be coming on board in mid-February.

The Board was advised that they would be receiving an email notification to sign a card for Steve Chestnut, whose mother passed away.

The Executive Director advised the Board that Sandie Coutts, Director of People and Culture, is resigning her position effective February 8. Sandie has been with Jefferson County since 2008 and with the Library since 2012. Sandie, Julianne Rist, Director of Libraries and Donna Walker all started at the Library on the same day. Sandie is fond of saying that our employees are our most valuable asset. This saying couldn't be truer than when applied to her. She has been a force for organizational development and change in her storied tenure at JCPL. She has revamped our recruiting process, been a champion for equity, diversity, and inclusion, led our organizational assessment, and been the library's

change manager. The Executive Director asked Sandie to say a few words about her new role in our community.

Sandie Coutts addressed the Board and noted that she has been very fortunate to be involved in great things at the Library including the new service model, expanded hours, remodeled libraries and a new library in Edgewater to name just a few. She noted that JCPL has a team of incredible leaders and that team is one of the most talented and hardest working groups of employees she has ever experienced. Like these employees she noted that she is following her heart and moving to a focus on social services with the Jefferson Center where she will be heading human resources. The Jefferson Center is a county wide organization that has been providing mental health services to the community for more than 50 years. With mental health more important than ever right now she feels that she is the right person for the job. Sandie expressed appreciation to the Board for their support and stated that the Library is in very good hands.

The Chair expressed his appreciation for the many contributions Sandie has made to the Library and that the organization has been very lucky to have her talents over the last year as the Library navigated the changes due to Covid. He extended the Board's best wishes.

The Chair addressed the Board and stated that the focus in the Executive Director's report is right on target. He noted his appreciation for the Executive Director's proactive work with Community First Foundation and making sure the vaccine is available for library employees. It was very hard, creative work and the Executive Director's efforts in these areas are appreciated.

2021 Strategic Priorities and Initiatives

The Executive Director asked if the Board had any questions about the information in their packet on the 2021 strategic plan. That document included Board input from the January Study Session. In response, the Board indicated they did not have any questions, and were ready for the Library to move forward with the 2021 strategic plan.

Belmar Project Report and Financial Closeout

The Executive Director addressed the Board and introduced the topic. The Board was advised that the Belmar Library Project Report was included in their information packet for the meeting. The \$7 million project was completed in late spring 2020 and the Library is proud of the results. Trustees who participated on the tours of the renovated library seemed very pleased as well. The successful execution of the project included keeping our promises to our communities. The Belmar Library is now recreated as a library for the future, reaching more people, being the "third place "and focusing on building literacies

and growing sustainably. The Library will plan for a grand reopening when we can have a proper in-person celebration.

Barbara Long, Assistant Director of Finance and Budget, provided a summary of the final project financial closeout. The Belmar Library project was in the budget in 2018-2019 with unspent funds carried over to finish the project this year. The project came in a little under budget and the remaining balance is in the project's financial tables included in the Board's packet. The actual savings will return to the fund balance. Included in the financial closeout is information on the contributions of private financing. The Library Foundation pitched in significantly with donations from naming opportunities and funds for the outdoor adventure space. The project also benefited from the State grant for the charging stations and E-rate 50% reimbursement eligibility for infrastructure.

The Trustees expressed congratulations to the Library on the successful completion of the Belmar Library project and for coming in under budget.

In response to a question, the Board was advised that due to capacity restrictions and social distancing requirements, it is not possible for the Foundation gift shop in the Belmar Library to be open.

EXECUTIVE TEAM OPERATIONAL UPDATES

Strategy, Engagement and Finance

Financial Report – December 2020

In response to questions, Barbara Long, Assistant Director of Finance and Budget, provided the following responses to the Board:

- On Cares Act funding, the memo notes that while the County has entered the transaction, it has not yet posted and those numbers are not included in the financial tables.
- The final payroll for 2020 has not yet posted and an estimate has been included. The variance of \$1.5 million under budget includes an estimate of the last payroll cost.
- The best place to look for revenue is in the summary page. For other revenue Table 3 is the best table to look at.
- Salaries and benefits is the only place where an additional projection is included.
- The Library expects to have the final 2020 closeout numbers next month. It was noted that actual posting of the Cares Act transfers by County may occur very close to the February Board meeting.
- The Library will provide all the information on the Cares Act as soon as it becomes available.

Pine Library Contribution

The Chair advised the Board that last year the Trustees voted to increase the contribution from \$1,000 to \$1,500 and that the current contribution for the Board's consideration is \$1,500.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize a gift of \$1,500 to the North Fork Library Association to support the operation of the Pine Library in 2021. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

There were no emerging issues.

ENDS

Global Ends Statements

The Chair introduced the topic and noted that the Board reviewed the Global Ends Statements at the January Study Session where there appeared to be strong support for the Ends in their current form. There were no questions or concerns from the Board.

BOARD GOVERNANCE

Adopted 2021 Governance Process Calendar

The Chair referenced the 2021 Governance Process Calendar as adopted at the December 10, 2020 Library Board meeting. The calendar includes committee appointments for the Bylaws and Nominating committees. He noted that under the Board's Bylaws, the Board needs 14 days to review any proposed adjustments to the bylaws before voting. The calendar also indicates that the nominating committee will report back to the Board with a slate of officers and the Board will vote in March.

Bylaws Committee Appointments

The Chair announced the appointments of German Zarate-Bohorquez and Pam Anderson to serve on the committee to review the By-Laws. Any proposed amendments to the Bylaws will be submitted to the Trustees at least 14 days prior to their proposed adoption.

Nominating Committee Appointments

The Chair announced the appointments of Jeanne Lomba and John Bodnar to serve on the committee to nominate board officers. The committee will report to the Board at the February Board meeting with the proposed slate of officers. The Trustees will vote to elect

officers at the March Board meeting. The Chair advised the Trustees that all three officer positions are up for election and to reach out to the nominating committee if they would like to submit a nomination or would be interested in serving as an officer.

Foundation Board Trustee Representative Appointment

The Chair announced the reappointment of Kim Johnson to serve as the Trustee representative on the Foundation Board.

The Chair expressed appreciation to Trustees Zarate-Bohorquez, Anderson, Lomba and Bodnar for agreeing to serve on the committees. He expressed appreciation to Trustee Johnson for agreeing to continue to serve as the Trustee Representative to the Foundation Board.

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.

2021 Board Meeting Schedule

- February 11, 2021 – Study Session – 5:30 pm – Online via WebEx
- February 18, 2021 – Board Meeting – 5:30 pm – Online via WebEx
- March 11, 2021 – Study Session – 5:30 pm – Online via WebEx
- March 18, 2021 – Board Meeting – 5:30 pm – Online via WebEx

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Chair advised the Board that he has received a correspondence from Edith Kiefer a board member with the Conifer Area Council (CAC). CAC is a non-profit volunteer community organization that acts as a link to the community and a bridge to relevant agencies. They are conducting a survey to get feedback about library services. Edith Kiefer provided a link to the survey in her message and noted that she will share the survey results when they are available. The Chair will forward that correspondence to the Board.

The Executive Director advised the Trustees that CAC also reached out to Commissioner Dahlkemper and the principal of Conifer High School. The Executive Director will reply to the correspondence.

ADJOURNMENT

The Board meeting was adjourned at 6:17 pm.

Pam Anderson, Secretary

Foundation Update

■ February 2021



Executive Director Report

Jo Schantz, MNM, CFRE, GPC -- JCLF Executive Director

Foundation Signs One Year Lease for Whale's Tale Books & Gifts at Colorado Mills Mall

Due to the amazing success of our new Whale's Tale Books & Gifts storefront operation at Colorado Mills Mall, the Foundation Board of Directors recently voted to extend the lease on JCLF's new bookstore for a full year. The new lease will run from March 1, 2021 to March 1, 2022.

Initially, JCLF signed a 6-week lease on Unit 527 as a location for our 2020 winter holiday sales. Because our recent sales (from Nov. 27 through Jan. 17) grossed more than \$28,000, JCLF's Executive Committee decided to extend the lease through February 28. When our total January sales grossed more than \$12,000, the voting Board then decided to expand the lease to a full year.

"We are very excited by the public's response to this new outlet for our used book sales," said Ana Rojas-Artica, JCLF's Board President. "This bookstore also enables us to promote both Foundation and Library events, recruit more volunteers and encourage more book donations."

Whale's Tale is being managed by Kirstin Kraig, JCLF's Volunteer & Friends Coordinator, who oversees the team of dedicated volunteers that runs the bookstore.



If you haven't had a chance to visit Whale's Tale Books & Gifts, please click on this link for a virtual tour of our new bookstore:

https://www.youtube.com/watch?v=W_Qjcz_WCIY

Whale's Tale hours of operation: Sunday through Friday, noon to 6 p.m., and Saturdays 11 a.m. to 6 p.m.

JCLF Offers JCPL Staff Cash Assistance for Childcare

Last month, our Foundation was pleased to announce that financial help is now available to JCPL employees to assist with unexpected and additional childcare expenses as a result of the COVID-19 pandemic.

Recently, Community First Foundation contributed a gift of \$25,000 to the Foundation specifically to help Library workers with these added costs. Online applications opened on January 19, and the opportunity will close at midnight on February 22.



A Committee of JCLF Board members will evaluate each application, and chosen applicants will receive award letters and notification by the end of February. Monies will be distributed to recipients in early March.

This assistance carries no expectation of any benefit to the Foundation by the employee or the Library.

We applaud Community First Foundation for recognizing a need for this added financial support within our Library community.



■ February 2021

Executive Director Report -- Page 2



WHALE OF A USED
Book Sale

New Dates, New Location for JCLF's Spring Whale Sale!

Although JCLF has recently opened up a year-round used bookstore operation, we know that Jeffco booklovers continue to flock to our popular semi-annual Whale of a Used Book Sales. This year, due to policy changes and availability at the Jeffco Fairgrounds, we are moving our spring Whale of a Used Book Sale to a new location and a new date!

This huge summer sale will be held at the Lakewood Church of the Nazarene's gymnasium located at 1755 Dover St. in Lakewood (behind the Whitlock Recreation Center). COVID-19 willing, the sale will be held Friday, Saturday and Sunday, June 25-27, and Friends Preview Night will be held Thursday, June 24.

This year, we will again charge an admission fee for our Whale Sale shoppers. If social distancing and other health protocols are still in place this June, we will require hourly reservations to shop, as we did at our fall 2020 sale, and sale dates and hours may change.

Please stay tuned to our website for details on our Summer Whale of a Used Book Sale! We also need dozens of volunteers to help make this event a success. To volunteer, please contact Kirstin Kraig at kirstin.kraig@jeffcolibrary.org, or call her at 303-403-5072.

Our 2021 Friends Community Partners

Each year, JCLF solicits support from a select group of sponsors who receive recognition all year long and at all Foundation events and activities. These special supporters are our Friends Community Partners.

This year, we are proud to include these businesses and organizations as part of our Friends Community Partner roster:
Westerra Credit Union
Bandimere Speedway
Pinkard Construction
Stevinson Toyota West
Colorado Women's Day
and 50-Plus Marketplace.

We are grateful to these key funders for their ongoing support and their generous financial and in-kind contributions!

Grants Update

GRANTS PENDING

Burt Foundation -- \$5,000 for
1000 Books Before
Kindergarten

Harlan Anderson Foundation --
\$5,000 general operating
support

Golden Civic Foundation --
\$4,600 for Summer Library
Challenge (at Golden Library)

Kroenke Sports Charities --
\$10,000 for Early Childhood
Literacy

Bellco Foundation -- \$10,000
general operating support

Penn Natl. Gaming Foundation
-- \$5,000 for 1000 Books Before
Kindergarten

GRANTS DENIED

DaVita -- \$2,500 Friends
Community Partnership

Endowment Update

4TH QTR 2020

New Generation Endowment (Rose
Community Foundation) =
\$30,807.88

Jefferson County Library
Foundation Endowment
(Community First Foundation) =
\$677,348.55

JC Graham Endowment
(Community First Foundation) =
\$17,166.80

TOTAL ENDOWMENT VALUE:
\$725,323.23

Operational Updates

Executive Director Update

February 2021 EXECUTIVE DIRECTOR REPORT

First Quarter Focus:

1. COVID-19 Service & Staffing Response
2. South County Expansion
3. Philanthropy Development

COVID-19 Service & Staffing Response:

In February, the Library is focusing on,

- Increasing in-person service capacity
- Planning for increased onsite staff

South County Expansion:

In February, the Library is focusing on,

- Project Management
- Community Input Planning

Philanthropy Development:

In February, the Library is focusing on,

- Information gathering, analysis and report writing
- Planning for March Study Session on this topic


JCPL SERVICE HIGHLIGHTS

Conifer Hours expanding to include more evening and weekday hours. We are going from 13 open hours per week to 24 hours in collaboration with Conifer High School around COVID.

Books to Screen Club Kits: Read the book, watch the movie, and have your book club discuss the age old question, *which is better?* Each kit contains 10 copies of the book and 10 copies of the DVD.

How to Talk to Kids about Race: Consultant, educator and librarian, Janet R. Damon, Ed.S., shares her insights on talking about race with kids in a way that they can understand.





Story Line: Hear a librarian read a story for preschool-age children in English or Spanish. Available 24/7 with a new story every Monday.

Professional Engagement:


Hallie Kaiser, Digital Experience coordinator, and **Joanna Waggoner**, Digital Experience librarian, are presenting at BiblioCon 2021. They will share their findings from their fall 2020 redesign of the online library experience, including how they identified ways to better promote the Library's digital resources and databases.

Infrastructure and Process Improvements

Touchless, sensor-activated drinking fountains and bottle filler units have been installed in the libraries. The purpose is to improve cleanliness and offer a more sustainable practice for our environment by providing a source of water for multiple use containers as opposed to plastic bottled water. Patrons and staff will now have access to chilled & filtered water without having to touch a lever to activate them.

Microsoft Teams will soon be launched as our new staff online meeting, chat, and softphone solution. Teams will truly revolutionize the way we communicate and collaborate with one another. The enterprise launch is the culmination of months of upgrades, research, enhancements, pilot programs, and user champion participation. Teams provides a tool where staff can collaborate no matter their location and represents a major step forward for JCPL.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, February 2021

- **Jeffco Connections** regular meeting of Combined Management leadership and **Communities that Care (CTC)** Key Leaders.
 - **Colorado Association of Libraries (CAL)** Mentorship Interest Group Project Implementation
 - Conversations with **County Human Resources** and **new DEI manager**
 - **West Metro Chamber of Commerce** Board of Directors
 - Weekly meetings with **Jefferson County Public Health (JCPH)** and local elected/appointed officials
 - Bi-monthly call with **Colorado Public Library Directors (CPLD)** COVID-19 Services
 - Bi-monthly call with **Urban Libraries Council Directors (ULC)** COVID-19 Services
 - Monthly meeting with **Jefferson County Library Foundation (JCLF)** executive director
 - Monthly meeting with **Jefferson County Elected/Appointed Officials**
- 

MEMORANDUM

TO: Donna Walker, Executive Director
FROM: Amber Fisher, Executive Assistant
RE: Diversity, Equity & Inclusion: Report & Resource Identification for Translation Services at Board Meetings
DATE: February 9, 2021

I have gathered information in response to the Board's request to investigate offering translation services for Board meetings.

Recommendation: Due to the timing and resource requirements of this project, I recommend delaying action at this time in order to align our translation services with County and other Library efforts related to diversity, equity and inclusion.

Research and Background:

Governance and Legal Compliance

Full evaluation of the governance and legal compliance issues would take place parallel to the several technology related efforts listed below. Part of this evaluation would include a legal consultation for compliance with the Open Meetings Statute and records management/retention requirements. I have reached out to other government agencies to share their practices but as of the date of this memo I have not received that information. Initial review of the Board's governance policies indicate adjustments would most likely be made to Governance Policy 4.3.7.

Resource Requirements

Based on the initial investigation following is a preliminary list of resources needed to fully evaluate providing translation services for Board meetings including costs and the resulting workflow:

- Staff/Staff time from:
 - Technology & Innovation – Platform compatibilities and other technical issues
 - Digital Experience – It is anticipated that requests for translation services and the resulting workflow would generate from a form on the Library Board's webpage
 - Administrative Support – Research, coordination and potential workflow tasks
 - Strategy & Engagement – Translation Services Communication Plan
 - Finance & Budget – Contracting, Costs and Budget
 - Legal Consultation – Compliance Review

Diversity, Equity and Inclusion (DEI) - Alignment

The Library and County are expanding their DEI efforts. Aligning translation services with JCPL's DEI planning and the County's DEI efforts would likely be a more effective approach rather than having a separate initiative.

Language Translation Services

JCPL contracts with Community Language Cooperative (CLC) for Spanish interpretation for virtual programs through a Zoom interpretation platform. Translation services include simultaneous

MEMORANDUM

interpretation, consecutive interpretation and written translation. This service would need to be adapted for the technical and legal requirements of a public meeting.

American Sign Language (ASL)

JCPL utilizes the services of Professional Sign Language Interpreting (PSLI) for online programs, off-site events and author visits. Platform compatibility and other logistics would need to be determined by JCPL technology experts.

Closed Captioning

Captions are a text version of the spoken part of an event and can be turned on or off. Open captions are different from closed captions in that they are part of the video itself and cannot be turned off. Again, bringing JCPL technology experts into the evaluation process would be required.

Written Translation

This is an area that needs more discussion to determine whether or not the minutes of the meeting where translation services were provided will be transcribed and posted/available on the Board's webpage.

Cost Estimates, Advance Notification Requirements and Cancellation Policies

The costs, advance service notification requirements and cancellation policies associated with the various services and service providers vary. More information will need to be gathered and evaluated before a reliable cost estimate could be provided.



Jefferson County
PUBLIC LIBRARY

2020 YEAR-END REPORT





2020 ACHIEVEMENTS

Jefferson County Public Library (JCPL) enthusiastically entered 2020 with the goal of operationalizing year one of our first five-year strategic plan. Extensive research, invaluable community input and our collective wisdom steered us in defining these strategic priorities to be accomplished over the next five years:

- Create Libraries for the Future
- Reach More People
- Focus on Building Literacies
- Be the Third Place
- Grow Sustainably

Strategic initiatives and projects were established to support these priorities and create the action plan for 2020.

In March the COVID-19 global pandemic hit and affected every aspect of operations and service. Our core values of innovation, accountability and excellence served us well as we responded to rapidly evolving public health guidelines. The following captures the essence of our performance measured against the challenges of an unparalleled year, the significant achievements towards accomplishing our five-year strategic priorities and our 2020 strategic projects success.

REINVENTING “NORMAL” AND CELEBRATING EXCELLENCE

In a year filled with unanticipated challenges, JCPL developed innovative ways to fulfill our mission to provide equal access to information and opportunities. We completed large-scale projects and continued to plan for the future, using our strategic plan as our guide. In addition to significant pandemic-related accomplishments, JCPL fulfilled our 2020 strategic projects:

- ✓ Successfully implemented the first year of a new five-year **Strategic Plan**.
- ✓ **Eliminated Library fines** for overdue materials.
- ✓ Completed the **Belmar Library redesign**.
- ✓ Expanded **Alternative Services** through the installation of Holds Locker, Returns Bin and a Library Lending Machine at Foothills Park & Recreation District.
- ✓ Completed planning and procurement for a **new Bookmobile**.
- ✓ Delivered three **Signature Events**: Romance in the Rockies, Summer Reading, and Raise a Reader.
- ✓ Continued **Core Service Master Planning** specifically for services to kids and families, teens, and our diverse community.
- ✓ Implemented **infrastructure and process improvements**, including installing three new sorters and launching the new enterprise resource management tool, Workday.
- ✓ Established **new services and workflows** in response to COVID-19. (NEW)
- ✓ Launched our **Philanthropy Development** project. (NEW)



ENSURING SAFETY OF EMPLOYEES AND PATRONS

We established new services and workflows in response to COVID-19 to accommodate frequently changing public health guidelines. In order to keep our staff and community safe, while still providing equitable access to essential services, JCPL:

- Stood up a remote workforce in 24 hours.
- Distributed PPE and instituted strict sanitizing protocols.
- Instituted a new procedure for handling returns.
- Developed and delivered new training on workplace safety.
- Activated our safety and security coordinator in the County emergency management response and continuous monitoring of safety protocols.

ADAPTING SERVICES BASED ON PATRON NEEDS

As the pandemic continued to disrupt normal business activity, the Library took proactive steps to create and provide new services:

- Expanded our online library.
- Initiated curbside services.
- Provided faxing and printing at no charge.
- Implemented virtual Book a Librarian services.
- Purchased more hotspots for check out and targeted distribution in the community.
- Installed contactless Alternative Service at Foothills Ridge Recreation Center
- Expanded Mail Delivery.
- Created and delivered Digital Literacy Training in Spanish
- Returned to in-person service.

REINVENTING PROGRAMS FOR VIRTUAL PLATFORMS

JCPL kicked off the year with the highly attended signature event, Romance in the Rockies. Soon thereafter, virtual programs became paramount, allowing JCPL to adapt to COVID-19 restrictions while continuing to provide the community with fun, engaging and informative program content. JCPL:

- Launched new virtual and call-in programs.
- Adjusted Summer Reading to the virtual environment.
- Adapted the Raise a Reader signature event to a month-long celebration of early literacy with learning activities in safe, outdoor settings.
- Hosted our first StoryWalk® in Olde Town Arvada.
- Held weekly Virtual Story Times in English, Spanish and American Sign Language.

PARTNERING TO MEET COMMUNITY NEEDS

JCPL took the initiative to partner with county organizations, such as Jeffco Public Schools (JPS), community nonprofits such as The Action Center, Adelante, Community First Foundation, and area chambers of commerce to support our community in new ways. JCPL:

- Expanded outreach with JPS and early literacy partners.
- Launched a Spanish version of our monthly newsletter.
- Compiled a community resources page.
- Partnered with the Jefferson County Business and Workforce Center to host a series of virtual career workshops.
- Created the “Jeffco WFH Parent Problems” Facebook Group.
- Developed a social work team to provide resource referrals and support.
- Re-provisioned laptops, public computers, and hotspots for contact tracing and community supports.

BEHIND THE SCENES

JCPL executed its Continuity of Operations Plan (COOP) to guide the organization during the early stages of the pandemic crisis and continue to serve the community. . Specialized teams were developed to address Library needs. JCPL:

- Initiated a Pandemic Team, which adapted Library resources and services to meet staff and patron needs safely.
- Implemented a platform for online Board of Trustees meetings.
- Formed the Gradual Return to In-Person Services Team to safely increase access to physical materials, technology, space, and staff.
- Created numerous revenue adjustments and projections for appropriate resource allocation and sustainable growth.



2020 SCORECARD

Library Benchmark Excellence and Operational Measures

Jefferson County Public Library measures how our strategic priorities and initiatives meet the broad organizational goals set by our Board of Trustees. We use public library benchmarking and public library outcome measures, to determine how JCPL compares to other peer libraries, and how well we meet our commitment to our community and how we impact their lives for the better.


Success measures and targets guide JCPL's strategic planning with our Board of Trustees and Library leadership, as well as help the Library identify community demand and our ability to meet that demand.

While 2020 Benchmark scores were understandably impacted by COVID-19, JCPL's measures reflect the continued emphasis on safety, adaptability and resourcefulness. Of note is that circulation per capita decreased by only 10% compared to 2019 despite the many difficulties in accessing physical materials. A 41% increase in e-materials circulation helped meet community needs and offset the 20% decrease in circulation of physical materials. E-materials circulation accounted for 25% of total circulation in 2020.

Library Benchmark Excellence Measures			
Strategic Scorecard Results	2019 Actual	2020 Actual	% change YOY Actual 2020 vs 2019
Circulation per capita	13.99	12.53	-10%
Visits per capita	4.48	1.42	-68%
Program attendance per 1000 capita	471	109	-77%
Public service hours per 1000 capita	51.74	20.86	-60%
Square feet per capita	0.39	0.39	0%
Operating revenue per capita	\$74.39	\$78.15	5%
FTE per 1000 capita	0.49	0.52	7%
Net Promoter Score	79.8	83.9	4.1

Library Benchmark Operational Measures

Each JCPL division tracks their success measures and determines how effectively outcomes align with our mission, vision, ends statements, strategic priorities and



initiatives. Decreases in these operational success measures align with the limited access to physical locations, in-person programming, and physical materials.

Library Benchmark Operational Measures			
Strategic Scorecard Results	2019 Actual	2020 Actual	% change YOY Actual 2020 vs 2019
Active households	115,377	100,581	-13%
Active Cardholders	166,646	138,477	-17%
Program attendance	274,669	63,279	-77%
Total collection use	9,706,552	8,779,307	-10%
Visits	2,613,399	830,615	-68%

Public Library Measures

Edge Initiative

The Edge Initiative compares JCPL with leading libraries of similar size in terms of public access to technology and support for digital literacy. For 2020 there was no change from 2019. The next evaluation is postponed to 2021, due to COVID-19.

Project Outcome – Signature Events

Project Outcome is a survey instrument used to seek feedback from patron outcomes of library programs. The following Signature Events were surveyed in 2020.

Romance in the Rockies – exceeded the targets for the outcomes Knowledge and Application of new skills. The outcome targets for Confidence and Awareness of Resources were not met which could be because the audience consisted of already avid readers and library users.

Summer Reading – did not reach the target for the four survey outcomes of Knowledge, Confidence, Application/New Skills, and Awareness of Resources. The entire program was offered virtually, affecting outcomes for our community.

CONCLUSION

The many and varied accomplishments of 2020 are a direct result of the extreme dedication of JCPL staff, Board, and community, working together as partners to thrive in this year of unprecedented challenges and opportunities.

Operational Updates

Strategy, Engagement and Finance

memorandum



To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Finance & Budget
Re: Finance Monthly Report
Date: February 2021

A. Budget to Actual Tables & CARES Funding

On January 26th, the Jefferson County Commissioners approved the budget supplemental requests for additional funding included in JCPL's final budget, most notably funding for the South County Library project. These amounts will show in 2021 financial statements. The Budget to Actual Tables for January 2021 will be forwarded before the meeting and will include the analysis discussion. Updated financials for 2020 will also be provided as well as a summary of CARES act funding if the information is available in time.

B. Project Carry-forward Request

Several capital projects which were funded in 2020 were in progress at the end of the year and have continued into 2021. Project funding in the following amounts makes up the Library's request:

ARM-03 Computer Replacement Plan	290,000
ARM-04 Book Sorter Replacement	85,130
ARM-05 IT Infrastructure Replacement	150,000
Library Alternative Services	395,791
18-08 Bookmobile Replacement	428,818
19-02 Document Management System	80,000
19-03 South County Library	317,045

Total Carry-forward Request	\$ 1,746,783
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Action Item: I recommend that the Library Board of Trustees authorize the Executive Director to submit a carry-forward budget amendment in the amount of \$1,746,783.

memorandum



To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Finance & Budget
Re: Finance Monthly Report
Date: February 16th, 2021

A. Updated 2020 Budget to Actual Tables & CARES Funding

Updated financial tables for 2020 are included with this memo. The updated tables include the impact of 2020 invoices and other transactions that came in later in January, but the main difference between these updated tables and those reviewed last month is the impact of CARES act funding which is now reflected in 2020 financial activity.

JCPL received CARES funds of \$2,159,994 from the amount awarded to Jefferson County. These funds were transferred from the library fund to Jefferson County's CARES fund which reduced expenses in the library fund. Of the amount transferred, \$1,887,045 was for payroll expenses. This amount is displayed in Table 3 as a negative number in the line, "CARES Reimburse Salaries". \$272,949 in expenses for supplies and services was also transferred to the CARES fund. Unlike the salary and benefit expense transfers where the total is displayed in a separate line, the transfer of non-payroll amounts are not displayed separately, they just reduce the expenses in those line items. This is why total expenses in both categories, supplies and services, are lower in the updated financial tables than in the preliminary tables presented in January. The CARES transfers represent JCPL expenses related to COVID for March through September. Although JCPL continued to submit transfer requests through the end of the year, funding availability was constrained resulting in the partial transfer of requests.

Budget savings and the receipt of CARES funds in 2020 boosted the library's fund balance. This presents an opportunity to dedicate funds to planned capital projects. The 2021 budget included an allocation of \$9M to JCPL's new capital projects sinking fund. The capital projects sinking fund is displayed on Table 2 of the January 2021 financial statements. Committing additional funds to this capital fund would formalize the Board's expressed desire to use 2020 savings for capital projects as reflected in the long term financial planning scenarios used for 2021 budget development. The Board may consider this action at a future time, including during 2022 budget development.

B. January 2021 Financial Tables

In January, Jefferson County and JCPL implemented Workday, a new financial system. This has caused some delays in processing financial transactions. As a result, the January financial tables show some expense activity but almost no revenue. Next month's financial report will include information on financial contributions from the Library Foundation compared with in-kind support.

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2020 BUDGET TO ACTUAL

Sources and Uses of Funds	2019 Amended Budget	2019 Actual	2020 Amended Budget	YTD Actual 12/31/2020	\$ Variance 2020 Budget	Budget to Actual %
<i>Sources of Funds</i>	4.500		4.500			
Revenues						
Taxes						
Property Tax - Operating	\$ 40,428,530	\$ 39,752,904	\$ 44,134,625	\$ 44,550,056	\$ 415,431	1%
Property Tax - Capital	1,949,693	1,927,979	2,165,680	2,194,337	28,657	1%
Total Taxes	\$ 42,378,223	\$ 41,680,883	\$ 46,300,305	\$ 46,744,393	\$ 444,088	1%
Federal & State Grants	\$ 130,000	\$ 128,084	\$ 128,000	\$ 161,962	\$ 33,962	27%
Fines & Fees	492,731	435,234	239,513	47,797	(191,716)	-80%
Other Revenue	495,000	1,412,272	572,640	805,659	233,019	41%
Total Other Revenues	\$ 1,117,731	\$ 1,975,590	\$ 940,153	\$ 1,015,418	\$ 75,265	8%
Sub Total Revenues	\$ 43,495,954	\$ 43,656,474	\$ 47,240,458	\$ 47,759,810	\$ 519,352	1%
Fund Balance Activity						
Transfer from FB - Capital Projects	3,248,054		8,311,685	-		NA
Transfer to/(from) Fund Balance	-	4,835,039	-	8,991,514		NA
Total Sources of Funds	\$ 46,744,008	\$ 38,821,435	\$ 55,552,143	\$ 38,768,296		
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 14,766,591	\$ 14,352,310	\$ 15,935,735	\$ 13,055,682	\$ (2,880,053)	-18%
Benefits	4,818,086	4,370,694	5,288,399	4,538,948	(749,451)	-14%
Total Salaries & Benefits	\$ 19,584,677	\$ 18,723,004	\$ 21,224,134	\$ 17,594,630	\$ (3,629,504)	-17%
Library Books & Materials	\$ 8,139,065	\$ 7,777,885	\$ 8,135,190	\$ 7,354,512	\$ (780,678)	-10%
Supplies	1,612,418	1,343,599	1,449,965	1,111,151	(338,814)	-23%
Vehicles	-	-	-	-	-	NA
Services & Charges	4,245,804	3,869,464	4,914,583	3,350,808	(1,563,775)	-32%
Internal Transactions /Cost Allocation	1,886,026	1,983,894	2,251,204	2,177,691	(73,513)	-3%
Total Operating Expenditures	\$ 35,467,990	\$ 33,697,846	\$ 37,975,076	\$ 31,588,792	\$ (6,386,284)	-17%
Financing & Debt Service	\$ 1,448,432	\$ 1,448,432	\$ 1,410,421	\$ 1,409,294	\$ (1,127)	0%
Capital Projects	\$ 9,827,586	\$ 3,675,157	\$ 16,166,646	\$ 5,770,211	\$ (10,396,435)	-64%
Total Uses of Funds	\$ 46,744,008	\$ 38,821,435	\$ 55,552,143	\$ 38,768,296	\$ (16,783,846)	-30%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2020 BUDGET TO ACTUAL

	2019 Amended Budget	2019 Actual	2020 Amended Budget	YTD Actual 12/31/2020
Beginning Fund Balance	\$ 18,164,234	\$ 19,529,543	\$ 19,529,543	\$ 24,364,581
Revenues	\$ 41,546,261	\$ 41,728,495	\$ 45,074,778	\$ 45,565,473
Capital Funding	1,949,693	1,927,979	2,165,680	2,194,337
Total Revenues	\$ 43,495,954	\$ 43,656,474	\$ 47,240,458	\$ 47,759,810
Expenditures				
Operating Expenditures	\$ 35,467,990	\$ 33,697,846	\$ 37,975,076	\$ 31,588,792
Debt Service	1,448,432	1,448,432	1,410,421	1,409,294
Capital Projects	9,827,586	3,675,157	16,166,646	5,770,211
Total Expenditures	\$ 46,744,008	\$ 38,821,435	\$ 55,552,143	\$ 38,768,296
Increase/(Decrease) in Fund Balance	\$ (3,248,054)	\$ 4,835,038	\$ (8,311,685)	\$ 8,991,514
Ending Fund Balance	\$ 14,916,180	\$ 24,364,581	\$ 11,217,858	\$ 33,356,095
Committed to Capital Projects		\$ 5,897,205		
Reserve Fund Balance		\$ 18,467,376		

Reserve Fund Balance Policy Calculation

	2018 Budget	2019 Actual	2020 Amended Budget	2020 Actual
Year-End Reserve Fund Balance		\$ 18,467,376		
16% - Current Year Budgeted Revenues	\$ 6,959,353		\$ 7,558,473	
9% - Current Year Budgeted Revenues - Uncertainty	3,914,636		4,251,641	
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 10,873,989		\$ 11,810,115	
50% of Current Year Budgeted Revenues	\$ 21,747,977		\$ 23,620,229	
Total Maximum F/B Reserve Requirements (CEILING)	\$ 21,747,977		\$ 23,620,229	
Above/(Below) Minimum (FLOOR)		\$ 7,593,388		
Above/(Below) Maximum (CEILING)		\$ (3,280,601)		

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2020 BUDGET TO ACTUAL

Sources and Uses of Funds	2019 Amended Budget	2019 Actual	2020 Amended Budget	YTD Actual 12/31/2020	Projected Year-End 2020	Variance 2020 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 41,376,815	\$ 40,915,992	\$ 45,960,543	\$ 46,568,712	\$ 45,960,543	\$ -
Delinquent Taxes	105,503	81,612	48,032	80,773	48,032	-
Prior Year Cancellations	(80,608)	(223,412)	(385,353)	(708,709)	(708,709)	(323,356)
Urban Renewal	(996,510)	(1,068,555)	(1,509,624)	(1,402,175)	(1,509,624)	-
Penalties & Interest	23,330	47,267	21,027	11,456	21,027	-
Total Taxes	\$ 40,428,530	\$ 39,752,904	\$ 44,134,625	\$ 44,550,056	\$ 43,811,269	\$ (323,356)
Federal & State Grants	\$ 130,000	\$ 128,084	\$ 128,000	\$ 161,962	\$ 161,962	\$ 33,962
Library Fines	365,000	309,575	107,950	15,537	15,537	(92,413)
Charges for Services	127,731	125,659	131,563	32,260	32,260	(99,303)
Investment Income	322,000	1,122,445	322,000	332,432	332,432	10,432
Library Foundation	85,000	177,817	160,000	160,490	160,490	490
E Rate Revenue	88,000	93,865	90,640	146,448	146,448	55,808
Other Revenue	-	18,145	-	18,847	18,847	18,847
Transfer				147,441	147,441	147,441
Total Revenues	\$ 41,546,261	\$ 41,728,495	\$ 45,074,778	\$ 45,565,473	\$ 44,826,687	\$ (248,091)
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 13,872,155	\$ 12,442,452	\$ 15,093,111	\$ 13,493,744	\$ 13,493,744	\$ (1,599,367)
Awards & Bonuses	125,000	-	130,000	-	-	(130,000)
Termination Pay	-	78,196	-	172,528	172,528	172,528
Temporary Salaries	2,080,360	1,828,944	2,146,611	1,273,728	1,273,728	(872,883)
CARES Reimburse Salaries				(1,887,045)	(1,887,045)	(1,887,045)
Overtime	7,130	2,719	5,130	2,726	2,726	(2,404)
Vacancy Savings	(1,318,054)		(1,439,117)			1,439,117
Benefits	4,818,086	4,370,694	5,288,399	4,538,948	4,538,948	(749,451)
Total Salaries & Benefits	\$ 19,584,677	\$ 18,723,004	\$ 21,224,134	\$ 17,594,630	\$ 17,594,630	\$ (3,629,504)
Library Books & Materials	\$ 6,768,000	\$ 6,578,114	\$ 6,691,154	\$ 5,984,769	\$ 5,984,769	\$ (706,385)
Library Computer Materials	1,173,185	1,077,497	1,285,686	1,197,604	1,197,604	(88,082)
Library Periodicals	197,880	122,274	158,350	172,139	172,139	13,789
Sub-Total Library Collections	8,139,065	7,777,885	8,135,190	7,354,512	7,354,512	(780,678)
Supplies	\$ 1,612,418	\$ 1,343,599	\$ 1,449,965	\$ 1,111,151	\$ 1,249,965	\$ (200,000)
Services & Charges	4,245,804	3,869,464	4,914,583	3,350,808	3,350,808	(1,563,775)
Vehicles	-	-	-	-	-	-
Direct Internal Charges	196,182	143,837	164,067	111,388	164,067	-
Indirect Cost Allocation	1,067,744	1,067,744	1,145,837	1,145,837	1,145,837	-
Intra County Transactions	622,100	772,313	941,300	920,466	941,300	-
Total Supplies and Other	\$ 7,744,248	\$ 7,196,956	\$ 8,615,752	\$ 6,639,650	\$ 6,851,977	\$ (1,763,775)
Total Operating	\$ 35,467,990	\$ 33,697,846	\$ 37,975,076	\$ 31,588,792	\$ 31,801,119	\$ (6,173,957)

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2020 BUDGET TO ACTUAL

Sources and Uses of Funds	2019 Budget	2019 Actual	2020 Budget	YTD Actual 12/31/2020	Projected Year End 2020	Variance 2020 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 539,667	\$ 539,667	\$ 552,073	\$ 552,073	\$ 552,073	\$ -
Interest - Arvada (2005-2024)	82,192	82,192	69,294	69,294	69,294	-
Principal - Refunding Series 2013	608,264	608,264	608,265	608,265	608,265	-
Interest - Refunding Series 2013	61,695	61,695	31,303	30,176	31,303	-
Principal - COP - Capital Projects	142,143	142,143	142,143	142,143	142,143	-
Interest - COP - Capital Projects	14,472	14,472	7,343	7,343	7,343	-
Total Debt Service	\$ 1,448,432	\$ 1,448,432	\$ 1,410,421	\$ 1,409,294	\$ 1,410,421	\$ -

Arvada

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

Build America Bonds

Total Issue \$6,293,000
Term 2011-2020
Use - Lakewood HVAC
Energy Conservation
Book Sorters
Library Service Center Remodel

Certificates of Participation (COP)

Total Issue \$995,000
Term 2014-2020
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2020 BUDGET TO ACTUAL

Sources and Uses of Funds	2019 Amended Budget	2019 Actual	2020 Budget	2020 Amended Budget	YTD Actual 12/31/2020	Projected Year End 2020	Variance 2020 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 1,949,693	\$ 1,927,979	\$ 2,165,680	\$ 2,165,680	\$ 2,194,337	\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	3,248,054		2,267,039	2,267,039		2,267,039	-
Total Sources of Funds	\$ 5,197,747	\$ 1,927,979	\$ 4,432,719	\$ 4,432,719	\$ 2,194,337	\$ 4,432,719	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 329,559	\$ 238,497	\$ 250,000	\$ 307,000	\$ 161,086	\$ 161,086	\$ 145,914
ARM-02 Furniture & Equipment	36,000	16,175	36,000	36,000	5,148	5,148	30,852
ARM-03 Computer Replacement Plan	250,000	200,868	180,000	180,000	134,156	134,156	45,844
ARM-04 Book Sorter Replacement	250,000	59,862	300,000	470,000	384,870	384,870	85,130
ARM-05 IT Infrastructure Replacement	200,000	128,989	370,000	370,000	147,545	147,545	222,455
Alternative Services	250,000	246,753	450,000	450,000	54,209	54,209	
2016 Projects							
16-14 High Availability Internet Redundancy	\$ 72,000	\$ -	\$ -	\$ 41,000	\$ 33,108	\$ 33,108	\$ 7,892
2017 Projects							
17-13 Standley Lake Outdoor Learning Env.	\$ 67,014	\$ 72,195	\$ -	\$ -	\$ -	\$ -	\$ -
2018 Projects							
18-05 Evergreen Parking Lot	\$ 172,000	\$ 175,008	\$ -	\$ -	\$ -	\$ -	\$ -
18-07 LSC Garage & Loading Dock Planning	169,531	46,948	-	122,583	135,783	135,783	(13,200)
18-08 Bookmobile Replacement	400,000	-	-	547,441	118,623	118,623	428,818
2019 Projects							
19-01 Standley Lake Clerestory Roof	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19-02 Document Management System	160,000	-	-	160,000	80,000	80,000	80,000
2020 Projects							
20-01 Arvada HVAC Upgrade	\$ -	\$ -	\$ 140,000	\$ 140,000	\$ 49,870	49,870	\$ 90,130
Multi-Year Construction Projects							
17-07 Edgewater Library	139,175	139,175	-	-	-	-	-
18-01 Belmar Library Remodel	6,947,307	2,344,785	-	4,602,522	4,438,756	4,438,756	163,766
19-03 South County Library	350,000	5,900	4,000,000	4,344,100	27,055	27,055	4,317,045
20-02 Golden Library	-	-	4,396,000	4,396,000	-	-	4,396,000
Total Capital Projects	\$ 9,827,586	\$ 3,675,157	\$ 10,122,000	\$ 16,166,646	\$ 5,770,211	\$ 5,770,210	\$ 10,000,645

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2020 BUDGET TO ACTUAL

Project	2020 Amended Budget	YTD Actual 12/31/20	YTD Encumbrances 12/31/20	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 307,000	\$ 161,086	\$ 44,063	\$ 205,149	\$ 101,851
ARM-02 Furniture & Equipment	36,000	5,148	-	5,148	30,852
ARM-03 Computer Replacement Plan	180,000	134,156	-	134,156	45,844
ARM-04 Book Sorter Replacement	470,000	384,870	-	384,870	85,130
ARM-05 IT Infrastructure Replacement	370,000	147,545	-	147,545	222,455
Library Alternative Services	450,000	54,209	-	54,209	395,791
16-14 High Availability Internet Redundancy	41,000	33,108	-	33,108	7,892
18-07 LSC Garage & Loading Dock	122,583	135,783	-	135,783	(13,200)
18-08 Bookmobile Replacement	547,441	118,623	-	118,623	428,818
19-02 Document Management System	160,000	80,000	-	80,000	80,000
Multi-Year Projects Construction Projects					
18-01 Belmar Library Remodel	4,602,522	\$ 4,438,756	-	4,438,756	163,766
19-03 South County Library	4,344,100	27,055	-	27,055	4,317,045
20-01 Arvada HVAC Upgrade	140,000	49,870	-	49,870	90,130
20-02 Golden Library	4,396,000	-	-	-	4,396,000
Total Capital Projects	\$ 16,166,646	\$ 5,770,211	\$ 44,063	\$ 5,814,274	\$ 10,352,372

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2021 BUDGET TO ACTUAL

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 1/31/2021	\$ Variance 2021 Budget	Budget to Actual %
<i>Sources of Funds</i>	4.500		4.500			
Revenues						
Taxes						
Property Tax - Operating	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ -	\$ (44,134,625)	-100%
Property Tax - Capital	2,165,680	2,194,337	2,165,680	-	(2,165,680)	-100%
Total Taxes	\$ 46,300,305	\$ 46,744,393	\$ 46,300,305	\$ -	\$ (46,300,305)	-100%
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ -	\$ (121,051)	-100%
Fines & Fees	239,513	47,797	145,000	-	(145,000)	-100%
Other Revenue	572,640	805,659	298,640	6,294	(292,346)	-98%
Total Other Revenues	\$ 940,153	\$ 1,015,418	\$ 564,691	\$ 6,294	\$ (558,397)	-99%
Sub Total Revenues	\$ 47,240,458	\$ 47,759,810	\$ 46,864,996	\$ 6,294	\$ (46,858,702)	-100%
Fund Balance Activity						
Transfer from FB - Capital Projects	8,311,655		498,235	-		NA
Transfer to/(from) Fund Balance	-	8,991,513	-	(3,466,361)		NA
Total Sources of Funds	\$ 55,552,113	\$ 38,768,298	\$ 47,363,231	\$ 3,472,655		
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,935,735	\$ 13,055,682	\$ 16,081,526	\$ 1,741,622	\$ (14,339,904)	-89%
Benefits	5,288,399	4,538,948	5,373,904	576,286	(4,797,618)	-89%
Total Salaries & Benefits	\$ 21,224,134	\$ 17,594,630	\$ 21,455,431	\$ 2,317,909	\$ (19,137,522)	-89%
Library Books & Materials	\$ 8,135,190	\$ 7,354,512	\$ 7,754,177	\$ 457,225	\$ (7,296,952)	-94%
Supplies	1,449,965	1,111,151	1,515,924	56,055	(1,459,869)	-96%
Vehicles	-	-	-	-	-	NA
Services & Charges	4,914,583	3,350,808	5,197,772	542,690	(4,655,082)	-90%
Internal Transactions /Cost Allocation	2,251,204	2,177,691	2,582,108	7,132	(2,574,976)	-100%
Total Operating Expenditures	\$ 37,975,076	\$ 31,588,792	\$ 38,505,412	\$ 3,381,011	\$ (35,124,401)	-91%
Financing & Debt Service	\$ 1,410,421	\$ 1,409,294	\$ 621,819	\$ -	\$ (621,819)	-100%
Capital Projects	\$ 16,166,616	\$ 5,770,212	\$ 8,236,000	\$ 91,644	\$ (8,144,356)	-99%
Total Uses of Funds	\$ 55,552,113	\$ 38,768,298	\$ 47,363,231	\$ 3,472,655	\$ (43,890,576)	-93%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2021 BUDGET TO ACTUAL

	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 1/31/2021
Beginning Fund Balance	\$ 19,529,543	\$ 24,364,581	\$ 24,364,581	\$ 33,356,093
Revenues	\$ 45,074,778	\$ 45,565,473	\$ 44,699,316	\$ 6,294
Capital Funding	2,165,680	2,194,337	2,165,680	-
Total Revenues	\$ 47,240,458	\$ 47,759,810	\$ 46,864,996	\$ 6,294
Expenditures				
Operating Expenditures	\$ 37,975,076	\$ 31,588,792	\$ 38,505,412	\$ 3,381,011
Debt Service	1,410,421	1,409,294	621,819	-
Capital Projects	16,166,646	5,770,212	8,236,000	91,644
Total Expenditures	\$ 55,552,143	\$ 38,768,298	\$ 47,363,231	\$ 3,472,655
Increase/(Decrease) in Fund Balance	\$ (8,311,685)	\$ 8,991,512	\$ (498,235)	\$ (3,466,361)
Ending Fund Balance	\$ 11,217,858	\$ 33,356,093	\$ 23,866,346	\$ 29,889,733
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund		\$ 9,000,000	\$ 9,000,000	
Reserve Fund Balance		\$ 24,356,093	\$ 14,866,346	

Reserve Fund Balance Policy Calculation

	2018 Budget	2019 Actual	2021 Amended Budget	2020 Actual
Year-End Reserve Fund Balance		\$ 24,356,093		
16% - Current Year Budgeted Revenues	\$ 7,558,473		\$ 7,498,399	
9% - Current Year Budgeted Revenues - Uncertainty	4,251,641		4,217,850	
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 11,810,115		\$ 11,716,249	
50% of Current Year Budgeted Revenues	\$ 23,620,229		\$ 23,432,498	
Total Maximum F/B Reserve Requirements (CEILING)	\$ 23,620,229		\$ 23,432,498	
Above/(Below) Minimum (FLOOR)		\$ 12,545,979		
Above/(Below) Maximum (CEILING)		\$ 735,864		

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2021 BUDGET TO ACTUAL

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 1/31/2021	Projected Year-End 2021	Variance 2021 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 45,960,543	\$ 46,568,712	\$ 45,960,543		\$ 45,960,543	\$ -
Delinquent Taxes	48,032	80,773	48,032		48,032	-
Prior Year Cancellations	(385,353)	(708,709)	(385,353)		(385,353)	-
Urban Renewal	(1,509,624)	(1,402,175)	(1,509,624)		(1,509,624)	-
Penalties & Interest	21,027	11,456	21,027		21,027	-
Total Taxes	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ -	\$ 44,134,625	\$ -
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051		\$ 121,051	\$ -
Library Fines	107,950	15,537	40,000		40,000	-
Charges for Services	131,563	32,260	105,000		105,000	-
Investment Income	322,000	332,432	108,000		108,000	-
Library Foundation	160,000	160,490	100,000		100,000	-
E Rate Revenue	90,640	146,448	90,640		90,640	-
Other Revenue	-	18,847	-	6,294	6,294	6,294
Transfer		147,441		-	-	-
Total Revenues	\$ 45,074,778	\$ 45,565,473	\$ 44,699,316	\$ 6,294	\$ 44,705,610	\$ 6,294
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,093,111	\$ 13,493,744	\$ 14,816,028	\$ 1,587,893	\$ 14,816,028	\$ -
Awards & Bonuses	130,000		135,000		135,000	-
Termination Pay		172,528	110,000	9,642	110,000	-
Temporary Salaries	2,146,611	1,273,728	2,095,441	143,564	2,095,441	-
CARES Reimburse Salaries		(1,887,045)			-	-
Overtime	5,130	2,726	-	524	-	-
Vacancy Savings	(1,439,117)		(1,074,943)		(1,074,943)	-
Benefits	5,288,399	4,538,948	5,373,904	576,286	5,373,904	-
Total Salaries & Benefits	\$ 21,224,134	\$ 17,594,630	\$ 21,455,431	\$ 2,317,909	\$ 21,455,431	\$ -
Library Books & Materials	\$ 6,691,154	\$ 5,984,769	\$ 6,191,154	\$ 446,488	\$ 6,191,154	\$ -
Library Computer Materials	1,285,686	1,197,604	1,385,948	10,721	1,385,948	-
Library Periodicals	158,350	172,139	177,075	17	177,075	-
Sub-Total Library Collections	8,135,190	7,354,512	7,754,177	457,225	7,754,177	-
Supplies	\$ 1,449,965	\$ 1,111,151	\$ 1,515,924	56,055	\$ 1,515,924	\$ -
Services & Charges	4,914,583	3,350,808	5,197,772	542,690	5,197,772	-
Vehicles	-		-		-	-
Direct Internal Charges	164,067	111,388	145,090	7,132	145,090	-
Indirect Cost Allocation	1,145,837	1,145,837	1,355,518	-	1,355,518	-
Intra County Transactions	941,300	920,466	1,081,500	-	1,081,500	-
Total Supplies and Other	\$ 8,615,752	\$ 6,639,650	\$ 9,295,804	\$ 605,877	\$ 9,295,804	\$ -
Total Operating	\$ 37,975,076	\$ 31,588,792	\$ 38,505,412	\$ 3,381,011	\$ 38,505,412	\$ -

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2021 BUDGET TO ACTUAL

Sources and Uses of Funds	2020 Budget	2020 Actual	2021 Budget	YTD Actual 1/31/2021	Projected Year End 2021	Variance 2021 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 552,073	\$ 552,073	\$ 565,720		\$ 565,720	\$ -
Interest - Arvada (2005-2024)	69,294	69,294	56,099		56,099	-
Principal - Refunding Series 2013	608,265	608,265	-		-	-
Interest - Refunding Series 2013	31,303	30,176	-		-	-
Principal - COP - Capital Projects	142,143	142,143	-		-	-
Interest - COP - Capital Projects	7,343	7,343	-		-	-
Total Debt Service	\$ 1,410,421	\$ 1,409,294	\$ 621,819	\$ -	\$ 621,819	\$ -

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

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

Certificates of Participation (COP)
Total Issue \$995,000
Term 2014-2020
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2021 BUDGET TO ACTUAL

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Budget	2021 Amended Budget	YTD Actual 1/31/2021	Projected Year End 2021	Variance 2021 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 2,165,680	\$ 2,194,337	\$ 2,165,680	\$ 2,165,680		\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	2,267,039		2,267,039			-	-
Total Sources of Funds	\$ 4,432,719	\$ 2,194,337	\$ 4,432,719	\$ 2,165,680	\$ -	\$ 2,165,680	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 307,000	\$ 161,086	\$ 250,000	\$ 250,000	\$ 16,872	\$ 250,000	\$ -
ARM-02 Furniture & Equipment	36,000	5,148	36,000	36,000	-	36,000	-
ARM-03 Computer Replacement Plan	180,000	134,156	200,000	200,000	-	200,000	-
ARM-04 Book Sorter Replacement	470,000	384,870	300,000	300,000	64,569	300,000	-
ARM-05 IT Infrastructure Replacement	370,000	147,545	350,000	350,000	7,247	350,000	-
Alternative Services	450,000	54,209	100,000	100,000	2,957	100,000	-
2016 Projects							
16-14 High Availability Internet Redundancy	\$ 41,000	\$ 33,108	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Projects							
18-07 LSC Garage & Loading Dock Planning	122,583	135,783	-	-	-	-	-
18-08 Bookmobile Replacement	547,411	118,623	-	-	-	-	-
2019 Projects							
19-02 Document Management System	160,000	80,000	-	-	-	-	-
2020 Projects							
20-01 Arvada HVAC Upgrade	\$ 140,000	\$ 49,870	\$ -	\$ -	\$ -	-	\$ -
Multi-Year Construction Projects							
18-01 Belmar Library Remodel	4,602,522	4,438,756	-	-	-	-	-
19-03 South County Library	4,344,100	27,055	7,000,000	7,000,000	-	7,000,000	-
20-02 Golden Library	4,396,000			-			
Total Capital Projects	\$ 16,166,616	\$ 5,770,212	\$ 8,236,000	\$ 8,236,000	\$ 91,644	\$ 8,236,000	\$ -

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2021 BUDGET TO ACTUAL

Project	2021 Budget	YTD Actual 1/31/21	YTD Encumbrances 1/31/21	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 16,872		\$ 16,872	\$ 233,128
ARM-02 Furniture & Equipment	36,000			-	36,000
ARM-03 Computer Replacement Plan	200,000		169,500	169,500	30,500
ARM-04 Book Sorter Replacement	300,000	64,569	-	64,569	235,431
ARM-05 IT Infrastructure Replacement	350,000	7,247	237,881	245,128	104,872
Library Alternative Services	100,000	2,957	217,853	220,810	(120,810)
Bookmobile Replacement	-			-	-
Document Management System	-			-	-
Multi-Year Projects Construction Projects					
South County Library	7,000,000		62,294	62,294	6,937,706
Total Capital Projects	\$ 8,236,000	\$ 91,644	\$ 687,528	\$ 779,172	\$ 7,456,828

Operational Updates

Public Services

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Libraries and Debbi Mikash, Collection Services Manager

DATE: February 9, 2021

RE: Axis360 Contract Renewal

History of Contract: Axis360, a Baker & Taylor Product

The Board of Trustees approved a contract with Baker & Taylor for the Axis360 eBook platform in February 2017. This contract included the option to renew for four 1-year periods with Board approval. It also had an option for two additional renewals, during which JCPL would maintain current pricing. Axis360 is the only platform we utilize that allows Jefferson County Public Schools to use their integrated library software (Destiny) to seamlessly check out eBooks and audio books from JCPL directly through the school's online catalog. We have been very satisfied with the Axis360 platform. We recommend that the Board of Trustees authorize the Executive Director to sign a one-year contract renewal effective March 1, 2021 through February 28, 2022. This is our fifth renewal.

Total Cost:

The contract fees include the hosting fee and any E- materials selected. The total cost will not exceed \$1,500,000. The total amount budgeted for E-materials is \$2,000,000. This amount is within the approved 2021 Books and Materials budget.

Next Actions:

We would like to recommend that the Board of Trustees authorize the Executive Director to sign the contract renewal at their meeting on February 18, 2021.

Board Governance

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

GOVERNING POLICIES MANUAL TABLE OF CONTENTS

I	CATEGORY: ENDS	Page	Review Date	Adoption/Revision/ Review
1-4	Global Ends Statements	2	Annually - January	Adopted January 2020. Reviewed January 2021.
II	CATEGORY: MANAGEMENT LIMITATIONS			
2.0	General Management Constraint	3	Annually - February	Reviewed February 2021. Adopted March 2021
2.1	Treatment of Patrons	4-8	Annually – February	Reviewed February 2021. Adopted March 2021
2.2	Treatment of Staff	9-10	Annually – February	Reviewed February 2021. Adopted March 2021
2.3	Financial Condition and Activities	11-15	Annually - February	Reviewed February 2021. Adopted March 2021
2.4	Asset Protection	16-21	Annually - February	Reviewed February 2021. Adopted March 2021
2.5	Financial Planning/Budgeting	22-24	Annually - August	August 2020
2.6	Compensation and Benefits	25-26	Annually - August	August 2020
2.7	Emergency Executive Director Succession	27	Annually - August	August 2020
2.8	Board Awareness and Support	28-32	Annually - August	August 2020
2.9	Materials Selection	33-34	Annually - August	August 2020
III	CATEGORY: BOARD-MANAGEMENT DELEGATION			
3.0	Governance-Management Connection	35	As Needed	July 2008
3.1	Unity of Control	36	As Needed	July 2008
3.2	Accountability of the Executive Director	37	As Needed	January 2009
3.3	Delegation to the Executive Director	38	As Needed	February 2013
3.4	Monitoring the Executive Director's Performance	39-40	As Needed	February 2013
IV	CATEGORY: GOVERNANCE PROCESS			
4.0	Governance Commitment	41	As Needed	May 2005
4.1	Governing Style and Values	42-43	As Needed	May 2016
4.2	Board Job Products	44-45	As Needed	August 2012
4.3	Agenda Planning	46-47	As Needed	August 2020
4.4	Chair's Role	48	As Needed	July 2008
4.5	Board Members' Code of Conduct	49-50	As Needed	July 2008
4.6	Board Committee Principles	51	As Needed	July 2008
4.7	Board Committee Structure	52	As Needed	July 2008
4.8	Governance Budget	53	As Needed	May 2006

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

4.9	Policies, Statements and Guidelines	54	As Needed	Reviewed February 2021
4.9.1	Board of Trustees Budget Cover Letter to BCC	54	As Needed	Reviewed February 2021
4.9.2	Capital & Controlled Asset Management Policy	55	As Needed	Reviewed February 2021. Adopted March 2021
4.9.3	Library Fund Reserve Policy	56	As Needed	Reviewed February 2021
4.9.4	Capital Project Funding Internal Guideline	57	As Needed	Reviewed February 2021
4.9.5	Library Books & Materials Budget Policy	58	As Needed	Reviewed February 2021

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: ENDS

POLICY 1.0

POLICY TITLE: *ENDS POLICIES*

Global Ends Statements:

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

1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.
2. All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.
3. Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.
4. JCPL maximizes return on shared investment by delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.0

POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT*

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.0: GENERAL MANAGEMENT CONSTRAINT*

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

Signed: , Executive Director

Date: February 20, 2020

BROADEST POLICY PROVISION

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

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

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

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

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

POLICY 2.1

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.1: *TREATMENT OF PATRONS***

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

Signed:



, Executive Director

Date: February 20, 2020

BROADEST POLICY PROVISION

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

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

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

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

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

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

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

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

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

REPORT (COMPLIANT): Norms and practices in the Library's Code of Conduct have been developed to assist staff in making these decisions. ~~We make the Code of Conduct available in our libraries and on our website.~~ **We also have our Code of Conduct posted on our website and will print it when asked by our public.**

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): We strive to maintain a high level of patron safety conditions. To confirm our safety standards, key staff along with local law enforcement conduct safety audits of public use areas. We also maintain and use safety/emergency mechanisms such as fire extinguishers and sprinklers, detection and alarm systems, AEDs and surveillance cameras. As

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

well, each library establishes a working relationship with their local law enforcement agencies. The library's Person-In-Charge program trains staff to assist with patron safety be it physical safety, threat or medical.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

POLICY 2.2

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.2: *TREATMENT OF STAFF***

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

Signed: , Executive Director

Date: February 20, 2020

BROADEST POLICY PROVISION

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

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

Accordingly, pertaining to staff, I shall not:

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

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

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

I can report compliance.

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

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.3

POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES*

MANAGEMENT LIMITATIONS

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

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

Signed: 

, Executive Director

Date: February 20, 2020

BROADEST POLICY PROVISION

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

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

Accordingly, I shall not:

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

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

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

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

3. Fail to get Library Board approval for:

A. Use of the Library Fund

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

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

I can report compliance.

B. Use of Fund Balance

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

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

I can report compliance.

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

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

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

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: Budget transfers less than \$50,000 between expense lines are allowed without board approval but non-emergency transfers greater than \$50,000

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

require Board authorization. The Executive Director may authorize transfers in excess of \$50,000 when an emergency situation exists and must inform the Board about all emergency transfers as soon as practical.

REPORT (COMPLIANT): All budget transfers follow the above guidelines and any transfers are reported in the monthly financial statements.

I can report compliance.

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

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

REPORT (COMPLIANT): Payables are processed in a timely manner, normally weekly. With regard to payroll, all staff is paid bi-weekly, pay periods end every other Saturday and paydays are every other Friday.

I can report compliance.

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

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

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

I can report compliance.

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

EXECUTIVE DIRECTOR INTERPRETATION: This means that capital project expenditures greater than approved must not occur without Board approval. However, small transfers (being no more than 10% of the total cost of the project or \$50,000, whichever is less) between individual project funds may be necessary, as they are completed.

REPORT (COMPLIANT): Monthly capital projects reports show the comparison between budgeted and actual expense of each project.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): All payments by the Library are subject to multiple reviews by staff so that payments are only made for goods and services that the library has decided upon. If there are discrepancies in the paperwork, processing stops until a review can determine the validity of the

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

claim. Inventories of equipment and supplies are carefully evaluated on a regular basis to ensure proper disposition of those assets.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: ASSET PROTECTION

POLICY 2.4

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.4: ASSET PROTECTION**

Signed:



, Executive Director

Date: February 20, 2020

BROADEST POLICY PROVISION

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

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

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

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

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

I can report compliance.

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

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

response and recovery. The plan identifies resources and establishes back-up systems required to maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is updated as personnel changes require but no less than annually. Additionally, the Library is part of the County's Emergency Operations Center's plan.

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

I can report compliance.

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

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

REPORT (COMPLIANT): The ~~IT~~ **Technology & Innovation** ~~department~~ **division** has addressed this in the Continuity of Operations Plan (COOP).

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that all library employees who handle cash or warrants must pass a sufficient background check prior to employment and that the library will maintain adequate internal controls to prevent or detect fraud.

REPORT (COMPLIANT): All employees who handle significant amounts of cash or warrants are covered under the County's crime policy which the Library participates in as part of the Risk Management pool. All library managers and finance staff are responsible for internal controls.

I can report compliance.

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

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

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

I can report compliance.

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

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

REPORT (COMPLIANT): The Library's art guidelines recognize the special nature of the library's art collection. The Library maintains guidelines for art donations, acquisition, display, de-accession and lending of art.

I can report compliance.

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

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

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

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

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

I can report compliance.

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

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

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

I can report compliance.

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

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

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

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

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

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

I can report compliance.

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

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

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

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS

POLICY 4.9

POLICY TITLE: *POLICIES, STATEMENTS & GUIDELINES*

4.9.1 Board of Trustees Budget Cover Letter to Board of County Commissioners

Purpose: The Board of Trustees supports and acknowledges their responsibility to present the budget necessary to provide residents of Jefferson County with quality library services. In order to ensure the proposed budget meets that responsibility the Board will submit a budget cover letter with the budget submittal. The cover letter will ensure the submitted budget meets the following goals:

1. The submitted budget generally meets the Board of County Commissioners annual guidelines, and any deviations from the guidelines will be explained, justified and validated in the budget cover letter.
2. The submitted budget meets the Library Board of Trustees fiduciary responsibilities with respect to:
 - a. State of Colorado Library Law, 24-90-109 Powers and Duties of Board of Trustees:
 - i. 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.
3. The Board of Trustees will submit to the Board of County Commissioners the required mill levy needed to fund the proposed budget. The mill levy required will not exceed the voter approved maximum of 4.5000 mills.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS

POLICY 4.9

POLICY TITLE: *POLICIES, STATEMENTS & GUIDELINES*

4.9.2 Capital and Controlled Asset Management Policy

Purpose: To comply with the Board of Trustees Governing Policy 2.4, Asset Protection:

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

Item #7 under this governing policy states: "I shall not fail to maintain a system for the management of fixed and controlled assets that provides sufficient information for the preparation of financial statements, ensures proper use, and provides for their maintenance, replacement and disposal."

In order to comply with this policy the Library shall follow the guidelines stated below:

- ~~1. Every five years the Library shall contract with an asset management firm to conduct a complete and thorough physical inventory of all Library fixed assets over \$5,000 and controlled assets as defined during the year of the audit.~~ **The Library participates in the County's physical inventory process. The Library shall permit a physical inventory of all Library fixed assets by County staff or contractors, depending on the County's schedule. This is normally done annually. Most Desktop PC's, laptops, tablets and copiers are not considered assets as their cost is less than \$5,000 each. However, the Technology & Innovation department maintains an inventory and replacement schedule for this equipment.**
- ~~2. Every year the controlled tagged items will be inventoried by Library staff. These items include: Desktop PC's, laptops, tablets, monitors, laser printers, supporting network hardware, LCD projectors, televisions, and any other controlled/tagged assets in this asset class.~~
- ~~3. The remainder of the fixed assets, whether tagged or not, will be inventoried on a schedule to be determined by the Finance Director, but within the 5 year time period between the complete asset audit.~~
- ~~4. 2. All asset additions, deletions and values are reviewed annually by the Finance office in cooperation with the County accounting office. The valuation, assigning fair market value and replacement costs for inventoried items shall be reviewed, updated and maintained by the Finance office on a yearly basis.~~
- ~~5. 3. Reporting on the Library's asset values may be provided to the Board of Trustees with the results of the annual Comprehensive Annual Financial Report (CAFR). Information on Library assets can be requested by the Board of Trustees at any time.~~

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

~~The results of the above steps will be reported to the Board of Trustees to ensure the Library is in compliance with Governing Policy 2.4, Asset Protection.~~

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS

POLICY 4.9

POLICY TITLE: *POLICIES, STATEMENTS & GUIDELINES*

4.9.3 LIBRARY FUND RESERVE POLICY (Adopted August 15, 2019)

Background:

Jefferson County Public Library recognizes the importance of maintaining an appropriate and prudent reserve balance in the Library Fund. A minimum level of reserves gives the library the ability to maintain library service levels through an economic downturn and to respond to natural disasters and other unexpected events. A maximum level ensures that taxpayers receive library services close to the time when their taxes are paid.

Definitions:

Fund Balance

Fund Balance refers to the fund balance at the end of a fiscal year. This is the balance published in the Library's year-end financial tables and in the Library's balance sheet in Jefferson County's Comprehensive Annual Financial Report (CAFR) for the fiscal year.

Library Fund Reserve Balance

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

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

= **Reserve Balance**

Library Fund Reserve Policy Statement:

The Library Board of Trustees has established the following goals for the Library Fund Reserve.

- The level of reserve balance that the Library strives to maintain is an amount equal to 16% of current year budgeted revenues.
- In addition, an amount equal to 9% of current year budgeted revenues is designated as an "uncertainty reserve".
- The maximum level of library fund reserve balance is 50% of current year budgeted revenues

If the Library's reserve is below the minimum level, the Library Board of Trustees will include a plan to build the reserve balance back up to minimum levels within a five-year period as part of the next year's approved budget and long-term financial plan.

If the Library's reserve balance is over the maximum level, funds over this amount will be used to fund one-time expenses such as those for capital projects or other one-time costs and may not be used to fund on-going operating expenses.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS

POLICY 4.9

POLICY TITLE: *POLICIES, STATEMENTS & GUIDELINES*

4.9.4 CAPITAL PROJECT FUNDING INTERNAL GUIDELINE

In order to ensure the 5 Year Capital Plan for Jefferson County Public Library has adequate resources to fund projects, the Board of Trustees adopts the following internal guideline regarding funding for capital projects:

- Designate a minimum of 4.5% of Property Tax Revenue each year to fund capital projects.

This internal guideline has been adopted by the Library Board of Trustees to recognize the financial importance of a designated revenue stream for capital projects. However, the Library Board of Trustees, reserves the right to adjust the percentage each year during the budget process as the Board believes to be in the best interest of the Library.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: GOVERNANCE PROCESS

POLICY 4.9

POLICY TITLE: *POLICIES, STATEMENTS & GUIDELINES*

4.9.5 LIBRARY BOOKS AND MATERIALS BUDGET POLICY

Purpose: The Library desires to maintain a responsible level of access to books and materials for Jefferson County residents as defined by demand and use measures of holdings per capita, circulation per capita and annual turnover rate. Each year library staff will establish annual targets for these measures in relation to benchmarks of peer libraries with the aim of reaching the top 75th percentile over time. The annual budget for books and materials will be based on projections developed by the Finance office and Public Services to ensure continual progress toward this goal. The budget for books and materials will ensure that the amount budgeted will move the Library closer to the annual target.

The internal guideline for the budget for Library Books and Materials has been adopted by the Library Board of Trustees to recognize the importance of maintaining the investment in Library Books and Materials.

This guideline serves to ensure that the Library Board of Trustee's Ends Statement #1 is met each year.

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

The Library Board of Trustees reserves the right to modify or adjust the policy each year during the budget process as the Board believes to be in the best interest of the Library.

ADMINISTRATION

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jeffcolibrary.org



Jefferson County

PUBLIC LIBRARY