



## **Swanhorst & Company LLC**

January 5, 2015

Board of Trustees  
Pueblo City-County Library District  
100 E. Abriendo Avenue  
Pueblo, Colorado 81004-4232

We are pleased to confirm our understanding of the services we are to provide to the Pueblo City-County Library District (the "District"). We will audit the financial statements of the governmental activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information, and the related notes to the financial statements, which collectively comprise the basic financial statements of the District, as of and for the year ended December 31, 2014. Also, the supplementary information will be subjected to the auditing procedures applied in our audit of the financial statements, upon which we will provide an opinion in relation to the basic financial statements. The management's discussion and analysis and the required supplementary information will be subjected to certain limited procedures, but will not be audited.

### **Audit Objective**

The objective of our audit is the expression of an opinion as to whether your financial statements are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America and to report on the fairness of the additional information referred to in the first paragraph when considered in relation to the financial statements taken as a whole. Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America. Our audit will include tests of the accounting records and other procedures we consider necessary to enable us to express such an opinion. If our opinion on the financial statements is other than unmodified, we will fully discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or to issue a report as a result of this engagement.

### **Management Responsibilities**

Management is responsible for the basic financial statements and all accompanying information as well as all representations contained therein. You are also responsible for making all management decisions and performing all management functions; for designating an individual with suitable skill, knowledge, or experience to oversee our assistance with the preparation of your financial statements and related notes; and for evaluating the adequacy and results of those services and accepting responsibility for them.

Management is responsible for establishing and maintaining effective internal controls, including monitoring ongoing activities; for the selection and application of accounting principles; and for the fair presentation of the financial statements.

Management is also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. You are also responsible for providing us with access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, additional information that we may request for the purpose of the audit, and unrestricted access to persons within the District from whom we determine it necessary to obtain audit evidence.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the written representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Management is responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud or illegal acts affecting the District involving management, employees who have significant roles in internal control, and others where the fraud or illegal acts could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the District received in communications from employees, former employees, regulators, or others. In addition, you are responsible for identifying and ensuring that the District complies with applicable laws and regulations.

Management is responsible for the preparation of the supplementary information in conformity with accounting principles generally accepted in the United States of America. You agree to include our report on the supplementary information in any document that contains and indicates that we have reported on the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon or make the audited financial statements readily available to users of the supplementary information no later than the date the supplementary information is issued with our report thereon.

With regard to using the auditors' report, you understand that you must obtain our prior written consent to reproduce or use our report in bond offering official statements or other documents.

#### **Audit Procedures—General**

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. Therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether from errors, fraudulent financial reporting, misappropriation of assets, or violations of laws or regulations that are attributable to the District or to acts by management or employees acting on behalf of the District.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us, even though the audit is properly planned and performed in accordance with auditing standards generally accepted in the United States of America. In addition, an audit is not designed to detect immaterial misstatements, or violations of laws or regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors or any fraudulent financial reporting or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and may include direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, creditors, and financial institutions. We may request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will also require certain written representations from you about the financial statements and related matters.

#### **Audit Procedures—Internal Control**

Our audit will include obtaining an understanding of the District and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under standards established by the American Institute of Certified Public Accountants.

#### **Audit Procedures—Compliance**

Identifying and ensuring that the District complies with laws, regulations, contracts, and agreements is the responsibility of management. As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the District's compliance with applicable laws and regulations and the provisions of contracts and agreements. However, the objective of our audit will not be to provide an opinion on overall compliance and we will not express such an opinion.

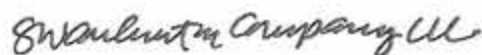
#### **Audit Administration, Fees, and Other**

We will prepare the Form 990 tax return for the year ended December 31, 2014.

Our fees for these services will be at our standard hourly rates plus out-of-pocket costs (such as travel, printing, postage, copies, telephone, etc.) except that we agree that our maximum fee, including expenses, will not exceed \$23,000. If the District is required to perform a Single Audit, we will discuss the additional fees before we perform any audit work. Our standard hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. The above fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

We appreciate the opportunity to be of service to the Pueblo City-County Library District and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the letter and return it to us.

Very truly yours,



Swanhorst & Company LLC

#### **RESPONSE**

This letter correctly sets forth the understanding of the Pueblo City-County Library District.

By \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

January 2, 2015

## Change to construction contract—HW Houston

### Giodone Library

Window covering	366.10
Restroom doors	8439.41
Delete trash receptacle	-500.00
Delete porch light fixture	<u>-500.00</u>
Subtotal	7805.51

### Greenhorn Valley Library

Window covering	366.10
Restroom doors	8538.66
Delete trash receptacle	<u>-500.00</u>
Subtotal	8404.76

### Lucero Library

Window covering	366.10
Restroom doors	8439.41
Retaining wall and disconnect pad	5222.60
Fiber mulch blanket	1455.59
Donor display	496.22
Delete trash receptacle	-500.00
Delete porch light fixture	<u>-500.00</u>
Subtotal	14979.92

Total	31,190.19
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RFID Library Solutions

**RFID Library Solutions, Inc.**

11030 89th Ave N  
Maple Grove, MN 55369

Phone # 763-273-4643

eric@rfidls.com

www.rfidls.com

Date	Invoice #
1/3/2015	PLD01032015

<b>PUEBLO</b> Pueblo City/County Library District 100 East Abriendo Ave. Pueblo, CO 81004
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Part Number	Terms	Unit	Qty	Price	Amount
2015 Service Agree...	Net 30	1/3/2015	Hand Delivered		
Item	Description	Description		Price Unit	Amount
1	AMH Service Agreement	Rawlings maintenance and repair contract for AMH at library. Provides the labor, material handling expertise & consulting services to keep AMH system operating at contract terms. - See signed Agreement for details - (2) Preventative service visits included - Software support & upgrades provided - Term: Jan. 1, 2015 - Dec. 31, 2015		23,220.00	23,220.00
1	AMH Service Agreement	Pueblo West maintenance and repair contract for AMH at library. Provides the labor, material handling expertise & consulting services to keep AMH system operating at contract terms. - See signed Agreement for details - (2) Preventative service visits included - Software support & upgrades provided - Term: Jan. 1, 2015 - Dec. 31, 2015		16,830.00	16,830.00
1	AMH Service Agreement	Lamb maintenance and repair contract for AMH at library. Provides the labor, material handling expertise & consulting services to keep AMH system operating at contract terms. - See signed Agreement for details - (2) Preventative service visits included - Software support & upgrades provided - Term: Jan. 1, 2015 - Dec. 31, 2015		9,360.00	9,360.00
1	AMH Service Agreement	Barkman maintenance and repair contract for AMH at library. Provides the labor, material handling expertise & consulting services to keep AMH system operating at contract terms. - See signed Agreement for details - (2) Preventative service visits included - Software support & upgrades provided - Term: Jan. 1, 2015 - Dec. 31, 2015		9,360.00	9,360.00
Thank you for your business.				Total	\$58,770.00

## ATTACHMENT G



**RFID Library Solutions**

212 3<sup>rd</sup> Ave N. Ste 415  
Minneapolis, MN 55401  
(952) 400-1260

### **AMH Service & Maintenance Agreement**

This AMH Service & Maintenance Agreement (SMA) is a legal document between the Pueblo City-County Library District (the Customer) and RFID Library Solutions, Inc. (the Vendor), which governs the terms and conditions under which Vendor will perform Automated Material Handling (AMH) system maintenance and repair during a malfunction on any installed system.

This agreement is prepared for the AMH systems located at following PCCLD libraries: Rawlings, Pueblo West, Lamb and Barkman. The Vendor agrees to provide an all inclusive maintenance and support program for an initial term of five (5) years following a one year warranty period for each machine. The start date of the warranty and SMA shall be designated as the day the first AMH system passes the thirty day trial and is handed off to Customer's staff for daily operation. The total fee for the 5-yr all inclusive AMH Service & Maintenance Agreement to be paid to the Vendor shall not exceed \$293,850.00. This SMA may be extended following this five year period by written mutual agreement by the Library and the Vendor. This SMA may be modified in writing by the Vendor and Customer to include service and maintenance for AMH systems to be installed at the Customer's additional Library branches, for prices that are the same or lower as those included in this Agreement and this SMA included as Attachment G.

The Customer agrees to provide on-site access to the system when required and remote internet monitoring as needed to return it to acceptable operation. The annual service fee is payable in full at the beginning of each anniversary period. The price of this Service & Maintenance Agreement is \$58,770.00 per year, will be charged as a fixed price for the services and is summarized below.

#### **RAWLINGS LIBRARY**

• 11-zone sorter, transport conveyors, control panels, CPU, RFID readers & all other hardware	\$20,000.00
• Bin Induction Module, all hardware & induction bins	\$2,500.00
• Tote Induction Module & all hardware	\$2,500.00
• (8) sort bins & (3) tote carts	\$800.00
<b>SUBTOTAL</b>	<b>\$25,800.00</b>
<b>DISCOUNT</b>	<b><u>(\$2,580.00)</u></b>
<b>TOTAL</b>	<b>\$23,220.00</b>

**PUEBLO WEST LIBRARY**

• 7-zone sorter, transport conveyors, control panels, CPU, RFID readers & all other hardware	\$15,000.00
• Bin Induction Module, all hardware & induction bins	\$2,500.00
• RFID enabled Check-in Chute	\$500.00
• (7) sort bins	<u>\$700.00</u>
<b>SUBTOTAL</b>	<b>\$18,700.00</b>
<b>DISCOUNT</b>	<b><u>(\$1,870.00)</u></b>
<b>TOTAL</b>	<b>\$16,830.00</b>

**BARKMAN LIBRARY**

• 4-zone sorter, transport conveyors, control panels, CPU, RFID reader & all other hardware	\$10,000.00
• (4) sort bins	<u>\$400.00</u>
<b>SUBTOTAL</b>	<b>\$10,400.00</b>
<b>DISCOUNT</b>	<b><u>(\$1,040.00)</u></b>
<b>TOTAL</b>	<b>\$9,360.00</b>

**LAMB LIBRARY**

• 4-zone sorter, transport conveyors, control panels, CPU, RFID reader & all other hardware	\$10,000.00
• (5) sort bins	<u>\$400.00</u>
<b>SUBTOTAL</b>	<b>\$10,400.00</b>
<b>DISCOUNT</b>	<b><u>(\$1,040.00)</u></b>
<b>TOTAL</b>	<b>\$9,360.00</b>

The service on the AMH systems is straightforward; it includes all labor and expenses necessary to return the system to its normal functioning state. Maintenance will include the following: replacement or repair cost of faulty and/or damaged parts, technician labor, all associated expenses and consumable supplies (e.g. motor brushes, bin springs, fuses, etc). Support will include such services as technical assistance with alarm notifications, interface settings adjustments and software upgrades. This agreement also provides for quarterly Preventative Maintenance (PM) visits to be scheduled in advance with the Customer.

Included in the four (4) Preventative Maintenance visits are the following planned tasks. Foremost, the on-site visit will be conducted by a certified RFID LS Technician familiar with the Rawlings AMH system. The trained technician will thoroughly inspect the entire system and keep a log. Each visit record is to indicate the system's condition, repairs made as well as any areas of concern. Prior to leaving, the technician will review observations and work completed with staff. After the service report is approved, the Customer will receive a copy for examination and follow-up discussion. All Preventative Maintenance visits will be coordinated and scheduled at the Customer's convenience. After hour access may be required to minimize system down time.



Vendor will be available by calling our toll free number, (877) 924-7434 and selecting 'Support', Option 1. Support will include a service level agreement (SLA) guaranteeing a response time of two (2) hours or less; Twenty Four hours-a-day, Seven days-a-week, Three Hundred Sixty Five days-a-year through our toll-free telephone number, e-mail alert or direct cellular phone contact with the technician responsible for the system. On-site response time will be guaranteed within 24 hours of the time the Customer and Vendor determine an on-site presence required. In such instances, the vendor will have arranged for a certified local service technician to be on-call and available. All service and support should be coordinated directly through the vendor by calling the toll free number first, the responsible technicians mobile phone next, and then sending a follow-up e-mail detailing the issue.

Whether support is initiated by the Customer on the first call or the vendors return call, the Vendor technician will direct staff through the discovery period. A simple Q & A session should produce the problem area. To facilitate, it is always helpful if staff can provide a list of what lead up to the service call, supply any pictures and/or describe in detail current observations. If necessary, remote access can be arranged with the technician to achieve a more in-depth investigation. Because a system restart might be needed or mandatory, staff access or presence may be required. Once beyond remote access resolution, Vendor will make arrangements for the local technician to arrive on-site. The Vendor will synchronize arrival with the Customer's staff as well as outline a resolution timeline. As a final element of this Service & Maintenance Agreement, Vendor will maintain a spare parts package to minimize system downtime. It will include essential hardware, atypical equipment and parts that wear more easily.

The maintenance fee does not include, and Vendor is not obligated to repair damage/failure caused by:

**HARDWARE:**

- (i) Failure of Customer to provide, during the entire term of Agreement and while the Equipment is in use, a proper operating environment and supply of power as prescribed by Vendor
- (ii) Accident
- (iii) Acts of God, including but not limited to fire, flood, water, wind and lightning
- (iv) Neglect, abuse or misuse of the Equipment
- (v) Failure of Customer to follow Vendor's published operating instructions
- (vi) Modification, service or repair of the Equipment by other than Vendor's authorized personnel;
- (vii) Use of Equipment for purposes other than the purpose for which it was designed
- (viii) Removal/ relocation of the Equipment
- (ix) Electrical work external to the Equipment
- (x) Restoration of the Equipment performance when it has been degraded by placement of unauthorized interference sources within the affected range of said Equipment

**SOFTWARE:**

- (i) Modification or repair of the Vendor's Software by other than Vendor's authorized personnel;
- (ii) Use of the Vendor's Software for purposes other than the purpose for which it was designed
- (iii) Virus / hacker activity

Non-Vendor's Software related updates and upgrades including, but not limited to, Operating System, Anti-Virus, Intrusion Detection software updates and upgrades.



## 2015 Employment Guidelines Review Project

**Purpose:** To update the content of the PCCLD Guidelines for accuracy, updated language and to ensure legal compliance with all current local, state and federal laws. A *complete review* of the PCCLD Employment Guidelines was last performed in 2006. Since then, individual policies have been updated in accordance with employment law changes but the entire body of content has not been reviewed.

**Cost:** Considerable time from Human Resources and other staff members will be required to complete the project. Mountain States Employers Council (MSEC) will be contracted to perform a two-part review at no cost, as our membership includes a legal review of Employment Guidelines once every three years. There will be minimal cost to produce a limited number of hard copies for each department.

### Employee Guidelines Review Process:

1.	Human Resources will launch the project with stakeholders to include the Steering Committee, Management Team and the START leadership team which participate in the project.	1/27/2015
2.	A project overview will be discussed with the Board of Trustees.	1/13/2015
3.	The participants will submit feedback to HR identifying areas that may need clarification, updating or modification.	2/28/2015
4.	HR will generate an edited version of the Guidelines for review by participants.	3/30/2015
5.	A second round of revisions will be made to be reviewed by the Executive Director.	4/15/2015
6.	A final revised Employment Guidelines will be sent to MSEC for a first review by a Senior Human Resources Professional to review overall content, ensure all pertinent areas of governance are included and edit for language, grammar and punctuation.	5/1/2015
7.	A second review will be performed by a MSEC attorney to ensure legal compliance of all policies.	6/1/2015
8.	The Director of Human Resources and the Executive Director will review and approve the Guidelines to present to the Board of Trustees.	7/14/2015
9.	The Board of Trustees will review and approve the final Employment Guidelines.	7/23/2015
10.	The Guidelines will be produced in limited hard copies and published on the website.	8/7/2015
11.	Human Resources will communicate all changes to staff and make presentations at Department Meetings.	9/1/2015
12.	The 2015 version of the Employment Guidelines will be incorporated into New Hire Orientation. The project is complete.	9/1/2015



100 E. Abriendo Ave.  
Pueblo, CO 81004-4290

# EXECUTIVE DIRECTOR PERFORMANCE REVIEW

## Part A: Organizational Responsibilities

### 1. Vision, Mission, and Strategy:

How satisfied are you that the Executive Director has a clear understanding of the mission and strategy of the organization and plays a key role in translating that mission into realistic action?

- Plans, organizes, and directs all activities concerning the administration of public library services for the Pueblo City-County Library District.

☐ Exceptionally Satisfied    ☐ Satisfied    ☐ Unsatisfied    ☐ Cannot Assess

*Please comment:*

### 2. Achievement of Results:

How satisfied are you that the Executive Director has accomplished the objectives and priorities set by the Board for the performance period?

- Develops and implements long-range plans for the District in coordination with the Board of Trustees.
- Reports on activities of the District to the Board of Trustees and other external agencies.

☐ Exceptionally Satisfied    ☐ Satisfied    ☐ Unsatisfied    ☐ Cannot Assess

*Please comment:*

### 3. People Management:

How satisfied are you that the Executive Director has built a positive work culture through staff selection and development?

- Oversees the selection, management, direction, and evaluation of District staff in the delivery of library programs and services.
- Develops, interprets, and communicates operations procedures to library staff.

☐ Exceptionally Satisfied      ☐ Satisfied      ☐ Unsatisfied      ☐ Cannot Assess

*Please comment:*

### 4. Program Management:

How satisfied are you that the Executive Director has appropriate knowledge of the organization programs and services, and provides suitable oversight for the provision of high quality programs and services?

- Maintains and enhances library collections and services to meet community needs.
- Stays current on new trends in library programs and facilitates testing of new techniques, materials, and equipment for improvement of the District's operation.

☐ Exceptionally Satisfied      ☐ Satisfied      ☐ Unsatisfied      ☐ Cannot Assess

*Please comment:*



### 5. Effectiveness in Fund Raising and Resource Development:

How satisfied are you that the Executive Director is an effective fundraiser, working well with all constituencies and donors to generate needed resources for the fulfillment of the organization's mission?

- Fosters community, business, and government support, including financial, for District programs.

☐ Exceptionally Satisfied      ☐ Satisfied      ☐ Unsatisfied      ☐ Cannot Assess

*Please comment:*

### 6. Fiscal Management:

How satisfied are you with the Executive Director's management of financial matters including accurate accounting and informed financial decision-making for all PCCLD operations?

- Supervises the preparation of an annual budget, its presentation for approval by the Board of Trustees, and its implementation.
- Responsible for financial oversight of all PCCLD operations.

☐ Exceptionally Satisfied      ☐ Satisfied      ☐ Unsatisfied      ☐ Cannot Assess

*Please comment:*

## 7. Operations Management:

How satisfied are you that the Executive Director has assured that the organization has suitable systems, policies, and processes for: accounting and fund management, personnel management, office space, information technology, and risk management?

- Submits recommendations to the Board of Trustees for establishing library policy.
- Ensures the proper maintenance of District physical facilities and technology.
- Ensures PCCLD has suitable systems, policies and processes.

☐ Exceptionally Satisfied      ☐ Satisfied      ☐ Unsatisfied      ☐ Cannot Assess

*Please comment:*

## 8. The Board / Staff Relationship:

How satisfied are you that the Executive Director works effectively with the Board, maintaining good communications and a collegial, professional environment?

- Serves such other roles and functions as may be directed by the Board of Trustees.

☐ Exceptionally Satisfied      ☐ Satisfied      ☐ Unsatisfied      ☐ Cannot Assess

*Please comment:*

### 9. External Liaisons and Public Image:

How satisfied are you that the Executive Director maintains a positive professional reputation in the local community and cultivates effective relationships with public officials, constituents, consumers, and other relevant community organizations?

- Directs the promotion of a positive image of the District, represents the District to the community, and serves as an active community leader for the furtherance of District goals.
- Provides representation and acts as a liaison on behalf of the District with local, state, and federal governments, and local, state, and national associations and professional organizations.

☐ Exceptionally Satisfied      ☐ Satisfied      ☐ Unsatisfied      ☐ Cannot Assess

*Please comment:*

### 10. Other Expectations:

How satisfied are you that the Executive Director has responded appropriately to unanticipated or difficult situations, and to those specific challenges associated with the unique mission of this organization?

☐ Exceptionally Satisfied      ☐ Satisfied      ☐ Unsatisfied      ☐ Cannot Assess

*Please comment:*



## **Part B: Overall Assessment**

**Narrative Summary of Performance:**

**Affirmation of Strengths and Achievements:**

**Discussion of Gaps:**

**Suggestions for Professional Development:**

## 7. Operations Management:

How satisfied are you that the Executive Director has assured that the organization has suitable systems, policies, and processes for: accounting and fund management, personnel management, office space, information technology, and risk management?

- Submits recommendations to the Board of Trustees for establishing library policy.
- Ensures the proper maintenance of District physical facilities and technology.
- Ensures PCCLD has suitable systems, policies and processes.

5 (71%) ☐Exceptionally Satisfied    2 (29%) ☐Satisfied    ☐Unsatisfied    ☐Cannot Assess

*Please comment:*

This aspect of the library is very well managed and carefully thought out before changes are made. All policies are submitted to the Board with plenty of background information to understand changes or needed new policies.

Jon has demonstrated this recently with how catalog programs as well as the recent checkout and sorting installation.

Jon communicates very well with the Board to discuss current policies and to make suggestions for policy change. This allows the Board time to consider if change is necessary and how change might be accomplished.

Throughout the year, I have heard Jon address many of these areas in his communications with the Board. He has worked with the Board to review policies and policy changes when necessary. I see an organization that is running smoothly on a day-to-day basis, and I think that is a reflection of his leadership in this area.

Exceptional operations management is one of the key reasons the library is so successful.

## 8. The Board / Staff Relationship:

How satisfied are you that the Executive Director works effectively with the Board, maintaining good communications and a collegial, professional environment?

- Serves such other roles and functions as may be directed by the Board of Trustees.

5 (71%) ☐Exceptionally Satisfied    2 (29%) ☐Satisfied    ☐Unsatisfied    ☐Cannot Assess

*Please comment:*

He is a very good communicator and has been very supportive of improvements made in the Board process over the last several years. He communicates well with the Board and encourages it to be fully engaged with the district's activities.

Jon seems to have the perfect demeanor for the Executive Director position. The Board is kept up-to-date and informed of pertinent data.

Always open to suggestions, collegiate, and friendly in all aspects.

Jon is professional but always approachable and is very personable.

Jon, by his very management/leadership style, keeps the Board informed of the operations of the library. He has communicated very effectively, not only plans and progress, but also potential and real issues that have arisen. He always communicates clearly and succinctly. This is one of Jon's great strengths!

Jon receives top marks on this subject!



## 9. External Liaisons and Public Image:

How satisfied are you that the Executive Director maintains a positive professional reputation in the local community and cultivates effective relationships with public officials, constituents, consumers, and other relevant community organizations?

- Directs the promotion of a positive image of the District, represents the District to the community, and serves as an active community leader for the furtherance of District goals.
- Provides representation and acts as a liaison on behalf of the District with local, state, and federal governments, and local, state, and national associations and professional organizations.

5 (71%) ☐Exceptionally Satisfied    2 (29%) ☐Satisfied    ☐Unsatisfied    ☐Cannot Assess

*Please comment:*

Jon is fully engaged with the community, its government and is highly regarded by all.

I was pleased to see him at work as President of his Rotary Club and his involvement there.

In a recent Chieftain editorial Jon was praised for his dedication to our community and for his openness to suggestions for community service. This speaks volumes about his reputation.

Jon's work with entities in the Pueblo community is greatly appreciated. His involvement with Rotary, his work with City Council and the County Commissioners, as well as his work with CAL and OCLC are all opportunities that Jon enthusiastically engages in on behalf of the library district. Even when some of those opportunities are challenging and frustrating, Jon presents himself professionally and positively; as a result, we as a district enjoy a very positive public image.

PCCLD has an outstanding state and local image under Jon's leadership. I note that there are libraries outside Colorado that look to PCCLD for guidance as well.

## 10. Other Expectations:

How satisfied are you that the Executive Director has responded appropriately to unanticipated or difficult situations, and to those specific challenges associated with the unique mission of this organization?

6 (86%) ☐Exceptionally Satisfied    1 (14%) ☐Satisfied    ☐Unsatisfied    ☐Cannot Assess

*Please comment:*

Always the professional, he handles novel situations carefully and with well thought out solutions.

Handled changes in the construction of the new libraries excellently and included the Board in decisions.

Fortunately, these have been rare lately, but when needed Jon responds in a caring, professional manner.

There have been several unexpected hurdles in the development of the new libraries and seeing this project come to fruition. Jon has made prudent decisions and acted quickly and effectively in these situations. PCCLD is a large and complex organization, and he does very well in coping with all sorts of unanticipated situations that develop and need immediate attention.

This past year seemed to contain more than the usual situations that might fall into this category. Jon has worked hard to clarify our issues with tax increment financing, and I know that has been challenging. Jon's response to the unexpected in the area of personnel was not only professional, but also sensitive and showed his ability to consider options that would benefit our organization. In the planning and implementation of the plans for the new libraries, Jon has gone beyond his Executive Director duties. It would be "usual" for him to oversee the hiring of a construction manager for this project; instead, Jon has taken on those responsibilities in order to make the project financially feasible and has been directly involved in all phases of this project. I'm sure they don't have a course in library and information management programs for that!

Jon is at his best when there are challenges afoot.

## Part B: Overall Assessment

### **Narrative Summary of Performance:**

I cannot imagine how we could have a better Executive Director for PCCLD.

Jon is one of the best leaders with whom I have had the privilege to work. Friendly, caring, open, visioning, hard working, sacrificing!

I could not be more pleased with Jon's leadership of the PCCLD. He continually meets set goals and has the wisdom and foresight to continually self-assess and make appropriate changes at the appropriate time which keeps the district running smoothly and positively.

In summary I think that PCCLD has an exemplary director with a wonderful performance record, and we are lucky to have Jon as our Executive Director.

I feel that Jon has met all of the goals of performance for 2013. He has continued to show exceptional leadership qualities within the library district and in the community. He continues to lead the library forward and is not satisfied with just maintaining the status quo.

Jon is simply outstanding in all aspects of library leadership and management.

### **Affirmation of Strengths and Achievements:**

Jon is a consummate professional and interacts with all around him in a way that makes them comfortable and earns him respect. He has achieved so much at PCCLD it is impossible to even attempt to list them.

Jon listens to Board and employees alike. He is very knowledgeable in all areas of the library.

His leadership in the planning and implementation of the three new library branches has been outstanding.

Jon has continued to develop his leadership team which has helped him to continue to be innovative and forward thinking, which in turn, has kept the PCCLD above the curve and current with library trends.

Jon is an organized leader with a forward vision. He has overseen the RFID/AMH project and is moving in great form with the new library development.

Jon shows strengths in planning and organization. He also shows strengths in communication. I feel that Jon is a visionary, that he carefully considers his dreams for the library district, lessons learned and the consequences of his and his staff's actions.

I want to note the skill and sophistication with which Jon handles complexity. Our size, our programs, our community and our current expansion has confronted PCCLD and Jon with a complex environment in which to function. Jon has met this challenge with leadership and grace.

**Discussion of Gaps:**

If Jon has gaps I am not aware of them. I wish I could suggest some ways Jon could improve his performance but I am at a loss to do so.

None noted over this year.

I am unaware of any gaps in Jon's leadership.

None noted.

**Suggestions for Professional Development:**

None.

Jon should continue serving on state and national professional associations.

Jon has continually demonstrated tremendous judgment in keeping himself involved in appropriate professional development.

Jon is strongly self directed and seems to be on top of any professional development necessary for effective leadership. He has done a great job so far, and I'm sure he will continue to do so.

I know that this coming year will be a busy one with all the projects going on, but I hope that you will have the opportunity, and take the opportunity to attend at least one conference this year; a chance to get away for a few days and enjoy some think and discussion time with your colleagues.

I have no suggestions to make.

# **2015 Key Results**

**Pueblo City-County Library District**



## 2014 Key Results

Circulation	1,900,000
Visits	1,300,000
Digital Use	750,000
Program Attendance	135,000

# 2015 Key Results

Circulation

Visits

Digital Use

Program Attendance



# Circulation

Circulation	2,484,858
Avg. Yearly Change	3.1%
New Libraries	500,00
2015 Key Result	2,900,000

# Visits

Visits	1,423,303
Avg. Yearly Change	7.7%
New Libraries	450,000
2015 Key Result	1,900,000

# **Program Attendance**

Program Attendance 179,351

Avg. Yearly Change 13.1%

New Libraries 96,000

2015 Key Result 300,000



# Digital Use

Digital Use	906,548
Avg. Yearly Change	20.2%
New Libraries	280,000
2015 Key Result	1,300,000

# 2015 Key Results

Circulation	2,900,000
Visits	1,900,000
Digital Use	1,300,000
Program Attendance	300,000

## BOARD ASSESSMENT 2014

A – GENERAL KNOWLEDGE		Bd 1	Bd 2	Bd 3	Bd 4	Bd 5	Bd 6	Bd 7	Average
		1 = "does not meet" / 2 = "meets" / 3 = "exceeds"							
1	Board members understand their roles and responsibilities.	3	2	3	2	3	3	2	2.57
2	Board members understand the roles and responsibilities of the Library Director.	3	3	2	2	3	2	2	2.43
3	Board members understand and support the mission statement, objectives and vision of the library	3	3	3	3	2	2	2	2.57
4	Board members are familiar with local, state and federal laws having an effect on libraries.	2	2	2	2		2	2	2.00
5	Board members are familiar with library issues at the local, state and federal levels.	2	2	2	3	2	2	2	2.14
6	Board members understand the structure and Bylaws of the Board.		2	2	2	3	2	3	2.33
7	Board members are familiar with current library policies.	2	2	2	2	3	2	2	2.14
8	Board members know which agency (agencies) the Board reports to.	2	2	2	2	3	2	3	2.29
9	The Board is aware of the funding needs of the library.	2	3	3	3		2	3	2.67
SUBTOTAL (Section A)		19	21	21	21	19	19	21	2.35

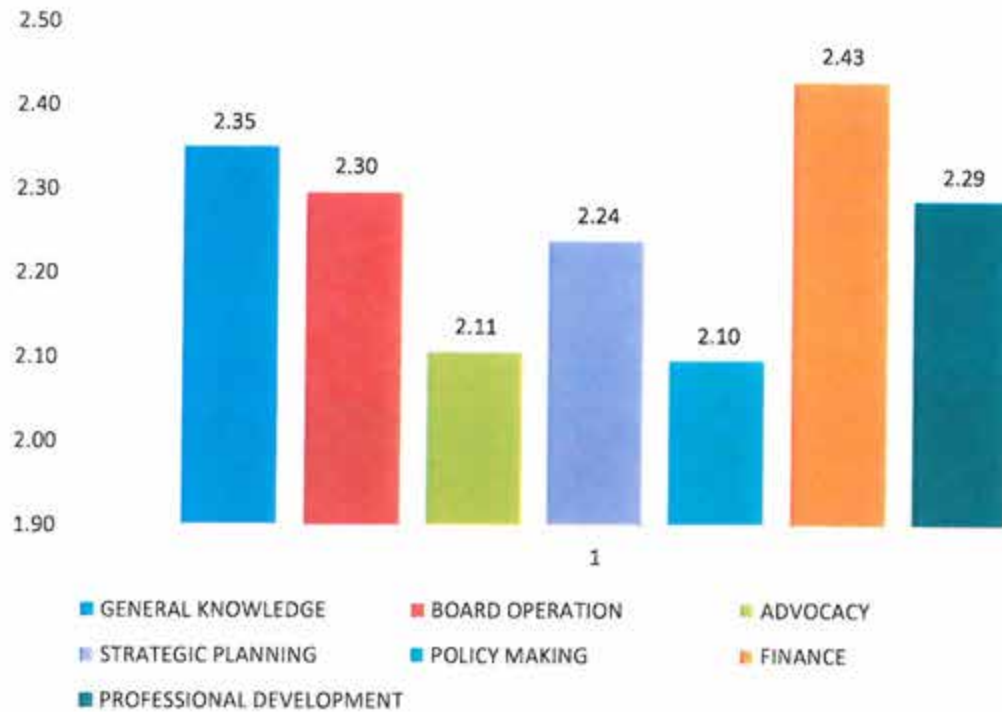
B – BOARD OPERATION		Bd 1	Bd 2	Bd 3	Bd 4	Bd 5	Bd 6	Bd 7	
10	The Board is effective in using its committee structure to accomplish its work.	2	2	2	2	2	2	2	2.00
11	The Board has established clear, written guidelines for committees.	1	2	2	2	2	2	2	1.86
12	The Board evaluates the Library Director annually based on the success of goals and/or expectations.	2	2	3	2	3	2	3	2.43
13	The Board annually assesses its own performance.	2	2	3	2	2	2	3	2.29
14	The Board allows time at meetings for discussion of emerging issues and trends.	2	2	2	2	3	2	2	2.14
15	The Board speaks with one voice after a vote is taken.	2	2	2	3	3	2	2	2.29
16	The Board recognizes and thanks staff and volunteers for their accomplishments.	3	3	3	3	3	3	3	3.00
17	The Board feels free to communicate problems to the Library Director in a timely manner.	2	3	3	3	3	2	2	2.57
18	The Board is representative of the community it serves.	1	2	3	2		2	2	2.00
19	The Board receives and has an opportunity to review accurate and up-to-date information in order to make sound and effective decisions at least one week in advance of meetings.	3	2	3	3	2	2	2	2.43
20	Board members are given an opportunity to express views without prejudice.	2	2	3	3	3	2	2	2.43
21	The Board President and the Library Director set a clear agenda and circulates it to Trustees prior to each meeting.	2	3	3	2	3	2	2	2.43
22	The rules of Robert's Rules of Order parliamentary guide are followed.	2	2	2	2	2	2	2	2.00
23	Board members regularly attend meetings and assigned committee meetings.	3	2	2	3	2	2	2	2.29
SUBTOTAL (Section B)		20	21	24	24	21	19	19	2.30

C – ADVOCACY		Bd 1	Bd 2	Bd 3	Bd 4	Bd 5	Bd 6	Bd 7	
		1 = "does not meet" / 2 = "meets" / 3 = "exceeds"							
24	Board members are cognizant of the political process and the manner in which the Board can impact decision making.		2	2	2	2	2	2	2.00
25	Board members accept and respect that the President is the lead spokesperson for the Board.	2	2	2	2	3	2	2	2.14
26	The Board works with the Library Director to develop a strong message and talking points.	2	2	3	3	3	2	2	2.43
27	The Board develops and pursues a long-range plan for advocacy on a year-round basis.	1	2	3	2	3	2	2	2.14
28	Board members take an active part in advocating for the library.	2	2	3	2	2	2	2	2.14
29	Board members are given the necessary information to contact elected officials during the year and keep such officials or other informal contacts informed on library issues through visitations, e-mails and phone calls.	1	2	2	2	2	2	2	1.86
30	Board members make visits to community groups for the purpose of articulating the library's role and contribution to the community.	1	2	2		2	1	2	1.67
31	The Board projects a positive internal image.	2	2	3	2	3	2	2	2.29
32	The Board projects a positive external image.	2	2	3	2	3	2	2	2.29
SUBTOTAL (Section C)		13	18	23	17	23	17	18	2.11

		Bd 1	Bd 2	Bd 3	Bd 4	Bd 5	Bd 6	Bd 7	
<b>D – STRATEGIC PLANNING</b>		1 = "does not meet" / 2 = "meets" / 3 = "exceeds"							
33	The Board pays more attention to the end than the means – to <i>what</i> will be accomplished instead of <i>how</i> .	2		2			2	2	2.00
34	The Board participates in creating goals and action plans based on the strategic plan.	2	2	3	2	2	2	2	2.14
35	The Board reviews progress of the plan on a regular basis.	2	2	3	3	2	2	3	2.43
36	An orientation package containing the current strategic plan is provided for new Board members.	2	2	3	2	3		2	2.33
37	Strategic planning becomes a regular process for the Board.	2	2	3	2	3	2	2	2.29
<b>SUBTOTAL (Section D)</b>		10	8	14	9	10	8	11	<b>2.24</b>
		Bd 1	Bd 2	Bd 3	Bd 4	Bd 5	Bd 6	Bd 7	
<b>E – POLICY MAKING</b>		1 = "does not meet" / 2 = "meets" / 3 = "exceeds"							
38	The Board helps safeguard the public's First Amendment and Intellectual Freedom rights.	2	2	3	2	3	2	2	2.29
39	The Board is aware of patron privacy protections under State law and ensures through its policies that patron information is kept confidential.	2	2	2	2		2	2	2.00
40	The Board reviews policies on an annual basis.	2	2	3	1	2		2	2.00
41	The Board knows how to access policies as needed.	2	2	3	2	3	2	2	2.29
42	The Board can articulate the underlying principle(s) that the policy is addressing and is able to defend the policies in public.		2	2		2	2	2	2.00
43	Board members can distinguish between policymaking and operational decision making.		2	2	2	2	2	2	2.00
<b>SUBTOTAL (Section E)</b>		8	12	15	9	12	10	12	<b>2.10</b>
		Bd 1	Bd 2	Bd 3	Bd 4	Bd 5	Bd 6	Bd 7	
<b>F – FINANCE</b>		1 = "does not meet" / 2 = "meets" / 3 = "exceeds"							
44	The Board is provided with full and accurate information regarding the library's finances and budget throughout the year.	3	3	2	3	3	2	3	2.71
45	The Board is given sufficient lead-in time to discuss budget issues and makes wise decisions.	2	3	3	2	3	2	3	2.57
46	The Board understands the impact of decisions on library services.	2	2	2	2	2	2	2	2.00
<b>SUBTOTAL (Section F)</b>		7	8	7	7	8	6	8	<b>2.43</b>
		Bd 1	Bd 2	Bd 3	Bd 4	Bd 5	Bd 6	Bd 7	
<b>G – PROFESSIONAL DEVELOPMENT</b>		1 = "does not meet" / 2 = "meets" / 3 = "exceeds"							
47	Board members take advantage of opportunities at the local, state and national level to improve performance.	3	2	3	2	3	2	3	2.57
48	Board members report back and share with other Board members information acquired.	2	2	3	2	3	2	3	2.43
49	New members are given a Board orientation on their roles.	2	2	2	2	2		2	2.00
50	Board members are members of local, state and/or national associations (Association of Library Trustees, Advocates, Friends and Foundations, Public Library Association, etc.)	2	2	2	2	3	2	2	2.14
<b>SUBTOTAL (Section G)</b>		9	8	10	8	11	6	10	<b>2.29</b>

## BOARD ASSESSMENT 2014

A	GENERAL KNOWLEDGE	2.35
B	BOARD OPERATION	2.30
C	ADVOCACY	2.11
D	STRATEGIC PLANNING	2.24
E	POLICY MAKING	2.10
F	FINANCE	2.43
G	PROFESSIONAL DEVELOPMENT	2.29





## **COMMENTS - Board Assessment 2014**

### **A - General Knowledge**

I believe board members are invested to the point of wanting to stay abreast of policies and be certain that we work as an effective

### **B - Board Operation**

Board leaders offer ample opportunity for discussion of issues and statement of ideas and opinions. The director is uncommonly a

### **C - Advocacy**

It is difficult to know how extensively board members interact with the public on an individual basis.

### **D - Strategic Planning**

Regarding question 33, I believe the board is very much interested in both the how and the wat, to assure that library standards . . .

### **E - Policy Making**

These may be true of some members and not of others.

#### **F - Finance**

The clarity with which the board is presented financial materials is of vital importance. We are given clear and accurate reports.

Chris Brogan does a wonderful job of keeping the board informed. Her door is always open if there are questions or concerns.

#### **G - Professional Development**

I believe these are true of most board members.