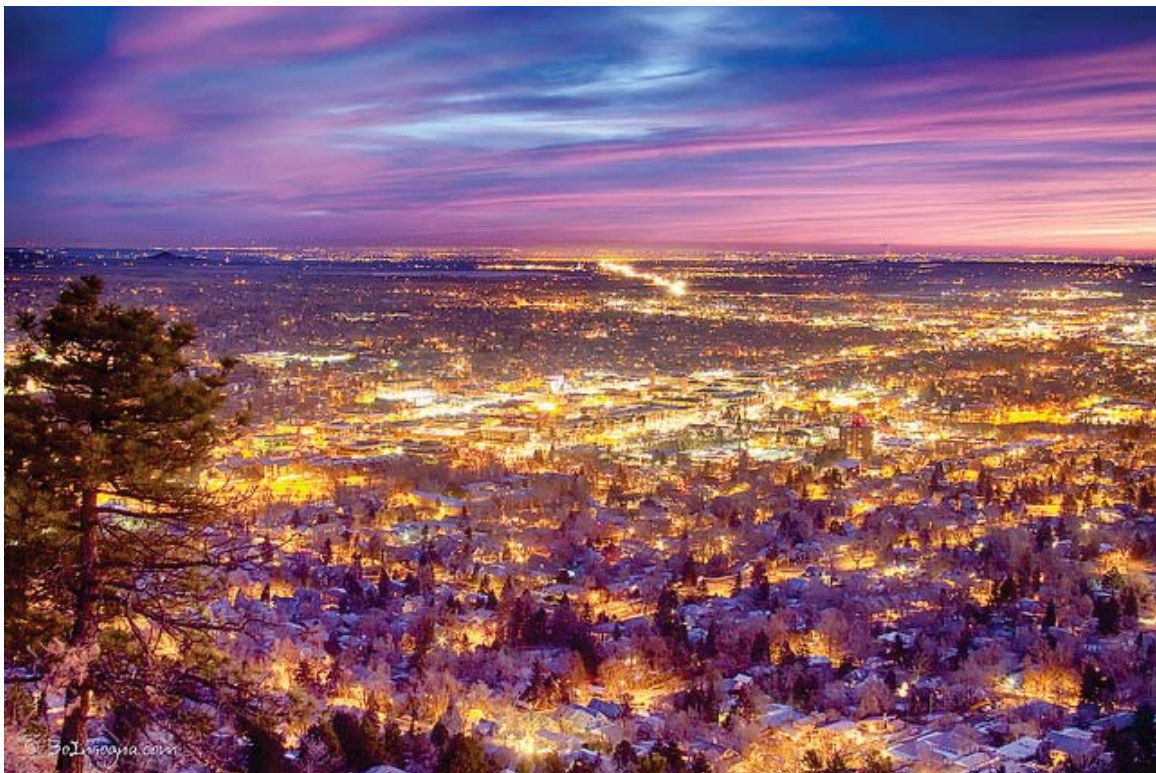


BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

January 21, 2016



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

| ITEM# / ACTION | Thursday, January 21, 2016 – LAKEWOOD LIBRARY MEETING ROOM |
|--|--|
| 1. | Call to order & attendance (4.5.8) |
| 2. | Pledge of Allegiance |
| 3. Action | Approve Agenda Call for motion and second |
| 4. Action | Approval of Minutes for Call for motion and second <ul style="list-style-type: none"> December 10, 2015 Board Meeting |
| 5. | Public Comment |
| 6. Information | <ul style="list-style-type: none"> Foundation Report – Jo Schantz |
| 7. Operational Updates Action as Needed | <ul style="list-style-type: none"> Executive Director Update Finance Department <ul style="list-style-type: none"> Action Item: Recommend that the Library Board of Trustees authorizes the line item budget transfer of \$175,000 from Professional Services line item to Snow Removal line item. <u>Call for Motion and Second</u> |
| 8. Action as Needed | Consent Agenda (4.3.4) <ul style="list-style-type: none"> Action Item: Call for Motion: Trustees approve the Sunshine Resolution LB-01-21-16 Action Item: Chair appoints committee to review Board Bylaws (4.4.2D) Action Item: Chair appoints nominating committee for Board officers (4.4.2D) Action Item: Chair appoints Trustee representative to Foundation Board Informational: 2016 Governance Process Calendar as adopted at the December 10, 2015 Library Board meeting. |
| 9. Emerging Issues Action as Needed | |
| 10. Action as Needed | Ends <ul style="list-style-type: none"> 2016 Strategic Priorities (Will be provided at the meeting) |
| 11. Action as Needed | Governing Policies: Management Limitations (Monitoring Reports) Monitoring Executive Director's Performance <ul style="list-style-type: none"> Action Item: Call for Consensus to delay the Executive Director's performance and compensation review (4.3.6) to the February 18, 2016 Library Board Meeting. |
| 12. Suggest Agenda | BOARD SCHEDULE – NEXT MEETINGS |

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

| | |
|-----------------|---|
| Items | <ul style="list-style-type: none">• January 23 – New Trustee Orientation – 9:00 – 11:30 – Administration Conference Room• February 11 – Study Session – 5:30 pm –Administration Conference Room• February 18 - Board Meeting – 5:30 pm – Lakewood Library Meeting Room• March 10 – Study Session – 5:30 pm – Administration Conference Room• March 16 – BCC Quarterly Meeting – 10:00-11:00 – 5th Floor• March 17 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room |
| 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, Other• Other Announcements |
| 16. Adjournment | |

APPROVAL OF MINUTES

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
December 10, 2015

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on December 10, 2015. Library Board of Trustees Chair, Brian DeLaet called the meeting to order at 5:30 p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Travis Blacketter, Benjamin Davis, and Charles Naumer.

Trustees not present: Buddy Douglass

Guests: None

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Gloria Overholt, Director of Finance; Rebecca Winning, Director of Communications; Pat Klein, Director of Information Technology, Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Assistant Director of Public Services; Steve Chestnut, Manager Facilities & Construction Projects; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Welcome New Trustee

The Trustees welcomed Travis Blacketter to the Library Board of Trustees. Trustee Blacketter expressed his appreciation to serve on the Board.

APPROVAL OF AGENDA

MOTION: Julia Hill-Nichols moved that the Trustees approve the agenda as amended to indicate that Sarah Holdren will provide the Foundation report. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: John Bodnar moved approval of the minutes of the November 19, 2015 Board Meeting. Seconded by Charles Naumer the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

No public comment.

FOUNDATION REPORT

Sarah Holdren, Community Resource Manager for the Foundation provided an update on the activities of the Foundation. The Foundation has held two holiday sales and has one coming up at Standley Lake Library. The Foundation is looking at the 2016 budget and grants. Colorado Gives Day was slightly lower than last year with approximately \$14,000 in donations. The Year-End campaign is coming up. The Foundation welcomed two new members, Jamie Tafoya and TJ Bowen, to the Foundation Board. Trustee representative to the Foundation, Julia Hill-Nichols advised the Board that the Foundation will be reviewing their bylaws and hope to have them completed by January.

HOST REPORT

Monica Rezac, Manager Mountain Libraries & PS Staff training and MJ Lowe, Public Services Staff Training Coordinator provided the host report. Monica and MJ presented information on skill training for Public Services staff in the libraries and the focus to connect staff's understanding of the Library's mission, vision and values to the trainings they are developing. The training plan includes utilizing staff as much as possible to augment opportunities to further empower staff with the core values of innovation, accountability and excellence. A new Person In Charge (PIC) training plan is being developed and will be included with other trainings for new staff coming on board to restore open hours. Evergreen and Conifer staffs piloted some of the training and assessments and evaluations are being done to measure the impact of that training on staff.

The Evergreen Library's annual puppet show was wildly successful with over 50 people attending. The holiday open house is tomorrow night (December 11) from 6:00-8:00 pm and the Evergreen High School chorale will be performing over the weekend in addition to other weekend activities at the library. Conifer Library's holiday open house is next Wednesday (December 16).

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. The Board was advised that registration has opened for two conferences that would be of interest to the Trustees. The 2016 PLA (Public Library Association) conference is being held in Denver April 5-9, 2016 and the NLLD (National Library Legislative Day) conference is being held in Washington, D.C. on May 2-5, 2016. The Trustees were asked to let Amber Fisher know if they were interested in attending. The Executive Director advised the Trustees that the 2016 Calendar of Events is included in the board packet and to make sure the dates of the Study Sessions, Board Meetings and quarterly meetings with the Board of County Commissioners were on their calendars.

Finance Department

Gloria Overholt, Director of Finance and Budget reported on the activities of the Finance department. The Trustees were advised that the Budget to Actual Tables for the period ending November 2015 will not be available until the January 14th Study Session. The County has not yet posted all the November transactions and closed period 11. The tables and analysis discussion will be available for review in January.

2016 Budget Adoption

MOTION: Julia Hill Nichols moved that the Library Board of Trustees adopt the 2016 budget and authorize the Executive Director to implement the spending plan contained therein. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

Consent Agenda

Adopt 2016 Governance Process Calendar

MOTION: Charles Naumer moved that the Trustees adopt the 2016 Governance Process Calendar as presented. Seconded by Julia Hill-Nichols the motion passed by unanimous vote of all Trustees present.

Review Sunshine Resolution

The Trustees were asked to review the Sunshine Resolution LB 01-21-16 for adoption at the January 21, 2016 Library Board Meeting.

BOARD SCHEDULE – NEXT MEETINGS

- January 14 – Study Session – 5:30 pm –Administration Conference Room
 - Topics: (1) 2016 Strategic Priorities; (2) Budget to Actual Tables for the Period Ending November 2015; (3) Not Confirmed: Arvada Ground Lease/Intergovernmental Agreement – Guest: Kourtney Hartmann, County Attorney’s Office
- January 21 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- February 11 – Study Session – 5:30 pm – Administration Conference Room
- February 18 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

AJOURNMENT

The Board meeting was adjourned at 6:10 p.m.

John Bodnar, Secretary

FOUNDATION REPORT

(The Foundation report will be provided at the meeting)

EXECUTIVE DIRECTOR REPORT, FOUNDATION BOARD MEETING
JANUARY 2016
By Jo Schantz, Executive Director

1) Fundraising and outreach events: preparation

- A. Friends Annual Meeting – January 29
- B. Goldilocks and The Little Bear benefit – February 11
- C. Speakeasy series launch – February 26
- D. Strategic Planning meeting – March 11
- E. Book drive at FirstBank – March 2016
- F. Volunteer Appreciation event – April 9
- G. Titanic Tea Party – April 15
- H. Book drive at NREL – April 20
- I. Children’s book sale at Red Rocks Community College – July 2016
- J. Jefferson County Fair – August 12-14
- K. Rare & Novel benefit – Sept. 22

2) Meetings and networking

- a. Dec. 22 – meeting with Jim Bell to discuss volunteer trainings
- b. Dec. 30 – meeting with Better World Books representative; discussion of contract and future partnership
- c. Jan. 4 – meeting with Marcy James and Cindy Jaye re: 2016 Summer Reading prizes and sponsorships
- d. Jan. 6 – telephone conference with key NREL employees re: a book drive during Earth Week
- e. Jan. 7 – monthly Foundation/Library key staff meeting
- f. Jan. 7 – lunch meeting with Ron Marquez and Julia Hill-Nichols to review Foundation and Friends bylaws
- g. Jan. 8 – meeting with Jim Bell to map out volunteer trainings for February
- h. Jan. 8 – tour of Simms Steak House in preparation for the launch of the Speakeasy series
- i. Jan. 13 – Friends Council meeting
- j. Jan. 14 – lunch meeting with Ben & Heather Mack to discuss contract renewal for online book sales
- k. Jan. 14 – Foundation site visit and meeting with Kim Moore of SourceGas/Black Hills Energy; discussion of volunteer opportunities and potential sponsorships/donations
- l. Jan. 19 – meeting with Denver Public Library staff re: book sorting training and book sales
- m. Jan. 19 -- meeting with Mountain Metro Real Estate team re: February 11 fundraising event
- n. Jan. 20 – meeting with Evergreen Library staff to provide a presentation on the Foundation
- o. Jan. 20 – meeting with Brenda Cleary, marketing manager at Colorado Mills
- p. Jan. 22 – conference call with JVA Consulting (preparation for Strategic Planning meeting)
- q. Jan. 25 – bi-monthly Communications meeting with Library staff
- r. Jan. 26 – Program & Event Committee meeting at the Foundation

3) Communications

- a. December/January blogs on Foundation website
- b. Friends Annual Meeting invitations mailed/emailed
- c. January 2016 – produced/mailed Winter issue of Footnotes newsletter

Operational Updates

Executive Director Update

administration

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

jeffcolibrary.org



To: Library Board of Trustees
From: Pam Nissler, Executive Director
Re: Executive Director Update – January, 2016

This past month, we continued to work with County Attorney, Kourtney Hartmann, to reach an agreement on the terms of the Special Warranty Deed and the agreement for the Grant of a Right of First Refusal that would allow for the conveyance of the land under the Arvada Library from the City of Arvada to the Library. Kourtney will be presenting a counter proposal of terms to the Senior Assistant City Attorney. The agreement will not be ready in time for a presentation to you in January. We are hoping that Kourtney can come to our study session in February to go over the terms that have been agreed upon and answer your questions.

We are working with officers of the mill levy campaign, Vicky Ponce and Keith Greibe, and with our campaign consultant, Sheila MacDonald to close out the election committee. Sheila will send us an updated Tracer report and a final financial accounting soon. She is working on the close-out notebook.

We will be conducting an orientation for our new Trustees on Saturday January 23rd from 9:00 – Noon in the Administration Conference Room at Lakewood. You are all welcome to attend. Please let Amber know if you plan to be there.

I participated in the following meetings as well:

- CYLC (Child and Youth Leadership Commission) monthly meeting
- Monthly meeting with Ralph Schell
- Monthly meeting of the Elected Officials Personnel Board
- The West Chamber of Commerce Board Retreat
- Lunch meeting with H.J. Stalf, City Manager of Edgewater
- Monthly communication meeting between SMT and the Foundation staff
- The Front Range Library Directors' monthly meeting.

**SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL
UPDATES**

Finance Department



Jefferson County
PUBLIC LIBRARY

memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Director of Finance & Budget
re: Finance Monthly Report

- Budget to Actual Tables
- 2015 Budget Transfer
- 2017 Budget Preparation

date: January 21, 2016

A. Budget to Actual Tables

A preliminary Statement of Revenues and Expenditures, as presented in Tables 1-5, through the month of December 2015 will be available at the meeting. The accounting period for December has not closed as of the date of this report, therefore, expenses for the month are not complete. The books for fiscal year 2015 will not close for several months and as a result the final numbers could change. Once the books are closed and the final accounting is complete the Board will be updated.

B. Budget Transfer

In accordance with Governance Policy 2.3 (3.A.4) Financial Conditions and Activities – Authorization of transfers greater than \$50,000 among line items and categories within the operational fund, staff is requesting authorization for the following transfer:

Snow Removal Charges

| | |
|--|-----------|
| Transfer fm: Non-Departmental Professional Services-433090 | \$175,000 |
| Transfer to: Snow Removal-434362 | \$175,000 |

The current budget for snow removal is \$111,320 and expenses as of 12-26-15 are \$251,329.

Total budget after this transfer will be \$286,320. Sufficient funds are available in the Non-Departmental Professional Services account to accommodate this transfer. 2015 is the first year that the charges for snow removal have been separately classified making it difficult to determine the budget amount needed to fund these expenses. The goal is to develop a trend whereby sufficient funds can be allocated each year for snow removal. Additionally, since this type of expenditure is dependent on the weather, developing a 5 year trend of actual expenses is an important piece of the budget process.

memorandum



Action Item: Call for Motion and Second. Recommend that the Library Board of Trustees authorizes the line item budget transfer of \$175,000 from Professional Services line item to Snow Removal line item.

C. 2017 Budget Preparation

The 2017 budget process is underway. Following is the preliminary timeline:

- 1st Quarter 2016
 - Refine the 5 Year Financial Plan
 - Develop operating and capital preliminary budget
 - Budget Kick-Off meeting with Combined Management Team
 - Inform staff of instructions and deadlines for submittals
 - March Trustee Board Meetings
 - Discuss financial policies to guide budget development
 - Review 5 Year Financial Plan
- 2nd Quarter 2016
 - Base budgets and decision packages due to Finance
 - Review of budget requests by Senior Management Team
 - Business Unit budget meetings
 - County budget guidelines distributed
 - Complete draft of 2017 budget
 - Determine mill levy needed to fund 2017
 - Trustee review of draft budget
- 3rd Quarter 2016
 - Complete draft of 2017 budget
 - Trustee review of draft 2017 budget
 - Trustees authorize submittal of budget
 - Trustee meeting with Commissioners on proposed budget
- 4th Quarter 2016
 - Public Hearing on budget
 - Adoption of budget
 - Establish mill levy



Jefferson County
PUBLIC LIBRARY

memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Director of Finance & Budget
re: Finance Monthly Report
A. Budget to Actual Tables
Date: January 21, 2016

A. Budget to Actual Tables – Preliminary December 2015

The Budget to Actual Tables for the period ending December 2015, as presented in the Tables 1-5 are attached to this report for your review.

Revenues

Revenues received through December are less than budget as of the date of this report. Property taxes are monitored monthly and will probably be short of budget by about \$68,000. Property Taxes received through December 2014 were \$23,475,717 as compared to receipts through December 31st of this year which are \$23,623,522. The property taxes not collected this year will be collected in subsequent years as delinquent property taxes.

Accruals for other revenue categories have not yet been complete, but it is anticipated additional revenues will be recorded for fines and investment income. Intergovernmental revenues reflect the contribution from the City of Golden for the Golden Library remodel project in the amount of \$85,000.

Expenditures

Salaries and benefits are the largest expenditure category and projections indicate that the revised vacancy factor of \$796,000 will be achieved. The vacancy savings are monitored on a monthly basis to ensure the factor will be achieved. While it is important that the total factor is realized by year end, any amount exceeding the estimate indicates that either positions are not filled, filled at a rate less than budgeted, or the benefits originally projected for each position came in at less than actual. An additional accrual for salaries and benefits will be posted in February.

The Books and Materials budgets will be fully expended by year-end. Other Supplies are expected to come in under budget. Other Services and Charges will require a transfer from contingency funds due to the charges for snow removal. Staff is asking for approval to transfer \$175,000 from professional services to snow removal. This amount should be sufficient to cover the remaining charges to be paid.

Transfers for intra-county transactions are showing a savings of approx. \$70,000 due to the County's Risk Pool fund balance, which will be sufficient to fund the 2015 premiums.

Capital Projects have been completed, and there will be no request to carry forward funds into the 2016 budget.

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2015 ACTUAL TO BUDGET

| Sources and Uses of Funds | Final 2014 Budget | Final Actual 2014 | Amended 2015 Budget | YTD Actual 12/31/2015 | Variance 2015 Budget | Budget to Actual % |
|--|-------------------------|-------------------------|---------------------------|-----------------------------|----------------------------|--------------------------|
| <i>Sources of Funds</i> | | | | | | |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Property Taxes | \$ - | \$ - | \$ - | \$ - | \$ - | N/A |
| Property Taxes - Operating | 22,257,678 | 22,405,669 | 23,138,482 | 22,541,641 | (596,841) | 97.42% |
| Property Taxes - Capital | 1,070,048 | 1,070,048 | 553,389 | 1,081,881 | 528,492 | 195.50% |
| Total Taxes | \$ 23,327,726 | \$ 23,475,717 | \$ 23,691,871 | \$ 23,623,522 | \$ (68,349) | 99.71% |
| Federal & State Grants | \$ 107,173 | \$ 133,173 | \$ 108,000 | \$ 116,960 | \$ 8,960 | 108.30% |
| Fines & Fees | 816,150 | 774,078 | 807,805 | 717,968 | (89,837) | 88.88% |
| Other Revenue | 351,322 | 548,717 | 456,515 | 479,788 | 23,273 | 105.10% |
| Total Other Revenues | 1,274,645 | 1,455,968 | 1,372,320 | 1,314,716 | (57,604) | 95.80% |
| Sub Total Operating Revenues | \$ 24,602,371 | \$ 24,931,685 | \$ 25,064,191 | \$ 24,938,238 | \$ (125,953) | 99.50% |
| Transfer from Fund Balance | \$ 1,368,845 | \$ - | \$ 524,261 | \$ 524,261 | \$ - | N/A |
| Transfer to Fund Balance | - | 991,158 | - | 1,866,738 | 1,866,738 | N/A |
| Total Sources of Funds | \$ 25,971,216 | \$ 23,940,527 | \$ 25,588,452 | \$ 23,595,761 | \$ (1,992,691) | 92.21% |
| <i>Uses of Funds</i> | | | | | | |
| Operating Expenditures | | | | | | |
| Salaries & Employee Benefits | | | | | | |
| Salaries | \$ 10,661,111 | \$ 10,252,037 | \$ 10,852,945 | \$ 10,240,824 | \$ (612,121) | 94.36% |
| Benefits | 3,119,167 | 3,014,895 | 3,240,112 | 3,009,524 | (230,588) | 92.88% |
| Sub-Total Salaries & Benefits | \$ 13,780,278 | \$ 13,266,932 | \$ 14,093,057 | \$ 13,250,348 | \$ (842,709) | 94.02% |
| Collection: Library Books & Materials | \$ 3,502,493 | \$ 3,485,057 | \$ 3,476,010 | \$ 3,432,063 | \$ (43,947) | 98.74% |
| Supplies | 1,330,701 | 1,014,991 | 891,610 | 779,294 | (112,316) | 87.40% |
| Other Services & Charges | 3,113,916 | 2,520,057 | 3,092,078 | 2,384,777 | (707,301) | 77.13% |
| Intergovernmental Transactions | 6,500 | - | - | - | - | N/A |
| Internal Transactions /Cost Allocation | 1,339,152 | 1,317,391 | 1,249,317 | 1,156,590 | (92,727) | 92.58% |
| Total Operating Expenditures | \$ 23,073,040 | \$ 21,604,428 | \$ 22,802,072 | \$ 21,003,072 | \$ (1,799,000) | 92.11% |
| Financing & Debt Service | \$ 1,620,051 | \$ 1,620,051 | \$ 1,611,600 | \$ 1,611,599 | \$ (1) | 100.00% |
| Capital Projects | \$ 1,278,125 | \$ 716,048 | \$ 1,174,780 | \$ 981,090 | \$ (193,690) | 83.51% |
| Total Uses of Funds | \$ 25,971,216 | \$ 23,940,527 | \$ 25,588,452 | \$ 23,595,761 | \$ (1,992,691) | 92.21% |

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE REQUIREMENTS
2015 ACTUAL TO BUDGET

| | Final 2014 Budget | Final Actual 2014 | Amended Budget 2015 | YTD Actual 12/31/2015 | \$ Incr(Decr) 2014 Actual to 2015 Adopted |
|---|-------------------------|-------------------------|---------------------------|-----------------------------|---|
| Beginning Fund Balance | \$ 11,240,502 | \$ 11,254,487 | \$ 11,240,502 | \$ 12,245,645 | \$ (13,985) |
| Revenues | | | | | |
| Operating Revenues | \$ 23,532,323 | \$ 24,931,685 | \$ 24,510,802 | \$ 23,771,357 | (420,883) |
| Capital Funding | 1,070,048 | - | 553,389 | 1,166,881 | 553,389 |
| Total Revenues | 24,602,371 | 24,931,685 | 25,064,191 | 24,938,238 | 132,506 |
| Expenditures | | | | | |
| Operating Expenditures | 22,981,360 | 21,604,428 | 22,802,072 | 21,003,072 | 1,197,644 |
| Debt Service | 1,620,051 | 1,620,051 | 1,611,600 | 1,611,599 | (8,451) |
| Capital Projects | 1,369,805 | 716,048 | 1,174,780 | 981,090 | 458,732 |
| Total Expenditures | 25,971,216 | 23,940,527 | 25,588,452 | 23,595,761 | 1,647,925 |
| Ending Fund Balance | \$ 9,871,657 | \$ 12,245,645 | \$ 10,716,241 | \$ 13,588,122 | (1,529,404) |
| Increase/(Decrease) in Fund Balance | \$ (1,368,845) | \$ 991,158 | \$ (524,261) | \$ 1,342,477 | |
| Fund Balance Policy | | | | | |
| 16% of Current Year Revenues | \$ 3,936,379 | | \$ 4,010,271 | | |
| 9% of Current Year Revenues - Uncertainty | 2,214,213 | | 2,255,777 | | |
| Total Fund Balance Reserve Requirement | \$ 6,150,593 | | \$ 6,266,048 | | |

TABLE 2B
JEFFERSON COUNTY PUBLIC LIBRARY
POSITION AUTHORIZATIONS (FTEs)
2015 ACTUAL TO BUDGET

| | Adopted 2014 Budget | Actual 2014 | Adopted 2015 Budget | Revised 2015 Budget | Change 2014 to 2015 |
|-----------------------------------|---------------------------|----------------|---------------------------|---------------------------|------------------------|
| FTE Positions - Active | 185.50 | 182.50 | 181.50 | 181.50 | -1.00 |
| FTE Positions - Reserved | 29.50 | 32.50 | 33.50 | 33.50 | 1.00 |
| Total Authorized Positions | 215.00 | 215.00 | 215.00 | 215.00 | 0.00 |

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2015 ACTUAL TO BUDGET

| Sources and Uses of Funds | Final 2014 Budget | Final Actual 2014 | 2015 Budget | YTD Actual 12/31/2015 | Projected Year-End 2015 | Variance 2015 Budget |
|---|-------------------------|-------------------------|---------------------|-----------------------------|-------------------------------|----------------------------|
| <i>Sources of Funds</i> | | | | | | |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Property Taxes - Operating | \$ 22,708,804 | \$22,874,453 | \$23,702,058 | \$22,959,917 | \$22,959,917 | \$ (742,141) |
| Delinquent Taxes | 20,000 | 22,488 | 20,200 | 59,618 | 59,618 | 39,418 |
| Prior Year Cancellations | (100,000) | (75,865) | (101,000) | (43,772) | (43,772) | 57,228 |
| Urban Renewal | (395,126) | (438,735) | (507,016) | (454,528) | (454,528) | 52,488 |
| Penalties & Interest | 24,000 | 23,328 | 24,240 | 20,406 | 20,406 | (3,834) |
| Total Taxes | \$ 22,257,678 | \$22,405,669 | \$23,138,482 | \$22,541,641 | \$22,541,641 | \$ (596,841) |
| Federal & State Grants | \$ 107,173 | \$ 133,173 | \$ 108,000 | \$ 116,960 | \$ 116,960 | \$ 8,960 |
| Library Fines | 643,500 | 633,842 | 646,480 | 618,325 | 618,325 | (28,155) |
| Other Fees | 172,650 | 140,236 | 161,325 | 99,643 | 99,643 | (61,682) |
| Investment Income | 84,822 | 224,089 | 135,715 | 140,579 | 200,000 | 64,285 |
| Conference Room Rental | 12,400 | 9,062 | 13,500 | 11,913 | 11,913 | (1,587) |
| Contributions from Private Sources | 150,000 | 197,790 | 200,000 | 157,914 | 157,914 | (42,086) |
| Other Revenue | 104,100 | 117,776 | 107,300 | 84,382 | 111,581 | 4,281 |
| Total Revenues | \$ 23,532,323 | \$23,861,637 | \$24,510,802 | \$23,771,357 | \$23,857,977 | \$ (652,825) |
| <i>Uses of Funds</i> | | | | | | |
| Operating Expenditures | | | | | | |
| Salaries & Employee Benefits | | | | | | |
| Salaries | \$ 9,573,335 | \$ 8,869,018 | \$10,050,731 | \$ 8,911,706 | \$ 9,161,568 | \$ (889,163) |
| Termination Pay | 90,000 | 149,798 | 90,000 | 88,616 | 88,616 | (1,384) |
| Temporary Pay | 1,292,510 | 1,233,221 | 1,508,567 | 1,240,502 | 1,241,110 | (267,457) |
| Vacancy Savings | (294,734) | - | (796,353) | - | - | 796,353 |
| Benefits | 3,119,167 | 3,014,895 | 3,240,112 | 3,009,524 | 3,000,381 | (239,731) |
| Total Salaries & Benefits | \$ 13,780,278 | \$13,266,932 | \$14,093,057 | \$13,250,348 | \$13,491,675 | \$ (601,382) |
| Library Books & Materials | \$ 2,300,274 | \$ 2,299,116 | \$ 2,451,010 | \$ 2,397,359 | \$ 2,397,359 | \$ (53,651) |
| Library Computer Materials | 1,060,860 | 1,045,825 | 900,000 | 914,310 | 914,310 | 14,310 |
| Library Periodicals | 141,359 | 140,116 | 125,000 | 120,394 | 120,394 | (4,606) |
| Sub-Total Library Collections | 3,502,493 | 3,485,057 | 3,476,010 | 3,432,063 | 3,432,063 | (43,947) |
| Supplies | 1,330,701 | 1,014,991 | 891,610 | 779,294 | 825,572 | (66,038) |
| Other Services & Charges | 3,113,916 | 2,520,057 | 3,092,078 | 2,384,777 | 2,531,079 | (560,999) |
| Intergovernmental Transactions | 6,500 | - | - | - | - | - |
| Direct Internal Charges | 112,825 | 127,904 | 129,852 | 112,976 | 122,297 | (7,555) |
| Indirect Cost Allocation | 719,707 | 719,707 | 653,953 | 653,953 | 653,953 | - |
| Intra County Transactions | 506,620 | 469,780 | 465,512 | 389,661 | 389,661 | (75,851) |
| Total Operating Expenditures | \$ 23,073,040 | \$21,604,428 | \$22,802,072 | \$21,003,072 | \$21,446,300 | \$ (1,355,772) |
| Total Uses of Funds | \$ 23,073,040 | \$21,604,428 | \$22,802,072 | \$21,003,072 | \$21,446,300 | \$ (1,355,772) |

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2015 BUDGET

| Sources and Uses of Funds | Amended 2014 Budget | Final 2014 Actual | Adopted 2015 Budget | YTD Actual 12/31/2015 | Projected Year-End 2015 | Variance 2015 Budget |
|------------------------------|---------------------------|-------------------------|---------------------------|-----------------------------|-------------------------------|----------------------------|
|------------------------------|---------------------------|-------------------------|---------------------------|-----------------------------|-------------------------------|----------------------------|

| | | | | | | |
|------------------------------------|---------------------|---------------------|---------------------|--------------------|---------------------|-------------|
| Debt Service | | | | | | |
| Principal - Arvada (2005-2024) | \$ 481,358 | \$ 481,358 | \$ 493,764 | \$ 493,764 | \$ 493,764 | - |
| Interest - Arvada (2005-2024) | 142,590 | 142,590 | 131,086 | 131,086 | 131,086 | - |
| Principal - Refunding Series 2013 | 632,690 | 632,690 | 632,690 | 632,690 | 632,690 | - |
| Interest - Refunding Series 2013 | 193,920 | 193,920 | 173,041 | 173,041 | 173,041 | - |
| Principal - COP - Capital Projects | 142,143 | 142,143 | 142,143 | 142,143 | 142,143 | - |
| Interest - COP - Capital Projects | 27,350 | 27,350 | 38,876 | 38,875 | 38,875 | 1 |
| Total Debt Service | \$ 1,620,051 | \$ 1,620,051 | \$ 1,611,600 | \$1,611,599 | \$ 1,611,599 | \$ 1 |

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

| |
|-------------------------------------|
| Build America Bonds |
| Total Issue \$6,293,000 |
| Original Term 2011-2020 |
| Refunding Term 2013-2024 June & Dec |
| Use - Lakewood HVAC |
| Energy Conservation |
| Book Sorters |
| Library Service Center Remodel |

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

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL PROJECTS
2015 ACTUAL TO BUDGET

| Sources and Uses of Funds | Final 2014 Budget | Final Actual 2014 | Amended 2015 Budget | YTD Actual 12/31/2015 | Projected Year-End 2015 | Variance 2015 Budget |
|------------------------------------|-------------------------|-------------------------|---------------------------|-----------------------------|-------------------------------|----------------------------|
| <i>Sources of Funds</i> | | | | | | |
| Fund Balance | \$ 503,354 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Property Tax - Capital - 4.5% | 1,070,048 | 1,070,048 | 553,389 | 1,081,881 | 1,081,881 | 528,492 |
| Contribution - City of Golden | - | - | - | 85,000 | 85,000 | 85,000 |
| Transfer from Fund Balance | - | - | 524,261 | 524,261 | 524,261 | - |
| Total Sources of Funds | \$ 1,573,402 | \$ 1,070,048 | \$ 1,077,650 | \$ 1,691,142 | \$ 1,691,142 | \$ 613,492 |
| | | | | | | |
| <i>Uses of Funds</i> | | | | | | |
| Capital Projects | | | | | | |
| Capital Maintenance | \$ 250,000 | \$ 164,241 | \$ 224,134 | \$ 173,515 | \$ 173,515 | \$ 50,619 |
| Computer 5 Year Replacement Plan | 200,000 | 199,428 | 310,330 | 232,597 | 310,330 | - |
| Furniture & Equipment | 95,543 | 106,450 | 118,889 | 81,493 | 81,493 | 37,396 |
| Golden - Remodel New Service Model | 250,000 | 4,036 | 305,964 | 312,824 | 312,824 | (6,860) |
| Golden Furniture | 30,000 | - | 30,000 | 19,917 | 19,917 | 10,083 |
| Golden Remodel - Technology | 50,000 | - | 43,300 | 43,299 | 43,299 | 1 |
| LSC - Roof Repair/Replace | 61,320 | 4,300 | 64,163 | 53,280 | 53,280 | 10,883 |
| Lakewood Irrigation System | - | - | 50,000 | 49,225 | 49,225 | 775 |
| Irrigation Controllers | - | - | 28,000 | 14,940 | 14,940 | 13,060 |
| 2014 Projects | | | | | | |
| Columbine - Carpet Repair | 3,015 | 3,014 | - | - | - | - |
| Standley Lake - Upgrade HVAC | 115,000 | 100,632 | - | - | - | - |
| System-Wide Entry Doors | 42,000 | 27,223 | - | - | - | - |
| System-Wide Space Planning | 48,000 | - | - | - | - | - |
| Security Project | 101,725 | 106,724 | - | - | - | - |
| Un-Allocated Budget | 31,522 | - | - | - | - | - |
| Total Capital Projects | \$ 1,278,125 | \$ 716,048 | \$ 1,174,780 | \$ 981,090 | \$ 1,058,823 | \$ 115,957 |
| | | | | | | |
| Ending Balance | \$ 295,277 | \$ 354,000 | \$ (97,130) | \$ 710,052 | \$ 632,319 | \$ 729,449 |

CONSENT AGENDA

PROPOSED FOR ADOPTION AT
JANUARY 21, 2016 LIBRARY BOARD MEETING

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: LB 01-21-16

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

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

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

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

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

Date: January 21, 2016

Bylaws for the Jefferson County Public Library Board of Trustees

Adopted: January 15, 2015

ARTICLE I: NAME

The name of this organization shall be the Jefferson County Public Library Board of Trustees, (Library Board) and existing by virtue of the provisions of the “Colorado Library Law”, Section 24-90-101 et. Seq. C.R.S., and, established by the action of the Jefferson County Board of County Commissioners (Board of County Commissioners).

ARTICLE II: PURPOSE

The purpose of the Library Board shall be to govern the affairs of the Jefferson County Public Library according to the applicable statutes and laws, and the duties assigned by the Board of County Commissioners to “establish policies, employ an Executive Director, recommend a budget and dispense funds, and acquire and oversee libraries and library assets.”

ARTICLE III: LIBRARY BOARD

Section 1. Trustees of the Library Board are those who have been duly appointed by the Board of County Commissioners.

Section 2. Ethics. Trustees shall observe these Bylaws, and the Governing Policies of the Library Board, which shall address expectations as to conduct and ethics of the Board.

Section 3. Terms and Reappointments. Length of term and number of terms shall be determined by the Board of County Commissioners.

Section 4. Vacancies. Vacancies shall be filled pursuant to the Colorado Library Law and the policies of the Board of County Commissioners.

Section 5. Removal. A Trustee may be removed only by a majority vote of the Board of County Commissioners and only upon a showing of good cause. Good cause shall include, but not be limited to: Failure to attend, without justification, three consecutive regular monthly meetings of the Board, or violating the Library Board’s Governing Policies.

ARTICLE IV: OFFICERS

Section 1. Number of Officers. The officers of the Library Board shall be a Chair, Vice Chair, and a Secretary.

ARTICLE V: ELECTION OF OFFICERS

Section 1. Date of Election. The officers shall be elected annually at the regularly scheduled Library Board meeting in March by a majority vote of the Trustees. The nominating committee will be appointed at the January Board meeting, and present a slate of officers at the February Board meeting.

Section 2. Term of Office. The officers shall assume their duties upon election and shall serve for terms of one year or until their successors are elected.

Section 3. Number of Terms of Office. A trustee shall not be eligible to serve more than two consecutive terms in the same officer position, except by affirmative vote of a two-thirds majority of the Trustees present at the meeting at which the election is held.

Section 4. Vacancies. A vacancy occurring in the office of Chair shall be filled for the unexpired term by the Vice Chair. A vacancy occurring in the office of Vice Chair or Secretary shall be filled for the unexpired term by a trustee elected at a regular meeting, notice of such election having been given five days in advance of the meeting by the highest-ranking officer.

Section 5. Removal of Officer. Any officer may be removed from office for failure to discharge his/her duties by an affirmative vote of four Trustees at a regular meeting. The Trustees seeking such action shall give written notice to the officer 5 days prior to voting on such issue at a regular meeting.

ARTICLE VI: DUTIES OF THE OFFICERS

Section 1. Chair. The Chair of the Library Board shall be its chief governing officer. The Chair shall preside at all meetings of the Library Board, and shall fulfill other responsibilities as may be designated from time to time by the Library Board. The Chair shall be the representative of the Library Board to other governmental units on such matters as have been approved and designated by the Library Board; shall submit the annual budget prepared by the Library Board to the Jefferson County Board of County Commissioners; shall submit an annual report to the Jefferson County Board of County Commissioners.

Section 2. Vice Chair. . In the absence of the Chair, or in event of the Chair's inability or refusal to act, the Vice-Chair shall perform the duties of the Chair and when so acting, shall have all the powers of the Chair and shall be subject to all the restrictions upon the Chair. The Vice-Chair shall perform any other duties as may be prescribed by the Library Board.

Section 3. Secretary. The Secretary shall record, or cause to be recorded, the minutes of all meetings of the Library Board and shall perform such other duties as may be delegated by the Library Board, such as acting as temporary Chair in the absence of the Chair and Vice chair.

Section 4. General Duties. All officers shall perform the duties as prescribed in these Bylaws, and as may be further enumerated in the Library Board's Governing Policies.

ARTICLE VII: MEETINGS

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

The Library Board may cancel a regular meeting if no pressing issues warrant a meeting, or in the event of an unforeseen circumstance.

The Chair shall set the agenda in advance for each regular meeting of the Library Board, adhering to the adopted Governing Policies. A copy will be sent to each Trustee in advance of the regular meeting. Minutes from previous meetings and documentation supporting agenda items will be sent to each Trustee as part of the agenda packet.

All meetings, votes, and deliberations of the Library Board shall be open to the public, unless otherwise provided by law. The Library Board may determine to hold additional meetings and study sessions. These meetings will be governed by these Bylaws and the Library Board's Governing Policies. All proceedings and records, including meeting minutes taken at each Library Board meeting will be recorded and made available to the public unless otherwise provided by law.

Section 2. Special Meetings. The Chair, or any three (3) Trustees, may call a special meeting of the Library Board at any time with 24 hours prior notice to all Trustees and with adequate advance notice to allow for the public posting of the meeting notice in compliance with CRS 24-6-402(2)(c) full and timely notice to the public.

Section 3. Quorum, Regular Meeting. Four Trustees shall constitute a quorum for the transaction of business at any regular meeting. Proxy votes will not be allowed.

Section 4. Quorum, Special Meeting. Four Trustees shall constitute a quorum at any special meeting; however, four affirmative votes shall be required to transact business. Proxy votes will not be allowed.

Section 5. Votes on Motions. Votes on motions shall be recorded in the minutes as approved or disapproved by voice vote or by roll call when requested by a Trustee. All Trustees, including the Chair, may vote on motions.

Section 6. Public Participation. In addition, there will be an agenda item at each Library Board meeting for the public to address the Library Board. Those wanting to address the Library Board must sign on the form provided at the door. Those who failed to sign up,

or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board. Speaking time may be limited with the consent of the Library Trustees, to ensure the most effective conduct of the meeting. The opportunity to address the Library Board does not include a question and answer session or response. Additionally, the Library Board does not respond to anonymous questions or comments. If questions are submitted in writing a response may be provided, in writing, at the Board's discretion.

ARTICLE VIII: BOARD COMMITTEES

The Library Board may establish such committees as deemed necessary to assist in its work. The resolution establishing any such committees shall state the purpose, timeline, composition and authority of each such committee. The adopted Governing Policies will guide the establishment and work of all committees. In the absence of any other method of selection in the resolution, the Chair shall make appointments to any committee.

ARTICLE IX: PARLIAMENTARY AUTHORITY

Robert's Rules of Order, revised, latest edition may be invoked by majority vote of a quorum present at a Library Board meeting, or by the Chair.

ARTICLE X: EXECUTIVE DIRECTOR AND STAFF

Section 1. Executive Director. The Library Board shall employ an Executive Director to serve as chief executive officer of the Jefferson County Public Library. The Executive Director shall supervise the Library's day-to-day operations in accordance with these Bylaws and the Library Board's Governing Policies then in effect. The selection, removal, determination of salary and other terms of employment of the Executive Director shall require the affirmative vote of a majority of the Library Board. The Executive Director shall serve as a non-voting member of the Library Board.

Section 2. Staff. As specified in CRS 24-90-109 (1)(c), and the Personnel Rules of Jefferson County, all other Library employees shall be appointed by the Executive Director, in accordance with approved personnel rules and budgeted staffing plans.

ARTICLE XI: POLICIES AND ADMINISTRATION

Section 1. Governing Policies. The Library Board shall adopt and revise, at any regular meeting, Governing Policies to set forth additional guidelines and values for the Library Board's own conduct, and to govern the Executive Director in conducting the operational affairs of the Jefferson County Public Library. These policies shall be available to the public.

ARTICLE XII: FINANCES

Section 1: Budget Approval and Management. The Library Board's Governing Policies shall direct the Executive Director to prepare an annual budget proposal that is consistent with the guidelines adopted by the Board of County Commissioners, and consistent with

the objectives and guidelines adopted by the Library Board. The proposed budget schedule will provide for public input and Library Board review and revision, for the Library Board's resolution. Library Board approval of the proposed budget is required prior to submittal to the Board of County Commissioners. Library Board adoption is required prior to the beginning of a fiscal year.

ARTICLE XIII: AMENDMENTS

Section 1. The Bylaws shall be reviewed annually by a committee appointed by the Chair. Proposed changes will be presented to the Library Board at a regular, scheduled meeting.

Section 2. Amendment by Vote. The Bylaws may be amended by the affirmative vote of a two-thirds majority of the Trustees present at a regular, scheduled meeting. Amendments to these Bylaws shall be submitted to the Trustees at least 14 days prior to their proposed adoption.

Section 3. Automatic Amendment. The Bylaws shall conform to the prevailing governing statutes. Amendments as a result of changes to a governing statute shall be automatic, and the subsequent changes shall be given to the Trustees, in writing, as soon as possible.

GOVERNANCE PROCESS CALENDAR
JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

| Month | Governance Process | Monitoring & Ends | Board Action |
|------------------|---|---|--|
| January | Begin Trustees planning cycle (4.3.2) Chair presents tentative agenda plan (4.3.2.B) Chair appoints committee to review Board Bylaws (4.4.2D) Chair appoints nominating committee for Board officers (4.4.2D) Trustees review Executive Director's performance and compensation (4.3.6) | 1.1 - 1.5 Ends Statements <ul style="list-style-type: none"> Review of Final 2015 Strategic Priorities Ends Statements <ul style="list-style-type: none"> Review of 2016 Strategic Priorities | Trustees approve the "Sunshine Resolution" Trustees approve budget transfer requests from the previous calendar year Chair appoints Trustee representative to Foundation Board |
| February | | 2.0 General Management Constraints 2.1 Treatment of Patrons 2.2 Treatment of Staff 2.3 Financial Condition and Activities 2.4 Asset Protection | Trustees review, amend as needed and approve Board Bylaws. Nominating Committee Reports to Board |
| March | | | Trustees elect board officers |
| April | | Ends Statements <ul style="list-style-type: none"> Review of 1ST Quarter 2016 Strategic Priorities | |
| May | Trustees enlist external audit, as needed Trustees set Governance Budget for next year (4.8.2) | Trustees review Global Ends Statements | |
| June | Executive Director presents the annual budget to the Trustees (4.2.5.A). May be rescheduled based on the budget development schedule provided by the County. | | |
| July | Trustees authorize the Executive Director to submit the annual budget request to the BCC (4.2.5.C). May be rescheduled based on the budget development schedule provided by the County. | Ends Statements <ul style="list-style-type: none"> Review of 2nd Quarter 2016 Strategic Priorities | |
| August | | 2.5 Financial Planning, Budgeting 2.6 Compensation and Benefits 2.7 Emergency Executive Director Succession 2.8 Board Awareness and Support 2.9 Materials Selection | |
| September | | | |
| October | | Ends Statements <ul style="list-style-type: none"> Review of 3rd Quarter 2016 Strategic Priorities | |
| November | Trustees review 2017 governance process calendar | | |
| December | Trustees adopt 2017 governance process calendar (4.3.2 and 4.3.2.B) Trustees adopt the annual budget (4.2.5.A) End Trustees planning cycle (4.3.1) | | |

Ongoing Board Decisions

Adopt and amend the Board Governance policies
Adopt and amend Ends policies
Approve all supplemental appropriations
Approve fund transfers above the policy limitation
Approve all property changes

Directs the Chair to sign certain contracts and agreements
Make determinations regarding naming and recognition requests
Adopt resolutions of support for local election issues
Approve mill levy proposals
Approve annual request from the Pine Library

Ends

2016 Strategic Priorities

| | | | |
|---|---|---------------------------------------|--|
| 1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources. | | | |
| Community Outcome(s): | Residents are informed, educated and engaged Residents have access to emerging and other technologies | | |
| Success Indicator(s): (longer term) | Circulation per capita Items per capita Percent of population with a library card Percent of satisfied customers Percent of use of technology tools Percent of library use by targeted underserved populations | | |
| Strategic Initiatives | | | |
| Goal | Initiatives | Responsibility | Measure of Success |
| Increase access to books, materials and services | Select and purchase additional books and materials which reflect community interests. | Collections | Q1: Begin buying to new budget Q3: Items per capita Q4: Circulation per capita |
| | Library 2 You Master Plan | L2Y | Q4: Begin project planning Q1 2017: Master plan recommendation |
| | FindIt: Participate in statewide app | DX/Comm/Collections/PS Staff Training | Q2: Train staff; Inform public; Launch on April 4th with expanded hours Q4: Circulation per capita |
| Increase staff training in key areas | Diversity Awareness Training | Special Populations/ERD/SMT | Q1: Project Plan complete; Implementation begins Q4: Percent of satisfied customers; Percent Library use by targeted underserved populations |
| | Mission, Vision, Values, Ends | SMT/CMT | Q1: MMV integrated into recruitment practices Q2: MMV integrated into trainings Q3: Training on values based decision making provided at All Staff Day |
| | Safety and Security | ERD | Q1: Situational Awareness training rolls out to all locations/staff. AED/CPR Training |

| | | | |
|---|--|-----|---|
| | | | completed. Q 3 & 4: Workplace Safety/Active Shooter Training through County HR for new hires. |
| Attract, develop and retain a highly skilled and well qualified workforce | Enhance recruitment and onboarding strategies. | ERD | Q1: Job Fair event completed. New Recruitment Coordinator position integrated into ERD. NEOGOV training completed. New Hire survey and audit of County HR New Employee Orientation (NEO) completed Q2: Library orientation program refresh planning completed, proposal presented. Q3: Launch of new employee orientation program |
| | Redevelop and implement New Employee Orientation program (NEO). Enhance employee wellness, and recognition programs. | ERD | Q1: Recognition/wellness research and survey to staff Q2: Proposal for milestone awards/ additional recognition/All Staff Day Wellness Fair and wellness training. Q3: New employee recognition program implemented. ASD Wellness Fair and training completed Q4: New employee recognition program evaluated and wellness training/event at each location Q3: Wellness Fair/activities for ASD. Q4: New wellness initiatives developed |
| | Leadership Development | ERD | Q 1: Collaborate with County HR to plan new All Access Pass training program. All supervisors attend Coaching Skills training. Q2: Launch new All Access Pass training for JCPL supervisors. First cohort begins in April 2016. Next steps in Enneagram coaching plan developed for SMT and PSMT Q3: Recruitment/Onboarding Training for supervisors developed. Q4: Performance evaluation training for |

| | | | |
|---|---|--|---|
| | | | supervisors developed. Enneagram coaching expanded for SMT and PSMT to include team assessment/coaching Coaching Skills, Recruitment/Onboarding and Performance Evaluation training moves to operational for 2017. |
| Develop a digital resources strategy to guide long-range planning. Industry standards for technology access are assessed and addressed. | <p>Determine new patron/community needs for access re: emerging technologies, including hardware, software, electrical capacity and network requirements.</p> <p><i>Edge</i> study: technology benchmarking</p> <p><i>Impact</i> study: impact of technology and training on patrons' lives</p> | <p>IT</p> <p>PS/IT</p> <p>PS/Comm/Patron Education</p> | <p>Q3: An actionable list of equipment and technologies; prepare priorities and potential implementations</p> <p>Q3: Install 2016 Patron and Staff Computer replacements</p> <p>Q2: Conduct survey; assemble information; communicate results</p> <p>Q2: Conduct survey; Assess baseline; evaluate results; communicate results</p> |
| Increase awareness of library programs and services. | <p>Budget and campaign communications</p> <p>"Bring 'em Back" campaign</p> <p>Pilot a distributed social media team and presence.</p> | <p>Communications</p> <p>Communications/PS</p> <p>Communications</p> | <p>Q1: Communicate 2016 Budget via media, Staff meetings, State of the Library Meetings</p> <p>Ongoing: Communicate service enhancements as they become available</p> <p>Q1: Order new library cards; assemble planning team; develop campaign plan and begin implementation</p> <p>April: Promote and hold special events at all libraries to welcome people to new hours; include library card signups</p> <p>Q2: Sign up at least 3,000 new cardholders during April.</p> <p>Q1: Plan presented to CMT</p> <p>Q2 and beyond: Implementation timeline established based on organizational capacity; team operational by year end.</p> |

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| | <p>Improved Events Calendar experience</p> <p><i>Project Outcome:</i> measures benefits of library programs and services based on user reported outcomes</p> | <p>DX/Programming/Communications</p> <p>PS/Programming/Patron Education</p> | <p>Q3: Go/No go decision; Implementation Plan Q4: Continued implementation; launch date dependent on Bibliocommons choice</p> <p>Q2: First survey conducted Lib Lab programming will be the pilot phase Q3: Summer Reading (SR)evaluated using Project Outcome Q4: Results from surveys used for 2017 SR planning</p> |
|--|--|---|---|

| 2. All Jefferson County Residents have safe, convenient and inviting places to go to access information and resources and participate in community life. | | | |
|--|--|---|--|
| Community Outcome(s): | Residents have convenient access to physical and digital community spaces | | |
| Success Indicator(s): (Longer term) | Per capita facility use Level of digital engagement Square feet of library space per capita Public service hours per week | | |
| Strategic Initiatives | | | |
| Goal | Initiatives | Responsibility | Measure of Success |
| Restore open hours | Plan and implement expanded hours at all ten libraries. | PS/Communications/Facilities | Q1: Implement integrated communications plan; Q2-Q4: Public Service Hours per week; Per capita facility use |
| | Recruit and onboard new staff. | PS/ERD/IT/Facilities | Q1: Staff are hired and are provided initial training Q2: Staff are scheduled for new open hours |
| Update facilities to enhance the patron experience | Complete facility and site improvements to address delayed maintenance | Facilities < | |

| | | | |
|---|---|------------------------|--|
| | Plan for the refurbishment of the Columbine Library. | SMT | Standley Lake boiler replacement WR HVAC Unit replacement Evergreen HVAC Re-cap Parking lot design/engineering Q3: LK parking lot project LSC parking lot reconstruction |
| | Plan new library space in South County. | SMT | Q1: Staff input Q2: Community input meetings held; Vision of service and building program created; Owners Rep determined. Q3: RFP solicited and Design firm determined; Q4: Design completed and reviewed; Project budget and timeline finalized. |
| | Upgrade and enhance video surveillance equipment system | IT/Facilities | Q4 or Q1 2017: Vision of service and building program drafted. Q4: Upgraded video servers, replaced analog cameras, additional cameras where needed |
| Enhance digital community spaces and access | Bibliocommons | DX/Collections/IT/Comm | Q2: Subcommittee determined and begins work Q3: Go/No Go decision; begin development if "Go" Q4: Continue development for April/May 2017 Launch if "Go" |
| | Libhub/Bibframe | Collections/Comm | Q2: Subcommittee determined and begins work; Go/No Go decision Q3: Development for launch if "Go" Q4: Launch if "Go" |

| 3. Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes | | | |
|--|--|----------------------------|--|
| Community Outcome(s): | All children are ready for school All children perform at grade-level Students graduate from high school post-secondary and workforce prepared Residents are employed Individuals and families are engaged in the community Jeffco is a thriving community for aging well Employers located in Jeffco have access to a highly skilled workforce Mature workers (60+) have viable employment opportunities Small business is stimulated through access to resources available to entrepreneurs All age groups have healthy behaviors | | |
| Success Indicator(s): (longer term) | Percent of high quality early child care in Jeffco Percent of students scoring at or above proficiency on statewide kindergarten readiness assessment Percent of 3 rd graders scoring at or above proficiency on statewide reading assessment Percent of 5 th and 8 th graders scoring at or above proficiency on statewide reading, writing, and math assessments Percent of High School students graduating within 4 years Percent of students with ACT scores which meet the College Board recommendation for a high probability of college success Percent of 12 th grade students scoring at a level 3 or above on WorkKeys job readiness assessment Percent of individuals employed Number of new employers in Jeffco Percent of population volunteering within the last year Number of lifelong learning opportunities for adults 60+ | | |
| Strategic Initiatives | | | |
| Goal | Initiatives | Responsibility | Measure of Success |
| We continue to support early literacy. | Kindergarten readiness programs | Kids and Families | Q2: Kindergarten readiness assessment baselines determined; Program planning begins Q3: Program is initiated |
| | Expand early literacy storytimes. | Kids and Families | Q1: Number of new storytimes determined and scheduled; staff trained; Q4: Number of storytimes delivered |
| Create a plan of service for programs which reflects community interests and supports community outcomes. | Program Audit and Recalibration | Programming/Communications | Q1: Audit completed; Best practices for program planning identified; Q2: Recommendation accepted; Initial steps implemented Q4: Program attendance per 1000 served |

| | | | |
|--|--------------------------------------|-------------------------------|---|
| Promote a culture of reading in Jefferson County | Refine the Summer Reading Experience | Programming/DX/Communications | Q1: In person and digital experience reflects patron feedback 1 st Half: Produce all collateral Q2: Outreach and promotions completed; staff trained Q3: Level of participation |
|--|--------------------------------------|-------------------------------|---|

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

| | | | |
|--|--|----------------|--|
| Community Outcome(s) | Library services meet or exceed benchmarks of peer libraries County services are delivered efficiently and cost effectively County services are not duplicated | | |
| Success Indicator(s) | Level of funding for library services per capita Number of partnerships with local agencies and county government | | |
| Strategic initiatives | | | |
| Goal | Initiatives | Responsibility | Measure of Success |
| Long-range planning | Update 5-year strategic plan and 10 year financial forecast | SMT | Q1: Recommendation approved by Board of Trustees by March |
| | Annual Budget Preparation | Finance/CMT | Q2: Deadlines met; budget drafted; Board review and input |
| | Continue to refine and implement outcomes, impacts & success measures | SMT | Q3 Board approval Q4: BCC approval |
| | Ensure CMT understanding and adoption of ends, outcomes, success indicators and measures of success. | SMT | Q1: Ends, outcomes and success indicators and measures of success are reviewed and updated prior to 2017 budget cycle; SMT/Staff Meetings complete Q3: Training provided at All Staff Day |
| | Develop Financial Policies | Finance | Q2: Policies adopted by Board |
| | Demographic Study Planning | PS/SMT | Q4: Specifications for study determined |
| Identify and improve critical IT system management | Implement Infrastructure Recommendations | IT | Q1: Install Sophos New Firewall and Core Switches Q2: New Replication Server install Q2: Install new Sierra Servers |
| | Participate in implementing new County IT security standards | IT | Q-1: Security Policies published and implemented. |
| Develop and implement new tools that support the work of JCPL staff in ways that are useful, productive and informative. | Complete development of a new staff intranet | DX | Q4: Project team selected; Technical and Functional requirements determined; Launch Q2 2017 |
| | Implement Point of Sale system | Finance/IT/PS | Q1: Golden installed in January as pilot |

| | | | |
|---|--|---------------------------|---|
| | Replace digital advertising software and system | IT/Communications | Q2: Rest of libraries implemented |
| | Implement new workflow ticketing system | SMT/IT | Q2: Potomac Media System Replaced; staff training completed Q1: Evaluation of replacement system; recommendation for product Q2: Solution implemented for P&M, IT, Facilities, DX Q3: and beyond: System reviewed and evaluated for other departments' use |
| | Investigate Records Management System options | ASU/IT/ERD/Communications | Q3: Selection of project team and consultant Q4: Project team and consultant recommendation to SMT for implementation in 2017 – Go/No Go |
| | Asset Management Audit | Finance/Facilities | Q1: RFI/RFP: Developed and published. Select firm. Inventory completed. Results communicated to Board. |
| | Evaluate RFID/Self Check/Security Gates requirements | IT/PS | Q2: Start project; Review requirements Q3: Budget requirements determined |
| We streamline and improve systems and processes to maximize employee productivity | Performance Management Process | ERD | Q3: HR staff receives intensive NEOGOV training. Q4: Expand use of NEOGOV to include automated Annual Performance Evaluations OR launch updated JCPL PE tool by end of year |
| | Complete system-wide Communications Audit | Communications | 4Q 15: RFP posted Q1: Vendor selected; project initiated Q2: Project complete; recommendations reported and integrated into 2017 budget; Q3 and ongoing: Implement recommendations as possible |
| | Enhance Promotions and Marketing Processes | Communications/PS | Q1&2: provide support to programming initiative; customize P&M ticketing system Q2: Implement new P&M ticketing system Q3: With PS, develop system for reviewing, |

| | | | |
|--|--|--|--|
| | | | approving and prioritizing P&M support initiatives Q4 and beyond: implement improvements based on communications audit and programming inputs |
|--|--|--|--|

Statistics

memorandum

To: Pamela Nissler, Executive Director of Jefferson County Public Library.

From: Julianne Rist, Assistant Director of Public Services, Brigitte Lindner, Data Specialist

Re: 2015 Year End Statistical Report to the Board on JCPL Key Performance Indicators

Date: January 20, 2016

Executive Summary

Use trends remained steady for 2015, with a slight decrease in circulation, visits remained essentially unchanged. The closure of the Golden library for remodeling in the first and second quarter affected both circulation and visits on a system level. We continued to see a decrease in the use of library computers for internet as well as a corresponding increase in the use of wireless. Programming saw an increase in both the number of programs and program attendance.

With the completion of the fourth quarter, this report focuses on year-end results. We are using the year-end numbers to compare to last year's overall result. The report also shows the individual quarter values in that comparison. You will notice that our circulation numbers are now included for all of 2015. We had been unable to provide circulations statistics in quarter three due to our vendor's server crash at Innovative Interfaces (III). Our IT department & III have verified the numbers, and stand by the circulation data for the third quarter.

We have changed our source for the number of the county population to the preliminary forecasts for Colorado counties posted on www.colorado.gov as of 2015. In comparison to this new higher number, the population of Jefferson County grew by 3% year over year, and yet we managed to maintain two measures based on population; program attendance per 1,000 capita and the percentage of population that are card holders. While both numbers remain flat, they actually represent an increase when the population increase is factored in.

Year-End Key Indicators and Highlights

In our year-end report we focus on our key indicators such as visitors, cardholders, circulations, programs and program attendance as well as technology to reflect on them in comparison to last year. We would like to highlight some contributing factors that were unique to 2015 and played a role in the overall results.

Golden library was temporarily closed for remodeling during portions of quarter one and two, with limited services provided through our bookmobile during these months. The closure affected the year end numbers, and is reason for the large decrease in year over year comparisons. The numbers are stable for the 3rd and 4th quarter. When Golden was re-opened to its patrons, its collection was offered in a new type of display called power walls. Power walls are an easy means for our patrons to find new

and high-interest books as they are displayed face out and typically in stacks of multiple copies on specially designed book shelves. This new concept showed remarkable results in terms of checkouts in comparison to regular shelving.

A strategic initiative for 2015 was increasing volunteers. We welcomed more volunteers than ever before to help with various tasks, and statistics show that we were able to increase the number of volunteers by 40%, and retain many of them throughout the year. We have started to collect statistics on age groups for our volunteers so we can measure the involvement of senior community members in 2016. We have also been able to inspire a big number of teen volunteers to stay on after being initially recruited with Summer Reading. Overall, a total of 7,268 hours more were volunteered than in the previous year. These numbers represent an additional 140 hours of valuable volunteer work per week.

Visits and Cardholders

The annual number of visits remained relatively constant in comparison to 2014. There was a small growth of 0.23% in visits. Both Arvada and Wheat Ridge show a large visit increase, but this is due to new door counters not an increase in use. We are now counting both entrances at Arvada, and the door counter at Wheat Ridge is in a new location. While the growth of new cardholders has slowed down by -7%, our number of active cardholders has increased by 2% in comparison to last year, which means a net increase by 7,300 total registered borrowers. This could also point towards a good retention rate of our existing cardholders, as cards are purged when they have not been used in three years. The per capita ratio of cardholders has remained steady at 62% which represents an actual increase when the population increase is considered.

Circulation

While the number of visits showed a small uptrend from 2014, the number of circulations has decreased by -3%; circulations per visitor decreased by -3% as well. The circulations per capita ratio shows a greater decrease, -6% down from 2015, as one would expect in view of the 3% increase in population in 2015. The decrease of circulations continues the downtrend from 2014. 2015 faced the same challenges with open hours and budget limitations. With the passing of our mill levy the 2016 budget will be increased for the collection, and hours will be expanded as well by April 2016.

Programs and Program Attendance

Both the number of programs and program attendance increased by 4%. This increase shows that the additional programs offered were well attended. The average attendance per program was once again 28 participants after a drop in the third quarter which was related to the preceding closure of Golden. We were also able to carry over the program attendance per 1,000 capita ratio from last year, with on average 368 members of our community per 1,000 people attending our programs in 2015.

Technology

While the number of internet sessions initiated from public access computers at our libraries has gone down by -7% in 2015, the use of wireless continues to increase by 12% in 2015.

JCPL Key Statistics for Trustees

Quarter 4 & Year-End Results 2015

| JCPL KPIs and Contributing Measures | Location | Q1 2014 | Q1 2015 | Q2 2014 | Q2 2015 | Q3 2014 | Q3 2015 | Q4 2014 | Q4 2015 | YTD 2014 | YTD 2015 | YTD Deviation | YTD % Deviation |
|-------------------------------------|---------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|------------------|--------------------|
| POPULATION LSA | JCPL | 548,557 | 565,535 | 548,557 | 565,535 | 548,557 | 565,535 | 548,557 | 565,535 | 548,557 | 565,535 | 16,978 | 3.10% |
| REGISTERED CARDHOLDERS NEW | JCPL | 7,208 | 7,078 | 8,292 | 6,946 | 9,771 | 9,307 | 6,451 | 6,084 | 31,722 | 29,415 | (2,307) | -7.27% |
| REGISTERED CARDHOLDERS TOTAL | JCPL | 316,716 | 348,606 | 324,948 | 335,056 | 335,097 | 341,730 | 341,446 | 348,746 | 341,446 | 348,746 | 7,300 | 2.14% |
| CARDHOLDERS PER CAPITA | JCPL | 0.58 | 0.62 | 0.59 | 0.59 | 0.61 | 0.60 | 0.62 | 0.62 | 0.62 | 0.62 | (0.01) | -0.93% |
| VISITS | Arvada | 64,641 | 88,444 | 65,368 | 92,344 | 67,080 | 98,834 | 76,356 | 80,295 | 273,445 | 359,917 | 86,472 | 31.62% |
| VISITS | Belmar | 123,338 | 118,101 | 122,275 | 123,533 | 127,004 | 116,006 | 114,456 | 103,138 | 487,073 | 460,778 | (26,295) | -5.40% |
| VISITS | Columbine | 115,344 | 110,745 | 114,764 | 118,193 | 118,121 | 114,600 | 101,643 | 101,194 | 449,872 | 444,732 | (5,140) | -1.14% |
| VISITS | Conifer | 14,333 | 13,676 | 12,861 | 13,747 | 14,517 | 12,795 | 13,983 | 11,854 | 55,694 | 52,072 | (3,623) | -6.50% |
| VISITS | Edgewater | 12,764 | 12,826 | 14,312 | 15,190 | 16,980 | 14,959 | 14,404 | 13,144 | 58,460 | 56,119 | (2,341) | -4.00% |
| VISITS | Evergreen | 45,184 | 43,665 | 42,519 | 45,349 | 44,953 | 44,095 | 40,303 | 40,403 | 172,959 | 173,512 | 553 | 0.32% |
| VISITS | Golden | 58,112 | 49,689 | 62,893 | 24,180 | 65,005 | 67,009 | 54,116 | 57,672 | 240,126 | 198,550 | (41,576) | -17.31% |
| VISITS | Lakewood | 73,488 | 72,843 | 76,295 | 80,210 | 73,775 | 70,729 | 65,700 | 65,460 | 289,258 | 289,242 | (16) | -0.01% |
| VISITS | Standley Lake | 82,349 | 78,732 | 85,042 | 80,098 | 88,041 | 81,069 | 77,592 | 75,081 | 333,024 | 314,980 | (18,044) | -5.42% |
| VISITS | Wheat Ridge | 19,392 | 24,021 | 19,976 | 26,105 | 20,263 | 24,753 | 21,871 | 22,051 | 81,502 | 96,930 | 15,428 | 18.93% |
| VISITS | Library 2 You | 2,780 | 2,648 | 2,874 | 3,269 | 3,007 | 2,999 | 2,561 | 2,567 | 11,222 | 11,483 | 261 | 2.33% |
| VISITS | JCPL | 611,725 | 615,390 | 619,179 | 622,218 | 638,746 | 647,848 | 582,985 | 572,859 | 2,452,635 | 2,458,315 | 5,680 | 0.23% |
| VISITS PER CAPITA | JCPL | 1.12 | 1.09 | 1.13 | 1.10 | 1.16 | 1.15 | 1.06 | 1.01 | 4.47 | 4.35 | (0.12) | -2.78% |
| WEBSITE VISITS | JCPL | 869,524 | 736,866 | 826,794 | 722,319 | 791,742 | 705,870 | 729,664 | 683,097 | 3,217,724 | 2,848,152 | (369,572) | -11.49% |

JCPL Key Statistics for Trustees

Quarter 4 & Year-End Results 2015

| JCPL KPIs and Contributing Measures | Location | Q1 2014 | Q1 2015 | Q2 2014 | Q2 2015 | Q3 2014 | Q3 2015 | Q4 2014 | Q4 2015 | YTD 2014 | YTD 2015 | YTD Deviation | YTD % Deviation |
|-------------------------------------|--------------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|------------------|--------------------|
| CIRCULATION (DC) | Arvada | 151,266 | 145,401 | 151,925 | 147,133 | 152,766 | 142,623 | 133,343 | 130,088 | 589,300 | 565,245 | (24,055) | -4.08% |
| CIRCULATION (DC) | Belmar | 257,651 | 250,782 | 254,993 | 249,313 | 261,147 | 236,037 | 233,776 | 224,458 | 1,007,567 | 960,590 | (46,977) | -4.66% |
| CIRCULATION (DC) | Columbine | 285,278 | 274,974 | 282,944 | 279,198 | 291,072 | 270,214 | 253,979 | 246,996 | 1,113,273 | 1,071,382 | (41,891) | -3.76% |
| CIRCULATION (DC) | Conifer | 28,040 | 27,839 | 27,974 | 27,050 | 28,259 | 24,516 | 27,247 | 26,118 | 111,520 | 105,523 | (5,997) | -5.38% |
| CIRCULATION (DC) | Edgewater | 20,921 | 22,105 | 19,753 | 22,400 | 22,028 | 21,731 | 20,668 | 18,742 | 83,370 | 84,978 | 1,608 | 1.93% |
| CIRCULATION (DC) | Evergreen | 100,184 | 98,297 | 98,710 | 96,668 | 101,665 | 92,226 | 90,100 | 88,475 | 390,659 | 375,666 | (14,993) | -3.84% |
| CIRCULATION (DC) | Golden | 128,902 | 105,653 | 126,482 | 39,230 | 124,111 | 120,224 | 116,160 | 112,223 | 495,655 | 377,330 | (118,325) | -23.87% |
| CIRCULATION (DC) | Lakewood | 155,973 | 152,566 | 151,498 | 166,692 | 153,762 | 144,684 | 140,370 | 134,695 | 601,603 | 598,637 | (2,966) | -0.49% |
| CIRCULATION (DC) | Standley Lake | 216,183 | 202,222 | 206,542 | 204,347 | 213,876 | 198,560 | 186,702 | 186,069 | 823,303 | 791,198 | (32,105) | -3.90% |
| CIRCULATION (DC) | Wheat Ridge | 39,459 | 37,020 | 38,274 | 36,007 | 38,368 | 35,004 | 35,781 | 33,794 | 151,882 | 141,825 | (10,057) | -6.62% |
| CIRCULATION (DC) | Library 2 You | 11,671 | 15,854 | 12,465 | 19,461 | 14,119 | 19,291 | 13,502 | 17,882 | 51,757 | 72,488 | 20,731 | 40.05% |
| CIRCULATION (DC) | Kids & Families | 4,606 | 4,191 | 1,671 | 1,712 | 1,714 | 2,246 | 4,748 | 2,413 | 12,739 | 10,562 | (2,177) | -17.09% |
| CIRCULATION (DC) | Downloadable Media | 117,857 | 131,541 | 110,865 | 130,516 | 118,506 | 135,309 | 118,547 | 126,828 | 465,775 | 524,194 | 58,419 | 12.54% |
| CIRCULATION (DC) | Online Renewals | 355,631 | 353,675 | 349,701 | 344,575 | 353,753 | 343,860 | 356,729 | 349,023 | 1,415,814 | 1,391,133 | (24,681) | -1.74% |
| CIRCULATION (DC) | Interlibrary Loan | 4,449 | 2,674 | 4,084 | 2,664 | 3,504 | 4,175 | 1,380 | 4,035 | 13,417 | 13,548 | 131 | 0.98% |
| CIRCULATION (DC) | Internal Use | 3,933 | 5,366 | 4,360 | 5,759 | 5,940 | 6,449 | 8,403 | 3,581 | 22,636 | 21,155 | (1,481) | -6.54% |
| CIRCULATION (DC) | Call Center | 13,514 | 13,857 | 11,700 | 13,699 | 12,794 | 13,324 | 13,455 | 14,564 | 51,463 | 55,444 | 3,981 | 7.74% |
| CIRCULATION (DC) | JCPL | 1,896,006 | 1,844,017 | 1,854,185 | 1,786,424 | 1,897,427 | 1,810,475 | 1,754,909 | 1,719,984 | 7,402,527 | 7,160,900 | (241,627) | -3.26% |
| CIRCULATION PER VISIT (DC) | JCPL | 3.10 | 3.00 | 2.99 | 2.87 | 2.97 | 2.79 | 3.01 | 3.00 | 3.02 | 2.91 | (0.11) | -3.49% |
| CIRCULATION PER CAPITA (DC) | JCPL | 3.46 | 3.26 | 3.38 | 3.16 | 3.46 | 3.20 | 3.20 | 3.04 | 13.49 | 12.66 | (0.83) | -6.17% |

JCPL Key Statistics for Trustees

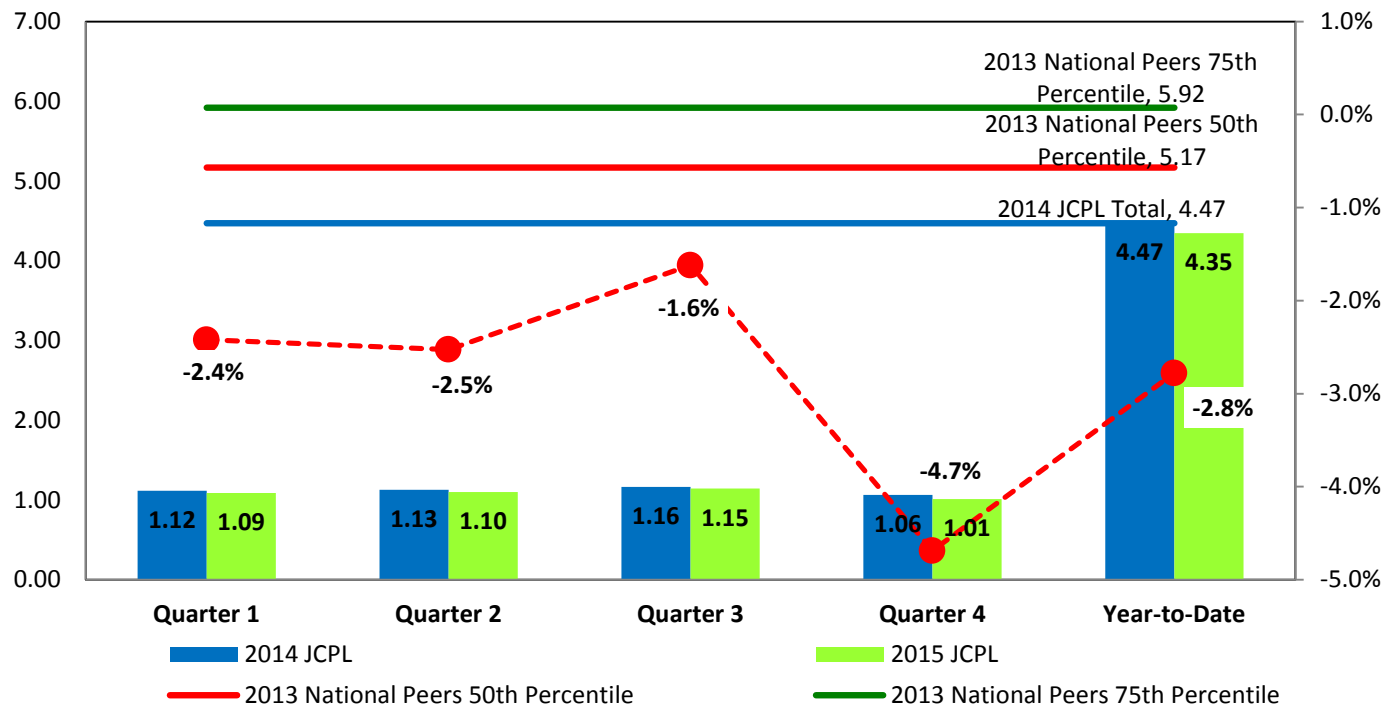
Quarter 4 & Year-End Results 2015

| JCPL KPIs and Contributing Measures | Location | Q1 2014 | Q1 2015 | Q2 2014 | Q2 2015 | Q3 2014 | Q3 2015 | Q4 2014 | Q4 2015 | YTD 2014 | YTD 2015 | YTD Deviation | YTD % Deviation |
|---------------------------------------|----------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|------------------|--------------------|
| PROGRAMS | JCPL | 1,777 | 1,931 | 1,843 | 1,982 | 1,799 | 1,852 | 1,873 | 1,791 | 7,292 | 7,556 | 264 | 3.62% |
| PROGRAM ATTENDANCE | JCPL | 41,408 | 44,655 | 68,555 | 71,931 | 45,426 | 43,937 | 45,226 | 47,885 | 200,615 | 208,408 | 7,793 | 3.88% |
| PROGR. ATTENDANCE PER 1000 CAPITA | JCPL | 75 | 79 | 125 | 128 | 82 | 77 | 81 | 85 | 363 | 368 | 5 | 1.43% |
| AVG PROGRAM ATTENDANCE | JCPL | 23 | 23 | 37 | 36 | 25 | 24 | 24 | 27 | 28 | 28 | 0.07 | 0.25% |
| SUMMER READING PARTICIPANTS | JCPL | | | 23,840 | 26,065 | 6,020 | 5,327 | | | 29,860 | 31,392 | 1,532.00 | 5.13% |
| VOLUNTEERS | JCPL | 227 | 391 | 281 | 384 | 257 | 348 | 245 | 293 | 253 | 354 | 101 | 40.14% |
| VOLUNTEER HOURS | JCPL | 4,760 | 6,439 | 6,558 | 9,652 | 6,295 | 7,650 | 5,583 | 6,723 | 23,196 | 30,463 | 7,268 | 31.33% |
| NUMBER OF PUBLIC COMPUTERS | JCPL | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | 326 | - | 0.00% |
| HOURS OF PUBLIC COMPUTER USE | JCPL | 67,120 | 65,886 | 70,392 | 67,715 | 73,497 | 73,329 | 67,851 | 64,531 | 278,860 | 271,461 | (7,399) | -2.65% |
| NUMBER OF PUBLIC INTERNET SESSIONS | JCPL | 111,347 | 101,632 | 111,782 | 101,654 | 116,734 | 109,018 | 99,688 | 97,108 | 439,551 | 409,412 | (30,139) | -6.86% |
| NUMBER OF PUBLIC WIRELESS CONNECTIONS | JCPL | 55,988 | 63,819 | 58,615 | 62,970 | 62,665 | 70,922 | 57,926 | 65,737 | 235,194 | 263,448 | 28,254 | 12.01% |

JCPL Key Statistics for Trustees

Quarter 4 & Year End Results 2015

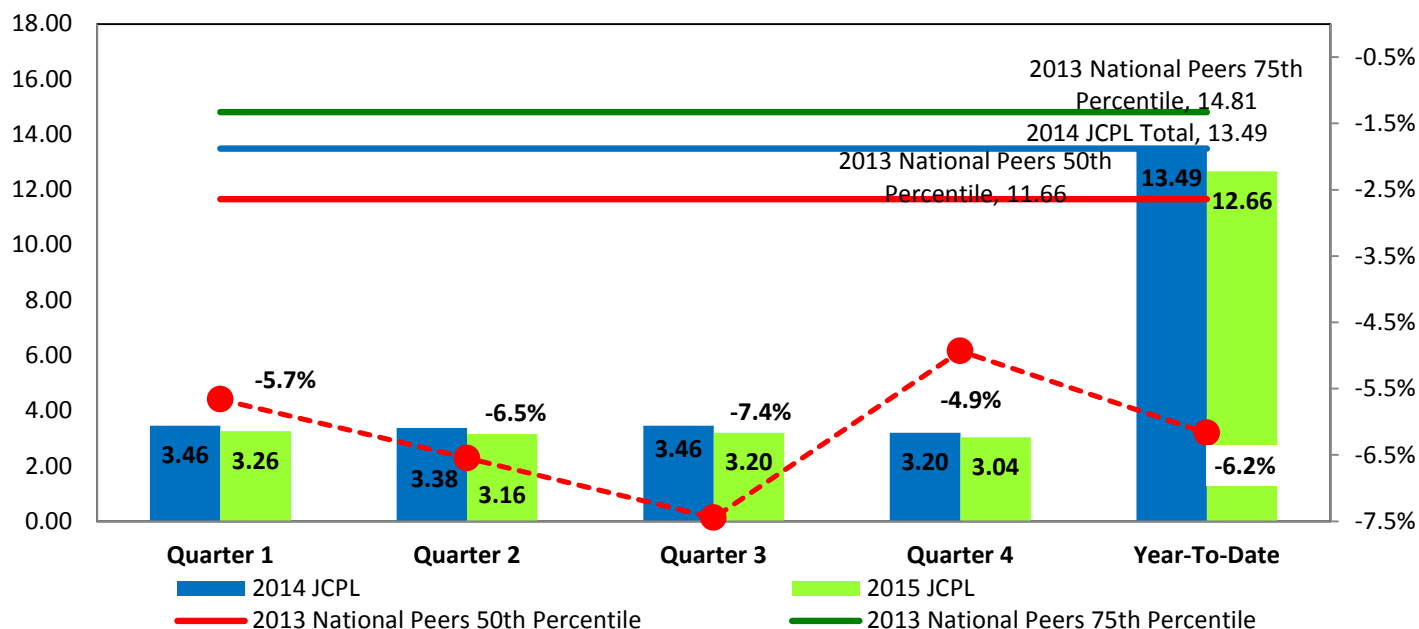
Visits Per Capita - YOY 2015 vs. 2014



JCPL Key Statistics for Trustees

Quarter 4 & Year-End Results 2015

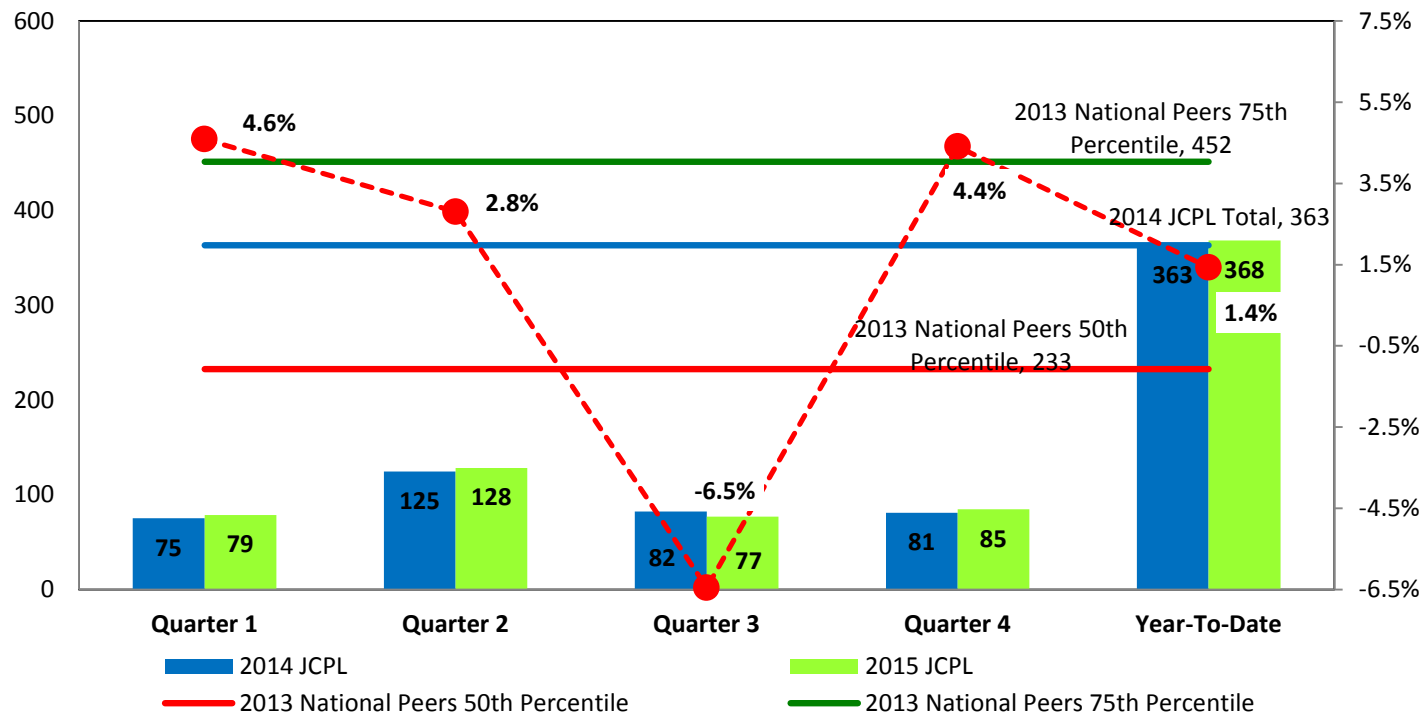
Circulation Per Capita - YOY 2015 vs. 2014



JCPL Key Statistics for Trustees

Quarter 4 & Year-End Results 2015

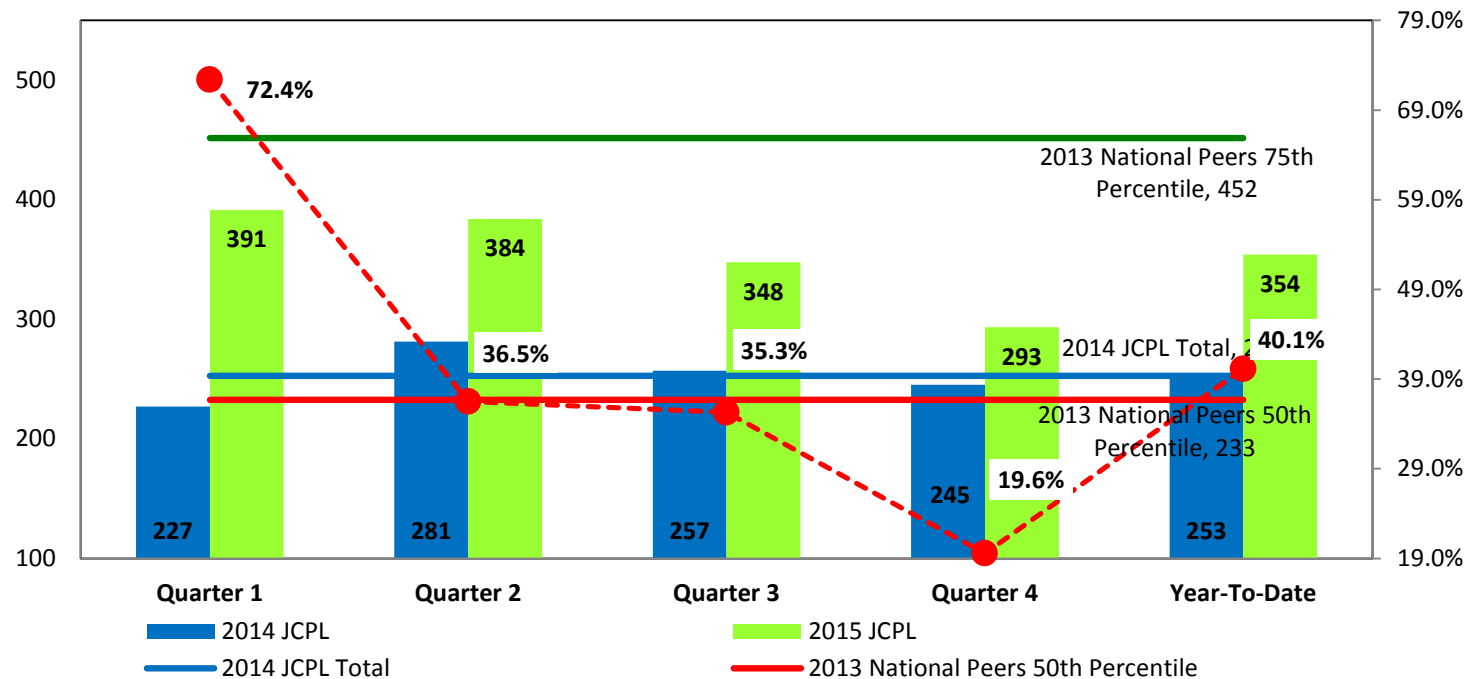
Program Attendance Per 1,000 Capita - YOY 2015 vs. 2014



JCPL Key Statistics for Trustees

Quarter 4 & Year-End Results 2015

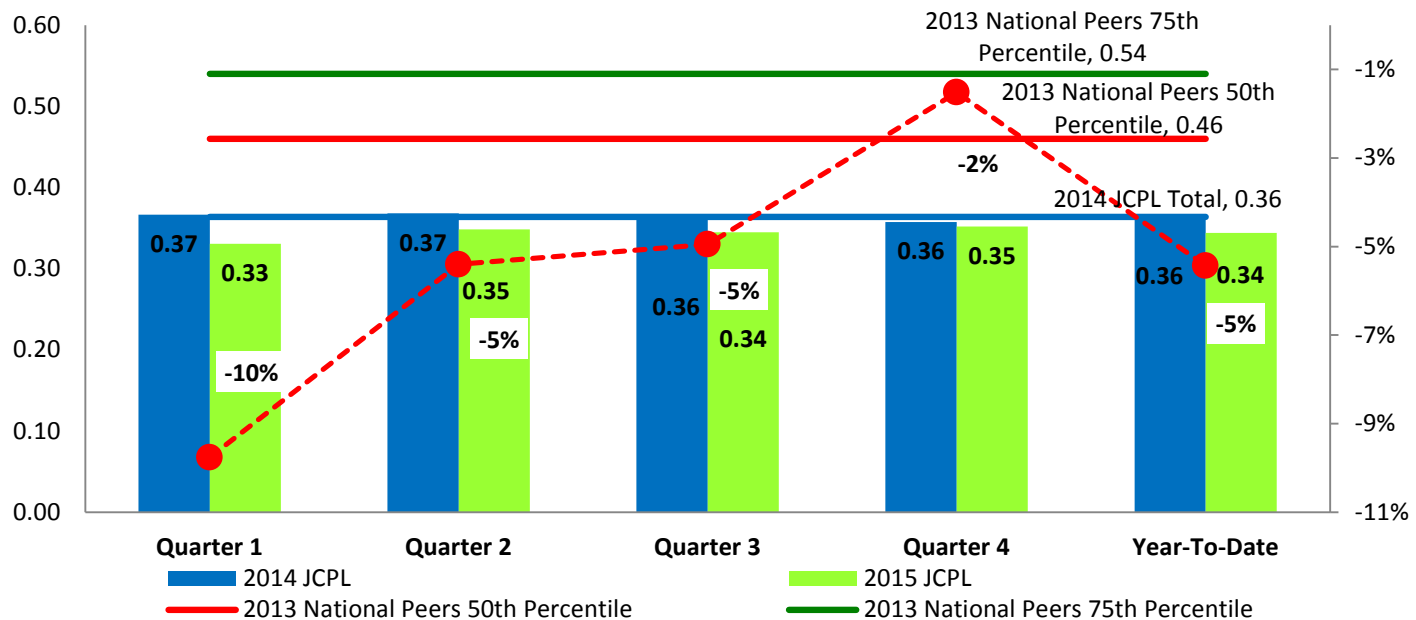
Number Of Volunteers (Monthly Average) - YOY 2015 vs. 2014



JCPL Key Statistics for Trustees

Quarter 4 & Year-End Results 2015

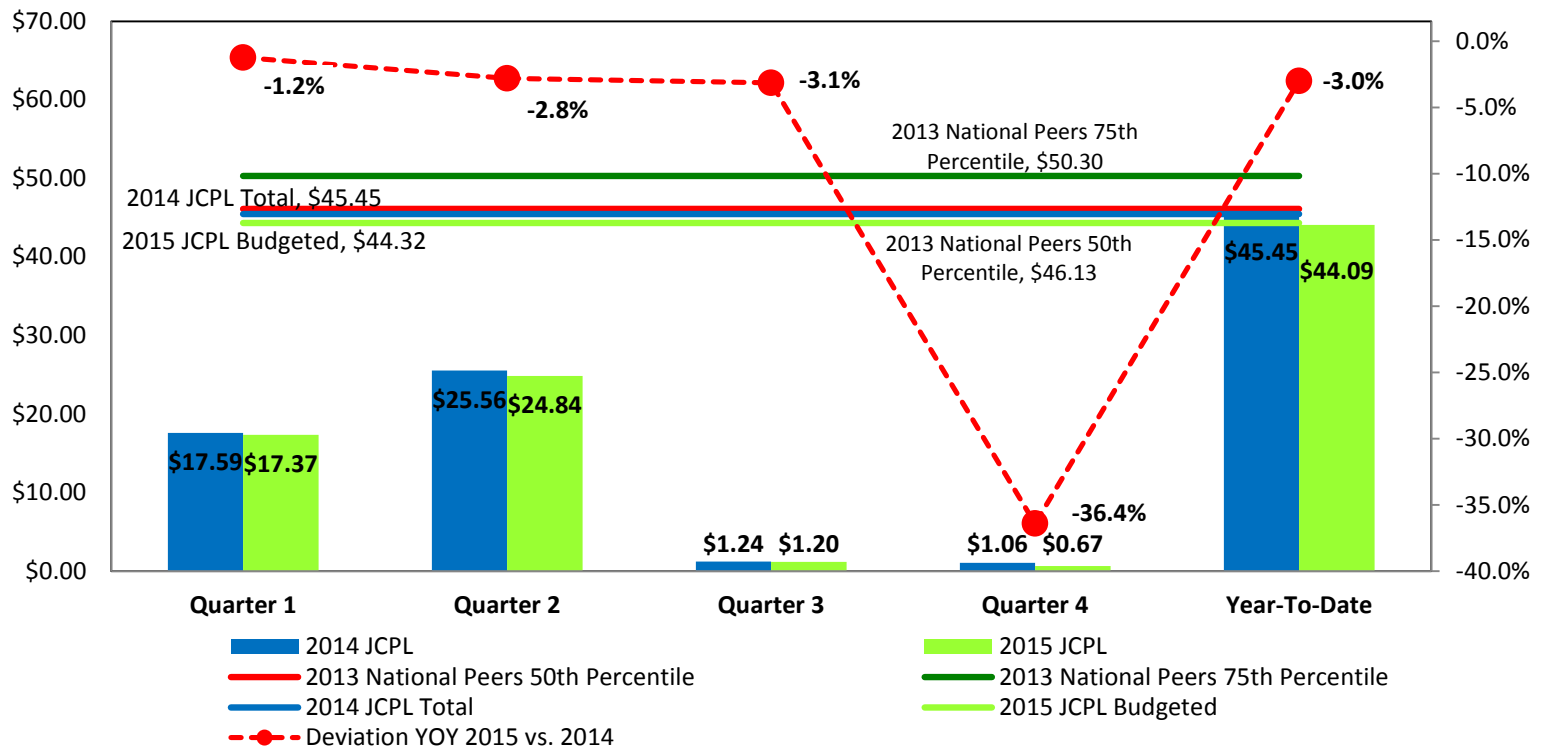
FTE Per 1,000 Capita - YOY 2015 vs. 2014



JCPL Key Statistics for Trustees

Quarter 4 & Year-End Results 2015

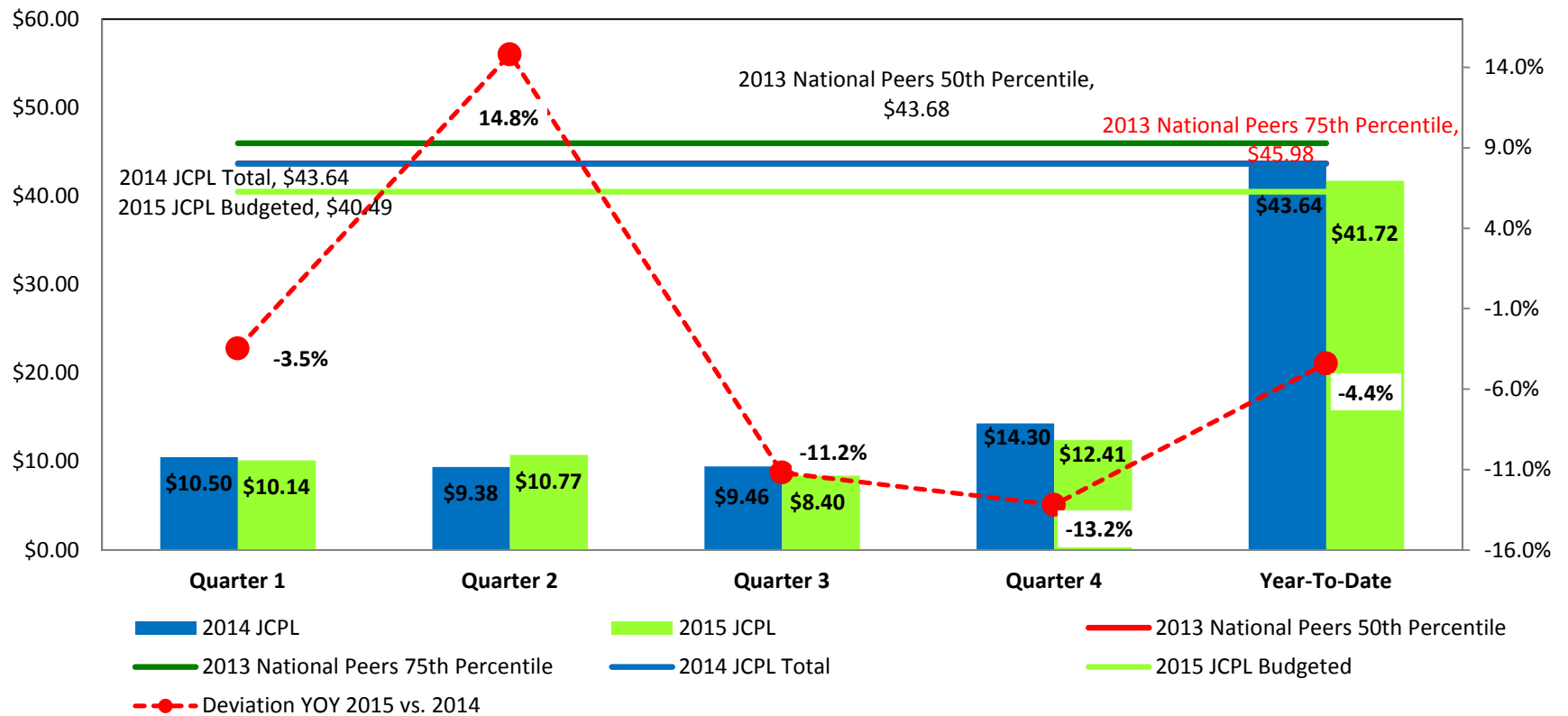
Revenue Per Capita - YOY 2015 vs. 2014



JCPL Key Statistics for Trustees

Quarter 4 & Year-End Results 2015

Expenditures per Capita - YOY 2015 vs. 2014



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