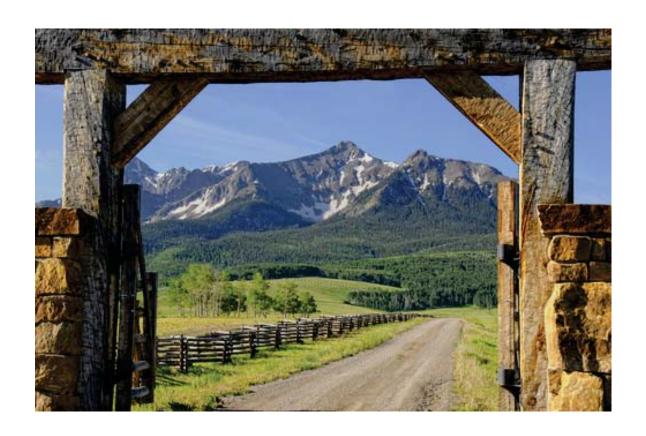# BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
March 17, 2016

Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, March 17, 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
5.	**Public Comment**
6. Information	• Foundation Report – Jo Schantz • Host Report – Cheryl Murphy and Patrick Farrell, Digital Experience
7. Operational Updates Action as Needed	• Executive Director Update • Finance Department
8. Action as Needed	**Consent Agenda (4.3.4)** Call for motion and second • Trustees elect Board officers • Update from Bylaws Committee
9. Emerging Issues Action as Needed	• Discuss County request for audit payment • Arvada Ground Lease
10. Action as Needed	**Ends** No items
11. Action as Needed	**Governing Policies: Management Limitations (Monitoring Reports)**
12. Suggest Agenda Items	**BOARD SCHEDULE – NEXT MEETINGS** • April 5-9 – Public Library Association (PLA) Conference, Denver Convention Center • April 14 – Study Session – 5:30 pm – Administration Conference Room • April 16 – Policy Governance Training – 9:00-2:00, Columbine Library Meeting Room, 7706 West Bowles Avenue • April 21 – Board Meeting – 5:30 pm – Arvada Library Meeting Room, 7525 West 57th Avenue • May 2-5 – National Library Legislative Day (NLLD), Washington, DC • May 12 – Study Session – 5:30 pm – Administration Conference Room

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	• May 19 – Board Meeting – 5:30 pm – Columbine Library Meeting Room, 7706 West Bowles Avenue
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** • Report of the Chair – Correspondence, Other • Other Announcements
16. Adjournment	

APPROVAL OF MINUTES

<div align="center">

Jefferson County Public Library Board of Trustees
Study Session
February 11, 2016 – 5:30 p.m.
Administration Conference Room

</div>

TOPICS:
- 2014 Benchmark Report
- 2016 Strategic Initiatives – Staff Responses
- Finance Activity Report

Call to Order
The Study Session was called to order at 5:31 p.m. by Brian DeLaet, Chair.

Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Travis Blacketter, Ben Davis and Charles Naumer.

Trustees not present: All Trustees were present.

Guest(s): Brigitte Lindner, Data Specialist.

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

West Chamber Inaugural Friday February 19 Sheraton 6:00-10:00
The Executive Director advised the Trustees that the Jo Schantz, with the Library Foundation has four openings at their table for the West Chamber Inaugural Celebration, Friday, February 19, 6:00-10:00 at the Sheraton Denver West Hotel. The Executive Director will advise the Foundation that Trustees DeLaet and Hill-Nichols would like to attend.

Inventory of Fixed Assets
The Executive Director advised the Trustees that in compliance with the monitoring reports, the Library has contracted with a company to perform an inventory of fixed and controlled assets. The Library will receive a report and recommendations and will share that information with the Board.

<div align="center">

Page 1 of 5

</div>

Library Audit
The Executive Director advised the Trustees that Library staff is working with the County and the Library Foundation regarding an accounting error involving the flow of funds from the Foundation to the Mil Levy Campaign. A meeting has been scheduled to meet with County staff regarding the audit.

Letter to the Editor
Rebecca Winning asked the Trustees to review a draft letter to the editor from the Library Board. The letter thanks voters for approving an increase in the Library's mill levy, from a maximum of 3.5 mills to a maximum of 4.5 mills. The letter indicates that the Library submitted a budget, which included a mill levy of 4.121, well below the voter approved maximum, but enough to allow the Library to begin to restore services. The Library Board approved the letter.

Summer Reading
Rebecca Winning addressed the Board and noted that in the past, Board members have helped the Library solicit prizes for Summer Reading. This year the Library is working with R1 Schools to do a competition and would like to offer a cash prize in each school category. The Library needs a total of $1,250 ($250 gift card for the winning school in each category). The Trustees indicated they would be happy to help. Rebecca Winning will send the Trustees information they could provide to potential donors.

2014 Benchmark Report
Julianne Rist, Assistant Director of Public Services introduced Brigitte Lindner, Data Specialist who presented information to the Trustees on the 2014 Benchmark Report. The Executive Summary from the report follows:

This benchmarking study will measure and show how Jefferson County Public Library (JCPL) has invested their funds in capital, staff, and materials in comparison to its selected national peer group. It will further evaluate how these efforts translate into the use of the library by its patrons, as reflected by visits, circulations, program attendance, and technology usage. In comparison to its national peers, JCPL ranges at the median for both selection criteria, population size of the legal service area, and revenue per capita. This confirms an ideal benchmarking group for 2014.

2014 was a year with budget challenges, and restricted opens hours just like 2013 had been, and 2015 will still be. The primary focus for 2014 was a yearlong process of community interviews to assess library services and how to secure the long term relevance of JCPL. The results of several of the strategic priorities for 2014 such as increasing the number of e-books per 1,000 capita, increasing programming (in particular

story times) and attendance, and an annual evaluation of the collection will be illustrated in this report.

Revenue was unchanged compared to 2013, and a slightly lower revenue per capita resulted from a 2% increase in the size of the county population. Similarly, JCPL has shown no change in operating expenditures year-over-year, while again the population increase makes for a decrease in operating expenses on a per capita level. How JCPL spent its revenues differs from our national peers. JCPL spent more of their operating budget on materials (JCPL 14.56% vs. the 50th percentile of 13.42%), but the overall collection size of JCPL decreased by 8%. The budget could not sustain collection size when staff began a systematic weeding of low interest and damaged items. In contrast to our peers' circulation JCPL's remained comparatively steady. Even though JCPL noted a 2% decrease in circulation, the 50th percentile of peers saw a 13% decrease. JCPL spent less of their operating budget on staff than their peers (JCPL 55.42% vs. 50th percentile 71.52%). This is due to both lean staffing and vacant positions.

The number of programs increased by 22% largely due to added story time programs. With a focus on outreach to the community the number of preschools and daycares that received story times from JCPL was increased. Also story times were offered during the months of May and August when they had not been offered previously during this time. The additional programs offered were taken up enthusiastically by the members of our community. Overall the program attendance increased by 22% in comparison to 2013, so did the story time attendance.

The number of cardholders increased by 3%, which ranks JCPL well above the 50th percentile and closer to the 75th percentile. While this result shows growth and impact on the community as a service provider, the visits decreased by 4%. This could be an indication that our number of digital cardholders is growing, but would also mirror the limited public service hours. Since the decrease in circulation was less in relation to the decrease in visits year-over-year, this could also indicate a change in visits patterns with community members borrowing more at a time and coming in less. The turnover which describes the rate each item of the collection is checked out annually is higher in comparison to 2013, which is expected in view of a slightly smaller collection size but fairly unchanged borrowing habits.

Lastly, our patrons seem to follow the general trend with wireless technology on the rise. They engaged in 30% more wireless internet sessions than in 2013, while internet sessions on public access computers in the libraries decreased by 7%.

In response to a question from Trustee Naumer, Brigitte Lindner advised the Trustees that reporting data is voluntary. Julianne Rist advised the Trustees that 2,400 libraries entered data. It was noted that Anythink Libraries was not included in the peer group because they did not report data.

In response to a question from Trustee Hill-Nichols, Julianne Rist advised the Trustees that she and Brigitte will work on a comparison of 2014 to 2015 data for the Board.

2016 Strategic Initiatives – Staff Responses
The Executive Director advised the Trustees that data on aligning the Library's community partners' goals with the Library's initiatives will be provided as soon as that work is complete. Trustee Naumer expressed appreciation to Library staff for the responses and that he is looking forward to hearing more about the Edge, Impact, and Project Outcome evaluation tools.

Finance Activity Report
Gloria Overholt, Director of Finance and Budget, noted that information on the annual gift to the Pine Library is included in the written report. The Library will be asking the Board to authorize the $500 for the Pine Library at the February 18, 2016 Library Board meeting.

The Library has two servers which host the Sierra Application and the Sierra Databases. These two servers are the core of the Library operations. Failure of these two servers would cause the Library automation systems to stop functioning causing nearly all loan services to halt. The servers are currently between four and five years old this year. Innovative Interfaces (III), the Library's current vendor, has provided the IT Director with a quote for the replacement of the servers. The total price of replacing the servers, including data migration and a 3 year warranty is $99,380. Funds are available in the 2016 budget as follows:

- Project #16-13 III Database Server Budget $ 56,000 Quote $55,600
- Project ARM-05 IT Infrastructure Replacement Budget $137,500 Quote $43,780

At the February 18th Board meeting staff will be requesting that the Board authorize the Executive Director to sign the contract and issue the purchase order to III for replacement servers.

In response to a question from Trustee Naumer, Pat Klein, Director of Information Technology advised the Trustees that III does not have a cloud option.

Gloria Overholt advised the Trustees that one of the Strategic Priorities for the Library for 2016 is to develop written financial policies to guide the Board and staff on how best to proceed regarding financial matters of the Library. The first step in this process is to communicate and collaborate with the Board to develop a shared vision for the process. The Trustees were provided with a flowchart and brief explanation of how the process may work. The Trustees were asked to provide input into the process.

Gloria advised the Trustees that the first two pieces of the financial policies guide that she anticipates bringing to the Board is the fund balance maximum level policy and the collection budget policy.

Trustee Bodnar requested that the priority of open hours be reflected as a financial policy. Trustee Hill-Nichols asked if the budget cover letter from the Library Board to the Board of County Commissioners could be incorporated into the financial policies. Gloria expressed appreciation to the Trustees and noted that this is an ongoing process and their input will be very important as we move forward.

The Executive Director advised the Trustees, that Gloria Overholt has agreed to oversee the 2017 budget process to the point where the Trustees receive and adopt the budget; complete the financial policy and guidelines and be available to assist the Library during the recruitment and transition process.

ADJOURNMENT
The study session was adjourned at 6:55 p.m.

John Bodnar, Secretary

<div align="center">

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
February 18, 2016

</div>

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 February 18, 2016. Library Board of Trustees Vice-Chair, Julia Hill-Nichols called the meeting to order at 5:30 p.m. Other Trustees present: John Bodnar (Secretary), Travis Blacketter, Ben Davis and Charles Naumer.

Trustees not present: Brian DeLaet

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.

APPROVAL OF AGENDA

> **MOTION:** John Bodnar moved that the Trustees approve the agenda as presented. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

> **MOTION**: Travis Blacketter moved approval of the minutes of the January 14, 2016 Study Session. Seconded by Charles Naumer the minutes were approved by unanimous vote of all Trustees present.

> **MOTION**: Charles Naumer moved approval of the minutes of the January 21, 2016 Board Meeting. Seconded by Ben Davis the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

Alice Atkins addressed the Board and noted that many people in the community have commented on how happy they are that the libraries will be restoring hours. The Trustees thanked Mrs. Atkins for her comments.

FOUNDATION REPORT

Jo Schantz, Foundation Executive Director provided an update on the activities of the Foundation. Twenty volunteers attended the Foundation's town meeting to discuss the whale sales and staff changes. It was very productive and helpful for people to feel comfortable about the changes and to provide input on the sales and other Foundation activities. The Foundation is restructuring staffing. The position of Community Resource Manager has been eliminated and the Foundation's accountant is leaving in March. Sarah Whalen has moved up to the position of Administrative Coordinator. The recruitment is underway for an office manager that will also take on the accountant's responsibilities. The other position is for an hourly part-time warehouse coordinator who will work with volunteers, arrange for training and work on book sales. The Foundation is hoping to have staff in place by mid-March. The Foundation is also looking at taking over online book sales. A strategic planning meeting for the Foundation Board is scheduled for March. Other programs the Foundation is working on include the Speakeasy Series and the Titanic Tea Party. More information on those events will be coming out soon. Westerra Credit Union has agreed to be a sponsor at $2,500 for the Spring Whale Sale. The Foundation is working with the Library on sponsors for the Summer Reading Club.

HOST REPORT

Debbi Mikash, Manager of Collections and the Wheat Ridge Library provided the host report. Wheat Ridge is gearing up for open hours with new employees coming on board, setting up training, finalizing work schedules and making room for work spaces. The Collections Department is buying to the new budget. For the Lucky Day Collection, we used to buy 32 copies and now we're buying 64 copies. The old budget allowed for the Library to purchase 50 DVDs and now we're purchasing 75 DVDs. The new collections budget plan allows for 101% more on adult print material and 160% more on children's print materials. The Collections department continually monitors the hold lists and believes the new budget and spending plan will help address the long wait times for materials. The Trustees expressed appreciation for the work of the Collections Department.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. In response to a question from Trustee Naumer, the Executive Director advised the Board that the software to help dyslexic students has been implemented in Denver schools and the Denver Public Library. Jefferson County Schools is starting to put that software in the schools and Denise Delgado with the school's foundation is fundraising to support this initiative. Students have this software available in school but after school and in the summer the software is not available. By having the software in the libraries it would be available to students after school and allow for participation in summer reading. The Library is planning for the initiative this year and hopes to implement it next year.

Library Audit

The Executive Director addressed the Board and noted that at the February 11, Study Session; the Trustees were advised that there was going to be an audit involving the flow of funds from the Foundation to the Mil Levy Campaign. At that time, the Library believed that the purpose of the audit was to make sure that any accounting errors on the part of the Foundation, the Library and the County were corrected. The Library believed that the audit was being performed to assure that the errors were corrected and the two checks were properly tracked and reported. The Executive Director shared a timeline and advised the Trustees that the timeline shows the sequence of events and the honest mistakes made by all parties and how they were addressed. The day after the February 11, Study Session, the Executive Director and Gloria Overholt attended a meeting with Holy Bjorklund, County Director of Finance and IT and Deborah Freischlag, County Director of Accounting where they advised the Library that the Board of County Commissioners had commissioned a forensic audit requesting records for the time period of January 1, 2014 through January 31, 2016. The Trustees were provided with copies of the letter from EideBailly, CPAs & Business Advisors addressed to the Board of County Commissioners and the draft scope of work document that show the records being requested. The Executive Director advised the Board that the County already has most of our records in their J.D. Edwards system.

There are two requests that need clarification; a copy of Library operating policies and procedures and a copy of Library supported activities. The Library would like clarification on the specific operating policies and procedures that are being requested and a definition of Library supported activities. The Library has many policies and procedures and held over 7,000 library programs in 2015. The Library has good business practices in place and has been held up as an example of a well-run organization by the Commissioners. The Library is confident that this will be reflected in the audit.

The Executive Director advised the Board that the Jefferson County Library Foundation is an independent 501(c) 3 organization with its own governing board, its own policies and its own financial advisors. It is audited annually and complies with all requirements and filings related to non-profits. The Library has no authority over the Foundation. The Executive Director has advised the County that any requests for Foundation records must go directly to the Executive Director of the Foundation. The Foundation is run by a competent Executive Director, Jo Shantz and the Library has no concerns about the findings of the audit of the Foundation.

The Board was advised that the County Commissioners have commissioned and paid for the audit and the County is expecting reimbursement from the Library for the entire cost of the audit which is $16,000. This expense is not in the Library's 2016 budget and the Board will need to provide direction to the Library regarding this expense.

The Trustees discussed the information presented and agreed that asking for clarification on the two requests noted by the Executive Director was appropriate. The Trustees discussed the expectation of reimbursement for the cost of the audit and agreed that it wasn't equitable or appropriate for the Library to bear the full cost of the audit. The Trustees discussed the independent status of the Foundation and agreed that the Library has no authority over the Foundation or the records being requested.

> **MOTION**: John Bodnar moved that the Library Board of Trustees authorize the Executive Director to comply with the request for records to the best of her ability, to advise the County to contact the Foundation directly with any request for Foundation records and that the Executive Director is not authorized to cover the cost of the audit at this time. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

Finance Department
Gloria Overholt, Director of Finance and Budget reported on the activities of the Finance department.

Pine Library – North Fork Library Association
Trustee John Bodnar recommended that the annual gift to the North Fork Library Association be increased from $500 to $1,000. It was noted that for many years the annual gift was $1,000 and was reduced to $500 when the Library had to reduce expenditures. The Director of Finance and Budget advised the Trustees that their budget would accommodate the increase.

> **MOTION**: John Bodnar moved that the Library Board of Trustees authorize a gift of $1,000 to the North Fork Library Association to support the operation of the Pine Library in 2016. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

Replacement of Library Servers
> **MOTION**: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to sign a contract with III, Emeryville, CA, in the amount of $99,380 for the replacement of 2 servers for Sierra Application and Sierra Databases. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

2017 Budget Preparation
The Trustees were presented with a preliminary timeline for the 2017 Budget preparation. The timeline indicates the Board's activity and responsibility relative to the 2017 budget.

The Trustees were advised that the County has not closed the January books so the information in the financial report is preliminary.

CONSENT AGENDA
Nominating Committee report to the Board
Ben Davis, member of the nominating committee advised the Trustees that the recommendation of the committee is to keep same slate of officers. The nominations are: Brian DeLaet for Chair, Julia Hill-Nichols for Vice-Chair, and John Bodnar for Secretary. After some discussion, the Trustees were asked if they accepted the nominations as presented for voting at the March 17, 2016 board meeting. The Trustees indicated acceptance of the nominations for officers as presented.

EMERGING ISSUES
Library Board Meeting Locations
John Bodnar proposed that the Library Board alternate meeting locations between the libraries that have meeting rooms. The Board reached consensus to rotate meetings to other libraries based on staff discretion and availability of meeting rooms. New schedules with locations will be provided as soon as meeting room reservations are confirmed.

Library Board Reconsideration
Julia Hill-Nichols asked the Board to reconsider a direction to staff that the Board reached by consensus at the November 20, 2014 board meeting. The direction asked the staff to look into working with two companies that look at things like phone bills to see if there are areas where cost savings could be captured. Given the extensive amount of work the Library has already done in this area there would be little benefit and the effort would take up substantial staff time. In response to a question, it was noted that Trustee DeLaet was aware of this issue and approved the reconsideration being brought to the Board. After some discussion the Board reached consensus to withdraw the direction to staff.

GOVERNING POLICIES
Management Limitations (Monitoring Reports)
   Policy 2.0: General Management Constraints
      MOTION: Travis Blacketter moved that the Library Board of Trustees accept the Library Director's interpretation of Policy 2.0: General Management Constraints as presented. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

   Policy 2.1: Treatment of Patrons

MOTION: John Bodnar moved that the Library Board of Trustees accept the Library Director's interpretation of Policy 2.1: Treatment of Patrons as presented. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

Policy 2.2: Treatment of Staff
MOTION: Ben Davis moved that the Library Board of Trustees accept the Library Director's interpretation of Policy 2.2: Treatment of Staff as presented. Seconded by Travis Blacketter the motion passed by unanimous vote of all Trustees present.

Policy 2.3: Financial Condition and Activities
MOTION: Charles Naumer moved that the Library Board of Trustees accept the Library Director's interpretation of Policy 2.3: Financial Condition and Activities as presented. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

Policy 2.4: Asset Protection
MOTION: Travis Blacketter moved that the Library Board of Trustees accept the Library Director's interpretation of Policy 2.4: Asset Protection as presented. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

BOARD SCHEDULE – NEXT MEETINGS
- March 10 – Study Session – 5:30 pm – Administration Conference Room
- March 16 – BCC Quarterly Meeting – 2:30-3:30 5th Floor (Julia, Charles, Ben, John)
- March 17 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room

In response to a question from Trustee Bodnar, the following Trustees indicated that they would attend the March 16, quarterly meeting with the Board of County Commissioners: Julia Hill-Nichols, Charles Naumer, Ben Davis and John Bodnar.

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

CALL FOR EXECUTIVE SESSION
Trustees review Executive Director's Performance and Compensation (Policy Governance 4.3.6).

MOTION: John Bodnar moved to adjourn the regular meeting of the Library Board of Trustees at 6:47 p.m. and reconvene in Executive Session pursuant to CRS 24-6-402(f) Personnel Matters. Seconded by Travis Blacketter the motion passed by unanimous vote of all Trustees present.

The Vice-Chair called the Executive Session to order at 6:55 p.m. with the following Trustees present: Charles Naumer, John Bodnar, Julia Hill-Nichols, Ben Davis, and Travis Blacketter. Also present was Amber Fisher, Executive Assistant. The Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

At 7:24 p.m., at the request of the Trustees, Pam Nissler, Executive Director joined the Trustees in Executive Session.

CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND TO RECONVENE THE REGULAR MEETING

> **MOTION**: At 7:42 p.m. John Bodnar moved to adjourn the Executive Session and reconvene the regular meeting. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

The Vice-Chair provided the following Executive Session Summary as required by Colorado Statute:

> The Library Board of Trustees met in Executive Session pursuant to CRS 24-6-402(f) Personnel Matters to review the Executive Director's performance and compensation. The Trustees held that review and this summary is provided as required by Colorado Statute.

> **MOTION**: John Bodnar moved that due to the outstanding work, passion and drive to keep the Library moving forward, Pam Nissler receive a bonus of $5,000. Seconded by Travis Blacketter the motion passed by unanimous decision of all Trustees present.

ADJOURNMENT
The Board meeting was adjourned at 7:45 p.m.

John Bodnar, Secretary

FOUNDATION REPORT

EXECUTIVE DIRECTOR REPORT, FOUNDATION BOARD MEETING
MARCH 2016
By Jo Schantz

1) Fundraising and outreach events

    A. Strategic Planning meeting – March 11
    B. Book drive at FirstBank – March 2016
    C. Volunteer Appreciation event – April 9
    D. Titanic Tea Party – April 15
    E. Book drive at NREL – April 20
    F. Speakeasy series – April 24; Ironworks Tap House in Lakewood; 1:30 to 3 p.m.
        a. Featured guests are Denver Broncos Virgil Green and Shaquil Barrett
        b. Event emcee: Neal Browne
        c. Ticket price: $25, and includes 1 free drink

2) Meetings and networking

    a. Feb. 19 – meeting with Dexter Foxworth, event planner for Jefferson County Fair
    b. Feb. 19 – hosted a table at the West Chamber Chairman's Inaugural dinner, Sheraton Hotel
    c. Feb. 22 – bi-monthly meeting with Library Communications staff
    d. Feb. 22 – vintage book evaluation training with Ben and Heather Mack (at the Foundation)
    e. Feb. 24 – Program and Events Committee meeting at the Foundation
    f. Feb. 26 – meeting with Jim Bell to plan upcoming volunteer trainings re: collectible books
    g. Mar. 1 – meeting with Mindy Nelon, Colorado Community Media, re: media sponsorship of upcoming Foundation events:
        i. Titanic Tea Party, spring Whale Sale and Speakeasy Series
    h. Mar. 1 – meeting with David Molyneux, former president of the Friends Council
    i. Mar. 1 – Tour of Conifer Library with Allison Bailey
    j. Mar. 2 – planning meeting with Lou Riverso, JBDC, to prepare the 2016 Business Plan
    k. Mar. 2 – meeting with JVA Consulting staff to prepare the Strategic Planning agenda
    l. Mar. 3 – monthly meeting with Library Senior Management Team
    m. Mar. 3 – Doug Cash (Eide Bailly) interview re: forensic audit
    n. Mar. 7 – meeting with Susan Knecht, potential volunteer coordinator for book sales
    o. Mar. 7 – site visit and meeting with Colorado ACTS re: potential entertainment at the fall Rare & Novel event, and to select hats for the Titanic Tea Party event.
    p. Mar. 8 – meeting with Julia Hill-Nichols re: personnel and legal issues
    q. Mar. 8 – International Women's Day luncheon at Fossil Trace Golf Course
    r. Mar. 9 – check in with Lou Riverso, JBDC, re: the Business Plan
    s. Mar. 9 – meeting with Jenn Hand to prepare for the Volunteer Reception on April 9
    t. Mar. 11 – all-day Board retreat (Strategic Planning meeting) and Board meeting
    u. Mar. 14 – strategy session with Neal Browne to discuss event marketing and videotaping of the Speakeasy series

3) Communications

a. Invitations finalized/mailed for Volunteer Recognition event
b. Invitations finalized for Titanic Tea Party
    i. Two media sponsors: Colorado Community Media and 93.7 The Rock Radio
    ii. Added sponsor: Table Mountain Inn
    iii. Supporting organizations: Red Rocks Community College Theatre & Arts Department; Colorado ACTS; and the Arvada Center for Arts and Humanities
c. PowerPoint presentation to Union Corridor Professionals group on Wed., Feb. 24, St. Anthony's Hospital
    i. Information and call for volunteers
d. Upcoming presentations:
    i. West Alameda Kiwanis Club – March 24
    ii. Belmar Kiwanis Club – March 25

4) General Administration

a. Week of Feb. 22 and 29 – scheduled interviews for two new positions at the Foundation
    i. Office Manager and Warehouse Coordinator
b. Worked with contract accountant on revisions to personnel budget
c. Continued search for potential new warehouse storage locations
    i. NeoSound warehouse
    ii. Jefferson County Schools Foundation
    iii. SafeTGard warehouse

Operational Updates

Executive Director Update

To: Library Board of Trustees

From: Pam Nissler, Executive Director

Re: Executive Director Update – March, 2016

This month I'd like to call your attention to the schedule of rotating Board meetings that is attached. If you would like a tour before the regular meeting, please email the host for that month so that they can be expecting you.

Brian, Gloria and I met with the auditor from Eide Bally, Douglas Cash. We were able to provide all of the information that he requested and to answer his questions. He expects to have completed the audit within 45 days, starting with the week of February 22nd so no later than April 22nd. He is contracted to report to the Commissioners so I am not sure when we will be given a copy of his report.

We're very proud to report that Cecilia LaFrance of the Library 2 You staff has been chosen as one of Library Journal's "Movers and Shakers" for 2016. It's an honor to be recognized for excellence at the national level by one of the leading library magazines. The honor is well-deserved. Congratulations Cecilia!

I am happy to report that our Book A Librarian service is a huge success. The library has had 100 requests for appointments in the month of January alone!

I participated in the following meetings this past month:

- Monthly meeting between the Foundation Executive Director and SMT
- Breakfast meeting with Brian and Julia
- The International Women's Day Luncheon in Golden
- The Foundation Board retreat
- The Elected Officials Personnel Board meeting
- My monthly meeting with Ralph Schell, County Manager
- A reception honoring Nicolle Davies, Library Journal's Librarian of the Year
- The joint meeting between the Library Board of Trustees and the Board of County Commissioners
- The "State of the Library" meeting in Evergreen

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES
Revised 2016 STUDY SESSIONS AND BOARD MEETINGS

Study Sessions - 5:30 p.m.	
Date	Location
January 14	Administration Conference Room
February 11	Administration Conference Room
March 10	Administration Conference Room
April 14	Administration Conference Room
May 12	Administration Conference Room
June 9	Administration Conference Room
July 14	Administration Conference Room
August 11	Administration Conference Room
September 8	Administration Conference Room
October 13	Administration Conference Room
November 10	Administration Conference Room

Board Meetings - 5:30 p.m.	
Date	Location
January 21	Lakewood Library Meeting Room
February 18	Lakewood Library Meeting Room
March 17	Lakewood Library Meeting Room
April 21	Arvada Library Meeting Room
May 19	Columbine Library Meeting Room
June 16	Evergreen Library Meeting Room
July 21	Golden Library Meeting Room
August 18	Standley Lake Library Meeting Room
September 15	Belmar Library Meeting Room
October 20	Lakewood Library Meeting Room
November 17	Lakewood Library Meeting Room
December 8	Combined Study Session & Board Meeting Lakewood Library Meeting Room

Arvada Library 7525 West 57th Avenue, Arvada	**Belmar** Library 555 S. Allison Parkway, Lakewood
Columbine Library 7706 West Bowles Avenue, Littleton	**Evergreen** Library 5000 Highway 73, Evergreen
Golden Library 1019 10th Street, Golden	**Standley Lake** 8485 Kipling Street, Arvada

MARCH 15, 2016

LIBRARY JOURNAL

Google™ Custom Search

Cecilia LaFrance | Movers & Shakers 2016 – Change Agents

By LJ on March 15, 2016 Leave a Comment

The Library, Delivered

A former high school teacher and teacher librarian, Cecilia LaFrance is now a voice for people who cannot get to a library. Since she joined Jefferson County Public Library (JCPL), CO, in 2014 as public services coordinator for the Library 2 You program, which includes a bookmobile and home delivery services to 38 senior facilities and three correctional institutions, she has helped to empower senior and incarcerated patrons by bringing library services to them. "Moving to the public library was a…welcome change because it brought me back to people who [are] motivated by their own interests," she says.

LaFrance takes pride in her contributions but credits her Library 2 You team and "a support system that included the collections department, as well as IT," she says. The IT department turned the bookmobile into a 21st-century service that now provides tablets and training for seniors, as well as numerous books and other resources.

The bookmobile team also brings interlibrary loan materials from academic libraries to the incarcerated, since the prison library resources don't meet their needs. With "robust readers' and media advisory," says colleague Padma Polepeddi (a 2008 Mover & Shaker), LaFrance and her coworkers check out "about 300 items

CURRENT POSITION
Public Services Coordinator, Jefferson County Public Library, Lakewood, CO

DEGREE
MA, School Media Library Studies, University of Northern Iowa, Cedar Falls, 2010

FOLLOW
linkedin.com/in/cecilia-lafrance-61138260

Photo by Robert Bauer

to about 45 patrons at this hour-and-a-half stop." And they've trained prison staff to provide classes and workforce instruction to inmates.

RECENT & POPULAR

Recent Posts | Most Commented | Most Viewed

Welcome to Science 2.0 | Open Access in Action

Tammy Westergard | Movers & Shakers 2016 – Change Agents

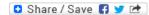David Giles | Movers & Shakers 2016 – Change Agents

Last year, LaFrance and her team expanded the JCPL summer reading program to include bookmobile patrons, who logged in 1.5 million minutes between June and August. That was ten percent of the total reading minutes for the county and matched or exceeded some totals for JCPL's ten other libraries, she says. "We had burly guys turning in their minute cards, and people with walkers turning in their lists with minutes and hours. They love it!"

To counter isolationism among homebound patrons, LaFrance encouraged one of her team members to launch the dial-a-book club. She works to get the word out about it and other Library 2 You programs by collaborating with a variety of community organizations.

Overall, Library 2 You's circulation increased 40 percent in 2015. "I'm so lucky to have the staff in place who care about serving our population," says LaFrance. "Seeing other people's excitement and love of books and literature—it's motivating for me."

This article was published in Library Journal*'s March 15, 2016 issue.* Subscribe today *and save up to 35% off the regular subscription rate.*

Filed Under: LJ in Print, Movers & Shakers 2016 📑 Tagged With: bookmobile, change agents, LJ_2016_Mar_15 💬 Discussion: **Leave a Comment**

Share / Save

Cecilia LaFrance | Movers & Shakers 2016 – Change Agents

Lance Werner | Movers & Shakers 2016 – Change Agents

Katie Cerqua | Movers & Shakers 2016 – Change Agents

Courtney Saldana | Movers & Shakers 2016 – Change Agents

LIBRARY JOURNAL Professional Development

Code Your Library: Learn How to Create Meaningful Tech Programming
Starts April 20, 2016

Library Journal and School Library Journal's four-week online course includes interactive sessions with library and industry experts, including speakers from **Massachusetts Institute of Technology Media Lab**, **Code.org**, **Boston Public Library**, **Denver Public Library**, **All Star Code**, **Tech-Girls**, and the **Mozilla Foundation** to help you map out a blueprint for developing a coding program that fits your budget. Participants will be exposed to case studies of tech programming that works, free tools and resources that crosses a spectrum of patrons ranging from children to adults.

LEARN MORE

Comment Policy:

1. Be respectful, and do not attack the author, people mentioned in the article, or other commenters. Take on the idea, not the messenger.
2. Don't use obscene, profane, or vulgar language.
3. Stay on point. Comments that stray from the topic at hand may be deleted.
4. Comments may be republished in print, online, or other forms of media, per our Terms of Use.

We are not able to monitor every comment that comes through (though some comments with links to multiple URLs are held for spam-check moderation by the system). If you see something objectionable, please let us know. Once a comment has been flagged, a staff member will investigate. We accept clean XHTML in comments, but don't overdo it and please limit the number of links submitted in your comment. For more info, see the full Terms of Use.

Speak Your Mind

Name *

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Finance Department

memorandum

to: Pam Nissler, Executive Director

from: Gloria Overholt, Director of Finance & Budget

re: Finance Monthly Report

- Budget to Actual Tables
- Fund Balance Policy

date: March 17, 2016

A.   Budget to Actual Tables

The Budget to Actual Tables for the period ending February 2016 will be forwarded as soon as accounting period 02 is closed and the analysis has been completed. The Tables will be available for the meeting, along with the analysis discussion.

B.   Fund Balance Policy

At the Trustees March 10th Study Session, staff presented recommendations for the purpose of updating the Fund Balance Policy. Staff will incorporate the recommendations from the Board of Trustee's study session meeting and present a draft for the Board's consideration and approval.

memorandum

to: Pam Nissler, Executive Director

from: Gloria Overholt, Director of Finance & Budget

re: Finance Monthly Report

        Budget to Actual Tables

        E-Rate Contracts

        Fund Balance Policy Statement

date: March 17, 2016

A.   <u>Budget to Actual Tables</u>

The Budget to Actual Tables for the period ending February 2016, as presented in the Tables 1-5 are attached to this report for your review. This early in the year it is difficult to predict what total revenues and expenses will be for the year, but it is expected that expenditures will be within budget, and that revenues will reach budgeted amounts.

B.   <u>E-Rate Contracts</u>

Background: E-Rate is a detailed and administratively complex system that is funded, coordinated, regulated and monitored by the Universal Service Administrative Company (USAC) under the direction of the Federal Communication Commission. Its purpose is to "bridge the digital divide" by funding schools and libraries with regard to their telecommunications infrastructure. This program saves the Library approximately $90,000 per year in telecommunication costs.

The Library's IT team has applied to the E-Rate program to include several additional items:

- Tier 1
  - Lit Fiber for connections between facilities
  - Internet Service
- Tier 2
  - Network Equipment
  - Cabling

The IT department has received several bids for the items with differing levels of support. The three vendors that are being considered are: Century Link, Comcast and Sentinel Technologies. Each contract will be negotiated as a multi-year contract, with the total costs dependent on the level of service and the final number of pieces of equipment.

The Library could potentially receive 50% of the cost back from the E-Rate program. The submittal to USAC is due by **April 29th** in order to be considered for the next cycle of reimbursements. Each contract with the above named vendors will need to be in place in early April. Budget for the costs of these services for the first year is included in the 2016 IT budget. The services are budgeted in the operating budget and the equipment will be paid for out of the capital funds for IT upgrades. These additions to the E-Rate program will be spread out over the next 5 years, and each year the anticipated funds will be budgeted for the services and equipment planned for the year.

The ultimate goal is to provide 100 MB of bandwidth between the Data Center and the larger libraries and 50 MB for the two smaller libraries, Conifer and Edgewater. The plan for the internet link is to increase the bandwidth from 200 MB to 1,000 MD or 1 GB. The bids came in favorably and will allow us to provide the increased bandwidth for about a 30% increase to the current costs, which will be well within the 2016 budget.

Action Item: *Recommend that the Library Board of Trustees authorize the Executive Director to sign separate contracts with the following vendors:*

- *Century Link*
- *Comcast*
- *Sentinel Technologies*

The purpose of the contracts is to provide Tier 1 and Tier 2 E-Rate reimbursable services to the Library for information technology services.

C.   Fund Balance Policy Statement

At the Board's March 10th Study Session staff brought forward a revision to the Fund Balance Policy for the Board's consideration. The purpose of the revision was to identify a maximum level of fund balance that would ensure financial stability and support a sufficient level of fund balance. The Board asked for some changes in the wording, and staff has complied. The policy has been changed to include the following criteria:

- **The maximum level of fund balance will be 50% of current year budgeted revenues.**
  - o **Any funds over this amount will be used to fund one-time expenditures only such as capital projects, payment of debt - excluding on-going operating expenditures.**

The revised policy is attached for the Boards further discussion and/or approval.

Action Item: *Staff recommends that the Library Board of Trustees adopt the revised Fund Balance Policy, which now includes the maximum level of fund balance, and criteria for the use of those funds over the maximum.*

		TABLE 1 JEFFERSON COUNTY PUBLIC LIBRARY TOTAL FUND SUMMARY 2016 ACTUAL TO BUDGET				

Sources and Uses of Funds	Final 2015 Budget	Preliminary Actual 2015	2016 Budget	YTD Actual 02/29/16	Variance 2016 Budget	Budget to Actual %
Sources of Funds						
Revenues						
Property Taxes						
Property Taxes - Operating	$ 23,138,482	$ 22,541,641	$ 31,558,023	$ 254,032	$ (31,303,991)	0.80%
Property Taxes - Capital	553,389	1,081,881	1,519,998	11,962	(1,508,036)	0.79%
Total Taxes	**$ 23,691,871**	**$ 23,623,522**	**$ 33,078,021**	**$ 265,994**	**$ (32,812,027)**	**0.80%**
Federal & State Grants	$ 108,000	$ 116,960	$ 126,734	$ 131,085	$ 4,351	103.43%
Fines & Fees	807,805	717,968	794,000	113,630	(680,370)	14.31%
Other Revenue	456,515	479,788	455,021	33,111	(421,910)	7.28%
Total Other Revenues	**1,372,320**	**1,314,716**	**1,375,755**	**277,826**	**(1,097,929)**	**20.19%**
Sub Total Operating Revenues	**$ 25,064,191**	**$ 24,938,238**	**$ 34,453,776**	**$ 543,820**	**$ (33,909,956)**	**1.58%**
Transfer from Fund Balance	$ 524,261	$ 524,261	$ -	$ 3,416,951	$ 3,416,951	**N/A**
Transfer to Fund Balance	-	1,866,738	2,057,647	-	(2,057,647)	**N/A**
Total Sources of Funds	**$ 25,588,452**	**$ 23,595,761**	**$ 32,396,129**	**$ 3,960,771**	**$ (28,435,358)**	**12.23%**
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 10,852,945	$ 10,240,824	$ 12,623,293	$ 1,505,061	$ (11,118,232)	11.92%
Benefits	3,240,112	3,009,524	3,846,731	460,092	(3,386,639)	11.96%
Sub-Total Salaries & Benefits	**$ 14,093,057**	**$ 13,250,348**	**$ 16,470,024**	**$ 1,965,153**	**$ (14,504,871)**	**11.93%**
Collection: Library Books & Materials	$ 3,476,010	$ 3,432,063	$ 5,878,276	$ 1,204,593	$ (4,673,683)	20.49%
Supplies	891,610	779,294	1,015,154	66,835	(948,319)	6.58%
Other Services & Charges	3,092,078	2,384,777	3,580,914	567,608	(3,013,306)	15.85%
Internal Transactions /Cost Allocation	1,249,317	1,156,590	1,450,848	130,598	(1,320,250)	9.00%
Total Operating Expenditures	**$ 22,802,072**	**$ 21,003,072**	**$ 28,395,216**	**$ 3,934,787**	**$ (24,460,429)**	**13.86%**
Financing & Debt Service	**$ 1,611,600**	**$ 1,611,599**	**$ 1,584,388**	**$ -**	**$ (1,584,388)**	**0.00%**
Capital Projects	**$ 1,174,780**	**$ 981,090**	**$ 2,416,525**	**$ 25,984**	**$ (2,390,541)**	**1.08%**
Total Uses of Funds	**$ 25,588,452**	**$ 23,595,761**	**$ 32,396,129**	**$ 3,960,771**	**$ (28,435,358)**	**12.23%**

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE REQUIREMENTS
2016 ACTUAL TO BUDGET

	Final 2015 Budget	Preliminary Actual 2015	Budget 2016	YTD Actual 02/29/16	$ Incr(Decr) 2015 Actual to 2016 Adopted
Beginning Fund Balance	$ 11,240,502	$ 12,245,645	$ 11,240,502	$ 13,588,122	$ (1,005,143)
Revenues					
Operating Revenues	$ 24,510,802	$ 23,771,357	$ 32,933,778	$ 531,858	9,162,421
Capital Funding	553,389	1,166,881	1,519,998	11,962	353,117
Total Revenues	25,064,191	24,938,238	34,453,776	543,820	9,515,538
Expenditures					
Operating Expenditures	22,802,072	21,003,072	28,395,216	3,934,787	7,392,144
Debt Service	1,611,600	1,611,599	1,584,388	-	(27,211)
Capital Projects	1,174,780	981,090	2,416,525	25,984	1,435,435
Total Expenditures	25,588,452	23,595,761	32,396,129	3,960,771	8,800,368
Ending Fund Balance	$ 10,716,241	$ 13,588,122	$ 13,298,149	$ 10,171,171	(289,973)
Increase/(Decrease) in Fund Balance	$ (524,261)	$ 1,342,477	$ 2,057,647	$ (3,416,951)	
Fund Balance Policy					
16% of Current Year Revenues	$ 4,010,271		$ 5,512,604		
9% of Current Year Revenues - Uncertainty	2,255,777		3,100,840		
Total Fund Balance Reserve Requirement	$ 6,266,048		$ 8,613,444		

TABLE 2B
JEFFERSON COUNTY PUBLIC LIBRARY
POSITION AUTHORIZATIONS (FTEs)
2016 ACTUAL TO BUDGET

	Adopted 2015 Budget	Actual 2015	Adopted 2016 Budget	Revised 2016 Budget	Change 2015 to 2016
FTE Positions - Active	181.50	181.50	207.50	207.50	26.00
FTE Positions - Reserved	33.50	33.50	7.50	7.50	-26.00
Total Authorized Positions	215.00	215.00	215.00	215.00	0.00

	TABLE 3 JEFFERSON COUNTY PUBLIC LIBRARY OPERATING EXPENDITURES 2016 ACTUAL TO BUDGET					

Sources and Uses of Funds	Final 2015 Budget	Preliminary Actual 2015	2016 Budget	YTD Actual 02/29/16	Projected Year-End 2016	Variance 2016 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes - Operating	$ 23,702,058	$ 22,959,917	$ 32,257,736	$ 253,863	$ 32,257,736	$ -
Delinquent Taxes	20,200	59,618	45,241	-	45,241	-
Prior Year Cancellations	(101,000)	(43,772)	(116,244)	-	(116,244)	-
Urban Renewal	(507,016)	(454,528)	(667,853)	-	(667,853)	-
Penalties & Interest	24,240	20,406	39,143	169	39,143	-
Total Taxes	**$ 23,138,482**	**$ 22,541,641**	**$ 31,558,023**	**$ 254,032**	**$ 31,558,023**	**$ -**
Federal & State Grants	$ 108,000	$ 116,960	$ 126,734	$ 131,085	$ 131,085	$ 4,351
Library Fines	646,480	618,325	650,000	91,111	650,000	-
Other Fees	161,325	99,643	144,000	22,519	144,000	-
Investment Income	135,715	140,579	149,021	76	149,021	-
Conference Room Rental	13,500	11,913	-	1,552	1,552	1,552
Contributions from Private Sources	200,000	157,914	200,000	31,089	200,000	-
Other Revenue	107,300	84,382	106,000	394	106,000	-
Total Revenues	**$ 24,510,802**	**$ 23,771,357**	**$ 32,933,778**	**$ 531,858**	**$ 32,939,681**	**$ 5,903**
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 10,050,731	$ 8,911,706	$ 11,231,588	$ 1,330,360	$ 11,231,588	$ -
Awards & Bonuses	-	-	83,796	100	83,796	-
Termination Pay	90,000	88,616	-	-	-	-
Temporary Pay	1,508,567	1,240,502	1,806,537	174,601	1,806,537	-
Vacancy Savings	(796,353)	-	(498,628)	-	(498,628)	-
Benefits	3,240,112	3,009,524	3,846,731	460,092	3,846,731	-
Total Salaries & Benefits	**$ 14,093,057**	**$ 13,250,348**	**$ 16,470,024**	**$ 1,965,153**	**$ 16,470,024**	**$ -**
Library Books & Materials	$ 2,451,010	$ 2,397,359	$ 4,820,976	$ 368,682	$ 4,820,976	$ -
Library Computer Materials	900,000	914,310	926,650	723,649	926,650	-
Library Periodicals	125,000	120,394	130,650	112,262	130,650	-
Sub-Total Library Collections	3,476,010	3,432,063	5,878,276	1,204,593	5,878,276	-
Supplies	891,610	779,294	1,015,154	66,835	1,015,154	-
Other Services & Charges	3,092,078	2,384,777	3,580,914	567,608	3,580,914	-
Direct Internal Charges	129,852	112,976	127,061	10,551	127,061	-
Indirect Cost Allocation	653,953	653,953	696,338	116,057	696,338	-
Intra County Transactions	465,512	389,661	627,449	3,990	627,449	-
Total Operating Expenditures	**$ 22,802,072**	**$ 21,003,072**	**$ 28,395,216**	**$ 3,934,787**	**$ 28,395,216**	**$ -**
Total Uses of Funds	**$ 22,802,072**	**$ 21,003,072**	**$ 28,395,216**	**$ 3,934,787**	**$ 28,395,216**	**$ -**

Sources and Uses of Funds	2015 Budget	2015 Actual	Adopted 2016 Budget	YTD Actual 02/29/16	Projected Year-End 2016	Variance 2016 Budget
Debt Service						
Principal - Arvada (2005-2024)	$ 493,764	$ 493,764	$ 507,411	$ -	$ 507,411	-
Interest - Arvada (2005-2024)	131,086	131,086	119,285	-	119,285	-
Principal - Refunding Series 2013	632,690	632,690	632,690	-	632,690	-
Interest - Refunding Series 2013	173,041	173,041	149,314	-	149,314	-
Principal - COP - Capital Projects	142,143	142,143	142,143	-	142,143	-
Interest - COP - Capital Projects	38,876	38,875	33,545	-	33,545	-
Total Debt Service	**$ 1,611,600**	**$ 1,611,599**	**$ 1,584,388**	**$ -**	**$ 1,584,388**	**$ -**

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

Sources and Uses of Funds	Final 2015 Budget	Preliminary Actual 2015	2016 Budget	YTD Actual 02/29/16	Projected Year-End 2016	Variance 2016 Budget
Sources of Funds						
Property Tax - Capital - 4.5%	$ 553,389	$ 1,081,881	$ 1,519,998	$ 11,962	$ 1,519,998	$ -
Contribution - City of Golden	-	85,000	-	-	-	-
Transfer from Fund Balance	524,261	-	-	-	-	-
Total Sources of Funds	**$ 1,077,650**	**$ 1,166,881**	**$ 1,519,998**	**$ 11,962**	**$ 1,519,998**	**$ -**
Uses of Funds						
Capital Projects						
Capital Maintenance	$ 224,134	$ 173,515	$ 250,000	$ 25,984	$ 250,000	$ -
Computer 5 Year Replacement Plan	310,330	232,597	250,000	-	250,000	-
Furniture & Equipment	118,889	81,493	76,550	-	76,550	-
IT Infrastructure Replacement-Equipment	-	-	137,500	-	137,500	-
IT Infrastructure Replacement-Software	-	-	244,500	-	244,500	-
Golden - Remodel New Service Model	305,964	312,824	-	-	-	-
Golden Furniture	30,000	19,917	-	-	-	-
Golden Remodel - Technology	43,300	43,299	-	-	-	-
LSC - Roof Repair/Replace	64,163	53,280	-	-	-	-
Lakewood Irrigation System	50,000	49,225	-	-	-	-
Irrigation Controllers	28,000	14,940	-	-	-	-
2016 Projects						
			-	-	-	-
Lakewood Parking Lot	-	-	372,975	-	372,975	-
Standley Lake Boiler Replacement	-	-	75,000	-	75,000	-
Columbine Tree and Sidewalk Replacement	-	-	25,000	-	25,000	-
Wheat Ridge HVAC Replacement	-	-	48,000	-	48,000	-
LSC Parking Lot	-	-	95,000	-	95,000	-
Evergreen AHU Rebuild	-	-	140,000	-	140,000	-
Belmar Carpet Repair	-	-	12,000	-	12,000	-
High Availability Internet Reduncancy	-	-	38,000	-	38,000	-
III Database Server	-	-	56,000	-	56,000	-
Next Generation Firewall	-	-	71,000	-	71,000	-
Admin Space Plan/Reconfiguration	-	-	10,000	-	10,000	-
Increase Wireless Access Points	-	-	60,000	-	60,000	-
Records Management Software	-	-	25,000	-	25,000	-
Data Connection - Edge Internet Connect	-	-	60,000	-	60,000	-
Wireless Upgrade - Outside	-	-	35,000	-	35,000	-
Replace DVD/CD Disk Washer	-	-	10,000	-	10,000	-
South County - Phase 1 Planning	-	-	35,000	-	35,000	-
Columbine - Phase 1 Planning	-	-	90,000	-	90,000	-
Book Sorter Reserve	-	-	200,000	-	200,000	-
Total Capital Projects	**$ 1,174,780**	**$ 981,090**	**$ 2,416,525**	**$ 25,984**	**$ 2,416,525**	**$ -**
Ending Balance	**$ (97,130)**	**$ 185,791**	**$ (896,527)**	**$ (14,022)**	**$ (896,527)**	**$ -**

JEFFERSON COUNTY
PUBLIC LIBRARY
DISCOVER THE POSSIBILITIES

FUND BALANCE POLICY STATEMENT

Jefferson County Public Library recognizes the importance of maintaining an appropriate and prudent level of fund balance. After evaluating the Library's operating characteristics, diversity of tax base, working capital needs, emergency and uncertainty risks, and other contingency issues, the Library Board of Trustees establishes the following goals regarding fund balance.

- The level of fund balance that the Library strives to maintain is an amount equal to 16% of current year budgeted revenues.

- In addition, an amount equal to 9% of current year budgeted revenues is designated as an "uncertainty reserve".

- The maximum level of fund balance will be 50% of current year budgeted revenues.
    o Any funds over this amount will be used to fund one-time expenditures only such as capital projects, payment of debt - excluding on-going operating expenditures.

This statement has been adopted by the Library Board of Trustees to recognize the financial importance of a stable and sufficient level of fund balance. However, the Library Board of Trustees reserves the right to appropriate funds from the Fund Balance for emergencies and other requirements and alter or modify the parameters of this policy as the Board believes to be in the best interest of the Library.

CAPITAL PROJECT FUNDING INTERNAL GUIDELINE

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

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

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

S:\BusOffice\Fin_Fin\Finance Policies\Fund Balance Policy Revised 3-2016.docx