

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

April 21, 2016



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, April 21, 2016 – ARVADA 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"> <u>MOTION</u>: To approve the minutes of the March 10, 2016 Special Board Meeting <u>MOTION</u>: To approve the minutes of the March 17, 2016 Board Meeting.
5.	Public Comment
6. Information	<ul style="list-style-type: none"> Foundation Report – Jo Schantz (The report will be provided at the meeting) Host Report – Cindy Jaye, Manager, Arvada Library, Programming and Patron Education
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> Executive Director Update Finance Department <ul style="list-style-type: none"> Financial Policies Carpet and Upholstery Cleaning Contract Public Services – 1st Quarter 2016 Statistics
8. Action as Needed	Consent Agenda (4.3.4) Call for motion and second <ul style="list-style-type: none"> Bylaws Committee: Trustees Review, amend as needed and adopt Board Bylaws Trustees <u>review</u> proposed 2017 Governance Budget, Policy 4.2.2. (Trustees will approve 2017 Governance Budget at the May Board meeting)
9. Emerging Issues Action as Needed	
10. Action as Needed	Ends – PowerPoint Presentation 1.1 – 1.5 Global Ends Statements: Review of 1 st Quarter 2016 Strategic Priorities

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

11. Action as Needed	Governing Policies: Management Limitations (Monitoring Reports) <ul style="list-style-type: none">No policies for review
12. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS <ul style="list-style-type: none">May 2-5 – National Library Legislative Day (NLLD), Washington, DCMay 12 – Study Session – 5:30 pm – Administration Conference RoomMay 19 – Board Meeting – 5:30 pm – Columbine Library Meeting Room, 7706 West Bowles AvenueJune 9 – Study Session – 5:30 pm – Administration Conference RoomJune 16 – Board Meeting – 5:30 pm – Evergreen Library Meeting Room, 5000 Highway 73<ul style="list-style-type: none">EXD presents the annual budget to the Trustees (4.2.5.A). May be rescheduled based on the budget development schedule provided by the County.Trustees review County Budget Guidelines, 2017 Budget Timeline
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">PLA ConferenceReport of the Chair – Correspondence, OtherOther Announcements
16. Adjournment	

APPROVAL OF MINUTES

Minutes of the Special Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
March 10, 2016

CALL TO ORDER – SPECIAL MEETING

The special meeting of the Jefferson County Public Library Board of Trustees was held in the Library Administration Conference room on March 10, 2016. Library Board of Trustees Chair, Brian DeLaet called the meeting to order at 5:31 p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Travis Blacketter, Ben Davis and Charles Naumer.

Guests: Kourtney Hartman and Joanne Kortendick, County Attorney's Office.

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.

The Chair announced that the Library Board will adjourn the special meeting to go into executive session and will reconvene the Special Meeting to address the remaining topics.

CALL TO ADJOURN SPECIAL MEETING AND RECONVENE IN EXECUTIVE SESSION

MOTION: Julia Hill-Nichols moved to adjourn the special meeting of the Library Board of Trustees and reconvene in Executive Session pursuant to C.R.S. 24-6-402(4)(e) determining positions relative to matters that may be subject to negotiations and C.R.S. 24-6-402(4)(b) consulting legal counsel concerning specific legal questions related to the Arvada Library site. Seconded by Benjamin Davis the motion passed by unanimous vote of all Trustees present.

The Chair called the Executive Session to order at 5:35 p.m. with the following Trustees present: Charles Naumer, John Bodnar, Julia Hill-Nichols, Ben Davis, and Travis Blacketter. Also present: Kourtney Hartman and Joanne Kortendick, County Attorney's Office; 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. The Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

CALL TO ADJOURN THE EXECUTIVE SESSION AND RECONVENE THE SPECIAL MEETING

MOTION: At 6:04 p.m. John Bodnar moved to adjourn the Executive Session and reconvene the Special Meeting. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

The Chair provided the following Executive Session Summary as required by Colorado Statute: The Library Board of Trustees met in Executive Session to consult with legal counsel concerning specific legal questions regarding the Arvada Library site and determine positions relative to matters that may be subject to negotiations. The Trustees held that discussion and this summary is provided as required by Colorado Statute.

MOTION: Julia Hill-Nichols moved that two Trustees, the Executive Director and the attorney's meet with the Mayor of Arvada to discuss the Arvada Library site. Seconded by Travis Blacketter the motion failed as further discussion indicated a consensus to amend the motion.

MOTION: Julia Hill-Nichols moved that the Executive Director and Trustees Brian DeLaet and John Bodnar meet with the Mayor of Arvada to discuss the Arvada Library site. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

The Trustees requested that Library staff provide background information on the previous site of the Arvada Library, which is now the Arvada food bank.

Planning for the March 16, Quarterly Meeting of the Library Board and Board of County Commissioners

The Trustees discussed the agenda for the March 16, 2016 quarterly meeting with the Board of County Commissioners (BCC). In response to a question, the Chair advised the Trustees that he had not received a response from the BCC regarding any topics they would like to add to the agenda for the quarterly meeting. The Trustees reviewed, and were asked for input, on a presentation on the Library's 2016 Strategic Priorities to consider presenting for the meeting with the BCC. Rebecca Winning was asked to make some adjustments to the presentation notes and send the document to the Trustees.

Community Meetings

The Trustees discussed the schedule for the Community Meetings to determine Trustee attendance. After some discussion the Trustees agreed to check their schedules. Rebecca Winning will send information on the Community Meetings to the Trustees.

- Charles Naumer: Saturday, March 12, 1-2 p.m. - Evergreen Library
- To be determined: Saturday, March 19, 1-2 p.m. - Arvada Library
- Julia Hill-Nichols: Monday, March 21, 5:30–6:30 p.m. - Columbine Library
- Brian DeLaet: Thursday, March 31, 5:30-6:30 p.m., Lakewood Library

Draft Fund Balance Policy

Gloria Overholt provided a brief history of the Library Board's fund balance policy and presented a draft with proposed changes. Trustee Bodnar suggested that the sinking fund for equipment replacements be included in the calculation of the maximum amount of the fund balance. The Trustees discussed the sinking fund and suggested that Library Staff rename the sinking fund to reflect and clarify the purpose of that fund. The Director of Finance advised the Trustees that the draft fund balance policy will be included on the agenda for further discussion at the March 17, 2016 Library Board meeting.

ADJOURNMENT

The Special Board meeting was adjourned at 6:55 p.m.

John Bodnar, Secretary

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

March 17, 2016

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 March 17, 2016. 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), Ben Davis and Charles Naumer.

Trustees not present: Travis Blacketter

Guests: Deborah Deal, Cecelia LaFrance, Library-2-You Coordinator

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Gloria Overholt, Director of Finance; Rebecca Winning, Director of Communications; Julianne Rist, Assistant Director of Public Services; Steve Chestnut, Manager Facilities & Construction Projects; Danny Lagage, IT Operations Supervisor, and Amber Fisher, Executive Assistant, Office of the Executive Director.

The Chair announced that Deborah Deal has been appointed to the Library Board of Trustees for the term April 1, 2016 to March 31, 2019. The Trustees and Library staff welcomed Ms. Deal to the Library Board.

The Chair recognized Donna Walker, Director of Public Services. Donna introduced Cecelia LaFrance, Library-2-You Coordinator and advised the Trustees that Cecelia has been recognized as one of Library Journal's 2016 Movers & Shakers. The selection recognizes emerging leaders in the library world who are innovative, creative and make a difference in their communities. The Trustees and Library staff extended their congratulations to Cecelia and expressed appreciation for her exceptional accomplishments.

APPROVAL OF AGENDA

MOTION: John Bodnar moved that the Trustees approve the agenda as presented. Seconded by Julia Hill-Nichols the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: Charles Naumer moved approval of the minutes of the February 11, 2016 Study Session. Seconded by Ben Davis the minutes were approved by unanimous vote of all Trustees present.

MOTION: John Bodnar moved approval of the minutes of the February 18, 2016 Board Meeting. Seconded by Julia Hill-Nichols the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

There was no public comment.

FOUNDATION REPORT

Jo Schantz, Foundation Executive Director provided an update on the activities of the Foundation. The Foundation is in the process of hiring an office manager. The warehouse coordinator position was filled. Invitations to the Titanic Tea Party on April 15 have been sent. The Foundation has several book drives starting April 1, including NREL's book drive on Earth day. The Speakeasy series begins Sunday, April 24, at the Ironworks Brew House. There is more information on the event on the Foundation's website. The Whale book sale is coming up in June. The Foundation Board held an all-day strategic planning meeting last week followed by a board meeting.

HOST REPORT

Cheryl Murphy, Digital Experience Manager and Patrick Farrell, Web Content Coordinator, provided the host report. The Digital Experience team develops, manages and maintains the Library's digital properties including jeffcolibrary.org. The Digital Experience team is working on a number of 2016 strategic priorities including an enhanced events calendar, refinement of Summer Reading Online, replacing the staff intranet and participating in FindIT Colorado. FindIT Colorado is a statewide app for Colorado library patrons. Each library has their own app within an app that provides mobile access JCPL's information and collection. The FindIT App is funded by the Institute of Museum and Library Services (IMLS) and support by the Colorado State Library. The App allows patrons to search, place holds, access their library account, find information on locations and events and download eBooks. The Library is participating to increase access to books, materials and services. The project is low-cost and low-risk, requires minimal staff time, is free for the first year, and has a continued low cost next year. The App will launch in April and the Digital Experience team will evaluate the benefits to patrons including user-testing data, usage statistics from the vendor, circulation data and feedback from both patrons and staff. In response to a question, the Trustees were advised that the App does not provide Prospector service at this time. It was noted that the estimated cost of the Library developing a similar App outside of this partnership would have been approximately \$35,000.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. The Trustees had no questions.

Finance Department

Gloria Overholt, Director of Finance and Budget reported on the activities of the Finance department. The Trustees were advised that the County is using a different process this year for posting revenues and the financial tables will be a little behind every month in property tax receipts compared to last year. It was noted that this early in the year it is difficult to predict what total revenues and expenditures will be for the year, however, it is anticipated that expenditures will be within budget and revenues will reach budgeted amounts.

E-Rate Contracts

The Trustees were advised that 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. In response to a question, Danny Lagage advised the Trustees that 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

MOTION: John Bodnar moved that the Library Board of Trustees authorize the Executive Director to sign separate contracts with Century Link, Comcast and Sentinel Technologies to provide Tier 1 and Tier 2 E-Rate reimbursable services to the Library. Seconded by Julia Hill-Nichols the motion passed by unanimous vote of all Trustees present.

Fund Balance Policy

Gloria Overholt presented the fund balance policy and advised the Trustees that the revisions requested at the April study session have been incorporated into the document.

MOTION: Julia Hill-Nichols moved that the Library Board of Trustees adopt the revised Fund Balance Policy to include the maximum level of fund balance, and criteria for the use of those funds over the maximum. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

In response to a question, Gloria Overholt advised the Trustees that the fund balance policy will be included with the 2017 budget submittal to the County.

CONSENT AGENDA

Trustees Elect Officers

The Chair advised the Trustees of the nominations for Library Board officers: Brian DeLaet for Chair, Julia Hill-Nichols for Vice Chair; and John Bodnar for Secretary. The nominating committee members included Benjamin Davis and Julia Hill-Nichols.

MOTION: Ben Davis moved to approve the officers as recommended by the committee: Brian DeLaet for Chair; Julia Hill-Nichols for Vice Chair; and John Bodnar for Secretary for the term April, 2016 to March, 2017. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

Bylaws Committee Update

Charles Naumer provided an update to the Board regarding the bylaws committee. The committee will hold a meeting after the Board meeting tonight to review and discuss the bylaws. The committee will provide more information after the meeting. It was noted that the bylaws can only be adopted at a regular board meeting, and any proposed revisions must be provided to the Board 14 days prior to adoption.

EMERGING ISSUES

The Trustees discussed the County's request that the Library pay for the audit. The amount for the audit is \$16,000. The Trustees discussed various options including having each involved entity (Jefferson County, Jefferson County Public Library and the Jefferson County Library Foundation) pay a portion of the cost of the audit. It was noted that the Foundation may have a hard time paying a portion because their operating budget is limited. In response to a question from the Trustees, Gloria Overholt advised the Board that typically the auditor will submit a management letter, usually in draft form, and the client may respond with clarifications or questions relative to the findings in the management letter. Because the audit was commissioned by the Board of County Commissioners (BCC), the management letter would be submitted to the BCC. After some discussion the Board reached a general agreement that if the Library paid for half of the audit, it would be reasonable to request that the Library receive, review, and have the opportunity to respond to the findings in the management letter or other report format that the auditor would submit. The Executive Director noted that auditors will sometimes schedule a meeting to present their findings and if that was the auditor's method the Board may want to request a joint meeting with the BCC to hear the findings of the audit. The Board asked the Library to draft a letter to the BCC offering to pay half of the cost of the audit, request that the Library participate in the process to have an opportunity to review and respond to the auditor's

findings to ensure accuracy and clarity. The Board asked that Gloria Overholt draft the letter and send the Library Board a copy of the letter for review.

Arvada Ground Lease

The Trustees discussed the proposed meeting with the mayor of Arvada, Pam Nissler, John Bodnar and Brian DeLaet. The Executive Director advised the Board that she received some information that it would be appropriate to invite the City Manager, Mark Deven, to attend the meeting. The Trustees reached consensus to include the City Manager. The Chair, Brian DeLaet will send an email to the mayor and the city manager requesting a meeting.

In response to a question, the Trustees were advised that the current Arvada Library property was donated to the Library by the City of Arvada. At the March 10, Special Meeting the Library Board requested information on the former site of the Arvada Library. Amber Fisher advised the Trustees that the former site of the Arvada Library (8555 W. 57th Avenue) was owned by the City of Arvada and leased to the Library for \$1.00 per year.

Fehringner Ranch Property

The Trustees asked the Library to provide a summary report on the Fehringner Ranch property including ownership, history and any other information related to the property that would be important for the Trustees to have available. The Trustees asked that this information be provided at the April 14, Library Board Study Session.

Policy Governance Training

The Executive Director advised the Trustees that as part of the preparation process for the policy governance training on April 16, Bill Charney has asked that the Trustees provide by email, any areas of particular interest or concern. The Executive Director will provide the Trustees with Mr. Charney's email. The responses are due by March 27, 2016.

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
 - Topics: Carpet Cleaning Contract Discussion; Fehringner Ranch Property
- 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
- May 19 – Board Meeting – 5:30 pm – Columbine Library Meeting Room, 7706 West Bowles Avenue

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

It was noted that it would be helpful to have a document that articulates the governance related to the library and the difference between the library/component unit and a county department. The Trustees discussed that the library law is a factor in the differences and that component unit is an auditing term. The Library is governed separately by a board; once funds have been appropriated the Library Board of Trustees makes spending decisions with the understanding that the Board will submit a budget sufficient to run the library and convert that amount into the mil levy that is needed to run the Library. It was noted, for example, that the County determined that there would be a merit increase and that the County funds that increase through the general fund but the Library has to fund that increase from within its budget. The Executive Director advised the Trustees that the Library can work on a document that could be an evolving document as there will be more questions that come forward.

It was noted that during the March 16 quarterly meeting with the BCC, there seemed to be some confusion with regard to the Library's 2016 mil levy. It was noted that this may have been related to the Library's mill levy request of 4.121 instead of the full 4.5, ballot language requirements and public misperception of the process. Rebecca Winning advised the Trustees that the corporate documents, budget cover letter and blog that will provide a link to these documents will be going up soon that provides clarification. A Trustee noted that in a recent Your Hub, there was an article about the Foothills Parks and Recreation District not moving forward with a mil levy increase and referencing the Library mil levy and a 20% increase in taxes and that the Library needs to respond to these misrepresentations. Trustee Hill-Nichols will send the article to Rebecca Winning.

Brian DeLaet noted that the Library Board wants to continue to work with the BCC and is willing to take on the responsibility of responding to the public. In the Board's interactions with the commissioners it needs to be stated that if the BCC hears from the community, or hears any complaints about the Library they should be sent to the Library Board.

ADJOURNMENT

The Board meeting was adjourned at 6:48 p.m.

John Bodnar, Secretary

FOUNDATION REPORT

(The Foundation report will be provided at the meeting)

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 – April, 2016

This month I participated in the following meetings:

State of the Library Meetings at Arvada, Evergreen and Lakewood

The CYLC monthly meeting

The Jeffco EDC annual appreciation awards breakfast

A lunch meeting with HJ Stalf, Edgewater City Manager

My monthly breakfast meeting with Brian and Julia

The CASA annual breakfast

The Foundation's volunteer reception

The Jeffco Good News Breakfast

A meeting with Brian, John, the Arvada City Manager and the Arvada Mayor regarding the Arvada Library land conveyance

A meeting with R1 schools regarding summer reading

My monthly meeting with Ralph Schell

The monthly meeting of the Elected Officials Personnel Board

The meeting of the CYLC subcommittee on Child Welfare

The South County community input meeting

Along with Gloria Overholt , I attended the library cost allocation interview with county staff

*Please note that your red folder includes a new directory that provides the Library Mangers' information so you can contact them if you'd like a tour of their facility before the Board 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
- Financial Policies
- Fixed Asset Audit Update

date: April 21, 2016

A. Budget to Actual Tables

The Budget to Actual Tables for the period ending March 2016 will be forwarded as soon as accounting period 03 is closed and the analysis has been completed. The Tables will be available for the meeting, along with the analysis discussion.

B. Financial Policies

At the Trustees April 14th Study Session, staff presented drafts of 3 financial policies for the Board's consideration. The three policies are: Budget Cover Letter to BCC, Library Books and Materials Budget Policy, and the Fixed and Controlled Asset Management Policy.

If the Board has reviewed and approves the policies in their current format, the Board may adopt each of the policies at this time.

C. Fixed Asset Audit Update

The physical count of the fixed and controlled assets has been completed and the initial report has been submitted to the Library. Staff will be working on the reconciliation of the reports to our current fixed asset list. The list of valuations will be forthcoming and at that time we can place an estimated value on the fixed assets of the Library.

A summary report of the list of assets and the valuation will be provided to the Board at its May 19th meeting.



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
- Carpet and Upholstery Contract
- Financial Policies

date: April 21, 2016

A. Budget to Actual Tables

The Budget to Actual Tables for the period ending March 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.

Expanded open hours at the Libraries began on April 4th. Hiring staff for the Libraries began in March. Until a few months of increased open hours are captured, it is too early to forecast what the vacancy savings may be, however it is an analysis that is done every month to ensure the budget will not be overspent in the salaries and benefits categories.

Library Books and Materials budgets are being spent as new items are arriving for the Libraries. Other categories of expenditures are within budgeted amounts. Capital projects are in the planning stages and many of the projects will be completed this summer.

B. Carpet and Upholstery Cleaning Contract

At the April 14th Study Session staff informed the Board of the upcoming carpet and upholstery contract process. The current vendor went out of business on March 31, 2016. It was imperative that a new vendor was found to take over the critical process of cleaning the carpets and upholstery in all the libraries. Staff posted a public bid, received 7 responses and interviewed 3 companies. After interviewing the 3 vendors, staff requested best and final offer from the 2 finalists. Staff is recommending the contract be awarded to Kleen Tech in the amount of \$86,783 per year for 5 years, plus a not-to-exceed amount of \$5,000 for emergency cleaning. The current budget for cleaning services allowed approximately \$76,000 per year. Additional funds will be required in this line item to cover the costs, however, the request will be made in 3rd qtr. as exact costs are known.

Action Item:

Call for motion: Recommend that the Library Board of Trustees authorize the Executive Director to sign a contract with Kleen Tech in the amount of \$91,783 for the carpet and upholstery cleaning services in all libraries.

memorandum



C. **Financial Policies**

At the Board's April 14th Study Session staff brought forward three financial policies for the Board's consideration. The policies are:

- Board of Trustee's Budget Cover Letter to the Board of County Commissioners
- Fixed and Controlled Asset Management Policy
- Library Books and Material Budget Policy

The Board did not have any changes to the Cover Letter and the Asset Management Policies, however, changes were requested to the Library Books and Materials Budget Policy. Staff has made changes to the policy to reflect the Board's input. The revised policy is attached for review.

If the Board approves of the policies, an approval is required at this time.

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

Sources and Uses of Funds	Final 2015 Budget	Preliminary 2015 Actual	2016 Budget	YTD Actual 03/31/2016	Variance 2016 Budget	Budget to Actual %
<i>Sources of Funds</i>						
Revenues						
Property Taxes						
Property Taxes - Operating	\$ 23,138,482	\$ 22,541,641	\$ 31,558,023	\$ 10,885,722	\$ (20,672,301)	34.49%
Property Taxes - Capital	553,389	1,081,881	1,519,998	512,902	(1,007,096)	33.74%
Total Taxes	\$ 23,691,871	\$ 23,623,522	\$ 33,078,021	\$ 11,398,624	\$ (21,679,397)	34.46%
Federal & State Grants	\$ 108,000	\$ 116,960	\$ 126,734	\$ 131,085	\$ 4,351	103.43%
Fines & Fees	807,805	720,927	794,000	168,499	(625,501)	21.22%
Other Revenue	456,515	514,393	455,021	65,558	(389,463)	14.41%
Total Other Revenues	1,372,320	1,352,280	1,375,755	365,142	(1,010,613)	26.54%
Sub Total Operating Revenues	\$ 25,064,191	\$ 24,975,802	\$ 34,453,776	\$ 11,763,766	\$ (22,690,010)	34.14%
Transfer from Fund Balance	\$ 524,261	\$ -	\$ -			N/A
Transfer to Fund Balance	-	862,857	2,057,647	5,627,242	3,569,595	N/A
Total Sources of Funds	\$ 25,588,452	\$ 24,112,945	\$ 32,396,129	\$ 6,136,524	\$ (26,259,605)	18.94%
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 10,852,945	\$ 10,432,207	\$ 12,623,293	\$ 2,393,800	\$ (10,229,493)	18.96%
Benefits	3,240,112	3,063,396	3,846,731	727,798	(3,118,933)	18.92%
Sub-Total Salaries & Benefits	\$ 14,093,057	\$ 13,495,603	\$ 16,470,024	\$ 3,121,598	\$ (13,348,426)	18.95%
Collection: Library Books & Materials	\$ 3,476,010	\$ 3,433,873	\$ 5,878,276	\$ 1,623,160	\$ (4,255,116)	27.61%
Supplies	891,610	800,732	1,015,154	165,862	(849,292)	16.34%
Other Services & Charges	3,092,078	2,480,884	3,580,914	821,047	(2,759,867)	22.93%
Internal Transactions /Cost Allocation	1,249,317	1,158,655	1,450,848	364,882	(1,085,966)	25.15%
Total Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,395,216	\$ 6,096,548	\$ (22,298,668)	21.47%
Financing & Debt Service	\$ 1,611,600	\$ 1,611,599	\$ 1,584,388	\$ -	\$ (1,584,388)	0.00%
Capital Projects	\$ 1,174,780	\$ 1,131,599	\$ 2,416,525	\$ 39,976	\$ (2,376,549)	1.65%
Total Uses of Funds	\$ 25,588,452	\$ 24,112,945	\$ 32,396,129	\$ 6,136,524	\$ (26,259,605)	18.94%

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

	Final 2015 Budget	Preliminary 2015 Actual	2016 Budget	YTD Actual 03/31/2016	\$ Incr(Decr) 2015 Actual to 2016 Adopted
Beginning Fund Balance	\$ 11,240,502	\$ 12,245,645	\$ 11,240,502	\$ 13,108,502	\$ (1,005,143)
Revenues					
Operating Revenues	\$ 24,510,802	\$ 23,808,921	\$ 32,933,778	\$ 11,250,864	\$ 9,124,857
Capital Funding	553,389	1,166,881	1,519,998	512,902	353,117
Total Revenues	\$ 25,064,191	\$ 24,975,802	\$ 34,453,776	\$ 11,763,766	\$ 9,477,974
Expenditures					
Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,395,216	\$ 6,096,548	\$ 7,025,469
Debt Service	1,611,600	1,611,599	1,584,388	-	(27,211)
Capital Projects	1,174,780	1,131,599	2,416,525	39,976	1,284,926
Total Expenditures	\$ 25,588,452	\$ 24,112,945	\$ 32,396,129	\$ 6,136,524	\$ 8,283,184
Increase/(Decrease) in Fund Balance	\$ (524,261)	\$ 862,857	\$ 2,057,647	\$ 5,627,242	\$ 1,194,790
Ending Fund Balance	\$ 10,716,241	\$ 13,108,502	\$ 13,298,149	\$ 18,735,744	\$ 189,647
Above/(Below) Minimum	\$ 4,450,193	\$ 6,842,454	\$ 4,684,705	\$ 10,122,300	\$ (2,157,749)
Above/(Below) Maximum	N/A	N/A	\$ (3,928,739)	\$ 1,508,856	N/A
Fund Balance Policy					
Minimum Fund Balance					
16% of Current Year Revenues	\$ 4,010,271		\$ 5,512,604		
9% of Current Year Revenues - Uncertainty	2,255,777		3,100,840		
Total Minimum F/B Reserve Requirement	6,266,048		8,613,444		
Maximum Fund Balance					
50% of Current Year Budgeted Revenues			17,226,888		
Total Maximum F/B Reserve Requirement	N/A		\$ 17,226,888		

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	208.50	27.00
FTE Positions - Reserved	33.50	33.50	7.50	6.50	-27.00
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 2015 Actual	2016 Budget	YTD Actual 03/31/2016	Projected Year-End 2016	Variance 2016 Budget
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Taxes - Operating	\$ 23,702,058	\$ 22,959,917	\$ 32,257,736	\$ 10,884,914	\$ 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	808	39,143	-
Total Taxes	\$ 23,138,482	\$ 22,541,641	\$ 31,558,023	\$ 10,885,722	\$ 31,558,023	\$ -
Federal & State Grants	\$ 108,000	\$ 116,960	\$ 126,734	\$ 131,085	\$ 131,085	\$ 4,351
Library Fines	646,480	621,284	650,000	142,455	650,000	-
Other Fees	161,325	99,643	144,000	26,044	144,000	-
Investment Income	135,715	172,373	149,021	135	149,021	-
Conference Room Rental	13,500	11,913	-	2,759	2,759	2,759
Contributions from Private Sources	200,000	155,426	200,000	42,434	200,000	-
Other Revenue	107,300	89,681	106,000	20,230	106,000	-
Total Revenues	\$ 24,510,802	\$ 23,808,921	\$ 32,933,778	\$ 11,250,864	\$ 32,940,888	\$ 7,110
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 10,050,731	\$ 9,083,743	\$ 11,231,588	\$ 2,104,957	\$ 11,231,588	\$ -
Awards & Bonuses	-	300	83,796	5,100	83,796	-
Termination Pay	90,000	88,828	-	4,054	4,054	4,054
Temporary Pay	1,508,567	1,259,336	1,806,537	279,689	1,806,537	-
Vacancy Savings	(796,353)	-	(498,628)	-	(498,628)	-
Benefits	3,240,112	3,063,396	3,846,731	727,798	3,846,731	-
Total Salaries & Benefits	\$ 14,093,057	\$ 13,495,603	\$ 16,470,024	\$ 3,121,598	\$ 16,474,078	\$ 4,054
Library Books & Materials	\$ 2,451,010	\$ 2,397,326	\$ 4,820,976	\$ 782,324	\$ 4,820,976	\$ -
Library Computer Materials	900,000	916,153	926,650	725,288	926,650	-
Library Periodicals	125,000	120,394	130,650	115,547	130,650	-
Sub-Total Library Collections	3,476,010	3,433,873	5,878,276	1,623,160	5,878,276	-
Supplies	891,610	800,732	1,015,154	165,862	1,015,154	-
Other Services & Charges	3,092,078	2,480,884	3,580,914	821,047	3,580,914	-
Direct Internal Charges	129,852	115,041	127,061	19,818	127,061	-
Indirect Cost Allocation	653,953	653,953	696,338	174,085	696,338	-
Intra County Transactions	465,512	389,661	627,449	170,979	627,449	-
Total Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,395,216	\$ 6,096,548	\$ 28,399,270	\$ 4,054
Total Uses of Funds	\$ 22,802,072	\$ 21,369,747	\$ 28,395,216	\$ 6,096,548	\$ 28,399,270	\$ 4,054

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2016 ACTUAL TO BUDGET

Sources and Uses of Funds	Final 2015 Budget	Preliminary 2015 Actual	2016 Budget	YTD Actual 03/31/2016	Projected Year- End 2016	Variance 2016 Budget
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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

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL PROJECTS
2016 ACTUAL TO BUDGET

Sources and Uses of Funds	Final 2015 Budget	Preliminary 2015 Actual	2016 Budget	YTD Actual 03/31/2016	Projected Year- End 2016	Variance 2016 Budget
Sources of Funds						
Property Tax - Capital - 4.5%	\$ 1,081,881	\$ 1,081,881	\$ 1,519,998	\$ 512,902	\$ 1,519,998	\$ -
Contribution - City of Golden	-	85,000	-	-	-	-
Transfer from Fund Balance	524,261	-	-	-	-	-
Total Sources of Funds	\$ 1,606,142	\$ 1,166,881	\$ 1,519,998	\$ 512,902	\$ 1,519,998	\$ -
Uses of Funds						
Capital Projects						
Capital Maintenance	\$ 224,134	\$ 176,014	\$ 250,000	\$ -	\$ 250,000	\$ -
Computer 5 Year Replacement Plan	310,330	314,271	250,000	-	250,000	-
Furniture & Equipment	118,889	88,257	76,550	27,340	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	315,134	-	-	-	-
Golden Furniture	30,000	22,065	-	-	-	-
Golden Remodel - Technology	43,300	43,299	-	-	-	-
LSC - Roof Repair/Replace	64,163	108,394	-	-	-	-
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	12,155	71,000	-
Admin Space Plan/Reconfiguration	-	-	10,000	480	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	\$ 1,131,599	\$ 2,416,525	\$ 39,976	\$ 2,416,525	\$ -
Ending Balance	\$ 431,362	\$ 35,282	\$ (896,527)	\$ 472,926	\$ (896,527)	\$ -



Board of Trustees Budget Cover Letter to Board of County Commissioners

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

1. The submitted budget generally meets the Board of County Commissioners annual guidelines, and any deviations from the guidelines will be explained, justified and validated in the budget cover letter.
2. The submitted budget meets the Library Board of Trustees fiduciary responsibilities with respect to:
 - a. State of Colorado Library Law, 24-90-109 Powers and Duties of Board of Trustees:
 - i. Submit annually a budget as required by law and certify to the legislative body of the governmental unit or units that the library serves the amount of the mill necessary to maintain and operate the library during the ensuing year.
3. The Board of Trustees will submit to the Board of County Commissioners the required mill levy needed to fund the proposed budget. The mill levy required will not exceed the voter approved maximum of 4.5000 mills.



Capital and Controlled Asset Management Policy

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

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

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

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

1. Every five years the Library shall contract with an asset management firm to conduct a complete and thorough physical inventory of all Library fixed assets over \$5,000 and controlled assets as defined during the year of the audit.
2. Every year the controlled tagged items will be inventoried by Library staff. These items include: Desktop PC's, laptops, tablets, monitors, laser printers, supporting network hardware, LCD projectors, televisions, and any other controlled/tagged assets in this asset class.
3. The remainder of the fixed assets, whether tagged or not, will be inventoried on a schedule to be determined by the Finance Director, but within the 5 year time period between the complete asset audit.
4. The valuation, assigning fair market value and replacement costs for inventoried items shall be reviewed, updated and maintained by the Finance office on a yearly basis.
5. The results of the above steps will be reported to the Board of Trustees to ensure the Library is in compliance with Governing Policy 2.4, Asset Protection.



Library Books and Materials Budget Policy

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

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

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

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

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

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

Public Services

memorandum

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

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

Re: 2016 Qtr 1 Statistical Report to the Board on JCPL Key Performance Indicators

Date: April 12, 2016

Executive Summary

The first quarter of 2016 showed a noticeable increase in circulations of 3% over last year, while the number of visits was slightly lower in comparison to 2015. The resulting higher circulation/visitor ratio may have been influenced by the lower number of open hours due to two snow closures experienced this year. Patrons came in less, but more items were circulated. The largest increase was in online renewals and circulation of digital materials. Both of these can be carried out by a patron without visiting the library in person. There was an increase in the number of web visits by 2% which further supports these virtual or digital numbers.

The number of wireless connections continues to rise in comparison to last year, while public access computer hours as well as internet sessions remain slightly lower.

Programming recorded an increase in both the number of programs as well as the number of people attending the programs. While 9% (169) more programs were offered, 12% (5,178) more people attended them. The average attendance rate of JCPL programs increased by 2%.

The number of registered cardholders shows a 3% decline over last year's first quarter value. This deviation results from the annual purging of inactive library cards. While the process of deleting a total of 20,174 records that had been inactive for 3 consecutive years was carried out in Q1 2016, it was not done until the third quarter in 2015. We will begin to see the total cardholder number increase again over the course of the year.

First Quarter Highlights

In reference to our End Statement #1, the first quarter was focused specifically on increasing access to books, materials and services.

Our collections department purchased 57,686 new high-interest items for our patrons in the first quarter, which was 35% more items than previously purchased in the same quarter in 2015. While purchasing was done across all types of library materials, electronic materials were especially targeted. With almost 6,000 items added through our main e-materials vendors (Hoopla, One-Click, Overdrive, Cloud Library, Zinio), we purchased 311% more downloadables in the first quarter of 2016 than in the same time frame last year in this growing sector.

E-circulation responded with a 15% increase in the first quarter, and contributed clearly to the overall increase in circulation which was 3% higher than last year. While Golden showed an increase in comparison to last year mainly because of its closure in late March 2015 for remodeling (we will see much greater impact in Q2), the main influencing factor overall is the increased number of online renewals. This trend could be a result of adding more copies, and buying more midlist authors.

New statistics

Due to the focus on the collection, a new set of statistics on **collection size, number of added and deleted items** has been added to this quarterly board report. In view of the clear focus on increasing the number of items for our patrons and purchasing relevant materials, we would expect our collection size to increase accordingly. But you will find a temporary decrease, which is due to big weeding projects undertaken simultaneously in the first quarter with the main volumes taken out in January. These projects involved deaccessioning the remaining items with no circulation in our resource collection (17,810), as well as deleting records of items that had been missing since 2013 (2,164). The cleaning up of our database is similar to the purge in inactive cardholders and will extend in to the second quarter. This process creates a dip in numbers in the first quarter, and we should begin to see an increase overall in number of items in the collection as the year continues.

With the passing of our mill levy the 2016 hours were expanded on April 4th. In anticipation of this change for the second quarter going forward, we are introducing another new set of statistics which shall allow us to monitor our main use parameters, circulations and visits, on the basis of public service hours offered to the public. The first quarter numbers gathered will serve as a baseline, and we shall see how the ratios of **circulation/public service hour** and **visits/public service hour** will develop over the course of this year.

All new parameters are highlighted in blue on the included first quarter reports.

JCPL Key Statistics for Trustees Q1 2016

JCPL Key Annual Statistics	Q1 2015	Q1 2016	Q1 Deviation	Q1 % Deviation	YTD 2015	YTD 2016	YTD Deviation	YTD % Deviation	2015 JCPL (annual value)	2014 JCPL (annual value)	2014 National Peers 50th Percentile (annual value)
Operating Revenue/Capita	\$17.37	\$20.52	\$3.15	18%	\$17.37	\$20.52	\$3.15	18%	\$44.14	\$45.24	\$44.96
Operating Expenditure/Capita	\$10.14	\$10.74	\$0.60	6%	\$10.14	\$10.74	\$0.60	6%	\$42.40	\$43.64	\$41.60
FTE/1000 Capita	0.33	0.40	0.07	21%	0.33	0.40	0.07	21%	0.34	0.40	0.49
Visits/Capita	1.09	1.06	(0.03)	-3%	1.09	1.06	(0.03)	-3%	4.35	4.47	4.56
Circulations/Capita	3.26	3.32	0.06	2%	3.26	3.32	0.06	2%	12.74	13.49	9.40
Program Attendance/1000 Capita	78.68	86.92	8.25	10%	78.68	86.92	8.25	10%	368.42	365.63	239.92

JCPL Key Statistics for Trustees Q1 2016



PEOPLE	Locations	Q1 2015	Q1 2016	Q1 Deviation	Q1 % Deviation	YTD 2015	YTD 2016	YTD Deviation	YTD % Deviation
POPULATION LSA	JCPL	565,535	571,459	5,924	1%	565,535	571,459	5,924	1%
REGISTERED CARDHOLDERS NEW	JCPL	7,078	6,619	(459)	-6%	7,078	6,619	(459)	-6%
REGISTERED CARDHOLDERS TOTAL	JCPL	348,606	337,601	(11,005)	-3%	348,606	337,601	(11,005)	-3%
CARDHOLDERS PER CAPITA	JCPL	0.62	0.59	(0.03)	-4%	0.62	0.59	(0.03)	-4%
VISITS	Arvada	88,444	82,654	(5,790)	-7%	88,444	82,654	(5,790)	-7%
VISITS	Belmar	118,101	113,063	(5,038)	-4%	118,101	113,063	(5,038)	-4%
VISITS	Columbine	110,745	109,397	(1,348)	-1%	110,745	109,397	(1,348)	-1%
VISITS	Conifer	13,676	15,222	1,546	11%	13,676	15,222	1,546	11%
VISITS	Edgewater	12,826	14,276	1,450	11%	12,826	14,276	1,450	11%
VISITS	Evergreen	43,665	43,632	(33)	-0.08%	43,665	43,632	(33)	-0.08%
VISITS	Golden	49,689	57,949	8,260	17%	49,689	57,949	8,260	17%
VISITS	Lakewood	72,843	69,394	(3,449)	-5%	72,843	69,394	(3,449)	-5%
VISITS	Standley Lake	78,732	73,400	(5,332)	-7%	78,732	73,400	(5,332)	-7%
VISITS	Wheat Ridge	24,021	23,055	(966)	-4%	24,021	23,055	(966)	-4%
VISITS	Library 2 You	2,648	3,047	399	15%	2,648	3,047	399	15%
VISITS	JCPL	615,390	605,089	(10,301)	-2%	615,390	605,089	(10,301)	-2%
VISITS PER PS HOUR	JCPL	n.a.	90	n.a.	n.a.	n.a.	90	n.a.	n.a.
VISITS PER CAPITA	JCPL	1.09	1.06	(0.03)	-3%	1.09	1.06	(0.03)	-3%
WEBSITE VISITS	JCPL	736,866	751,488	14,622	2%	736,866	751,488	14,622	2%
PROGRAMS	JCPL	1,891	2,060	169	9%	1,891	2,060	169	9%
PROGRAM ATTENDANCE	JCPL	44,494	49,672	5,178	12%	44,494	49,672	5,178	12%
AVG PROGRAM ATTENDANCE	JCPL	24	24	0.58	2%	24	24	0.58	2%
PUBLIC SERVICE HOURS	JCPL	-	6,755	6,755	#DIV/0!	-	6,755	6,755	#DIV/0!
VOLUNTEERS	JCPL	681	1,174	493	72%	681	1,174	493	72%
VOLUNTEER HOURS	JCPL	4,760	6,439	1,679	35%	4,760	6,439	1,679	35%

JCPL Key Statistics for Trustees Q1 2016



MATERIALS	Locations	Q1 2015	Q1 2016	Q1 Deviation	Q1 % Deviation	YTD 2015	YTD 2016	YTD Deviation	YTD % Deviation
CIRCULATIONS	Arvada	145,401	134,798	(10,603)	-7%	145,401	134,798	(10,603)	-7%
CIRCULATIONS	Belmar	250,782	237,582	(13,200)	-5%	250,782	237,582	(13,200)	-5%
CIRCULATIONS	Columbine	274,974	268,697	(6,277)	-2%	274,974	268,697	(6,277)	-2%
CIRCULATIONS	Conifer	27,839	27,697	(142)	-1%	27,839	27,697	(142)	-1%
CIRCULATIONS	Edgewater	22,105	20,802	(1,303)	-6%	22,105	20,802	(1,303)	-6%
CIRCULATIONS	Evergreen	98,297	92,543	(5,754)	-6%	98,297	92,543	(5,754)	-6%
CIRCULATIONS	Golden	105,653	117,659	12,006	11%	105,653	117,659	12,006	11%
CIRCULATIONS	Lakewood	152,566	140,487	(12,079)	-8%	152,566	140,487	(12,079)	-8%
CIRCULATIONS	Standley Lake	202,222	198,767	(3,455)	-2%	202,222	198,767	(3,455)	-2%
CIRCULATIONS	Wheat Ridge	37,020	35,095	(1,925)	-5%	37,020	35,095	(1,925)	-5%
CIRCULATIONS	Library 2 You	15,854	20,013	4,159	26%	15,854	20,013	4,159	26%
CIRCULATIONS	Kids & Families	4,191	2,475	(1,716)	-41%	4,191	2,475	(1,716)	-41%
CIRCULATIONS	Online Renewals	353,675	428,074	74,399	21%	353,675	428,074	74,399	21%
CIRCULATIONS	Interlibrary Loan	2,674	3,435	761	28%	2,674	3,435	761	28%
CIRCULATIONS	Resources	-	3	3	#DIV/0!	-	3	3	#DIV/0!
CIRCULATIONS	Internal Use	5,366	4,701	(665)	-12%	5,366	4,701	(665)	-12%
CIRCULATIONS	Call Center	13,857	14,908	1,051	8%	13,857	14,908	1,051	8%
CIRCULATIONS	E-MATERIALS	131,541	150,849	19,308	15%	131,541	150,849	19,308	15%
CIRCULATIONS	JCPL	1,844,017	1,898,585	54,568	3%	1,844,017	1,898,585	54,568	3%
CIRCULATIONS PER PS HOUR	JCPL	n.a.	281	n.a.	n.a.	n.a.	281	n.a.	n.a.
CIRCULATION PER VISIT	JCPL	3.00	3.14	0.14	5%	3.00	3.14	0.14	5%
CIRCULATION PER CAPITA	JCPL	3.26	3.32	0.06	2%	3.26	3.32	0.06	2%
COLLECTION SIZE	JCPL	1,112,945	951,210	(161,735)	-15%	1,112,945	951,210	(161,735)	-15%
ADDED	JCPL	42,835	57,686	14,851	35%	42,835	57,686	14,851	35%
DELETED	JCPL	88,205	65,906	(22,299)	-25%	88,205	65,906	(22,299)	-25%

JCPL Key Statistics for Trustees Q1 2016



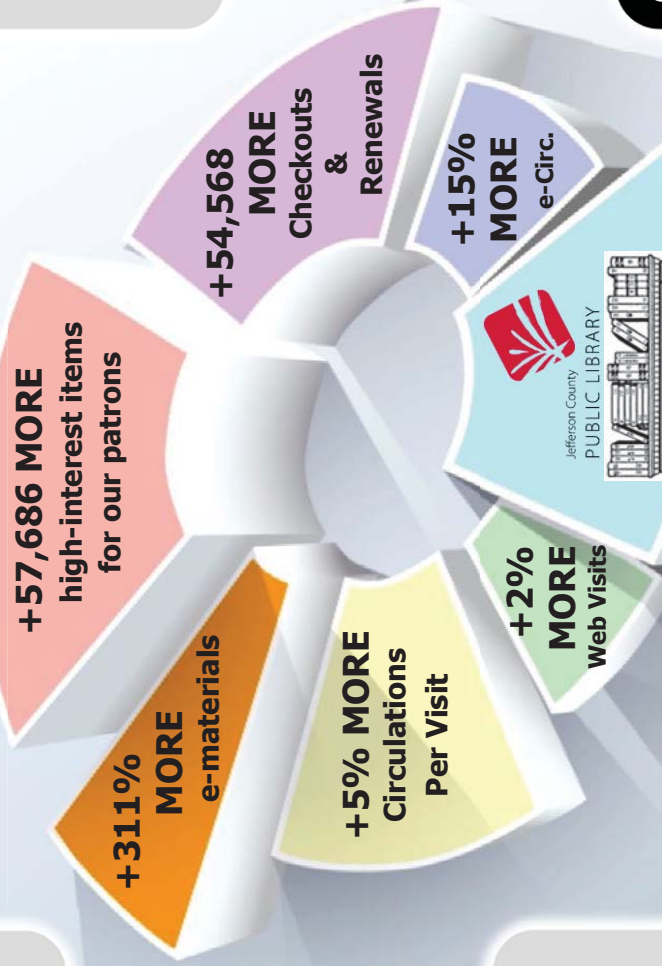
TECHNOLOGY	Locations	Q1 2015	Q1 2016	Q1 Deviation	Q1 % Deviation	YTD 2015	YTD 2016	YTD Deviation	YTD % Deviation
NUMBER OF PUBLIC COMPUTERS	JCPL	308	315	7	2%	308	315	7	2%
HOURS OF PUBLIC COMPUTER USE	JCPL	65,886	63,799	(2,087)	-3%	65,886	63,799	(2,087)	-3%
NUMBER OF PUBLIC INTERNET SESSIONS	JCPL	101,632	96,520	(5,112)	-5%	101,632	96,520	(5,112)	-5%
NUMBER OF PUBLIC WIRELESS CONNECTIONS	JCPL	63,819	71,463	7,644	12%	63,819	71,463	7,644	12%

Public Services Highlights – Q1 2016

(Comparison to same quarter last year)

Collection
+35% more
items **ADDED**

Circulation
+3% more
items were
BORROWED
(1,898,585)



Visits
-2% less
(605,089)

Circulation
Per PS Hour
281

Visits Per
PS Hour
90

End Statement #1
Goal: Increase access to books, materials and services

CONSENT AGENDA

Bylaws for the Jefferson County Public Library Board of Trustees
Proposed for Adoption: April 21, 2016

ARTICLE I: NAME

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

ARTICLE II: PURPOSE

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

ARTICLE III: LIBRARY BOARD

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

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

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

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

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

ARTICLE IV: OFFICERS

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

ARTICLE V: ELECTION OF OFFICERS

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

Section 2. Term of Office. The ~~Vice Chair and Secretary~~ officers shall assume their duties upon election and shall serve for terms of one year or until their successors are elected. The Chair shall assume their duties upon election and shall serve for a term of two years or until their successor is elected.

Section 3. Number of Terms of Office. A trustee shall not be eligible to serve more than two consecutive terms in the same officer position, except by an affirmative majority vote of attending Trustees ~~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 by a majority vote of attending Trustees ~~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~~ by a majority vote of attending Trustees of the Board at a regular meeting.

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

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

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

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

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

Section 4. Quorum, Special Meeting. Four Trustees shall constitute a quorum at any special meeting; ~~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 an affirmative vote of a majority of the Library Board of Trustees~~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.

TO: LIBRARY BOARD OF TRUSTEES

FROM: BRIAN DELAET, CHAIR

DATE: April 21, 2016

RE: **PROPOSED** - POLICY 4.8.2: GOVERNANCE BUDGET – **2017** – **PROPOSED**

The Library Board will consciously invest in its ability to govern competently and wisely. Accordingly, costs will be prudently incurred, but sufficient to ensure the development and maintenance of superior governance, including funds sufficient for:

- A. Library Board training, including publications and dues.
- B. Library Board member travel/reimbursements to annually attend the Colorado Association of Libraries (CAL) annual conference, national conferences, and non-conference travel, as appropriate ⁽¹⁾.
- C. Auditing and other third party monitoring of organizational performance.
- D. Surveys focus groups and opinion analysis (included in Communications budget).
- E. Library Board-hosted ownership linkage/outreach events.
- F. Library Board meeting and retreat costs.

Account Category	Account Number	Account Description	2017 Proposed
426000 - Supplies	426100	General Supplies	250
433001 – Professional & Technical Services	433001	Professional & Technical Services	500
435600 – Dues, Meetings, Training	435625	Food/Beverages	4600
	435630	Professional Dues	450
	435635	Business Meals	200
	435640	Training and Education	4140
	435660	Conferences and Trade Shows	2400
435800 – Travel, Freight and Delivery	435850	Mileage	1500
	435860	County Travel	12800
		TOTAL	\$26,840

⁽¹⁾State Conference: 7 @\$340.00 – CAL, Fall 2017 = \$2,380; National Conference(s): 5 @\$2560.00 (NLLD, Washington DC – May 2017; PLA Annual Conference, 2017; ALA Annual Conference, 2017= \$12,800)

ENDS STATEMENTS

1.1 – 1.5 Global Ends Statements
Review of 1st Quarter 2016 Strategic Initiatives

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	1Q Results	Measure of Success
Increase access to books, materials and services	Select and purchase additional books and materials which reflect community interests.	Collections	1 st order Jan. 11 th after fiscal close. 35% of budget expended. Circulation is up 3% in the first quarter	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	Launch on hold pending system fixes.	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/SMART	Plan proposal finalized; responsibilities and rough time line have been assigned. Components of plan in development.	Q1: Project Plan complete; Implementation begins Q4: Percent of satisfied customers; Percent Library use by targeted underserved populations
	Mission, Vision, Values, Ends	SMT/CMT	Included Mission, Vision, Values in all 2016 recruitments and 1Q staff meeting presentations.	Q1: MMV integrated into recruitment Q2: MMV integrated into trainings Q3: Training on values based decision making provided at All Staff Day
	Safety and Security	ERD	Pre situational awareness meetings completed with all location managers.	Q1: Situational Awareness training rolls out to all locations/staff. AED/CPR Training completed.

				Discussion with JCSCO on their availability to do on-site Active Shooter Training initiated. AED Training completed at Arvada and Golden; LSC and Columbine pending.	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		Job Fair for PX Assoc. Hire done at American Job Center on Jan. 12 Job Fair/Jeffco Open House attended on April 5. County NEO attended by Recruitment Coordinator on March 14 th . JCPL NEO survey completed April 4 th .	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		Recognition/wellness research complete. Survey sent to staff complete. Survey result analysis complete.	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 Q3: Wellness Fair/activities for ASD. Q4: New employee recognition program evaluated and wellness training/event at each location Q4: New wellness initiatives developed
	Leadership Development	ERD		Covey All Access Pass program launched. 24 JCPL supervisors enrolled for CAAP, class dates finalized through year	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

			end. Coaching Skills classes completed at EV and LK, 28 supervisors attended. May class scheduled. Director of ERD and County OD & Training Manager completed Level 2 IEQ certification. SMT retreat dates on hold.	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.	Determine new patron/community needs for access re: emerging technologies, including hardware, software, electrical capacity and network requirements. <i>Edge</i> study: technology benchmarking <i>Impact</i> study: impact of technology and training on patrons' lives	IT		Q3: An actionable list of equipment and technologies; prepare priorities and potential implementations Q3: Install 2016 Patron and Staff Computer replacements Q2: Conduct survey; assemble information; communicate results Q2: Conduct survey; Assess baseline; evaluate results; communicate results
Increase awareness of library programs and services.	Budget and campaign communications "Bring 'em Back" campaign	PS/IT PS/Comm/Patron Education	Budget press release, letter to the editor, corporate documents, staff and community meetings complete Planning team assembled; new library cards secured; April 4 celebrations held at all libraries. We hosted	Q1: Communicate 2016 Budget via media, Staff meetings, State of the Library Meetings Ongoing: Communicate service enhancements as they become available Q1: Order new library cards; assemble planning team; develop campaign plan and begin implementation April: Promote and hold special events

			<p>31% more visitors on April 4th vs. our average Monday attendance prior to 4/4.</p> <p>Library card sign ups and ad campaign pushed to 2 & 3Q due to competing priorities and resource constraints.</p>	<p>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>
Pilot a distributed social media team and presence.	Communications		<p>Presentation pushed to Q2 due to competing priorities and resource constraints.</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>
Improved Events Calendar experience	DX/Programming/Communications		<p>Enhanced Eventkeeper interface launched to improve calendar experience pending Bibliocommons decision.</p>	<p>Q3: Go/No go decision; Implementation Plan</p> <p>Q4: Continued implementation; launch date dependent on Bibliocommons choice</p>
<i>Project Outcome:</i> measures benefits of library programs and services based on user reported outcomes	PS/Programming/Patron Education			<p>Q2: First survey conducted Lib Lab programming will be the pilot phase</p> <p>Q3: Summer Reading (SR) evaluated using Project Outcome</p> <p>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	1Q Results	Measure of Success	
Restore open hours	Plan and implement expanded hours at all ten libraries. Recruit and onboard new staff.	PS/Communication s/Facilities PS/ERD/IT/Facilitie s	Group hire completed. Expanded hours launched April 4 th . Additional staff hired & trained. Ready for expanded hours.	Q1: Implement integrated communications plan; Q2-Q4: Public Service Hours per week; Per capita facility use 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	COMPLETE COMPLETE Initiated and ongoing thru 2 nd quarter	Capital Maintenance Projects Q1: UPS Battery Replacement at AR Security System upgrade (8 locations) Facilities shop improvements Q2: Landscape improvements (all locations) EV Hillside mitigation (Engineering) BL Tree replacement Exterior lighting upgrade (all locations) Repair art base EV Lakewood EFIS repairs Indoor recycle/trash project Q3: Outdoor trash recp replacement LK drainage project EV Hillside Project (construction) Outside bench replace (SL,WR, CL)	

		Facilities	Moved to Q2	<p>Capital Projects</p> <p>Q1: BL Carpet Repairs</p> <p>Q2: CL tree and sidewalk replacement</p> <p>Standley Lake boiler replacement</p> <p>WR HVAC Unit replacement</p> <p>Evergreen HVAC Re-cap</p> <p>Parking lot design/engineering</p> <p>Q3: LK parking lot project</p> <p>LSC parking lot reconstruction</p> <p>Q1: Staff input</p> <p>Q2: Community input meetings held; Vision of service and building program created; Owners Rep determined.</p> <p>Q3: RFP solicited and Design firm determined;</p> <p>Q4: Design completed and reviewed; Project budget and timeline finalized.</p> <p>Q4 or Q1 2017: Vision of service and building program drafted.</p> <p>Q4: Upgraded video servers, replaced analog cameras, additional cameras where needed</p>
	Plan for the refurbishment of the Columbine Library.	SMT	Staff meetings with Columbine and Library 2 You held in March. Community meetings scheduled for April, communications plan underway.	Q2: Subcommittee determined and begins work
	Plan new library space in South County.	SMT	Combined with CL refurbishment (see above)	Q3: Go/No Go decision; begin development if "Go"
	Upgrade and enhance video surveillance equipment system	IT/Facilities		Q4: Continue development for April/May 2017 Launch if "Go"
Enhance digital community spaces and access	Bibliocommons	DX/Collections/IT/Comm		Q2: Subcommittee determined and begins work
	Libhub/Bibframe	Collections/Comm		Q3: Go/No Go decision; begin development if "Go"
				Q4: Continue development for April/May 2017 Launch if "Go"
				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	1Q Results	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	Number of new Story Times determined (+30/week) and new scheduled launched 4/4. Training underway.	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	Data for audit gathered and being distilled. Interviewed each core service team for vision and best practices. Gathered best practices and benchmarking data from other library systems.	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	988 patron and staff evaluations were analyzed and the results were integrated into the in person and digital experiences. (E.g., The digital experience allows staff to edit registrations. We also updated our prize structure to provide for ongoing incentive to read.) School contest developed to increase participation and promotional & marketing support on track for May outreach.	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	1Q Results	Measure of Success	
Long-range planning	Update 5-year strategic plan and 10 year financial forecast	SMT	Updates to be presented to the Board on 4/14.	Q1: Recommendation approved by Board of Trustees by March	
	Annual Budget Preparation	Finance/CMT	Budget Prep manual created and distributed, Budget calendar prepared and shared with BOT and staff	Q2: Deadlines met; budget drafted; Board review and input Q3 Board approval Q4: BCC approval	
	Continue to refine and implement outcomes, impacts & success measures	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	
	Ensure CMT understanding and adoption of ends, outcomes, success indicators and measures of success.	SMT	End, Outcomes and Success measures included in 1Q staff meeting presentations.		
	Develop Financial Polices	Finance	Policy development underway. Maximum fund balance policy adopted by BOT.	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	Sophos installation substantially complete; core switches installation targeted for April.	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	Security Policies published. We are currently evaluating them and implementing where appropriate.	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.	<p>Complete development of a new staff intranet</p> <p>Implement Point of Sale system</p> <p>Replace digital advertising software and system</p> <p>Implement new workflow ticketing system</p> <p>Investigate Records Management System options</p> <p>Asset Management Audit</p> <p>Evaluate RFID/Self Check/Security Gates requirements</p>	<p>DX</p> <p>Finance/IT/PS</p> <p>IT/Communications</p> <p>SMT/IT</p> <p>ASU/IT/ERD/Communications</p> <p>Finance/Facilities</p> <p>IT/PS</p>	<p>Security Policies published. We are currently evaluating them and implementing where appropriate.</p> <p>1st Qtr – POS systems have been installed and are in use at all libraries.</p> <p>Alternative system identified and being piloted at LK and EV.</p> <p>Requirements identified, RFP completed; vendor interviews scheduled for April.</p> <p>1st Qtr – Audit Complete. Reconciliation scheduled Q2.</p>	<p>Q4: Project team selected; Technical and Functional requirements determined; Launch Q2 2017</p> <p>Q1: Golden installed in January as pilot Q2: Rest of libraries implemented</p> <p>Q2: Potomac Media System Replaced; staff training completed</p> <p>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</p> <p>Q3: Selection of project team and consultant Q4: Project team and consultant recommendation to SMT for implementation in 2017 – Go/No Go</p> <p>Q1: RFI/RFP: Developed and published. Select firm. Inventory completed. Results communicated to Board.</p> <p>Q2: Start project; Review requirements Q3: Budget requirements determined</p>

We streamline and improve systems and processes to maximize employee productivity	Performance Management Process	ERD	PE feedback gathered at Coaching Skills classes. NEOGOV training dates scheduled.	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	Communications Audit underway with Slate Communications. On track for 2Q completion.	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	P&M ticketing system tied into workflow ticketing system above. P&M requirements established. P&M process improvements on hold pending results of programming audit.	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

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