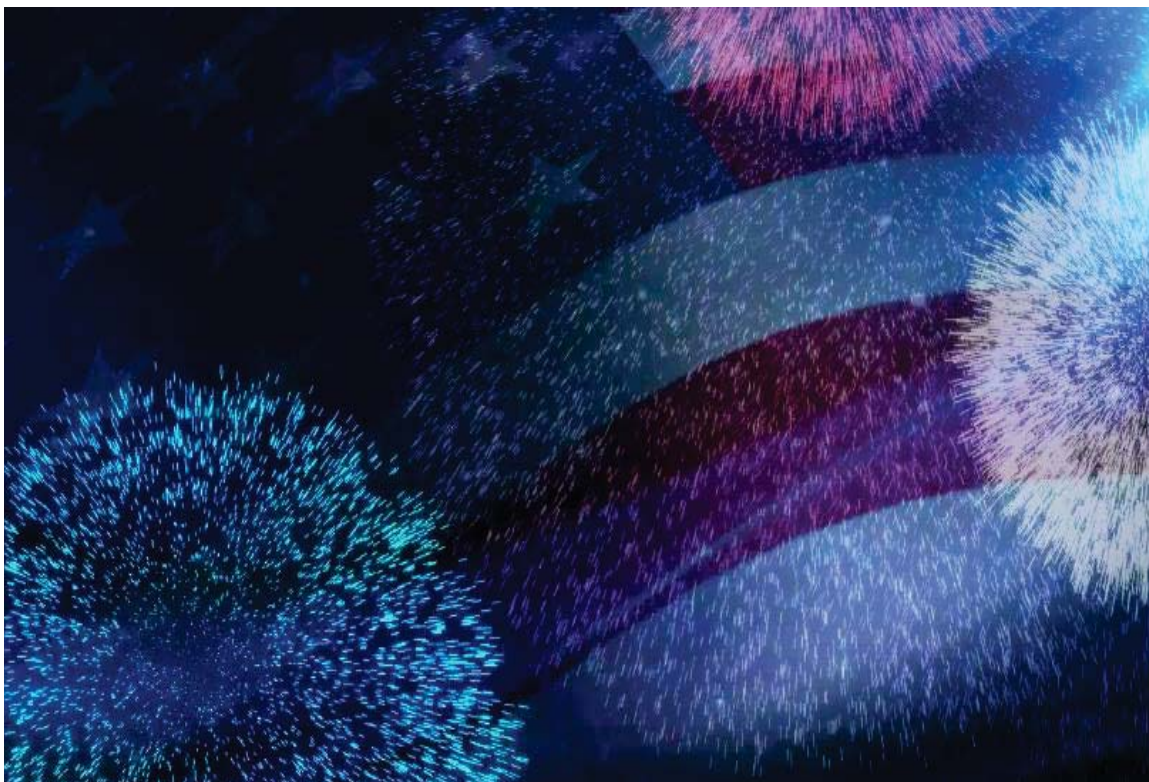


# BOARD MEETING

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

July 21, 2016



Jefferson County  
PUBLIC LIBRARY

## **APPROVAL OF AGENDA**

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, July 21, 2016 – GOLDEN LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2.	Pledge of Allegiance
3. Action	<b>Approve Agenda</b> Call for motion and second
4. Action	<b>Approval of Minutes for</b> Call for motion and second <ul style="list-style-type: none"> <li><u>MOTION</u>: To approve the minutes of the June 16, 2016 Board Meeting</li> </ul>
5.	<b>Public Comment</b>
6. Information	<ul style="list-style-type: none"> <li>Foundation Report – Jo Schantz</li> <li>Host Report – Debby Ridgell, Patron Experience Supervisor, Golden Library</li> </ul>
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> <li>Executive Director Update</li> <li>Introduction to NV5 Staff</li> <li>Finance Department               <ul style="list-style-type: none"> <li><b>Action Item:</b> <u>Call for Motion and Second</u> Recommend that the Library Board of Trustees authorize the Executive Director to submit the 2017 5-Year Capital Plan request to the Board of County Commissioners (4.2.5 C) as presented.</li> <li><b>Action Item:</b> <u>Call for Motion and Second</u> Recommend that the Library Board of Trustees authorize the Executive Director to submit the 2017 Proposed Budget Plan, including Business Cases, to the Board of County Commissioners (4.2.5 C) as presented.</li> </ul> </li> <li>Facilities – Evergreen Hillside (Verbal Update)</li> <li>Public Services – 2<sup>nd</sup> Quarter 2016 Statistics</li> </ul>
8. Action as Needed	<b>Consent Agenda (4.3.4)</b> <ul style="list-style-type: none"> <li>No items</li> </ul>
9. Emerging Issues Action as Needed	<ul style="list-style-type: none"> <li>Follow-up from Policy Governance Training</li> <li>Review policies:               <ul style="list-style-type: none"> <li>Election Financing Policy</li> <li>Governing Policy 4.1</li> </ul> </li> </ul>

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

10. Action as Needed	<b>Ends</b> <ul style="list-style-type: none"><li>• Review of 2<sup>nd</sup> Quarter 2016 Strategic Priorities</li></ul>
11. Action as Needed	<b>Governing Policies: Management Limitations (Monitoring Reports)</b> <ul style="list-style-type: none"><li>• No items</li></ul>
12. Suggest Agenda Items	<b>BOARD SCHEDULE – NEXT MEETINGS</b> <ul style="list-style-type: none"><li>• August 11 – Study Session – 5:30 pm – Administration Conference Room</li><li>• August 18 – Board Meeting – 5:30 pm – Standley Lake Library Meeting Room, 8485 Kipling Street, Arvada</li><li>• August 29 – Library Budget Presentation – 1:15-2:15 – BCC Board Room</li><li>• September 1 – BCC &amp; BOT Quarterly Meeting – 10:00-11:00 – 5th Floor</li><li>• September 8 – Study Session – 5:30 pm – Administration Conference Room</li><li>• September 15 – Board Meeting – 5:30 pm – Belmar Library Meeting Room, 555 S. Allison Parkway, Lakewood</li><li>• October 13 – Study Session – 5:30 pm – Administration Conference Room</li><li>• October 20 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room</li></ul>
13. Discussion	<b>Board Questions or Comments Related to Items on the Meeting Agenda</b>
14. Discussion	<b>Evaluate Board Meeting (4.1.9)</b>
15. Information	<b>Announcements/General Information Sharing</b> <ul style="list-style-type: none"><li>• Report of the Chair – Correspondence, Other</li><li>• Other Announcements</li></ul>
16. Adjournment	

## **APPROVAL OF MINUTES**

**Minutes of the Meeting of the**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**BOARD OF TRUSTEES**  
June 16, 2016

**CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Evergreen Library meeting room on June 16, 2016. Library Board of Trustees Vice-Chair, Julia Hill-Nichols called the meeting to order at 5:35 p.m. Other Trustees present: John Bodnar (Secretary), Ben Davis, Brian DeLaet and Charles Naumer.

Trustees not present: Deborah Deal

Guests: Monica Rezac, Manager, Mountain Libraries and Staff Training

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

**APPROVAL OF AGENDA**

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

**APPROVAL OF MINUTES**

**MOTION:** John Bodnar moved approval of the minutes of the May 19, 2016 Board Meeting. Seconded by Charles Naumer the minutes were approved by unanimous vote of all Trustees present.

**PUBLIC COMMENT**

No Public comment.

**FOUNDATION REPORT**

Julia Hill-Nichols reported on the activities of the Foundation. The Foundation Board did not meet this afternoon. The Spring Whale Sale was held last weekend and the Foundation is working on a report on the analysis of that sale. The Foundation Executive Director, Jo Schantz and Julia Hill-Nichols will attend a non-profit legal clinic presented by Holland and Hart for Colorado non-profit organizations. The Foundation will be matched up with an attorney to look at all the various functions should be audited in a non-profit organization.

The Foundation is addressing best practices and ongoing issues of how to bring in more money for the Library. In response to a question from a Trustee, Julia noted that the world of book sales is changing and it is an issue all library foundations are experiencing and the Foundation is working to address those issues.

## **HOST REPORT**

Monica Rezac, Manager, Mountain Libraries and Staff Training provided the host report. Monica welcomed the Trustees to the Evergreen Library. Like all locations there is a lot going on in the Evergreen and Conifer libraries. Over 300 people attended Evergreen Library's summer reading kickoff event and currently has 1,600 signups for summer reading. The door count at Evergreen is up over 9%; we are bringing people in to the library with interesting new programs and offerings. Evergreen is partnering with the Lariat Brewing Company Lodge to hold a trivia night at the Lariat. One of the co-owners is a former page and leads the library's high altitude gardening group. At the Conifer Library one of our staff members is an artist and illustrator and leads open art workshops where people come to the library to collaborate with each other on their artwork and receive guidance. Evergreen staff has received positive feedback from patrons on some space changes. The teen area moved from the back of the library where it was next to a quiet area, to the front of the library. Staff is enjoying the increased volume of positive comment cards due to leadership teams' work on strategic plans and the Library's mission, vision and values. The Library is also benefiting and enjoying the fresh energy from our new staff members. Monica shared one of the comment cards from a patron expressing appreciation for the library. Staff training is in an operational mode supporting the strategic initiatives of other core services, keeping the trainings moving forward and following up with staff to make sure they are receiving the training they need.

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

### **Executive Director Update**

Pam Nissler, Executive Director, provided an update to the Board. The quarterly meeting with the Board of County Commissioners is July 7, 10:00-11:00 am. Some topics to consider for the meeting are the Library's strategic priorities and fulfilling the promises to our citizens. The Board Chair will contact the commissioners to see if they have any agenda items to include for the meeting. In response to a question from a Trustee, Pat Klein, Director of Information Technology, advised the Board that the single filter system will apply to all patrons and staff and fully complies with the Board's intent and with Colorado and Federal laws regarding internet filtering.

### **Finance Department**

Gloria Overholt, Director of Finance and Budget reported on the activities of the Finance department. The final numbers for 2015 are reflected in the financial tables. Going forward in 2016 revenues and expenditures are on track with budget.



### **Owners Representative Contract**

In response to a question from a Trustee, Julianne Rist, Assistant Director of Public Services provided information on the role of an owner's representative. An owner's representative is an investment that will help assure that we deliver a quality project and provide cost savings during the project. Having an expert in the field looking out for the Library's interests is critical and is a standard practice. The Library has used an owner's representative on past construction projects including the Belmar and Arvada libraries and the Lakewood library remodel. The owner's representative will help prepare scope and budgets for the Columbine project, as well as being the expert for technical requirements in the RFP and selection process for an architect and general contractor. During the design phase they will help ensure a good return on investment on the choices made and ensure that permitting is done in a timely manner. They keep the project on schedule, ensure budget discipline and often save money by identifying issues that can be addressed before a change order is needed. A request for proposal (RFP) was released on May 18, 2016 and closed on June 3, 2016. Six firms submitted proposals. The proposals were evaluated on price, ability to meet the Library's needs, experience and reference. Four firms were invited for in person interviews. The interview committee unanimously selected NV5 as the top choice for owners' representative.

**MOTION:** Julia Hill-Nichols moved that the Library Board of Trustees authorize the Executive Director to sign a contract with NV5 for Owner's Representative Services related to the Columbine Library remodel in an amount not to exceed \$107,735. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

### **Colorado Industrial Portfolio, LLC - Lease Amendment**

**MOTION:** John Bodnar moved that the Library Board of Trustees authorize the Executive Director to sign contract amendment number six with Colorado Industrial Portfolio, LLC for space lease at 10790 W. 50th Ave., Wheat Ridge, Co. for the period August 1, 2017 to July 31, 2019 in the amount of \$93,891. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

### **Standley Lake Boiler Replacement Project**

Steve Chestnut, Director of Facilities and Construction Projects provided an overview of the Standley Lake boiler replacement project. The boiler is 25 years old and the annual inspection, a requirement by the state of Colorado, found that the boiler is leaking.

**MOTION:** Julia Hill-Nichols moved that the Library Board of Trustees authorize the Executive Director to sign a contract with the successful bidder for the replacement of the boiler at Standley Lake Library in an amount not to exceed \$75,000. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.



## **2017 Proposed Budget – Fulfilling Our Promises**

Gloria Overholt presented information on the 2017 proposed budget. The Board was advised that this is a review and a detailed budget will be presented at the July Study Session. The Board will be asked to authorize the Executive Director to submit the budget at the July Board meeting.

### Jefferson County Budget Philosophies & Policies

- Fund balances are available only for expenditures of a one-time nature
- Salaries & Benefits: remain competitive in the market place
- Five-year Capital Plan: Projects shall have an implementation plan that can be executed in the requested year rather than be a placeholder.
- Maintenance of Assets: Assets shall be maintained at recommended service levels.

### Fulfilling Our Promises

1. Restoring Library Hours
2. Restoring Investments in Books and Materials
3. Providing Access to Updated Technology
4. Repairing and Refurbishing Existing Facilities

The proposed 2017 budget utilizes a 4.500 mill levy calculation for property tax revenue for 2017. Final data on salaries and benefits have not yet been received from the County. The Library books and materials budget reflects the financial policy 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 capital, circulation per capita and annual turnover rate.

The Board reviewed comparison 2016 to 2017 charts on supplies, services, operating capital and intergovernmental costs as well as the Library's 2017 debt service payments. In response to a question from a Trustee, Gloria Overholt and Pam Nissler advised the board that once the estimated \$14 million in delayed maintenance and infrastructure projects were addressed, paying off debt would certainly be a scenario for the Board to discuss. The Board reviewed information on capital projects related to annual replacement and maintenance projects and the list of proposed 2017 capital projects.

The Board was presented with information on the Library's fund balance reserve policy and the minimum and maximum reserve amounts under the proposed 2017 budget are in compliance with that policy.

The Board reviewed the next steps for the 2017 budget:

- Study Session July 14th
  - Adjustments to the draft budget

- Review 5 year projections
  - Draft of Trustee's budget cover letter to Commissioners
- Board Meeting July 21st
  - Review of 2017 Proposed Budget
  - Authorize Executive Director to submit budget
  - Sign the Trustee's budget cover letter

## **EMERGING ISSUES**

### Evergreen Library Hillside

The Executive Director noted that there was an update on the erosion issue at the Evergreen library. Steve Chestnut advised the Board that the Library has initiated the process to evaluate the hillside to make sure it is strictly an erosion issue and not actual movement of the hillside. The report from Martin and Martin will be shared with the Board. This is an ongoing issue for the Library and several discussions over the last 3-4 years have been held with the County who owns part of the hillside. Last year the issue was significantly worse and a pond formed behind the Evergreen Library. The Library will investigate options to deal with the issue.

### Standley Lake Greenway Trail Project

The Library has been approached regarding the Standley Lake Greenway Trail Project. Last year the Library Board wrote a letter in support of the project which was part of the American Great Outdoors initiative with the Department of Public Transportation. Grant funding for that project did not go through. The City of Arvada has approached the Library again regarding that project because a potential new source for grant funding has been identified. The Library will be working with the City of Arvada to develop a draft memorandum of understanding and schedule a presentation on the project for the Library Board's review and consideration at the August Board meeting.

### Wheat Ridge Library Windows

The Senior Resource Center has contacted the Library about replacing the windows in the leased portion of the building that holds the Wheat Ridge Library. The Library is in the process of getting quotes.

### Golden Library One-Day Closure

The Golden Library will be closed for one day on June 23, to address a sewage system blockage. The repair requires breaking up the floor in front of the accounts desk to fix the blockage, pouring cement to repair the floor and replacing the carpet. The blockage has caused flooding in the public meeting room and in the staff room.

### Tenant Finish

Trustee Bodnar asked for some clarification on the tenant finish notation in the Finance Department report. The Board was advised that the Owner's Representative RFP included a potential Phase II for services related to tenant finish for a 10,000 square foot facility. No project or location has been identified for tenant finish services. The contract with NV5 provides that if the Library, at its sole discretion, determines that it wants to continue the relationship and explore Phase II, a Statement of Work further clarifying the requirements and timeline of the tenant finish project will be provided by the Library and the consultant shall provide a cost proposal based on that Statement of Work. Phase II would require Board authorization.

### **BOARD SCHEDULE – NEXT MEETINGS**

- June 18 – Policy Governance Training – 9:00-2:00 – Administration Conference Room
- July 7 – Library Board and Board of County Commissioners Quarterly meeting – 10:00 – 11:00 am, 5<sup>th</sup> Floor Conference Room
- July 14 – Study Session – 5:30 pm – Administration Conference Room
- July 21 – Board Meeting – 5:30 pm – Golden Library Meeting Room, 1019 10<sup>th</sup> Street

### **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

Trustee Bodnar noted that the City of Arvada's Sand and the City event is next weekend, June 25 and 26. The Library's team performed very well at the practice.

### **ADJOURNMENT**

The Board meeting was adjourned at 7:17 p.m.

John Bodnar, Secretary

## **FOUNDATION REPORT**

**FOUNDATION EXECUTIVE DIRECTOR REPORT**  
**JULY 2016 (JUNE 17 – JULY 21)**  
**By Jo Schantz**

**1) Fundraising and events**

- **Books Galore Book Sale (new!)**  
Thursday and Friday, Aug. 4-5, 8 am. to 3 p.m.  
At the Jefferson County Courthouse
- **2016 *Holmes for the Holidays* gala benefit on Nov. 17**
  - Drafted the script for the evening's entertainment

**2) Meetings and networking**

- A. June 20 – meeting with Lakewood Mayor Adam Paul
- B. June 21 – Audit Committee meeting at Jefferson County Courthouse
- C. June 22 – Program and Events Committee meeting
- D. June 22 – Focus Group meeting with volunteers from the Friends Gift Shop at Belmar Library
- E. June 22 – meeting with Debbi Mikash re: grant proposal for City of Wheat Ridge
- F. June 23 – Volunteer picnic and wrap-up meeting from spring Whale Sale
- G. June 30 – meeting with Kimberly Wall, prospective Foundation Board member
- H. July 1 – meeting and tour of Foundation with Joyce Johnson of the Jeffco Prosperity Project
- I. July 7 – Senior Management Team meeting at the Lakewood Library
- J. July 7 – staff meeting to discuss plans for Holiday Book Sales
- K. July 8 – site visit and meeting with Tanner White, owner, College Hunks Hauling Junk re: new partnership to acquire used book sales
- L. July 11 – meeting with Alison Brigham, new donor (planned giving )and potential volunteer
- M. July 12 – meeting for a Legal Audit (to review all official Foundation documents) at Holland & Hart, with Julia Hill-Nichols
- N. July 12 – S. Union Corridor Professionals Group meeting at Lucha Cantina in Littleton
- O. July 13 – Westside Professionals networking event at West Chamber offices
- P. July 19 – Community Services Advisory Board (CSAB) Board meeting in Golden

**3) Communications and outreach**

- A. Tour of Foundation and interview for YourHub news story with Denver Post writer Joe Vaccarelli
  - A. Your Hub Front page story on the Foundation's new online book sales venture, published 6/30/16
- B. Finalized production for the Foundation's 2015 Annual Report; meeting with Graphics Dept. on 6/27/16
- C. Printed/produced/mailed the Summer Footnotes newsletter

- D. Community presentations: **June 28** for the Applewood Kiwanis Club
- E. BBQ event at NREL; volunteer recruitment activity on **July 13**

#### 4) General Administration

- A. 90-day staff reviews for two Foundation employees: Jenaveve Linabary and Don DuBé
- B. Continued preparation for recycling pilot project at the Arvada Library
- C. Continued preparation for Golden Library book donations (new bin and policies procedures)
- D. Oversaw change in our employee payroll account to a new payroll company

#### 5) Solicitations, sponsorships, grants and grant reports

##### Grants

##### A. PENDING

1. **Temple Hoyne Buell Foundation** -- \$7,500 for Babies First Books and 2016 Community Literacy event
2. **City of Wheat Ridge** – A menu of funding opportunities for the Wheat Ridge Library featuring:
  - a. \$18,964 for new windows (or partial funding @ \$10,000)
  - b. \$16,000 for new carpeting (or partial funding @ \$8,000)
  - c. In-library supplies and equipment for children at \$1,264.45 (hand puppets and a rolling book cart)

##### B. DENIED

1. **Lakewood Legacy Foundation** -- \$21,594 in support of new A/V equipment for Belmar and Lakewood Libraries
  - a. After being directed to submit two separate proposals in March (one to the Lakewood Legacy Foundation and one to the City of Lakewood), I was informed (on June 29) by the new President of the Lakewood Legacy Foundation that they have “no money” to disburse in 2016.

## **Operational Updates**

### **Executive Director Update**



**administration**

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

[jeffcolibrary.org](http://jeffcolibrary.org)



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

This month I participated in the interviews and selection decision for the Director of Budget and Finance position. We selected Richard Sosa and he will in attendance at the Board meeting.

I also participated in the interviews and selection process for an Owner's Representative for our Columbine remodel project. We selected the firm of NV5. The people from that firm who will work on our project will be in attendance at the Board meeting.

I attended the launch of the school district's summer school literacy program. This is a program designed to maintain and build upon the reading skills of elementary students who are experiencing challenges in learning to read. Our staff provides resources and programming as a part of the program.

Pat Klein and I were interviewed by a reporter from the Golden Transcript.

I worked on my portion of the Continuity of Operations Plan with Lisa VanderHeyden.

I met with HJ Stalf, City Manager of Edgewater to receive an update on progress toward building the City's Administrative building. HJ announced the plan to start construction on a facility to contain the Police Department, a Fitness Center, a Library, the Administrative Offices, the Court, the Council Chambers and public meeting rooms at the City Council meeting on July 7, 2016. Donna Walker and I attended that meeting to talk to the Council about our new library service model. There will be two measures on the upcoming November ballot. One measure will be to approve constructing the facility on a piece of the city's park land. The other measure will be to approve the construction of the project without increasing taxes. When details are more concrete, HJ will attend one of our upcoming study sessions to talk about the project and answer your questions.

Along with Donna Walker, Julianne Rist, Rebecca Winning and Steve Chestnut, I toured the new Douglas County Lone Tree Library. We gleaned some ideas for our upcoming project at Columbine.

I also toured the Pikes Peak District's 21C library.

I had my regular meeting with Brian and Julia,

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

**Finance Department**

## memorandum



to: Pam Nissler, Executive Director  
from: Richard Sosa, Director of Finance & Budget  
re: Finance Monthly Report

- Budget to Actual Tables
- 5 Year Capital Plan
- 2017 Proposed Budget

date: July 21, 2016

**A. Budget to Actual Tables**

The Budget to Actual Tables for the period ending June 2016 will be prepared as soon as accounting period 06 is closed and the analysis has been completed. The Tables will be available for the meeting, along with the analysis discussion.

**B. Authorization of the 2017 5-Year Capital Plan**

The 2017 Proposed 5-Year Capital plan, as presented and discussed at the July 14<sup>th</sup> Study Session, will be provided in your folders at the meeting.

Action Item: Recommend that the Library Board of Trustees authorize the Executive Director to submit the 2017 5-Year Capital Plan request to the Board of County Commissioners (4.2.5 C) as presented.

**C. Authorization of the 2017 Proposed Budget**

The 2017 Proposed Budget, as presented and discussed at the July 14<sup>th</sup> Study Session, will be provided in your folders at the meeting.

Action Item: Recommend that the Library Board of Trustees authorize the Executive Director to submit the 2017 Proposed Budget Plan, including Business Cases, to the Board of County Commissioners (4.2.5 C) as presented.



Jefferson County  
PUBLIC LIBRARY

## memorandum

to: Pam Nissler, Executive Director  
from: Richard Sosa, Director of Finance & Budget  
re: Finance Monthly Report – Analysis Discussion

- Budget to Actual Tables

date: July 21, 2016

### A. Budget to Actual Tables Analysis

There are five Tables in this presentation, Table 1 is a total fund summary. The Budget to Actual in Table 1 displays sources of funds for the period ending June 2016 (Period 6). Sources include Property Taxes, Other revenue and Transfers. Property tax revenue collected for operating and capital, totals \$32,368,175, representing 98% of the budget line. Library fines and fees revenue plus other revenues are currently projected to be under budget by \$29,000 for year end. The revenues related to library fines and fees and other revenue (mostly copier and lost materials reimbursements) are volume driven sources and will vary each month. All revenue budget to actual lines are monitored monthly and projections are adjusted with changing conditions.

Table 1 displays uses of funds including salaries, library books and materials, supplies, costs of services and internal transactions. Budgeted salaries and benefits compared to actual, through June, are tracking under budget around 44% compared to 50% of the year completed. Payroll is projected to be within budget by year end.

Library books and materials spending year to date is 47% of the budget compared to 50% of the year completed. Overall, the current projection trend anticipates that this budget target will be met.

Overall the Library is in a strong financial position, having an increased budget, an internal review for planning and budget monitoring and an ending projected Fund Balance of \$13,298,149. Applying the minimum Fund Balance reserve of 25% of current year revenues, the balance that remains unrestricted is \$4,684,700. As a bench mark, this amount represents two months of operations (current budget divided by 12) approximately \$2.6 million dollars per month.

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

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 06/30/2016	Variance 2016 Budget	Budget to Actual %
<b>Sources of Funds</b>						
<b>Revenues</b>						
<b>Property Taxes</b>						
Property Taxes - Operating	\$ 23,138,482	\$ 22,541,641	\$ 31,558,023	\$ 30,911,756	\$ (646,267)	97.95%
Property Taxes - Capital	553,389	1,081,881	1,519,998	1,456,420	(63,578)	95.82%
<b>Total Taxes</b>	<b>\$ 23,691,871</b>	<b>\$ 23,623,522</b>	<b>\$ 33,078,021</b>	<b>\$ 32,368,176</b>	<b>\$ (709,845)</b>	<b>97.85%</b>
<b>Federal &amp; State Grants</b>	\$ 108,000	\$ 116,960	\$ 126,734	\$ 131,085	\$ 4,351	103.43%
<b>Fines &amp; Fees</b>	807,805	720,927	794,000	353,195	(440,805)	44.48%
<b>Other Revenue</b>	456,515	514,393	455,021	183,258	(271,763)	40.27%
<b>Total Other Revenues</b>	<b>1,372,320</b>	<b>1,352,280</b>	<b>1,375,755</b>	<b>667,538</b>	<b>(708,217)</b>	<b>48.52%</b>
<b>Sub Total Operating Revenues</b>	<b>\$ 25,064,191</b>	<b>\$ 24,975,802</b>	<b>\$ 34,453,776</b>	<b>\$ 33,035,714</b>	<b>\$ (1,418,062)</b>	<b>95.88%</b>
<b>Transfer from Fund Balance</b>	\$ 524,261	\$ -	\$ -			<b>N/A</b>
<b>Transfer to Fund Balance</b>	-	862,857	2,057,647	20,071,214	18,013,567	<b>N/A</b>
<b>Total Sources of Funds</b>	<b>\$ 25,588,452</b>	<b>\$ 24,112,945</b>	<b>\$ 32,396,129</b>	<b>\$ 12,964,500</b>	<b>\$ (19,431,629)</b>	<b>40.02%</b>
<b>Uses of Funds</b>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 10,852,945	\$ 10,432,207	\$ 12,623,293	\$ 5,622,973	\$ (7,000,320)	44.54%
Benefits	3,240,112	3,063,396	3,846,731	1,635,769	(2,210,962)	42.52%
<b>Sub-Total Salaries &amp; Benefits</b>	<b>\$ 14,093,057</b>	<b>\$ 13,495,603</b>	<b>\$ 16,470,024</b>	<b>\$ 7,258,742</b>	<b>\$ (9,211,282)</b>	<b>44.07%</b>
Collection: Library Books & Materials	\$ 3,476,010	\$ 3,433,873	\$ 5,854,776	\$ 2,769,529	\$ (3,085,247)	47.30%
Supplies	891,610	800,732	1,035,154	490,918	(544,236)	47.42%
Other Services & Charges	3,092,078	2,480,884	3,644,414	1,452,052	(2,192,362)	39.84%
Internal Transactions /Cost Allocation	1,249,317	1,158,655	1,450,848	871,974	(578,874)	60.10%
<b>Total Operating Expenditures</b>	<b>\$ 22,802,072</b>	<b>\$ 21,369,747</b>	<b>\$ 28,455,216</b>	<b>\$ 12,843,214</b>	<b>\$ (15,612,002)</b>	<b>45.13%</b>
<b>Financing &amp; Debt Service</b>	<b>\$ 1,611,600</b>	<b>\$ 1,611,599</b>	<b>\$ 1,584,388</b>	<b>\$ -</b>	<b>\$ (1,584,388)</b>	<b>0.00%</b>
<b>Capital Projects</b>	<b>\$ 1,174,780</b>	<b>\$ 1,131,599</b>	<b>\$ 2,356,525</b>	<b>\$ 121,286</b>	<b>\$ (2,235,239)</b>	<b>5.15%</b>
<b>Total Uses of Funds</b>	<b>\$ 25,588,452</b>	<b>\$ 24,112,945</b>	<b>\$ 32,396,129</b>	<b>\$ 12,964,500</b>	<b>\$ (19,431,629)</b>	<b>40.02%</b>

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

	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 06/30/2016	\$ Incr(Decr) 2015 Actual to 2016 Adopted
<b>Beginning Fund Balance</b>	<b>\$ 11,240,502</b>	<b>\$ 12,245,645</b>	<b>\$ 11,240,502</b>	<b>\$ 13,108,502</b>	<b>\$ (1,005,143)</b>
<b>Revenues</b>					
Operating Revenues	\$ 24,510,802	\$ 23,808,921	\$ 32,933,778	\$ 31,579,294	\$ 9,124,857
Capital Funding	553,389	1,166,881	1,519,998	1,456,420	353,117
<b>Total Revenues</b>	<b>\$ 25,064,191</b>	<b>\$ 24,975,802</b>	<b>\$ 34,453,776</b>	<b>\$ 33,035,714</b>	<b>\$ 9,477,974</b>
<b>Expenditures</b>					
Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,455,216	\$ 12,843,214	\$ 7,085,469
Debt Service	1,611,600	1,611,599	1,584,388	-	(27,211)
Capital Projects	1,174,780	1,131,599	2,356,525	121,286	1,224,926
<b>Total Expenditures</b>	<b>\$ 25,588,452</b>	<b>\$ 24,112,945</b>	<b>\$ 32,396,129</b>	<b>\$ 12,964,500</b>	<b>\$ 8,283,184</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>\$ (524,261)</b>	<b>\$ 862,857</b>	<b>\$ 2,057,647</b>	<b>\$ 20,071,214</b>	<b>\$ 1,194,790</b>
<b>Ending Fund Balance</b>	<b>\$ 10,716,241</b>	<b>\$ 13,108,502</b>	<b>\$ 13,298,149</b>	<b>\$ 33,179,716</b>	<b>\$ 189,647</b>
<b>Above/(Below) Minimum</b>	<b>\$ 4,450,193</b>	<b>\$ 6,842,454</b>	<b>\$ 4,684,705</b>	<b>\$ 24,566,272</b>	<b>\$ (2,157,749)</b>
<b>Above/(Below) Maximum</b>	<b>N/A</b>	<b>N/A</b>	<b>\$ (3,928,739)</b>	<b>\$ 15,952,828</b>	<b>N/A</b>
<b>Fund Balance Policy</b>					
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		
<b>Total Minimum F/B Reserve Requirement</b>	<b>6,266,048</b>		<b>8,613,444</b>		
Maximum Fund Balance					
50% of Current Year Budgeted Revenues			17,226,888		
<b>Total Maximum F/B Reserve Requirement</b>	<b>N/A</b>		<b>\$ 17,226,888</b>		

**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
<b>FTE Positions - Active</b>	<b>181.50</b>	<b>181.50</b>	<b>207.50</b>	<b>208.50</b>	<b>27.00</b>
<b>FTE Positions - Reserved</b>	<b>33.50</b>	<b>33.50</b>	<b>7.50</b>	<b>6.50</b>	<b>-27.00</b>
<b>Total Authorized Positions</b>	<b>215.00</b>	<b>215.00</b>	<b>215.00</b>	<b>215.00</b>	<b>0.00</b>

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

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 06/30/2016	Projected Year-End 2016	Variance 2016 Budget
<i>Sources of Funds</i>						
<b>Revenues</b>						
<b>Taxes</b>						
Property Taxes - Operating	\$ 23,702,058	\$ 22,959,917	\$ 32,257,736	\$ 30,908,462	\$ 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	3,294	39,143	-
<b>Total Taxes</b>	<b>\$ 23,138,482</b>	<b>\$ 22,541,641</b>	<b>\$ 31,558,023</b>	<b>\$ 30,911,756</b>	<b>\$ 31,558,023</b>	<b>\$ -</b>
<b>Federal &amp; State Grants</b>	\$ 108,000	\$ 116,960	\$ 126,734	\$ 131,085	\$ 131,085	\$ 4,351
<b>Library Fines</b>	646,480	621,284	650,000	295,787	650,000	-
<b>Other Fees</b>	161,325	99,643	144,000	57,409	144,000	-
<b>Investment Income</b>	135,715	172,373	149,021	82,073	149,021	-
<b>Conference Room Rental</b>	13,500	11,913	-	2,943	2,943	2,943
<b>Contributions from Private Sources</b>	200,000	155,426	200,000	76,629	200,000	-
<b>Other Revenue</b>	107,300	89,681	106,000	21,613	106,000	-
<b>Total Revenues</b>	<b>\$ 24,510,802</b>	<b>\$ 23,808,921</b>	<b>\$ 32,933,778</b>	<b>\$ 31,579,294</b>	<b>\$ 32,941,072</b>	<b>\$ 7,294</b>
<i>Uses of Funds</i>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 10,050,731	\$ 9,083,743	\$ 11,231,588	\$ 4,930,762	\$ 11,222,688	\$ (8,900)
Awards & Bonuses	-	300	83,796	5,100	83,796	-
Termination Pay	90,000	88,828	-	15,099	16,000	16,000
Temporary Pay	1,508,567	1,259,336	1,806,537	672,012	1,815,437	8,900
Vacancy Savings	(796,353)	-	(498,628)	-	(498,628)	-
Benefits	3,240,112	3,063,396	3,846,731	1,635,769	3,846,731	-
<b>Total Salaries &amp; Benefits</b>	<b>\$ 14,093,057</b>	<b>\$ 13,495,603</b>	<b>\$ 16,470,024</b>	<b>\$ 7,258,742</b>	<b>\$ 16,486,024</b>	<b>\$ 16,000</b>
Library Books & Materials	\$ 2,451,010	\$ 2,397,326	\$ 4,822,476	\$ 1,659,746	\$ 4,820,976	\$ (1,500)
Library Computer Materials	900,000	916,153	901,650	993,921	926,650	25,000
Library Periodicals	125,000	120,394	130,650	115,862	130,650	-
<b>Sub-Total Library Collections</b>	<b>3,476,010</b>	<b>3,433,873</b>	<b>5,854,776</b>	<b>2,769,529</b>	<b>5,878,276</b>	<b>23,500</b>
Supplies	891,610	800,732	1,035,154	490,918	1,073,654	38,500
Other Services & Charges	3,092,078	2,480,884	3,644,414	1,452,052	3,585,139	(59,275)
Direct Internal Charges	129,852	115,041	127,061	38,282	127,061	-
Indirect Cost Allocation	653,953	653,953	696,338	348,169	696,338	-
Intra County Transactions	465,512	389,661	627,449	485,523	627,449	-
<b>Total Operating Expenditures</b>	<b>\$ 22,802,072</b>	<b>\$ 21,369,747</b>	<b>\$ 28,455,216</b>	<b>\$ 12,843,214</b>	<b>\$ 28,473,941</b>	<b>\$ 18,725</b>
<b>Total Uses of Funds</b>	<b>\$ 22,802,072</b>	<b>\$ 21,369,747</b>	<b>\$ 28,455,216</b>	<b>\$ 12,843,214</b>	<b>\$ 28,473,941</b>	<b>\$ 18,725</b>



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

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 06/30/2016	Projected Year- End 2016	Variance 2016 Budget
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<b>Debt Service</b>						
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	-
<b>Total Debt Service</b>	<b>\$1,611,600</b>	<b>\$ 1,611,599</b>	<b>\$ 1,584,388</b>	<b>\$ -</b>	<b>\$ 1,584,388</b>	<b>\$ -</b>

<b>Arvada</b>
Total Issue \$8,886,000
Term 2005-2024 June & Dec
Use - Arvada Library Facility

<b>Build America Bonds</b>
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

<b>Certificates of Participation (COP)</b>
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	Final 2015 Actual	2016 Budget	YTD Actual 06/30/2016	Projected Year- End 2016	Variance 2016 Budget
<b>Sources of Funds</b>						
Property Tax - Capital - 4.5%	\$ 1,081,881	\$ 1,081,881	\$ 1,519,998	\$ 1,456,420	\$ 1,519,998	\$ -
Contribution - City of Golden	-	85,000	-	-	-	-
Transfer from Fund Balance	524,261	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>\$ 1,606,142</b>	<b>\$ 1,166,881</b>	<b>\$ 1,519,998</b>	<b>\$ 1,456,420</b>	<b>\$ 1,519,998</b>	<b>\$ -</b>
<b>Uses of Funds</b>						
<b>Capital Projects</b>						
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		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	1,500	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	95,748	92,780	(36,780)
Next Generation Firewall	-	-	71,000	15,154	71,000	-
Admin Space Plan/Reconfiguration	-	-	10,000	8,884	10,000	-
Increase Wireless Access Points	-	-	60,000		60,000	-
Records Management Software	-	-	25,000		25,000	-
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	-
<b>Total Capital Projects</b>	<b>\$ 1,174,780</b>	<b>\$ 1,131,599</b>	<b>\$ 2,356,525</b>	<b>\$ 121,286</b>	<b>\$ 2,393,305</b>	<b>\$ (36,780)</b>
<b>Ending Balance</b>	<b>\$ 431,362</b>	<b>\$ 35,282</b>	<b>\$ (836,527)</b>	<b>\$ 1,335,134</b>	<b>\$ (873,307)</b>	<b>\$ (36,780)</b>

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

[jeffcolibrary.org](http://jeffcolibrary.org)



To: Honorable Jefferson County Commissioners

From: Library Board of Trustees

Re: 2017 Proposed Budget

Date: July 22, 2016

Honorable County Commissioners,

The Board of Trustees is pleased to present a budget that will allow Jefferson County Public Library to continue its work toward fulfilling the wishes of taxpayers as identified by the passing of the 2015 mill levy ballot issue. We are encouraged by the progress that the library has made thus far and look forward to continued work in subsequent years.

Working collaboratively with the County staff and the Library staff, the Library Board of Trustees' has submitted a proposed budget for the year 2017. The budget development process is governed by the Board of County Commissioners annual guidelines, and the Library Board of Trustees fiduciary responsibilities.

**State of Colorado Library Law, 24-90-109 Powers and duties of board of trustees** instruct the Board of Trustees to:

III (d) "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.

The Board of Trustees', in submitting this budget, support and acknowledge our responsibility to present the budget necessary to provide citizens of Jefferson County with a high quality library, and supports our promises to taxpayers which are:

- Restore library hours;
- Restore investments in books and materials;
- Provide access to updated technology;
- Repair and refurbish existing facilities;
- Improve service in underserved areas; and
- Stabilize long term finances.

The amount that the Board of Trustees has determined necessary to deliver on our promises, operate the library and provide the residents of Jefferson County with a responsible level of library services in 2017 is based on the maximum 4.5000 mill levy. This mill levy will provide estimated net property tax revenue of \$36 million dollars.

As Library Trustees it is our fiduciary responsibility to propose a budget that represents an adequate level of spending to support Library services and allows the library to fulfill its promises to taxpayers. We believe that the 2017 proposed budget serves this purpose.

A handwritten signature in black ink, appearing to read "Brian DeLaet".

Brian DeLaet, Chair  
Library Board of Trustees

# Fulfilling Our Promises

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2017 Proposed Budget  
Library Trustee Meeting Presentation  
July 21, 2016



Jefferson County  
PUBLIC LIBRARY

# 2017 Proposed Budget Summary

	2016 Budget	2017 Proposed Budget
<b>Revenues</b>	4.121 Mills	4.500 Mills
Revenues	\$34,453,776	\$37,593,009
<b>Total Revenues</b>	<b>\$34,453,776</b>	<b>\$37,593,009</b>
<b>Expenditures</b>		
Operating	\$27,004,368	\$29,757,356
Debt Service	1,584,388	1,548,404
Projects/Capital	2,356,525	6,361,500
Interdepartmental	1,450,848	1,581,998
<b>Total Expenditures</b>	<b>\$32,396,129</b>	<b>\$39,249,258</b>
Use of Fund Balance		\$1,656,250
Difference	\$2,057,647	
Full – Time Equivalent (FTEs)	215.00	215.00

# 2017 Business Cases

Per County Instructions:

Business cases refer to items that may not qualify as a capital project or expenditure, but has a budgetary impact that is **significant** in one year or on an on-going basis.

2016 Operating Budget	\$27,004,368
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2017 Operating Budget	<u>\$29,757,356</u>
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Additions to 2017 Budget	\$ 2,752,988
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# Business Case Requests

Priority	Title	One-Time	On-Going
1	Books & Materials	\$2,346,717	\$2,346,717
2	1 FTE – Maintenance Tech	102,484	58,284
3	Software Maintenance Agmts	112,837	112,837
4	Temporary Salaries	65,480	0
5	DIY Lab Materials	19,270	19,270
6	Audio/Visual Equipment	41,200	0
7	Communication Audit Implementation	50,000	50,000
8	Program Audit Implementation	15,000	15,000
<b>Total</b>		<b>\$2,752,988</b>	<b>\$2,602,188</b>



# 5 Year Capital Plan 2017-2021

Per County Instructions:

Five-Year Capital Improvement Plan projects include infrastructure improvements or construction, land acquisition or development, building improvements or construction, and equipment or software costing \$50,000 or more. This also includes recurring capital expenditures and one-time projects or studies.

2017 Total Projects	\$ 6,361,500
5 Year Total	\$22,349,025

# 5 Year Project Requests

Project	2017 Request	2018-2021
Facility-wide Capital Maintenance	\$250,000	\$1,000,000
Furniture & Equipment > \$5k	56,000	144,000
Computer Replacement Project	250,000	1,000,000
Book Sorters Sinking Fund	200,000	800,000
IT Infrastructure Replacement	462,000	720,000
Records Management Software	50,000	0
High Availability Internet Redundancy	0	108,000
Replace DVD/CD Diskwasher	8,000	28,000
Columbine Remodel Project	4,250,000	0
Evergreen HVAC Replacement	135,000	0
Entry Door Replacements	36,800	18,525

# 5 Year Project Requests

Project	2017 Request	2018-2021
Virtual Server Upgrades	91,000	91,000
Server Replacements	37,000	0
RFID Self Check Implement	250,000	0
Belmar Library Remodel	0	4,000,000
Edgewater Library	80,000	1,000,000
Graphic Equipment – Large Format Printer	10,000	0
JCPL Mobile Experience	15,700	110,000
Mobility Solutions	25,000	0
Long Range Facility Master Plan	75,000	0
Current Year Facility Planning	80,000	0

# 5 Year Project Requests

Project	2017 Request	2018-2021
Lakewood Fence Replacement		55,000
Lakewood Public Restroom Expansion		120,000
Lakewood Admin Staff Restroom		48,000
Evergreen Library Remodel		2,030,000
Golden Parking Lot		125,000
Standley Lake Clerestory Roof Panel		70,000
Westminster Express Service		130,000
Lakewood Library Remodel		2,030,000
Paperless Office Project		20,000
Belmar AHU Rebuild		165,000
Belmar Chiller Replacement		145,000

# 5 Year Project Requests

Project	2017 Request	2018-2021
Arvada Library Remodel		2,030,000
Total 2017 Projects	\$6,361,500	
Total 2018-2021 Projects		\$15,987,525
Grand Total 5 Year Projects		\$22,349,025

# Prioritization of Projects & Cases

Per County Instructions:

- ✓ Prioritize Project Requests
- ✓ Identify the top three organizational priorities

# Library Priority Requests

Priority	Title	2017 Request
1	Library Books & Materials Budget	\$2,346,717
2	IT Infrastructure Replacement Plan	462,000
3	Columbine Library Remodel	4,250,000
4	1 FTE Maintenance Technician	102,484
5	Edgewater Library	80,000
6	Capital Maintenance	250,000
7	Software Maintenance Agreements	112,837
8	RFID Self Checks	250,000
9	Records Management Software	50,000
10	Computer Replacement Plan	250,000
11	Furniture & Equipment	56,000
12	Evergreen HVAC Rebuild	135,000
13	Virtual Server Upgrades	91,000
14	Encore Server	37,000



# Library Priority Requests

Priority	Title	2017 Request
15	Large Format Printer	10,000
16	Temporary Salaries	65,480
17	Entry Door Replacement	36,800
18	CD/DVD Disk Washer	8,000
19	DIY Lab Materials	19,270
20	Audio/Visual Equipment	41,200
21	Communication Audit Implementation	50,000
22	Program Audit Implementation	15,000
23	Long Range Facility Master Plan	75,000
24	JCPL Mobile Experience	15,700
25	Current Year Facility Expansion Planning	80,000
26	Mobility Solution	25,000
27	Book Sorter Sinking Fund	<u>200,000</u>
<b>Total Requests</b>		<b>\$9,114,488</b>

# Action Items

- Authorize Executive Director to submit 2017 Proposed Budget and 5 Year Capital Plan to the Board of County Commissioners



Jefferson County

PUBLIC LIBRARY

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

**Public Services**



Jefferson County  
PUBLIC LIBRARY

## 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 2 Statistical Report to the Board on JCPL Key Performance Indicators

Date: July 11, 2016

### Executive Summary

The comparison to last year second quarter 2016 is influenced and skewed by the temporary closure of the Golden branch (GN) due to remodeling in Q2 2015. In an effort to gauge the real change year-over-year for Q2, the main system Key Performance Indicators (KPI's) have been adjusted to not include GN. This information will be shown in addition to the unadjusted system numbers (with GN included) for a more meaningful comparison. The adjusted numbers will generally show lower percentage increases for the main KPI's but illustrate even more clearly that the expansion of open hours has brought all key performance indicators to new higher levels. As expected numbers have trended up and usage has spread out among the longer hours, making a library visit or program attendance a more enjoyable and quality experience for our customer.

The second quarter of 2016 shows the results of the expansion of **public service hours**. Public access to our facilities was scheduled to increase by 25% (117.5 hours per week) for the 10 library branches on April 4<sup>th</sup>, 2016. This increase will show as a 35% rise in the attached report in comparison to 2015 due to the GN closure during this time period. With increased access to facilities, the number of library **visits** rose by 16% with a total of 721,030 physical visits in Q2 2016. JCPL posts an 8% increase when adjusting for the Golden closure.

**Circulations** increased by 14% in comparison to last year, and by 9% when adjusted to not include GN for Q2. Again, the circulation of e-materials and the number of renewals contributed clearly to the overall rise in addition to increases experienced at the branches. This trend is further supported by a corresponding increase in web visits by 9%. The average **circulations per visit** were higher in comparison to last year's second quarter when adjusted to not include GN, with a 3.0 ratio (vs. 2.9 in 2015, and 2.8 in 2016 unadjusted for GN).

**Programming** recorded an increase in both the number of programs as well as the number of people attending the programs. When the increase in programs (32% or 24% when adjusted to not include GN) exceeded the increase in attendance (10% or 9% when adjusted to not include GN), it was anticipated that the average attendance of JCPL programs would decrease. The decrease in average attendance by 17% (6 attendees less per program) is welcome and desired. Overcrowded storytimes and children's programs have been seen as a creating a less than satisfactory experience in the past. A more

comfortable size on the other hand will foster a quality experience and increase the impact of our programs.

## Second Quarter Highlights

In reference to our End Statement #2, the second quarter report focuses on residents having convenient access to physical and digital services.

With the **expansion of public service hours** by 25% and new library schedules in all 10 locations, patrons finally received what they had long asked for, longer and more convenient open hours. The expansion of open hours was flanked by our efforts to continuously add more items to our **collection** (61,835 new items in Q2). 32% more **programs** (24% more when adjusted to not include GN) were added to increase the options for patrons to participate and to spread out the historically high average attendance numbers for children's programs. Q2 typically kicks off our **Summer Reading** Program (June), and summer reading registrations were 19% higher than last year's second quarter, which shows the reach we can gain this year with the new public service hours.

**Visits and Circulations** both rose in response to the new open hours, visits by 16% (8% when adjusted to not include GN), and circulations by 14% (9% when adjusted to not include GN). The new ratios introduced in Q1 responded with a decrease which shows that patron activity was allowed to not only to grow with the increased access to JCPL's community services, but it was able to spread out across the new range of public service hours, giving patrons the leeway to choose their most convenient time to come into the library. As a result, the number of **Visits per Open Hour** decreased by 8% to 97 visits per open hour in Q2. Equally, the number of **Circulations per Open Hour** decreased by 8% to 287 circulations per open hour.

The introduction of the new open hours increased access to our publicly available computers. While the number of **wireless connections** continues to be on the rise with a 25% increase in comparison to last year's second quarter, the number of public sessions on a library computer experienced a turnaround from a 5% drop in Q1 to a 5% rise in Q2, which we relate to the additional open hours offered. Also the **usage hours** of our library computers by patrons have increased by 12%.

As part of Ends #2, we wanted to highlight the usage of our digital library services (website). Showing how people access our website, browse our catalog from any desktop, tablet, mobile phone or computer available at the libraries for the public. Our **web visits** increased by 9% to 787,317 sessions in Q2. While the State defines web visits to exclude any catalog sessions (i.e. when patrons browse our catalog to find items, read reviews and item descriptions, or want to put items on hold), we log this number internally to track catalog activity and use. In comparison to the web visits (787,317 sessions), the number of catalog sessions was 677,457, which shows the use of this tool on our website. 35% of the web visits are carried out by new visitors, 65% by returning visitors of the [jeffcolibrary.org](http://jeffcolibrary.org) website. While desktop/tablet usage prevails as the dominating means to accessing our website, mobile access has increased by 17% over last year's second quarter.

## JCPL Key Statistics for Trustees - Q2 2016

## Per Capita Figures

JCPL Key Annual Statistics	Q1 2015	Q1 2016	Q1 % Deviation	Q2 2015	Q2 2016	Q2 Deviation	Q2 % 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	\$24.24	40%	\$24.84	\$18.34	(\$6.50)	-26%	\$42.21	\$42.59	\$0.37	1%	\$44.14	\$45.24	\$44.96
Operating Expenditure/Capita	\$10.14	\$10.79	6%	\$10.77	\$11.61	\$0.84	8%	\$20.91	\$22.40	\$1.49	7%	\$42.40	\$43.64	\$41.60
FTE/1000 Capita	0.33	0.40	21%	0.36	0.40	0.04	11%	0.34	0.40	0.06	16%	0.34	0.40	0.49
Visits/Capita	1.09	1.06	-3%	1.10	1.26	0.16	15%	2.19	2.32	0.13	6%	4.35	4.47	4.56
Circulations/Capita	3.26	3.32	2%	3.16	3.57	0.41	13%	6.42	6.89	0.47	7%	12.74	13.49	9.40
Program Attendance/1000 Capita	78.68	86.63	10%	128.08	139.72	11.64	9%	206.75	226.35	19.59	9%	368.42	365.63	239.92

# JCPL Key Statistics for Trustees - Q2 2016

# People

PEOPLE	Locations	Q1 2015	Q1 2016	Q1 % Deviation	Q2 2015	Q2 2016	Q2 Deviation	Q2 % Deviation	YTD 2015	YTD 2016	YTD Deviation	YTD % Deviation
POPULATION LSA	JCPL	565,535	571,459	1%	565,535	571,459	5,924	1%	565,535	571,459	5,924	1%
REGISTERED CARDHOLDERS NEW	JCPL	7,078	6,619	-6%	6,946	7,633	687	10%	14,024	14,252	228	2%
REGISTERED CARDHOLDERS TOTAL	JCPL	348,606	337,601	-3%	335,056	345,229	10,173	3%	335,056	345,229	10,173	3%
CARDHOLDERS PER CAPITA	JCPL	0.62	0.59	-4%	0.59	0.60	0.01	2%	0.59	0.60	0.01	2%
VISITS	Arvada	88,444	82,654	-7%	92,344	100,667	8,323	9%	180,788	183,321	2,533	1%
VISITS	Belmar	118,101	113,063	-4%	123,533	131,764	8,231	7%	241,634	244,827	3,193	1%
VISITS	Columbine	110,745	109,397	-1%	118,193	129,335	11,142	9%	228,938	238,732	9,794	4%
VISITS	Conifer	13,676	15,222	11%	13,747	20,436	6,689	49%	27,423	35,658	8,235	30%
VISITS	Edgewater	12,826	14,276	11%	15,190	16,910	1,720	11%	28,016	31,186	3,170	11%
VISITS	Evergreen	43,665	43,632	-0.08%	45,349	48,762	3,413	7.53%	89,014	92,394	3,380	3.80%
VISITS	Golden	49,689	57,949	17%	24,180	74,031	49,851	206%	73,869	131,980	58,111	79%
VISITS	Lakewood	72,843	69,394	-5%	80,210	78,493	(1,717)	-2%	153,053	147,887	(5,166)	-3%
VISITS	Standley Lake	78,732	73,400	-7%	80,098	92,309	12,211	15%	158,830	165,709	6,879	4%
VISITS	Wheat Ridge	24,021	23,055	-4%	26,105	25,084	(1,021)	-4%	50,126	48,139	(1,987)	-4%
VISITS	Library 2 You	2,648	3,047	15%	3,269	3,239	(30)	-1%	5,917	6,286	369	6%
VISITS	JCPL	615,390	605,089	-2%	622,218	721,030	98,812	16%	1,237,608	1,326,119	88,511	7%
VISITS PER PS HOUR	JCPL	104	102	-2%	107	93	(14)	-13%	105	97	(9)	-8%
VISITS PER CAPITA	JCPL	1.09	1.06	-3%	1.10	1.26	0.16	15%	2.19	2.32	0.13	6%
WEBSITE VISITS	JCPL	736,866	751,488	2%	722,319	787,317	64,998	9%	1,459,185	1,538,805	79,620	5%
PROGRAMS	JCPL	1,891	2,078	10%	1,982	2,624	642	32%	3,873	4,702	829	21%
PROGRAM ATTENDANCE	JCPL	44,494	49,505	11%	72,433	79,842	7,409	10%	116,927	129,347	12,420	11%
AVG PROGRAM ATTENDANCE	JCPL	24	24	1%	37	30	(6.12)	-17%	30	28	(2.68)	-9%
SUMMER READING PARTICIPANTS	JCPL	n.a.	n.a.	n.a.	25,949	30,993	5,044.00	19%	25,949	30,993	5,044.00	19%
PUBLIC SERVICE HOURS	JCPL	5,920	5,955	1%	5,823	7,753	1,930	33%	11,743	13,708	1,965	17%
VOLUNTEERS	JCPL	391	337	-14%	384	480	96	25%	388	409	21	5%
VOLUNTEER HOURS	JCPL	6,439	7,593	18%	9,652	11,371	1,719	18%	16,091	18,964	2,873	18%

# JCPL Key Statistics for Trustees - Q2 2016

# Materials

MATERIALS	Locations	Q1 2015	Q1 2016	Q1 % Deviation	Q2 2015	Q2 2016	Q2 Deviation	Q2 % Deviation	YTD 2015	YTD 2016	YTD Deviation	YTD % Deviation
CIRCULATIONS	Arvada	145,401	134,798	-7%	147,133	149,296	2,163	1%	292,534	284,094	(8,440)	-3%
CIRCULATIONS	Belmar	250,782	237,582	-5%	249,313	259,830	10,517	4%	500,095	497,412	(2,683)	-1%
CIRCULATIONS	Columbine	274,974	268,697	-2%	279,198	295,663	16,465	6%	554,172	564,360	10,188	2%
CIRCULATIONS	Conifer	27,839	27,697	-1%	27,050	28,236	1,186	4%	54,889	55,933	1,044	2%
CIRCULATIONS	Edgewater	22,105	20,802	-6%	22,400	23,557	1,157	5%	44,505	44,359	(146)	0%
CIRCULATIONS	Evergreen	98,297	92,543	-6%	96,668	98,280	1,612	2%	194,965	190,823	(4,142)	-2%
CIRCULATIONS	Golden	105,653	117,659	11%	39,230	127,415	88,185	225%	144,883	245,074	100,191	69%
CIRCULATIONS	Lakewood	152,566	140,487	-8%	166,692	152,535	(14,157)	-8%	319,258	293,022	(26,236)	-8%
CIRCULATIONS	Standley Lake	202,222	198,767	-2%	204,347	224,962	20,615	10%	406,569	423,729	17,160	4%
CIRCULATIONS	Wheat Ridge	37,020	35,095	-5%	36,007	36,450	443	1%	73,027	71,545	(1,482)	-2%
CIRCULATIONS	Library 2 You	15,854	20,013	26%	19,461	18,887	(574)	-3%	35,315	38,900	3,585	10%
CIRCULATIONS	Kids & Families	4,191	2,475	-41%	1,712	688	(1,024)	-60%	5,903	3,163	(2,740)	-46%
CIRCULATIONS	Online Renewals	353,675	428,074	21%	344,575	442,764	98,189	28%	698,250	870,838	172,588	25%
CIRCULATIONS	Interlibrary Loan	2,674	3,435	28%	2,664	3,539	875	33%	5,338	6,974	1,636	31%
CIRCULATIONS	Resources	-	3	#DIV/0!	-	297	297	#DIV/0!	-	300	300	#DIV/0!
CIRCULATIONS	Internal Use	5,366	4,701	-12%	5,759	4,104	(1,655)	-29%	11,125	8,805	(2,320)	-21%
CIRCULATIONS	Call Center	13,857	14,908	8%	13,699	16,006	2,307	17%	27,556	30,914	3,358	12%
CIRCULATIONS	E-MATERIALS	131,541	150,849	15%	130,516	158,020	27,504	21%	262,057	308,869	46,812	18%
CIRCULATIONS	JCPL	1,844,017	1,898,585	3%	1,786,424	2,040,529	254,105	14%	3,630,441	3,939,114	308,673	9%
CIRCULATIONS PER PS HOUR	JCPL	311	319	2%	307	263	(44)	-14%	311	287	(24)	-8%
CIRCULATION PER VISIT	JCPL	3.00	3.14	5%	2.87	2.83	(0.04)	-4%	2.93	2.97	0.04	1%
CIRCULATION PER CAPITA	JCPL	3.26	3.32	2%	3.16	3.57	0.41	13%	6.42	6.89	0.47	7%
COLLECTION SIZE	JCPL	1,112,945	951,210	-15%	1,106,496	964,462	(142,034)	-13%	1,106,496	964,462	(142,034)	-13%
ADDED	JCPL	41,795	57,909	39%	52,877	61,835	8,958	17%	94,672	119,744	25,072	26%
DELETED	JCPL	88,205	65,906	-25%	56,657	53,643	(3,014)	-5%	144,862	119,549	(25,313)	-17%



# JCPL Key Statistics for Trustees - Q2 2016

## Technology

TECHNOLOGY	Locations	Q1 2015	Q1 2016	Q1 % Deviation	Q2 2015	Q2 2016	Q2 Deviation	Q2 % Deviation	YTD 2015	YTD 2016	YTD Deviation	YTD % Deviation
NUMBER OF PUBLIC COMPUTERS	JCPL	308	315	2%	309	316	7	2%	309	315	7	2%
HOURS OF PUBLIC COMPUTER USE	JCPL	65,886	63,799	-3%	67,715	75,734	8,019	12%	133,601	139,533	5,932	4%
NUMBER OF PUBLIC SESSIONS	JCPL	101,632	96,520	-5%	101,654	106,540	4,886	5%	203,286	203,060	(226)	0%
NUMBER OF PUBLIC WIRELESS CONNECTIONS	JCPL	63,819	71,463	12%	62,970	78,777	15,807	25%	126,789	150,240	23,451	18%

# Public Services Highlights – Q2 2016

(Comparison to same quarter last year)

**Public Service Hours**  
(7,753)  
**+33%**

**Library Visits**  
(721,030)  
**+16%**

**Website Visits**  
(787,317)  
**+9%**

**677,457 catalog sessions**  
(uncounted based on State definition)

**35% NEW web visitors**  
(vs. 65% returning)

**+17% Mobile Access**  
(vs. desktop/tablet usage)

**2.8 circulation per visit**

**Circulation**  
(2,040,529)  
**+14%**

**Circulation Per PS Hour**  
**YTD 287 -8%**

**Visits Per PS Hour**  
**YTD 97 -8%**

**JCPL Stats adjusted for GN closure.\***  
Circulation +9%  
Visits +8%  
Program Attendance +9%  
Public Service Hours +25%

**End Statement #2**  
**Goal: Residents have convenient access to physical and digital community services.**

\* Note: Golden (GN) library branch was closed for remodeling during Q2 2015.

## **EMERGING ISSUES**



## Election Financing Policy – De-Accessioned Library Materials

Purpose: The purpose of the policy is to ensure the Board of Trustees adhere to the Fair Campaign Finance Act. The conduct of the Library Board of Trustees and employees is governed by the Fair Campaign Practices Act, Colorado Revised Statutes, 1-45-101, *et seq.* The Act governs the use of public moneys in a campaign involving the election of any person to any public office or involving any ballot question before the electorate.

Funds raised through the sale of de-accessioned library materials, including but not limited to items donated to the Library Foundation, may not be used for funding an election.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

## POLICY TYPE: GOVERNANCE PROCESS

## POLICY 4.1

### POLICY TITLE: *GOVERNING STYLE AND VALUES*

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The Library Board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision, (b) encouragement of diversity in viewpoints, (c) strategic leadership, (d) clear distinction of Board and chief executive roles, (e) collective decisions, (f) future rather than past or present, and (g) proactivity.

Accordingly:

1. The Library Board will cultivate a sense of group responsibility. The Library Board, not the staff, will be responsible for excellence in governing. Although the expertise of individual members may be used to enhance the understanding of the Library Board as a body, the Library Board will not substitute such expertise for its own judgment.
2. The Library Board will direct, control and inspire the organization through the careful establishment of broad organizational policies reflecting the Library Board's values and perspectives. The Library Board's primary focus will be on the Library's intended long-term impact on the residents of Jefferson County, not on the administrative or programmatic means of attaining those effects.
3. The Library Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continual development of governance capability.
4. Although the Library Board can change its governing policies at any time, it will conscientiously observe those currently in effect.
5. All policies of the Library Board are contained in this document, and they remain in effect, unless amended or deleted by Board action.
6. The Library Board will ensure continual development of its governance capability through orientation and professional development of new Library Board trustees to, and periodic evaluation of, the Library Board's governance process and these policies.
7. The Library Board will operate in all ways mindful of its accountability obligation to the "ownership", and will allow no officer, individual or committee of the Library Board to prevent the Library Board from fulfilling this commitment.
8. The Library Board will support the principles of intellectual freedom as expressed in the Library's broad, diverse collections, programs and services.

Adopted: May 19, 2016

## **GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES**

9. The Library Board will monitor and discuss its process and performance at each meeting. Self-monitoring will include comparison of Library Board activity and discipline to Governance Process and Board-Management Delegation policies.
10. The Library Board will abide by the prevailing governing statutes related to Elections and the Fair Campaign Practices Act, Colorado Revised Statutes, § 1-45-101, *et seq.* The act governs the use of public moneys in a campaign involving the election of any person to any public office or involving any ballot question before the electorate. Amendments as a result of changes to a governing statute shall be automatic.

**Sent from my iPad, please forgive the brevity and any typos**  
**Tony M. Esolen, CPA CGMA**

This was the wording that we were proposing. We need to emphasize that the library is ultimately responsible for their policies and controls. This is only a suggestion.

#### Governing Policy 4.1

Item #10. The Library Board will abide by the Fair Campaign Practices Act, Colorado Revised Statutes Section 1-45-117, State and political subdivision – limitations on contributions (“Act”). The Act generally prohibits the expenditure, either directly or indirectly, of public entity moneys to urge electors to vote in favor or against the election of any person to any public office or any state, local or referred measure ballot question.

Amendments as a result of changes to a governing statute shall be automatic.

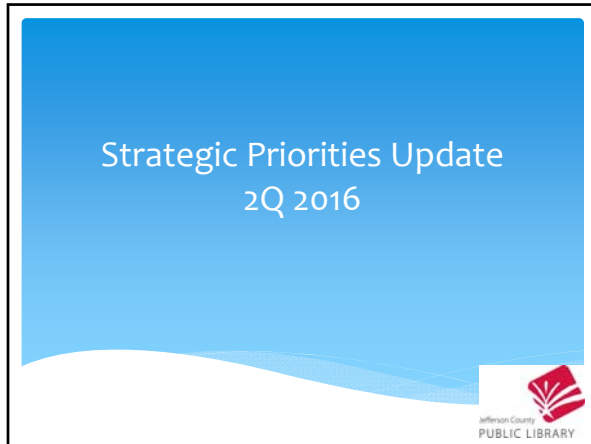
#### Election Financing Policy

Purpose: The purpose of the policy is to ensure the Board of Trustees and Library employees adhere to the Fair Campaign Practices Act, Colorado Revised Statutes Section 1-45-117, State and political subdivision – limitations on contributions (“Act”) . The Act generally prohibits the expenditure, either directly or indirectly, of public entity moneys to urge electors to vote in favor or against the election of any person to any public office or any state, local or referred measure ballot question. No Library moneys may be expended, whether directly or indirectly, including those raised through the sale of de-accessioned library materials, including but not limited to items donated to the Jefferson County Library Foundation, to urge electors to vote in favor or against the election of any person to any public office or any state, local or referred measure ballot question. Trustees and the appropriate Library employees shall exercise the appropriate c

## **ENDS STATEMENTS**

**1.1– 1.4 Global Ends Statements  
Review of 2<sup>nd</sup> Quarter Strategic Initiatives**





Strategic Priorities Update  
2Q 2016

Jefferson County  
PUBLIC LIBRARY

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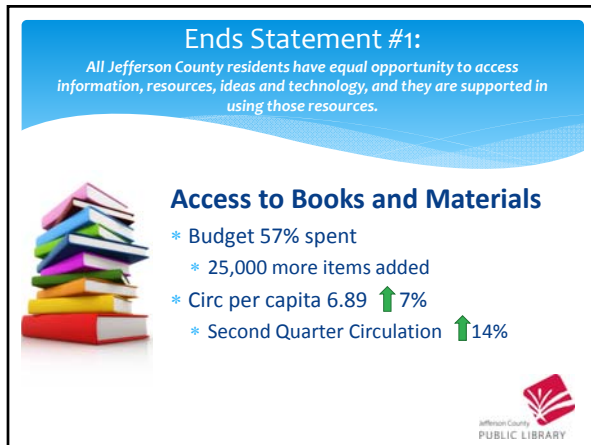
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**Ends Statement #1:**  
*All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using those resources.*

**Access to Books and Materials**

- \* Budget 57% spent
- \* 25,000 more items added
- \* Circ per capita 6.89 ↑ 7%
- \* Second Quarter Circulation ↑ 14%

Jefferson County  
PUBLIC LIBRARY

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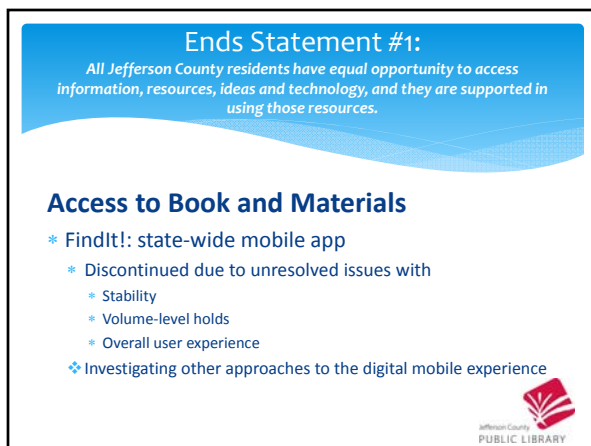
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**Ends Statement #1:**  
*All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using those resources.*

**Access to Book and Materials**

- \* FindIt!: state-wide mobile app
  - \* Discontinued due to unresolved issues with
    - \* Stability
    - \* Volume-level holds
    - \* Overall user experience
- ❖ Investigating other approaches to the digital mobile experience

Jefferson County  
PUBLIC LIBRARY

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**Ends Statement #1:**  
*All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using those resources.*

**Staff Training**

- \* Diversity Campaign
- \* Safety and Security
- \* Leadership Development

**Recruit/Retain Qualified Workforce**

- \* Recruitment
- \* New Employee Orientation (NEO)
- \* Employee Recognition




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**Ends Statement #1:**  
*All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using those resources.*

**Increase Awareness**

- \* 2Q Budget/Campaign Communications
  - \* 2Q press release on technology upgrades
  - \* South County communications
- \* Distributed Social Media Team
  - \* Implementation underway
- \* "Bring 'em Back"
  - \* Pushed to second half



PUBLIC LIBRARY

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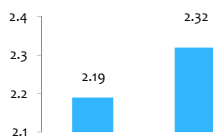
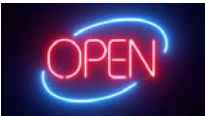

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**Ends Statement #2:**  
*All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.*

**Expanded Hours**

**Per Capita Facility Use**  
 +6%


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**Ends Statement #2:**  
*All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.*


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**Ends Statement #2:**  
*All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.*

**Update Facilities**

- 2Q Capital Maintenance Projects Underway
  - Landscape improvements
  - EV hillside mitigation




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**Ends Statement #2:**  
*All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.*

**Update Facilities, cont.**

- 2Q Capital Projects Underway
  - BL carpet repairs complete
  - WR HVAC unit replacement
  - EV HVAC recap
  - Parking lot design engineering




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**Ends Statement #2:**  
*All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.*

**Welcoming**

**Update Facilities, Cont.**


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**Ends Statement #2:**  
*All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.*

**Enhance Digital Spaces**

- \* Bibliocommons is now Digital Discovery
  - \* Enhance discovery and presentation
  - \* Improve brand, identity and functionality
- \* Libhub/Bibframe is now Linked Data
  - \* Change in vendor approach
  - \* Service in transition




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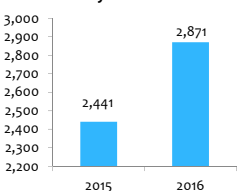
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**Ends Statement #3:**  
*Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.*


**Support Early Literacy**

**# Story Times +18%**



Year	# Story Times
2015	2,441
2016	2,871

- \* Kindergarten Readiness Programs
- \* 1000 Books Before Kindergarten
- \* Expanded Story Times




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**Ends Statement #3:**  
*Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.*

**New Program and Events Model**

- \* Audit Complete
- \* New Vision
  - \* Annual planning
  - \* Premium personal experience
  - \* Three tiers of program types


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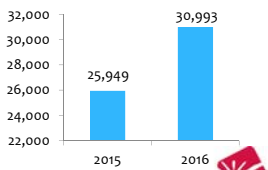
**Ends Statement #3:**  
*Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.*

**Create a Culture of Reading**


Refine Summer Reading

- \* Increased participation

**Summer Reading Participants +19%**



Year	Participants
2015	25,949
2016	30,993




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**Ends Statement #4:**  
*All Jefferson County residents receive maximum return on their shared investment in library services.*

- \* Long-Range Planning
  - \* 2017 budget drafted
  - \* Financial policies adopted
  - \* Efforts to refine outcomes/success measures underway
- \* Demographic Study
  - \* Accelerated to Q2
  - \* Complete community assessment
  - \* RFP in process




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**Ends Statement #4:**  
*All Jefferson County residents receive maximum return on their shared investment in library services.*

**Critical IT Systems**

- \* Infrastructure Improvements
  - \* Sophos installation complete
  - \* Core switches installed; configuration complete end of August
- \* Implement County Security Standards
  - \* Jeffco security policies published and under evaluation




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**Ends Statement #4:**  
*All Jefferson County residents receive maximum return on their shared investment in library services.*

**New Work Tools**

- \* New Workflow Ticketing System
  - \* Vendor demos complete
  - \* Promotions and marketing workflow documented
  - \* Preferred vendor solution currently in test
- \* RFID/Self Check/Security Gates
  - \* Committee formed
  - \* RFP in draft; target posting date late July




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**Ends Statement #4:**  
*All Jefferson County residents receive maximum return on their shared investment in library services.*

**Streamline Systems and Processes**

- \* Communications Audit
  - \* Final report expected late July
- \* Enhance Promotions and Marketing Processes
  - \* Active participants in ticketing system review
  - \* P&M process improvements pending final programming and communications audit recommendations




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# Questions?



Jefferson County  
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## 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	2Q Results	Measure of Success
Increase access to books, materials and services	Select and purchase additional books and materials which reflect community interests.	Collections	Circulation is up 14% for the second quarter and 9% year to date.	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	JCPL has decided to discontinue participation in the FindIt app due to unresolved issues with app performance.	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 time line have been assigned. Components of plan being implemented.	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. MMV integrated into PS staff training.	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	<p>Pre situational awareness meetings completed with all location managers. Location Awareness training completed at WR (6/15) GN (6/22) SL (6/30) LSC (7/7). To be scheduled at BL, CL, LK, AR, Mtn Libraries.</p> <p>JCSO to do Additional Active Shooter Training at County (Open to all employees) Dates TBD.</p> <p>AED Training completed at AR and GN. LSC, WR CL staff invited to July 20 CPR/AED Open Enrollment Class.</p>	<p>Q1: Situational Awareness training rolls out to all locations/staff. AED/CPR Training completed.</p> <p>Q 3 &amp; 4: Workplace Safety/Active Shooter Training through County HR for new hires.</p>
Attract, develop and retain a highly skilled and well qualified workforce	Enhance recruitment and onboarding strategies.	ERD	<p>Job Fair for PX Assoc. Hire done at American Job Center on Jan. 12</p> <p>Job Fair/Jeffco Open House attended on April 5. County NEO attended by Recruitment Coordinator on March 14<sup>th</sup>. JCPL NEO survey completed April 4<sup>th</sup>.</p> <p>Mountain Area Job Fair on May 2<sup>nd</sup> – contact with 40+ community members.</p>	<p>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</p>
	Redevelop and implement New Employee Orientation program (NEO).	ERD	<p>6 NEOs held in Q1 &amp; Q2 (5 for job specific cohorts). NEO Attendance Tracker &amp; Invite Procedures streamlined. NEO event</p>	<p>Q2: Library orientation program refresh planning completed, proposal presented.</p> <p>Q3: Launch of new employee orientation program</p>

	Enhance employee wellness, and recognition programs.	ERD	<p>moved to Tuesday for SMT Meet &amp; Greet.</p> <p>Recognition/wellness research complete. Survey sent to staff; survey result analysis complete. The Wellness Initiative has been moved to 2017. Recognition staff survey data presented at CMT. CMT solicited for ideas and feedback. Follow up done at CMT and currently putting together a task force to move forward.</p>	<p>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</p>
	Leadership Development	ERD	<p>Covey All Access Pass program launched. 24 JCPL supervisors enrolled, class dates finalized through year end. Coaching Skills classes completed at EV, LK and AR, 42 supervisors attended. Director of ERD and County OD &amp; Training Manager completed Level 2 IEQ certification. ERD, PSMT and SMT retreat dates scheduled.</p>	<p>Q 1: Collaborate with County HR to plan new All Access Pass training program. All supervisors attend Coaching Skills training. Q2: Launch new All Access Pass training for JCPL supervisors. First cohort begins in April 2016. Next steps in Enneagram coaching plan developed for SMT and PSMT Q3: Recruitment/Onboarding Training for supervisors developed. Q4: Performance evaluation training for supervisors developed. Enneagram coaching expanded for SMT and PSMT to include team assessment/coaching Coaching Skills, Recruitment/Onboarding and Performance Evaluation training moves to operational for 2017.</p>

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	IT	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
	<i>Impact</i> study: impact of technology and training on patrons' lives	PS/Comm/Patron Education	PS/IT	Contract signed and account set up. Survey about our tools and offerings completed. Will verify responses and submit in July when new bandwidth speeds are in effect.  Moved out to Q3-4 due to competing priorities and staff resources.
Increase awareness of library programs and services.	Budget and campaign communications  "Bring 'em Back" campaign	Communications  Communications/PS	Communications	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 at all libraries to welcome people to new hours; include library card signups Q2: Sign up at least 3,000 new cardholders during April.

	Pilot a distributed social media team and presence.	Communications	Presentation to PSMT complete; implementation underway.	Q1: Plan presented to CMT Q2 and beyond: Implementation timeline established based on organizational capacity; team operational by year end.
	Improved Events Calendar experience	DX/Programming/C communications	Enhanced Eventkeeper interface launched to improve calendar experience pending Digital Discovery decision.	Q3: Go/No go decision; Implementation Plan Q4: Continued implementation; launch date dependent on Bibliocommons choice
	<i>Project Outcome:</i> measures benefits of library programs and services based on user reported outcomes	PS/Programming/Patron Education	<i>Project Outcome</i> was tested with Liblab participants in June. A survey for Summer Reading is ready when SR16 concludes.	Q2: First survey conducted Lib Lab programming will be the pilot phase Q3: Summer Reading (SR)evaluated using Project Outcome Q4: Results from surveys used for 2017 SR planning

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	2Q Results	Measure of Success
Restore open hours	Plan and implement expanded hours at all ten libraries.	PS/Communications /Facilities	Group hire completed. Expanded hours launched April 4 <sup>th</sup> . Increase in public service hours per 1000 capita for the second quarter was 32% and the year to date increase is 16%.	Q1: Implement integrated communications plan; Q2-Q4: Public Service Hours per week; Per capita facility use
	Recruit and onboard new staff.	PS/ERD/IT/Facilities	Additional staff hired, trained and scheduled for new hours by 4/4/16. 3 NEO sessions included in March training for new PX Associate cohorts.	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 Complete  POs issued Engineering underway PO submitted On hold pending info on EV mitigation On hold pending EV	<b>Capital Maintenance Projects</b> 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

			Complete On hold pending 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		Complete  Underway RFP pending Contract pending Complete	<b>Capital Projects</b> Q1: BL Carpet Repairs Q2: CL tree and sidewalk replacement WR HVAC Unit replacement Evergreen HVAC Re-cap Parking lot design/engineering Q3: Standley Lake boiler replacement LK parking lot project LSC parking lot reconstruction
Plan for the refurbishment of the Columbine Library.	SMT	Staff and community input gathered and analyzed. Owner's rep selected. Results from community survey posted and publicized. Steering committee structure created and communicated to staff. Building program developed.		Q1: Staff input Q2: Community input meetings held; Vision of service and building program created; Owners Rep determined. Q3: RFP solicited and Design firm determined; Q4: Design completed and reviewed; Project budget and timeline finalized.
Plan new library space in South County.	SMT	Combined with CL refurbishment (see above)		Q4 or Q1 2017: Vision of service and building program drafted.
Upgrade and enhance video surveillance equipment system	IT/Facilities			Q4: Upgraded video servers, replaced analog cameras, additional cameras where needed

Enhance digital community spaces and access	Bibliocommons/Digital Discovery	DX/Collections/IT/Comm	<p>Subcommittee has been selected and team has started looking at various digital engagement service providers. Name of project changing to Digital Discovery.</p> <p>Due to a change in vendors we are soliciting further information from libraries who have converted their records utilizing bibframe. Go/No Go decision will be made in conjunction with Digital Discovery. Changing name of project to Linked Data.</p>	<p>Q2: Subcommittee determined and begins work Q3: Go/No Go decision; begin development if "Go" Q4: Continue development for April/May 2017 Launch if "Go"</p> <p>Q2: Subcommittee determined and begins work; Go/No Go decision Q3: Development for launch if "Go" Q4: Launch if "Go"</p>
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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 <sup>rd</sup> graders scoring at or above proficiency on statewide reading assessment Percent of 5 <sup>th</sup> and 8 <sup>th</sup> 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 <sup>th</sup> 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	2Q Results	Measure of Success
We continue to support early literacy.	Kindergarten readiness programs	Kids and Families	Staff is working with R1 Schools for agreement to release baseline data to us. 3 locations selected for pilot of 1000 Books Before Kindergarten. Key stakeholders interviewed. Project plan in place. Projected start date 9/2016.	Q2: Kindergarten readiness assessment baselines determined; Program planning begins Q3: Program is initiated
	Expand early literacy Story Times.	Kids and Families	Number of new Story Times determined (+30/week) and new	Q1: Number of new Story Times determined and scheduled; staff trained; Q4: Number of Story Times delivered



			<p>schedule launched 4/4. Staff training completed. New schedule assessed using stats from first 2 months of expanded service. # of Story Times delivered is up 14% for Q2 and 5% YTD.</p>	
Create a plan of service for programs which reflects community interests and supports community outcomes.	Program Audit and Recalibration	Programming/Communications	<p>Data for audit gathered and distilled. Interviewed each core service team for vision and best practices. Gathered best practices and benchmarking data from other library systems. Recommendations vetted by key stakeholders. Action steps to implement recommendations are in process: meetings and workshops being designed and scheduled.</p>	<p>Q1: Audit completed; Best practices for program planning identified; Q2: Recommendation accepted; Initial steps implemented Q4: Program attendance per 1000 served</p>
Promote a culture of reading in Jefferson County	Refine the Summer Reading Experience	Programming/DX/Communications	<p>Patron and staff evaluations analyzed and results integrated into in person and digital experiences. School contest developed to increase participation. Launched online web experience with enhancements. Provided outreach support and training to staff. Preliminary outreach and promotions completed. Continuing both outreach</p>	<p>Q1: In person and digital experience reflects patron feedback 1<sup>st</sup> Half: Produce all collateral Q2: Outreach and promotions completed; staff trained; Program underway and on target for an increased level of participation Q3: Level of participation</p>

				<p>and promotions throughout the program, to increase participation and finisher rate. E-blasts sent out weekly, with impressive click to open rates of up to 49.4%. Program underway. Have already met 1 of 3 participation goals (registrations) and are well on our way to meeting the other two (30% of finisher goal and 52% of minutes read).</p>	
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**4. All Jefferson County residents receive maximum return on their shared investment in library services.**

<b>Community Outcome(s)</b>	Library services meet or exceed benchmarks of peer libraries County services are delivered efficiently and cost effectively County services are not duplicated			
<b>Success Indicator(s)</b>	Level of funding for library services per capita Number of partnerships with local agencies and county government			
	<b>Strategic initiatives</b>			
<b>Goal</b>	<b>Initiatives</b>	<b>Responsibility</b>	<b>2Q Results</b>	<b>Measure of Success</b>
Long-range planning	Update 5-year strategic plan and 10 year financial forecast	SMT	Updates presented to the Board on 4/14.	Q1: Recommendation approved by Board of Trustees by March
	Annual Budget Preparation	Finance/CMT	Draft Budget complete for presentation to the Board 7/14.	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	SMT/Staff meetings completed. SMT retreat led to new understanding. Incorporating new terminology and approach to measures for 2016 and 2017 initiated.	Q1: Ends, outcomes and success indicators and measures of success are reviewed and updated prior to 2017 budget cycle; SMT/Staff Meetings complete
	Ensure CMT understanding and adoption of ends, outcomes, success indicators and measures of success.	SMT	End, Outcomes and Success measures included in Q1 staff meeting presentations.	Q3: Training provided at All Staff Day
	Develop Financial Policies	Finance	Policy development underway. Policies adopted Q2 include: Books and Materials, Capital & Controlled Assets.	Q2: Policies adopted by Board
	Demographic Study Planning	PS/SMT	Project plan developed.	Q4: Specifications for study determined

				Core team identified. Research into other libraries' experiences and specs initiated.	
Identify and improve critical IT system management	Implement Infrastructure Recommendations	IT	IT	Sophos installation completed; core switches are in the racks and will be completely configured with the eRate Network project in August.	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	IT	Jeffco 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.	Complete development of a new staff intranet	DX	DX		Q4: Project team selected; Technical and Functional requirements determined; Launch Q2 2017
	Implement Point of Sale system	Finance/IT/PS	Finance/IT/PS	POS systems have been installed and are in use at all libraries.	Q1: Golden installed in January as pilot Q2: Rest of libraries implemented
	Replace digital advertising software and system	IT/Communications	IT/Communications	Implementation complete.	Q2: Potomac Media System Replaced; staff training completed
	Implement new workflow ticketing system	SMT/IT	SMT/IT	Requirements identified, RFP completed; Vendor demos complete, top choice vendor solution currently in test.	Q1: Evaluation of replacement system; recommendation for product Q2: Solution implemented for P&M, IT, Facilities, DX Q3: and beyond: System reviewed and evaluated for other departments' use
	Investigate Records Management System options	ASU/IT/ERD/Communications	ASU/IT/ERD/Communications		Q3: Selection of project team and consultant

	Asset Management Audit	Finance/Facilities	<p>Audit complete. Final reconciliation to be completed Aug. 1.</p> <p>A committee has been formed and an RFP is in draft. Plan to have RFP out for submittals by end of July.</p>	<p>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</p> <p>Q3: Budget requirements determined</p>
We streamline and improve systems and processes to maximize employee productivity	Performance Management Process	ERD	<p>PE feedback gathered at Coaching Skills classes. NEOGOV training dates scheduled. PE completion rate currently at 99.1% timely.</p>	<p>Q3: HR staff receives intensive NEOGOV training.</p> <p>Q4: Expand use of NEOGOV to include automated Annual Performance Evaluations</p> <p>OR launch updated JCPL PE tool by end of year</p>
	Complete system-wide Communications Audit	Communications	<p>Audit complete. Recommendations pending.</p>	<p>4Q 15: RFP posted</p> <p>Q1: Vendor selected; project initiated</p> <p>Q2: Project complete; recommendations reported and integrated into 2017 budget;</p> <p>Q3 and ongoing: Implement recommendations as possible</p>
	Enhance Promotions and Marketing Processes	Communications/PS	<p>P&amp;M ticketing system tied into workflow ticketing system above. P&amp;M requirements established. Interim P&amp;M process improvements identified. Final improvements pending final results of programming and communication audits.</p>	<p>Q1&amp;2: provide support to programming initiative; customize P&amp;M ticketing system</p> <p>Q2: Implement new P&amp;M ticketing system</p> <p>Q3: With PS, develop system for reviewing, approving and prioritizing P&amp;M support initiatives</p> <p>Q4 and beyond: implement improvements based on communications audit and programming inputs</p>

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