

# BOARD MEETING

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

October 20, 2016



## **APPROVAL OF AGENDA**

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	<b>Thursday, October 20, 2016 – JOINT MEETING -LAKEWOOD LIBRARY MEETING ROOM – 4:45PM to 5:30PM</b>
1. Action	<b>Call to order – Brian DeLaet</b>
2.	<b>Pledge of Allegiance</b>
3.	<b>Welcome and Introductions – Brian DeLaet, Chair, Library Board of Trustees</b>
4.	<b>Comments and appreciation – Pam Nissler, Library Executive Director</b>
5.	<b>Comments and appreciation – Tami Bandimere-Shrader, President, Foundation Board</b>
6.	<b>Comments and appreciation – Laura Kepler, President, Friends Council</b>
7.	<b>Closing remarks – Brian DeLaet</b>
8. Action	<b>Adjourn Joint Meeting</b>

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, October 20, 2016 – LAKEWOOD 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 September 8, 2016 Special Board Meeting</li> </ul> Call for motion and second <ul style="list-style-type: none"> <li><u>MOTION</u>: To approve the minute of the September 15, 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 – Padma Polepeddi, Manager Lakewood Library, Edgewater Library and Library2You.</li> </ul>
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> <li>Executive Director Update               <ul style="list-style-type: none"> <li>2017 Holiday Schedule</li> </ul> </li> <li>Budget &amp; Finance Department</li> <li>Public Services – 3<sup>rd</sup> Quarter 2016 Statistics Will Be Presented at the November 10, 2016 Library Board Meeting.</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	
10. Action as Needed	<b>Ends</b> <ul style="list-style-type: none"> <li>Review of 3rd 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>

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

12. Suggest Agenda Items	<b>BOARD SCHEDULE – NEXT MEETINGS</b> <ul style="list-style-type: none"><li>• November 10 – Combined Study Session &amp; Board Meeting – 5:30 pm – Administration Conference Room</li><li>• December 1 – Library Board &amp; BCC Meeting – 1:00-2:00, 5<sup>th</sup> Floor</li><li>• December 8 – Combined Study Session &amp; 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 Special Meeting of the**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**BOARD OF TRUSTEES**  
September 8, 2016

**CALL TO ORDER – SPECIAL MEETING**

The special meeting of the Jefferson County Public Library Board of Trustees was held in the Belmar Library meeting room on September 8, 2016. Library Board of Trustees Chair, Brian DeLaet called the meeting to order at 5:30 p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), Ben Davis, Deborah Deal and Charles Naumer.

Trustees not present: John Bodnar.

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

**Standley Lake Trailhead Commitment Letter**

**MOTION:** Deborah Deal moved that the Library Board of Trustees authorize the Chair to sign the commitment letter for the Standley Lake Library Trailhead for the Rocky Mountain Greenway Trail as presented. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

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

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

**CALL TO ADJOURN SPECIAL MEETING AND RECONVENE IN EXECUTIVE SESSION**

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

The Chair called the Executive Session to order at 5:37 p.m. with the following Trustees present: Charles Naumer, Julia Hill-Nichols, Ben Davis, and Deborah Deal. Also present: Kourtney Hartman and Joanne Kortendick, County Attorney's Office; Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Richard Sosa, Director of Budget & Finance; Pat Klein, Director of Information Technology, Steve Chestnut, Director of Facilities & Construction Projects; Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Assistant Director of Public Services; and Amber Fisher, Executive Assistant, Office of the Executive Director. The Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

### **CALL TO ADJOURN THE EXECUTIVE SESSION AND RECONVENE THE SPECIAL MEETING**

**MOTION:** At 6:01 p.m., Julia Hill-Nichols moved to adjourn the Executive Session and reconvene the Special Meeting. Seconded by Ben Davis the motion passed by unanimous vote of all Trustees present.

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

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

### **Draft Library & Foundation Agreement**

The Executive Director advised the Board that the draft Library and Foundation agreement is presented for comments and suggestions and to answer any questions the Trustees may have. The Foundation Board has reviewed the agreement and provided comments. After the Library Board has reviewed the document and comments are received, the Library Executive Director and Foundation Executive Director will meet with the County Attorney for final legal review and signing of the agreement. In response to a question from a Trustee, the Executive Director advised the Board that the current operational agreement between the Library and Foundation is the only existing agreement and it is referenced in the new draft agreement. The draft agreement is between the Library Executive Director and the Foundation Executive Director and no action is required by the Board. The Trustees were asked to provide any comments, questions or suggestions to Amber Fisher by the September 15, 2016 Library Board meeting.



### **Briefing on General Contractor Selection & Contract**

Steve Chestnut advised the Board that eleven contractors responded to the Request for Proposal (RFP). The evaluation team selected four contractors and will conduct interviews next Tuesday, September 13, 2016. The Library anticipates making a recommendation to the Board at the September 15, 2016 Library Board. In response to a question from a Trustee, Steve Chestnut and Julianne Rist advised the Board that the advantage to the Library of having a contractor at the beginning of the process results in fewer change orders, consultation on constructability of the design, more accurate cost estimates, and lining up sub-contractors early enough in the process to stay on the project timeline. Demand for construction services is high and having a contractor on board early in the process will save money by keeping the project on time and on budget. In response to a question from a Trustee, Steve Chestnut advised the Board that communication with Foothills Parks and Recreation is built into the communication plan for the project. The Owner's Representative, NV5; the Architect, Humphries Poli; and the Contractor will work together with the Library on the Columbine remodel project.

### **Draft Edgewater Resolution**

**MOTION:** Julia Hill-Nichols moved that the Library Board of Trustees adopt the Resolution Supporting the City of Edgewater's Initiative to Build a New Civic Center as presented. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

### **Self- Check RFP**

Pat Klein advised the Board that in early 2016, the Library determined that the current Self Check machines, with credit card readers, do not meet current Payment Card Industry (PCI) standards. Jefferson County was in the process of applying for and subsequently received conditional PCI compliance. One of the exceptions was JCPL's Self Check Stations. JCPL was given an initial deadline of July 31, 2016 to replace or remove the non-compliant credit card equipment. JCPL has asked for an extension of the deadline in order to complete an RFP, purchase stations and then install these stations throughout the Libraries. The Library is the only remaining agency within the County that is not PCI compliant. JCPL received three proposals for the replacement of the Self Check Stations within all the libraries. The proposals range from \$350,000 to \$475,000 with several options that could reduce the costs. In addition, the Library would need to budget for maintenance of the systems which will add annual expenses between \$50,000 and \$90,000 over 5 years. The Library reviewed the proposals and scheduled demonstrations of the proposed systems which occurred this week. Following these demonstration, the committee leading the project will select the company that presents the best options for JCPL. The next step will be to complete the final configurations and costs. Due to the very tight timeline being levied on the Library by the County and the credit card processing bank, the Library needs to

expedite the selection and contract. In order to meet a timeline of December 31, 2016, the Library will need to have the contract signed no later than September 16, 2016.

The Library will request approval from the Board of Trustees at the September 15, Board Meeting for the Library Executive Director to negotiate and execute a contract with the winning bidder not to exceed, \$775,000. The funding for this project is partially in the 2017 budget and the maintenance budget would need to be extended out in the five year plan. Initially the Library had planned on replacing the credit card readers in 2017. After looking at the options the decision was made to not just put a band-aid on the problem, but to fast forward the replacement project and complete part of it this year. Next week, the Library will work with operations staff to review the options; analyze statistics to see how much the self-service stations are being used for credit card transactions, and also look at the point of sale (POS) statistics to see how many are taking cash. The Library will look at all the data to determine how many stations are needed. In response to a question from a Trustee, Pat Klein advised the Board that the contract will be all inclusive and include purchase, installation, licensing and software. The cost will depend upon what features the Library selects (i.e., accepting payments from cell phones); and the number of stations (36 or 45). The worst case scenario is \$775,000. If the bank demands compliance and the Library is not granted the extension to the end of the year; the County may face significant financial penalties and the Library would have to turn off all the machines and would not be able to use self-check machines for any kind of payment. Richard Sosa, Director of Finance and Budget is reviewing the potential costs and looking at contingency funds to support this project.

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

The Chair expressed appreciation to the staff for their work on the budget presentation to the Board of County Commissioners and to the Trustees for their attendance and support at the meeting.

#### **ADJOURNMENT**

The Special Board meeting was adjourned at 6:27 p.m.

John Bodnar, Secretary

**Minutes of the Meeting of the**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**BOARD OF TRUSTEES**  
September 15, 2016

**CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Belmar Library meeting room on September 15, 2016. Library Board of Trustees Chair, Brian DeLaet, called the meeting to order at 5:27 p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Charles Naumer and Deborah Deal.

Trustees not present: Ben Davis

Guests: Tricia Lee, Manager Belmar Library, Teen Services & Special Populations

**Staff present:** Pam Nissler, Executive Director; Pat Klein, Director of Information Technology; Richard Sosa, Director of Budget & Finance; Julianne Rist, Assistant Director of Public Services; Sandie Coutts, Director of Employee Relations and Development and Amber Fisher, Executive Assistant, Office of the Executive Director.

**APPROVAL OF AGENDA**

**MOTION:** Deborah Deal moved that the Library Board of Trustees approve the agenda as presented. Seconded by Julia Hill-Nichols the motion passed by unanimous vote of all Trustees present.

**APPROVAL OF MINUTES**

**MOTION:** John Bodnar moved approval of the minutes of the August 11, 2016 Study Session. Seconded by Charles Naumer the minutes were approved by unanimous vote of all Trustees present.

**MOTION:** Julia Hill-Nichols moved approval of the minutes of the August 18, 2016 Board Meeting. Seconded by Deborah Deal the minutes were approved by unanimous vote of all Trustees present.

**PUBLIC COMMENT**

No Public comment.

**FOUNDATION REPORT**

Jo Schantz reported on the activities of the Foundation. The Board received flyers for the fall Whale Sale, October 20-23, at the Jefferson County Fairgrounds. The book drive at the Federal Center is being held September 15 and 16. Save the date notices for the November

17, Rare & Novel event are being distributed. The Trustees received copies of the Foundation's 2015 annual report. A \$10,000 donation was made to the Foundation for an outdoor active learning environment at Standley Lake. The donation was made in honor of the donor's wife of 70 years. In response to a request from a Trustee, Jo agreed to send out electronic notices for the Whale Sale and Rare & Novel event to the Library Board so they could share the information and spread the word.

## **HOST REPORT**

Tricia Lee, Belmar Library, Teen Services and Special Populations Manager provided the host report. The Belmar Library opened in 2000, and since that time only minimal changes have been made to the space. With the advent of the new service model, staff looked at the space with fresh eyes and identified the areas that could be improved with no budget impact and limited impact on staff. One of the few changes that were added to the Belmar Library was a teen space. However, the space that existed included an odd configuration that did not flow well, had insufficient space to merchandise materials and there were limited sightlines for teens to discover the area. Staff weeded out rows and rows of dated and underused reference materials, moved many items into circulation so they could be enjoyed by patrons and the remaining low use collection was relocated to a lower traffic area, making room for an improved teen area. The new areas has improved sight lines, great spaces for merchandising and increased space for teens to study and engage. The teen advisory board has plans to provide craft supplies and board games to increase teen engagement in the space. Staff is noticing increased teen usage in the area. When JCPL created the strategic plan for Spanish Services, staff discovered that the Spanish Collection was in a hidden aisle with no sight lines and no area nearby to use the materials. The Belmar Library services a community with some of the highest percentages of Spanish speakers and is the designated location to provide services in Spanish. Providing services was challenging and we were not meeting our expectations for this service. The "old" teen space was reconfigured into the new Spanish, ESL and citizenship area. Staff has created much improved sightlines, especially for Spanish speaking families using the children's space. There are places people can sit and use the materials, space to engage patrons with passive programs; space to promote language learning resources like ESL classes and language learning databases. Staff also created a citizenship corner. Much like the teen space staff is seeing more people using the materials and engaging in the space. When the Library embarked on the new service model staff envisioned service points with small staff footprints that would allow staff to work side by side with people to provide assistance. The nick name for the reference desk was "fort reference". It was a long, foreboding desk that was not easy or welcoming to access. The new service point was created by moving sections of the old desk so it is easier to access the space, work side by side with patrons and provide the service we envision. While these changes help staff and patrons, the Belmar Library staff looks forward to the future remodel of the Belmar Library. The Trustees

expressed appreciation to Library staff commending them on the positive changes they made without impacting the budget and significantly improving services to patrons.

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

### **Executive Director Update**

Pam Nissler, Executive Director, provided an update to the Board. The Lakewood and Administration parking lot project is on schedule. Work will soon switch to the east parking lot. Padma Polepeddi, Lakewood Library Manager and her staff will continue to provide holds pickup and returns services. The initial core samples showed a depth of six inches and it appears that the most recent core sample shows the depth to be closer to eight inches. The project will recycle and reuse the old parking lot base, but additional material may need to be added which may increase the cost of the project. The Board will be kept apprised. Staff has been parking at the Lowe's parking lot and walking to work to allow as many parking spaces for patrons as possible.

### **Finance Department**

#### **Monthly Financial Report**

Richard Sosa, Director of Budget and Finance provided information on the activities of the Budget and Finance Department. The Trustees were advised that there were minimal changes to the monthly financial report issued last week and final amounts are reflected in the report provided tonight in the Board's red folders. In response to a question from a Trustee regarding the fourth quarter transfer to the County for debt service and what triggers that transfer, Richard Sosa advised the Board that the Library works with the County Treasurer who provides an outline of a journal entry in the fourth quarter and the transaction occurs before the end of the year. In response to a question from a Trustee, Richard Sosa advised the Board that he will provide more detailed information on what makes up the services and charges categories reflected in the Non Salary Comparative Expenses chart. In response to a question from a Trustee, Richard advised the Board that the Library issues an RFP to define the services and scope of work and does not make payments in advance of the work being done. In response to a question from a Trustee, the Executive Director advised the Board that if additional revenue is collected for the Library that is over the amount included in the ballot language, the Library would work with County Budget to determine if those additional funds go into the Library's fund balance. In response to a question from a Trustee regarding the year-to-date revenues chart, Richard advised the Board that on the chart the blue portion reflects the budget, the red portion reflects the year-to-date percentage of the budget and the green portion reflects to-date expenditures. After some discussion Richard suggested that the chart may be more visually helpful if it was tilted instead of stacked. In response to a question from a Trustee, Richard advised the Board the projected fund balance represents a snapshot in time including revenues 3% above the projected budget and lower expenditures at this point in the year. The Library will be completing a number of capital projects and expenditures will increase



that will impact the to-date projected ending fund balance. The Executive Director advised the Board that the Lakewood parking lot project, the market analysis, RFID self-check and computer replacement projects will all have significant expenditures.

### **Self-Check Systems and Annual Maintenance**

Richard Sosa introduced the topic and advised the Board that the library received three responses to the RFP. The RFID Self-Check committee attended vendor demonstrations and have selected Bibliotheca. The committee recommends starting out with 24 units including purchase of the units, set-up costs and maintenance for four years. In response to a question from a Trustee regarding the cost of the maintenance agreement, Richard Sosa advised the Board that it is a large system in all the locations with a large footprint. A question was raised regarding the number of stations with credit card ability and whether or not all the stations needed to be able to take credit cards versus stations with only check out ability. It was noted that limited credit card capable stations may result in longer checkout lines. The question was raised on whether or not there were other options including not taking credit cards for a period of time. The Trustees were advised that the current RFID Self-Check stations are a home grown system that the Library put together and is not sustainable. Additionally, it was noted that accessibility is also an issue and the proposed stations better meet the needs of special populations.

**MOTION:** Julia Hill-Nichols moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Bibliotheca for RFID and Self-Check Stations including maintenance support for five years in an amount not to exceed \$570,676 in the 2016 Budget year. Seconded by Charles Naumer the motion failed with a vote of two in favor, two against and one abstention.

There was discussion relative to direction from the Board on next steps, possible options and alternatives to the current proposal; turning off credit card capability, potential consequences, and further reducing the number of credit card stations to one in each library. It was noted that the committee looked at several options and determined that none of the libraries have the staffing to manually accept and process credit card transactions. Having only one credit card station in each library would negatively impact both staff and patrons. The Trustees asked for additional information and discussion concerning the length of the service agreement and commitment to a five year contract; information on the current system and potentially less expensive options including fewer stations with credit card capability; and more information on what is included in the maintenance agreement. In response the Trustees were advised that legally the Library is only allowed to capture taxpayer resources one year at a time and builds renewables into every contract as part of the terms and conditions so the vendor is aware of the one year condition in the contract. The current system was put together by staff and is coming to the end of useful life. The system terminals, touch screens and RFID pads all need to be replaced. There are 44

stations and replacement of only the RFID pads is approximately \$4,000 per pad. Replacing each terminal and touch screen and adding PCI compliant credit card capability will be an additional and significant cost. The project is included in the 2017 budget and strategic plan; however, the PCI compliance issue has accelerated the project. Equally important, the Library will be back to the same scenario of fixing a system that shouldn't be a home grown system. The current system is another aging and inadequate infrastructure issue where JCPL lags behind other library systems. The proposal is for 24 out of the 44 stations. The initial proposal was for 36 new stations, however, the committee analyzed the usage data it gathered and is recommending the project start with 24 stations. The proposed stations also provide an improved interface for patrons and a better patron experience. The maintenance contract includes service calls, service response time, repairs, parts, mechanical and software upgrades. Currently Library staff is performing maintenance on the system and stations; a maintenance model that is expensive and not sustainable. In addition to being PCI compliant, the proposed stations are also more efficient and capable of processing the volume of materials being circulated (checked out by patrons). In response to a question from a Trustee, the Board was advised that the committee did review all three responses to the RFP and as part of the due diligence and selection process, interviewed other libraries regarding the systems they used, and checked references for each of the vendors.

**MOTION:** Julia Hill-Nichols moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Bibliotheca for RFID and Self-Check Stations including maintenance support for five years in an amount not to exceed \$570,676 in the 2016 Budget year. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

### **Demographic Study (Market Study)**

Richard Sosa introduced the topic and advised the Board that on September 12, 2016 the committee working on the project selected Orange Boy as the select vendor and the best option due to their ability to meet the objectives. The action item and recommendation is for the Board to authorize the contract in the amount of \$58,083. The Executive Director advised the Board that this is a study to provide information on the Library's service area including demographics in underserved areas, non-users, and detailed information to help the Library make decisions on long term facilities planning. In response to a question from a Trustee, the Executive Director advised the Board that this is a county-wide study and not just for Columbine. In response to a question from a Trustee regarding what kind of demographic information will be provided, the Executive Director advised the Board that the demographic information will include education level, income level, interests, heaviest users, distance from library locations, high concentration of families, etc. The analysis of the information will help in decision making, for example, do we need another library in that area or can we remodel and improve services in the existing library to meet that need. In response to a question from a Trustee, Julianne Rist advised the Board that the difference in

the cost between the two vendors is in what they offer. One vendor only provides access to the data and the vendor the committee selected provides the data and the data analyst. The Library does not have the organizational capacity for an internal data analyst. In response to a question from a Trustee, Julianne Rist advised the Board that the last time the Library did a demographic study was in 2009 and much of that data was based on 2000 census information.

**MOTION:** John Bodnar moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Orange Boy for the Demographic and Market Analysis software in an amount not to exceed \$58,100. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

### **Columbine Remodel General Contractor**

Richard Sosa introduced the topic and advised the Board that in July 2016, a Request for Proposal (RFP) was issued for the services of a General Construction Contractor for the Columbine remodel project. In August, a contractor walk through was conducted for interested vendors. The project team members of the selection committee reviewed and scored eleven vendors from the proposals and interviewed four companies. General Contractor Fransen Pittman was selected on September 13, 2016 as the general contractor and the total contract amount is \$178,499. The funds for the major construction portion of this project are budgeted in the 2017 Capital Budget. There are funds in the 2016 budget for planning and the time table of work may change as the Architect and Contractor begin working together, necessitating a priority change of projects planned in 2016. The Executive Director advised the Board that a key factor in the selection was the preconstruction analysis that the Fransen Pittman team provides including bringing in sub-contractors for critical areas to make sure the entire project is well planned in the very beginning. They have a proven pre planning ability that results in fewer change orders and have extensive experience having constructed a majority of the new libraries constructed in the metro area. While Fransen Pittman have pre-qualified sub-contractors they still do open bidding and the Library will have access to that information to make sure the Library receives the best quality and services for the dollar. Bringing the general contractor and sub-contractors into the process also helps secure the labor and materials in a very tight market to keep the project on time and on budget. They have also worked with the Library's architect, Humphries Poli. During the interview their experience working with libraries was evident and they discussed some of the pros and cons of closing a library during construction versus only closing portions of the building. In response to questions from a Trustee, Julianne Rist advised the Board that the Library's Owners Representative, NV5, toured the Columbine Library with each of the respondents to provide information about the remodel project. There are no design drawings at this point in the process, however, the existing cad drawings were provided. The authorization before the Board is for the entire project; the pre-construction services fee is \$7,500; the remainder of the funds will be released as the



phases are completed. Fransen Pittman is comfortable that they can complete the services requested by the Library in the RFP for this amount. During the RFP and interview process, Fransen Pittman noted that 80% to 90% of their business is the CMGC (construction management general contractor) process; this is their area of specialty.

**MOTION:** Julia Hill-Nichols moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Fransen Pittman, for General Contractor planning and design services related to the remodel of the Columbine Library in the amount of \$178,499. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

The Board noted that it would be helpful to have the Owners Representative present when the topic of the Columbine remodel is on the agenda. The Board also requested that they receive more detailed information in advance so they are fully informed about the topics and action items that are presented to them so they can fully understand the whole process. The Executive Director advised the Board that the Owner's Representative, Architect and General Contractor will be at the next meeting in October and that the Library will develop a process to fully inform the Board and provide detailed information in advance.

#### **Update on the Standley Lake Trailhead Intergovernmental Agreement**

The Board was advised that the intergovernmental agreement is with the attorneys and will be brought to the board when it has undergone the legal review.

#### **CONSENT AGENDA**

The Trustees received the adopted 2017 Board Study Session & Board Meeting Schedule and the Policy Governance Manual as adopted at the August 18, 2016 Library Board meeting.

#### **EMERGING ISSUES**

##### **Update from Policy Governance Committee**

Trustees Naumer and Hill-Nichols, members of the Policy Governance Committee, advised the Board that they held a teleconference with Pam Nissler, Rebecca Winning and Amber Fisher. Information was requested and has been received. The committee will be reviewing that information and will keep the Board apprised. The Chair advised the committee members that they may contact Bill Charney with any questions they may have.

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

- October 13 – Study Session – 5:30 pm – Administration Conference Room
- October 20 – Lakewood Library Meeting Room:
  - Joint Library Board, Foundation Board & Friends Council Meeting, 4:45-5:30 pm
  - Regular Library Board Meeting, 5:45 pm - Lakewood Library Meeting Room

- November 10 – Board Meeting – 5:30 pm – Administration Conference Room
- December 8 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room

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

The Chair noted that it is very important for the Trustees to respond to the request for quorum determination.

#### **ADJOURNMENT**

The Board meeting was adjourned at 7:11 p.m.

John Bodnar, Secretary

## FOUNDATION REPORT

**FOUNDATION EXECUTIVE DIRECTOR REPORT**  
**OCTOBER 2016 (SEPT. 16 – OCT. 20)**  
**By Jo Schantz**

**1) Fundraising and events (past and upcoming)**

- **Freedom to Read online giving campaign** (during Banned Books Week, Sept. 25 – Oct. 1)= \$670
- **Friends Preview Night at the Whale Sale – Oct. 20**
- **Whale of a Used Book Sale – Oct. 21-23, Jeffco Fairgrounds**
- **2016 *Holmes for the Holidays*** gala benefit on Nov. 17
- **Holiday Book Sales** – Dec. 2/3 at Columbine Library; Dec. 10/11 at Standley Lake; month-long book and gift sale at Belmar (month of December)
- **Colorado Gives Day** – December 6

**2) Meetings and networking**

- A. Sept. 19 – meeting with major donor Victoria Ponce
- B. Sept. 26 – meeting with the county attorney, Ellen Wakeman, and Pam Nissler to discuss revisions to the MOU
- C. Sept. 27 – meeting with Library CFO Richard Sosa
- D. Sept. 28 -- New Board Member Orientation (with Bill Knott) and presentation by Ron Slinger, Executive Director of the Red Rocks Community College Foundation
- E. Sept. 30 – meeting with the Finance Committee
- F. Oct. 4 – Board member 1-1 with Kim Wall
- G. Oct. 11 – Board member 1-1 with Amy Arlander
- H. Oct. 12 – Good News Breakfast steering committee meeting
- I. Oct. 13 – meeting with Laura Kepler re: Friends Council and silent auction solicitations
- J. Oct. 15 – participation in Rocky Mountain Literary Festival at Mount Vernon Country Club
- K. Oct. 17 – Library and Foundation Senior Management Team meeting
- L. Oct. 18 – Jefferson County Community Services Advisory Board meeting

**3) Communications and outreach**

- A. Continued meetings with Library staff to discuss end-of-year donation campaign
- B. Public presentations
  - A. September 20 for Arvada Sunrise Rotary
  - B. Upcoming presentations:

1. Dec. 8 – for National Assn. of Retired Federal Employees
2. Jan. 10 – for Golden K Kiwanis club

#### **4) Continuing Education**

- A. Sept. 20 – fundraising webinar at Community First Foundation
- B. Sept. 22 – all-day seminar on Communications in the Workplace (at Denver West Marriott)
- C. Sept. 23 – all-staff field trip to Hartsel, CO, to learn more about online book sales via our vendor, Buffalo Mountain Books

#### **5) General Administration**

- A. Sept. 21 – one-year job evaluation for Sarah Whelan, Development Officer
- B. Continued sponsorship solicitations for 2016 Rare & Novel benefit (8 sponsors confirmed to date)
- C. Oct. 10 – All-staff training day (Library and Foundation staff)
- D. Continued research and meetings (per the Strategic Plan and Business Plan) for future Foundation office & warehouse relocation or expansion

## **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 – October, 2016

This month brought some special activities to my calendar. I participated in awarding the summer reading prize to Warder Pre-school. This is the prize that you funded for the schools which had the most participation in summer reading in each grade level. It was heart-warming to see how proud and happy the children and their teachers were to receive the trophy and the check. Thank you for making this possible.

From October 4-7, I attended the annual Urban Libraries Council Forum in Kansas City. The theme was "Getting to the Evidence." As the title suggests, the discussion centered around using data to determine the outcomes and impacts that library's programs or services have on the community or target audience. I was encouraged to learn that we are well on our way to that kind of goal setting and measurement. We certainly have room to improve but we have incorporated that thinking in our strategic initiatives, and we plan to use our retreat on October 24-25 to be trained in creating "Smart Goals" and using them in drafting our 2017 strategic initiatives document.

I also participated in the "Jeffco Thrives" Summit along with a number of our staff who are involved in various task forces that contribute to the program. It is modeled after the "Live Well San Diego" initiative, if you wish to look at an established version. The goal is that every aspect of the life in Jefferson County will contribute to the well-being of its residents.

I delivered the "State of the Library" report at our successful All-Staff day. Deborah and Julia contributed to the video that premiered that day with great quotes and personal reflections about libraries. We plan to share the video with you soon.

I also had the following meetings:

- Meeting with Ralph Schell
- The Elected Officials Personnel Board meeting
- CYLC
- Lunch meeting with Brian and Julia
- Lunch meeting with H J Stalf

As an information item, I have included the 2017 Holiday Schedule in your Board Packet. It is based on the County's schedule of holidays.

## JEFFERSON COUNTY PUBLIC LIBRARY 2017 Holiday Schedule

HOLIDAY	DATE OBSERVED	DAY	SCHEDULE
New Year's Day	January 1, 2017	Sunday	Libraries & other units closed.
Martin Luther King Day	January 16, 2017	Monday	Libraries & other units closed.
Presidents' Day	February 20, 2017	Monday	Libraries & other units closed.
<b><i>Easter (Unpaid)</i></b>	<b><i>April 16, 2017</i></b>	<b><i>Sunday</i></b>	<b><i>Libraries closed. This is not a paid holiday. Staff scheduled to work this day must adjust their schedules within the work week or use accrued leave.</i></b>
Memorial Day	May 29, 2017	Monday	Libraries & other units closed.
Independence Day	July 4, 2017	Tuesday	Libraries & other units closed.
Labor Day	September 4, 2017	Monday	Libraries & other units closed.
<b><i>Columbus Day</i></b>	<b><i>October 9, 2017</i></b>	<b><i>Monday</i></b>	<b><i>Libraries closed for All Staff Day. This is not a paid holiday.</i></b>
Veterans' Day	November 11, 2017	Saturday	Libraries & other units closed.
Thanksgiving Day	November 23, 2017	Thursday	Libraries & other units closed.
Day after Thanksgiving	November 24, 2017	Friday	Libraries & other units closed.
Christmas Eve	December 24, 2017	Sunday	Libraries & other units closed.
Christmas Day	December 25, 2017	Monday	Libraries & other units closed.

As approved by the Executive Director, Pam Nissler, the Library provides 88 hours of paid leave (or equivalent proration) to employees in Standard full-time and part-time positions each year for designated holidays.

Employees may take holiday leave after the first day of the month in which the holiday occurs, with prior approval from their supervisors. **Library employees should use all 2017 holiday hours by December 31, 2017.** Unused 2017 holiday hours will not be carried over into 2018.



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

**Budget & Finance Department**

## memorandum

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

- Financial Report Update since September 30, 2016

date: October 19, 2016 (RED FOLDER UPDATE)

**A. Financial Report**

This financial report presents only the changes between the full financial report in your packet dated October 20, 2016 for the month of September and the Jefferson County JDE financial system close for September. For this time, one item has been updated. In your report, payroll was accrued (estimated) for the third payday in September that resulted in a reporting total Year-to-date of \$11,357,101 and actual posting for the third payroll resulted in a Year-to-date total of \$11,371,216, the difference is \$14,115. The accrual is reversed and actual posted. The small variance is an indication that our accrual methodology is effective.



Jefferson County  
PUBLIC LIBRARY

## memorandum

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

- Financial Report

date: October 19, 2016

### A. Financial Report

This financial report presents year-to-date actual revenue (sources), expenses (uses) and financial comparative year over year through September 30, 2016 for Jefferson County Public Library (JCPL). The information presented is from the Library general fund in JDE (Jefferson County Financial System) and includes both operating and capital transactions. This report is composed of this narrative; a summary of the Library Fund (Table 1); Changes to Library Fund Balance (Table 2); Library operating sources and uses (Table 3); Library debt service (Table 4) and Library capital projects and annual maintenance and repair (ARMs) (Table 5). Changes from September 30 to the date when Jefferson County accounting office closes its monthly financial statements in JDE, will be identified in the BOT Red Folder.

#### **Overview**

As reported in prior months, revenue collected, primarily from property taxes and interest income, is 98% collected currently compared to 75% of the budget year passed. Year-to-date for all revenue sources including capital projects total \$35 million dollars, compared to year-to-date operating and capital expenses totaling \$19.7 million. This results in a year-to-date transfer to fund balance of \$15.3 million dollars. The actual operating fourth quarter expenses (October – December), as well as fourth quarter capital project expenses and debt service payments, will impact the final ending fund balance total. An updated projection of ending fund balance is presented below. The Library's resources are secure and through September, current spending is projected to trend within the budget overall.

#### **Revenues (sources)**

Operating revenues (not including capital) from Table 3 show the detail that makes up actual operating revenues totaling \$33.6 million, primarily Property Tax (97%) and Library fines. Through the remainder of the year, revenues should not change significantly. A straight line analysis of Library Fines and Other Revenue in the budget, compared to actual YTD, suggests that they are trending to be under budget by \$80,000 (20,000 and 60,000 respectively).

#### Jefferson County Public Library - YTD Revenues

	Total Budget	9/12 ths of Total Budget 75%	Actual Revenue YTD	% collected
Property Taxes	33,078,021	24,808,516	32,678,604	98.79%
Charges for Services	144,000	108,000	87,357	60.66%
Library Fines	650,000	487,500	440,159	67.72%
Interest / investments	149,021	111,766	126,649	84.99%
Other revenue	432,734	324,551	293,248	67.77%

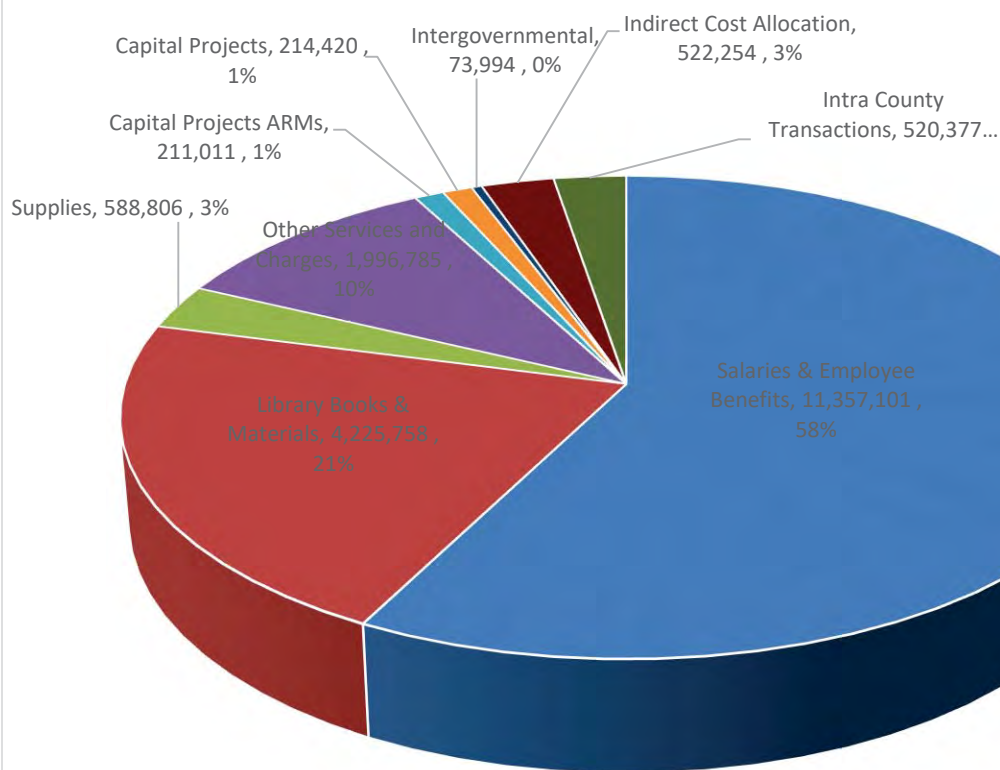
## memorandum

Revenues are projected using the actual collection rate; average actual compared to averaged budget and a review of the account line compared to same time last year.

### Expenses (uses)

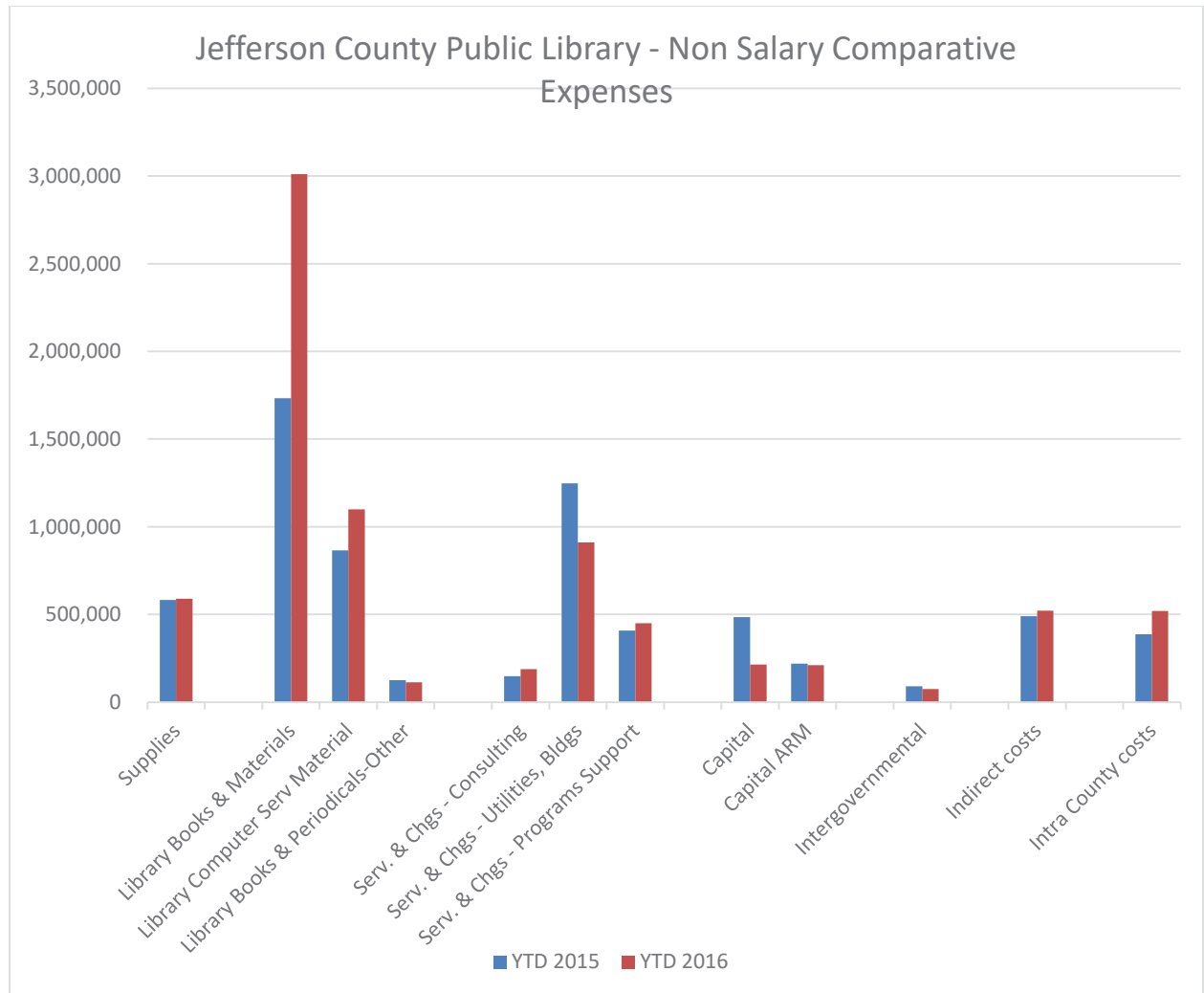
Salaries and benefits expense through September year-to-date total \$11.3 million dollars, 58% of the budget. An accrual (estimate) was made for the third payroll in September, which will be reversed when the actual amount is posted in JDE. The largest investments are in staff resources and Library books and materials, both are costs that fulfil our promises to the community for expanded services in increased hours open and materials available for patrons.

Jefferson County Public Library - YTD Operating & Capital Uses



## memorandum

A comparative year over year (2016 to 2015) for non-salary and benefit uses is below. While each year is distinctive in its pacing and spending pattern, comparing the two years assists Finance to discern patterns for the current year.



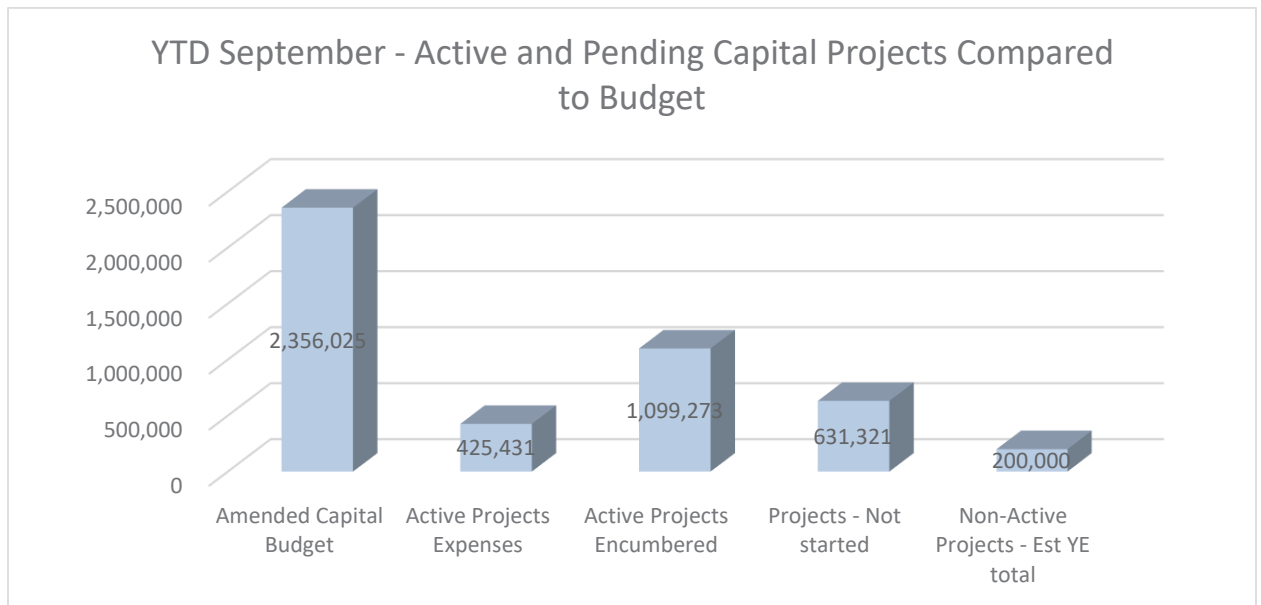
Demonstrating that the Library is keeping its promise to the community, the library books and materials budget expenses, including books, computer materials, periodicals and other media, is 55% higher than 2015, same point in time (\$4.2 million compared to \$2.7 million). Supplies, intergovernmental, indirect cost, intra county costs and annual capital maintenance (ARM) are generally comparable to the prior year. Capital projects actual expenses are still tracking lower by \$200,000 compared to the prior year, primarily due to the 2015 Golden Library remodel project.

### Capital Projects

Capital projects are detailed in Table 5. As more capital projects become active, capital project expenses should increase in the fourth quarter. A member of the Library finance team functions as a financial project consultant and facilitator, assisting Directors and project teams to insure that all 2016 project funds will be spent or encumbered in the year.

All capital projects are assigned a business unit in the budget to segregate and track the expenses within the budget. In 2016, the Library has a budget of \$1.1 million for annual capital repair and maintenance (ARMs) and \$1.19 million for defined capital projects, both total \$2.3 million. The revenue dedicated for these uses comes from Property Tax – where 4.5% is dedicated for non-operating expenses. Since collection of property taxes is 98% of budget, the sources for these capital projects is on track. Total year-to-date capital costs is \$425,431.

Large projects currently in the works include Columbine remodel and system upgrade for Self-Check RFID stations. The chart below shows capital projects, comparing the amended budget to actual capital expenses YTD, Finance analysis of project commitments including contracts, POs, and departmental commitments; active projects that have not started and a non-active project total. The non-active project is the capital budget set aside to fund our capital reserve fund for our system-wide book sorters in the amount of \$200,000.



## memorandum



### Debt Service

Table 4 provides the detail for Library debt service. Library Finance is working closely with Jefferson County Treasury to identify the final transfer(s) for Library debt service payment to Jefferson County, in the fourth quarter. There is a budget of \$1.5 set aside but no year-to-date transactions to report. The Library debt service payment for principal and interest covers three debt instruments:

Build America Bonds 2011-2020, \$6,886,000 used for Lakewood HVAC; Energy conservation, book sorters and Library Service Center (LSC) remodel.

Certificate of Participation (COP) Refunding term 2014-2020, \$995,000 used for Belmar roof replacement; Columbine HVAC; Columbine and Standley Lake parking lot repairs.

County bond debt 2005-2024, \$8,886,000 used for the acquisition and construction of the Arvada library facility.

### Fund Balance

Table 2 provides the detail for the Library Fund Balance. Both capital and operating sources year-to-date total \$35 million which is offset by expenses year-to-date totaling \$19.7. The net change as an increase to fund balance year-to-date is \$15.4 million dollars. The Library's Budgeted Ending Fund Balance is \$13.1 million. Library Finance conducts quarterly analysis of accounts and trends impacting Fund Balance and estimates the year-end total to be \$13.5 as follows:

#### Fund Balance Projection to YE Dec 31, 2016

Beginning Fund Balance	11,240,502
Projected YE Revenues (Op & Cap)	34,390,476
Projected YE Expenses (Op & Cap)	30,552,213
Debt Service	1,584,388
Projected Ending Fund Balance	13,494,377

In the fourth quarter, Fund Balance analysis will be completed every month to continuously refine the year ending projection to budget.

**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 09/30/2016	Variance 2016 Budget	Budget to Actual %
<i>Sources of Funds</i>						
<b>Revenues</b>						
<b>Property Taxes</b>						
Property Taxes - Operating	\$ 23,138,482	\$ 22,541,641	\$ 31,558,023	\$ 32,678,604	\$ 1,120,581	103.55%
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>\$ 34,135,024</b>	<b>\$ 1,057,003</b>	<b>103.20%</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	527,515	(266,485)	66.44%
<b>Other Revenue</b>	456,515	514,393	455,021	288,811	(166,210)	63.47%
<b>Total Other Revenues</b>	<b>1,372,320</b>	<b>1,352,280</b>	<b>1,375,755</b>	<b>947,411</b>	<b>(428,344)</b>	<b>68.86%</b>
<b>Sub Total Operating &amp; Cap. Revenues</b>	<b>\$ 25,064,191</b>	<b>\$ 24,975,802</b>	<b>\$ 34,453,776</b>	<b>\$ 35,082,435</b>	<b>\$ 628,659</b>	<b>101.82%</b>
<b>Transfer from Fund Balance</b>	\$ 524,261	\$ -	\$ -			N/A
<b>Transfer to Fund Balance</b>	-	862,857	2,057,647	15,371,929	13,314,282	N/A
<b>Total Sources of Funds</b>	<b>\$ 25,588,452</b>	<b>\$ 24,112,945</b>	<b>\$ 32,396,129</b>	<b>\$ 19,710,506</b>	<b>\$ (12,685,623)</b>	<b>60.84%</b>
<i>Uses of Funds</i>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 10,852,945	\$ 10,432,207	\$ 12,623,293	\$ 8,835,936	\$ (3,787,357)	70.00%
Benefits	3,240,112	3,063,396	3,846,731	2,521,165	(1,325,566)	65.54%
<b>Sub-Total Salaries &amp; Benefits</b>	<b>\$ 14,093,057</b>	<b>\$ 13,495,603</b>	<b>\$ 16,470,024</b>	<b>\$ 11,357,101</b>	<b>\$ (5,112,923)</b>	<b>68.96%</b>
Collection: Library Books & Materials	\$ 3,476,010	\$ 3,433,873	\$ 5,854,776	\$ 4,225,758	\$ (1,629,018)	72.18%
Supplies	891,610	800,732	1,035,154	588,806	(446,348)	56.88%
Other Services & Charges	3,092,078	2,480,884	3,644,414	1,996,785	(1,647,629)	54.79%
Internal Transactions /Cost Allocation	1,249,317	1,158,655	1,450,848	1,116,624	(334,224)	76.96%
<b>Total Operating Expenditures</b>	<b>\$ 22,802,072</b>	<b>\$ 21,369,747</b>	<b>\$ 28,455,216</b>	<b>\$ 19,285,075</b>	<b>\$ (9,170,141)</b>	<b>67.77%</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>\$ 2,356,025</b>	<b>\$ 425,431</b>	<b>\$ (1,930,594)</b>	<b>18.06%</b>
<b>Total Uses of Funds</b>	<b>\$ 25,588,452</b>	<b>\$ 24,112,945</b>	<b>\$ 32,395,629</b>	<b>\$ 19,710,506</b>	<b>\$ (12,685,123)</b>	<b>60.84%</b>



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

	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 09/30/2016	\$ Incr(Decr) 2015 Actual to 2016 Adopted
<b>Beginning Fund Balance</b>	\$ 11,240,502	\$ 12,245,645	\$ 11,240,502	\$ 13,108,502	\$ (1,005,143)
<b>Revenues</b>					
Operating Revenues	\$ 24,510,802	\$ 23,808,921	\$ 32,933,778	\$ 33,626,015	\$ 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>\$ 35,082,435</b>	<b>\$ 9,477,974</b>
<b>Expenditures</b>					
Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,455,216	\$ 19,285,075	\$ 7,085,469
Debt Service	1,611,600	1,611,599	1,584,388	-	(27,211)
Capital Projects	1,174,780	1,131,599	2,356,025	425,431	1,224,426
<b>Total Expenditures</b>	<b>\$ 25,588,452</b>	<b>\$ 24,112,945</b>	<b>\$ 32,395,629</b>	<b>\$ 19,710,506</b>	<b>\$ 8,282,684</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>\$ (524,261)</b>	<b>\$ 862,857</b>	<b>\$ 2,058,147</b>	<b>\$ 15,371,929</b>	<b>\$ 1,195,290</b>
<b>Ending Fund Balance</b>	<b>\$ 10,716,241</b>	<b>\$ 13,108,502</b>	<b>\$ 13,298,649</b>	<b>\$ 28,480,431</b>	<b>\$ 190,147</b>
<b>Above/(Below) Minimum</b>	<b>\$ 4,450,193</b>	<b>\$ 6,842,454</b>	<b>\$ 4,685,205</b>	<b>\$ 19,866,987</b>	<b>\$ (2,157,249)</b>
<b>Above/(Below) Maximum</b>	<b>N/A</b>	<b>N/A</b>	<b>\$ (3,928,239)</b>	<b>\$ 11,253,543</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 09/30/2016	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	\$ 32,664,459	\$33,777,734	\$ 1,519,998
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)	(167)	(667,853)	-
Penalties & Interest	24,240	20,406	39,143	14,312	39,143	-
<b>Total Taxes</b>	<b>\$ 23,138,482</b>	<b>\$ 22,541,641</b>	<b>\$ 31,558,023</b>	<b>\$ 32,678,604</b>	<b>\$ 33,078,021</b>	<b>\$ 1,519,998</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	440,159	650,000	-
<b>Other Fees</b>	161,325	99,643	144,000	87,357	144,000	-
<b>Investment Income</b>	135,715	172,373	149,021	126,649	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	109,328	200,000	-
<b>Other Revenue</b>	107,300	89,681	106,000	49,892	106,000	-
<b>Total Revenues</b>	<b>\$ 24,510,802</b>	<b>\$ 23,808,921</b>	<b>\$ 32,933,778</b>	<b>\$ 33,626,015</b>	<b>\$ 34,461,070</b>	<b>\$ 1,527,292</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	\$ 7,727,725	\$ 11,222,688	\$ (8,900)
Awards & Bonuses	-	300	83,796	5,100	83,796	-
Termination Pay	90,000	88,828	-	33,726	16,000	16,000
Temporary Pay	1,508,567	1,259,336	1,806,537	1,069,385	1,815,437	8,900
Vacancy Savings	(796,353)	-	(498,628)	-	(498,628)	-
Benefits	3,240,112	3,063,396	3,846,731	2,521,165	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>\$ 11,357,101</b>	<b>\$16,486,024</b>	<b>\$ 16,000</b>
Library Books & Materials	\$ 2,451,010	\$ 2,397,326	\$ 4,822,476	\$ 3,010,247	\$ 4,822,476	\$ -
Library Computer Materials	900,000	916,153	901,650	1,099,224	901,650	-
Library Periodicals	125,000	120,394	130,650	116,287	130,650	-
<b>Sub-Total Library Collections</b>	<b>3,476,010</b>	<b>3,433,873</b>	<b>5,854,776</b>	<b>4,225,758</b>	<b>5,854,776</b>	<b>-</b>
Supplies	891,610	800,732	1,035,154	588,806	1,035,154	-
Other Services & Charges	3,092,078	2,480,884	3,644,414	1,996,785	3,648,639	4,225
Direct Internal Charges	129,852	115,041	127,061	73,994	127,061	-
Indirect Cost Allocation	653,953	653,953	696,338	522,254	696,338	-
Intra County Transactions	465,512	389,661	627,449	520,377	627,449	-
<b>Total Operating Expenditures</b>	<b>\$ 22,802,072</b>	<b>\$ 21,369,747</b>	<b>\$ 28,455,216</b>	<b>\$ 19,285,075</b>	<b>\$ 28,475,441</b>	<b>\$ 20,225</b>
<b>Total Uses of Funds</b>	<b>\$ 22,802,072</b>	<b>\$ 21,369,747</b>	<b>\$ 28,455,216</b>	<b>\$ 19,285,075</b>	<b>\$ 28,475,441</b>	<b>\$ 20,225</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 09/30/2016	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 09/30/2016	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 - ARM</b>						
Computer 5 Yr Replacement Plan ARM 01	310,330	314,271	250,000	41,965	250,000	-
IT Infrastructure Replacement-Equip ARM 05	-	-	137,000	-	137,000	-
IT Infrastructure Replacement-Software ARM 05	-	-	244,500	18,122	244,500	-
Capital Maintenance ARM 01	224,134	176,014	250,000	101,827	250,000	-
Furniture & Equipment ARM 02	118,889	88,257	76,550	49,098	76,550	-
Book Sorter Reserve ARM 04	-	-	200,000	-	200,000	-
<b>Capital Projects</b>						
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	-	-	-	-
16-18 Data Cabeling	-	-	-	10,115	-	-
Wireless Upgrade - Outside 16.09	-	-	35,000	-	35,000	-
Records Management Software 16.10	-	-	25,000	-	25,000	-
Increase Wireless Access Points 16.11	-	-	60,000	-	60,000	-
Next Generation Firewall 16.12	-	-	71,000	-	71,000	-
III Database Server 16.13	-	-	56,000	92,780	56,000	-
High Availability Internet Reduncancy 16.14	-	-	38,000	-	38,000	-
Lakewood Parking Lot 16.01	-	-	372,975	3,600	372,975	-
LSC Parking Lot 16.02	-	-	95,000	1,500	95,000	-
Admin Space Plan/Reconfiguration 16.06	-	-	10,000	8,031	10,000	-
Belmar Carpet Repair 16.07	-	-	12,000	5,939	12,000	-
Columbine Tree / Sidewalk Replacemt 16.08	-	-	25,000	27,807	25,000	-
Replace DVD/CD Disk Washer 16.15	-	-	10,000	7,990	8,000	2,000
Columbine - Phase 1 Planning 16.16	-	-	90,000	91	90,000	-
Wheat Ridge HVAC Replacement 16.04	-	-	48,000	-	48,000	-
Standley Lake Boiler Replacement 16.05	-	-	75,000	56,567	75,000	-
Evergreen AHU Rebuild 16.03	-	-	140,000	-	140,000	-
Data Connection - Edge Internet Connect	-	-	-	-	-	-
South County - Phase 1 Planning 16.17	-	-	35,000	-	35,000	-
<b>Total Capital Projects</b>	<b>\$ 1,174,780</b>	<b>\$ 1,131,599</b>	<b>\$ 2,356,025</b>	<b>\$ 425,431</b>	<b>\$ 2,354,025</b>	<b>\$ 2,000</b>
<b>Ending Balance</b>	<b>\$ 431,362</b>	<b>\$ 35,282</b>	<b>\$ (836,027)</b>	<b>\$ 1,030,989</b>	<b>\$ (834,027)</b>	<b>\$ 2,000</b>

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

**Public Services Department**

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

Date: September 17, 2016

### Executive Summary

In reference to our End Statement #3, "Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes" the third quarter report focuses on **expanding the Summer Reading movement** in the community. The reading goal of a marathon (26.2 million minutes) was surpassed with a total of 27.5 million minutes read by JCPL's avid readers. The number of participants increased by 17% from last year, and this success is further substantiated when looking at the number of Summer Reading participants that finished the program. 77% more people finished the Summer Reading program this year in comparison to 2015.

Since the expansion of open hours earlier this year in Q2, we have seen **more use of library facilities and services** by the community. This trend continues, and the third quarter marked 10% more visits, 9% more circulations, and 11% higher program attendance in comparison to last year. While Q2 comparisons showed skewed (higher) percentage increases in comparison to 2015 as a result of the temporary closure of Golden (remodeling), Q3 figures show us a more relevant comparison with almost all 10 branches operating fully. However, Lakewood library was closed for 10 days in September for parking lot resurfacing, which has impacted public service hours. Alternate library services were available to patrons to pick up holds or return items.

### Third Quarter Highlights

**Visits** increased by 10% compared to 2015, and year-to-date by 8%, with a total of 2,027,390 visits during the first three quarters. The second quarter visits had not only shown increases in number of visits, but had also allowed visits to spread out over longer hours. While patrons were finding their best times to come to the library with the new schedules, we had initially seen a decrease in the number of visits recorded per open hour. The gap between pre-expansion visit/hour ratios (2015) and post-expansion visit/hour ratios (2016) became smaller in Q3 with a difference of now only 8 visits less per open hours in comparison to last year (!).

**Circulations** increased by 9% in Q3 in comparison to last year, and this percentage increase holds at 9% also year-to-date, with a total of 5,914,744 items checked out between January and September 2016. E-materials circulation continues to make a strong contribution to the overall circulation increases seen

throughout the JCPL system. A total of 73,639 new items were added to the collection in Q3, this represents this year's biggest quarterly purchase volume, and is almost double from what was purchased for Q3 last year.

**Programming** recorded increases in both the number of programs offered as well as the number of people attending the programs. The number of programs offered increased by 26% in Q3 compared to 2015, program attendance increased by a smaller percentage of 11%. During the months of Summer Reading a total of 1,800 programs (including storytimes) were offered, enriching the lives of over 39,000 attendees through storytimes, enjoying free martial arts classes, experiencing yoga for the first time, or even attending a cooking class. One parent commented that "The programs like LibLab and Creatures of the Night were wonderful and educational. Just the fact that you have a summer reading program is appreciated."

The introduction of the new open hours resulted in 5% more hours of **public computer usage** in Q3 (76,836 hours). The 5% increase in computer hours held also at 5% (216,369 hours) year-to-date. While the number of public sessions (105,901) shows a decrease of 3% in Q3 this is due to changing the booking windows from 30 minutes to 1 hour, resulting in less booking opportunities, but longer sessions. The number of **wireless connections** continues to rise with a 20% increase to 87,266 wireless connections in Q3 compared to last year's third quarter. **Web visits** increased by 12% to 788,982 web visits in Q3, and year-to-date by 8% to 2,327,787 web visits, showing growing engagement of the community with library services and information offered on the JCPL website.

The third quarter of 2016 was focused on expanding the **Summer Reading** movement. 36,546 participants (17% more than in 2015) read 46% more minutes than last year. 15,259 participants finished the 2016 program. The most pronounced increase for the program compared to 2015 was a 77% increase in people who finished the JCPL Summer Reading program 2016, which meant logging at least 8 hours (480 minutes) for children, and logging at least 16 hours (960 minutes) for teens and adults.

Prizes were offered as incentives to keep reading over the summer as in past years, and again, participants told us that out of all the different prizes offered receiving the free new book was the most valuable prize for them, symbolizing what this program is about, and earning it instead of just going to a store and purchasing a book. Two examples of the type of comments in the survey follow: a rekindled love of reading for a mother, "I joined the program to encourage my kids to read more and I ended up finding my love of reading again." and a lesson about life-long learning for a teacher. "I like being able to model for my teens that as they grow up they can continue to read for pleasure and not just what they are being forced to read for school."

Our Kids and Families outreach librarians reached nearly 800 at risk youth in summer camps, free lunch sites and school age enrichment centers, contributing 525,265 minutes earned by reading. Teens at Jefferson High School won our reading contest by contributing 97,662 minutes. Our Library 2 You customers, primarily homebound and incarcerated, read 2.6 million minutes, proving the point that

reading matters at every age and in every situation. This shows how both the reach of the program has increased, as well as the level of participation.

The Summer Reading program was once again greatly supported by **teen volunteers**. 507 teens helped us out during the months of summer reading, which was an increase of 78% from last year for Q3.

This year Project Outcome (a strategic priority for 2016) was used to survey participants in August, and it allowed JCPL to evaluate our responses against other libraries. 1,450 (5.4%) of our Summer Reading registrants filled out the survey, and we can currently compare to the aggregated 14,760 patron responses of 134 public libraries in the US and Canada. 87% of Jefferson County parents and caregivers (vs. 86% national average) reported that through participating in the Summer Reading program, their child maintained or increased their reading skills. 79% of Jefferson County teens/children & adults (vs. 84% national average) reported that they learned something new from what they read or experienced. I.e. across all age groups, gaining “knowledge” through Summer Reading was perceived as the biggest outcome. In addition, 69% of Jefferson County parents and caregivers (vs. 71% national average) reported “confidence gained in reading” as their second biggest outcome, while 73% of Jefferson County teens and adults (vs. 82% national average) reported their heightened awareness of available library services, and “wanting to use the library more often” as their second biggest outcome.



# JCPL Key Statistics for Trustees – Q3 2016

## Per Capita Figures

JCPL Key Annual Statistics	Q1 2015	Q1 2016	Q1 % Δ	Q2 2015	Q2 2016	Q2 % Δ	Q3 2015	Q3 2016	Q3 Deviation	Q3 % Δ	YTD 2015	YTD 2016	YTD Deviation	YTD % Δ	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	\$33.57	35%	\$1.20	\$1.07	(\$0.13)	-11%	\$43.41	\$58.88	\$15.47	36%	\$44.14	\$45.24	\$44.96
Operating Expenditure/Capita	\$10.14	\$10.79	6%	\$10.77	\$11.90	10%	\$8.40	\$11.83	\$3.43	41%	\$29.31	\$34.52	\$5.21	18%	\$42.40	\$43.64	\$41.60
FTE/1000 Capita	0.33	0.36	10%	0.33	0.36	10%	0.33	0.36	0.03	10%	0.33	0.36	0.03	10%	0.34	0.40	0.49
Visits/Capita	1.09	1.05	-3%	1.10	1.24	13%	1.15	1.25	0.11	9%	3.33	3.55	0.21	6%	4.35	4.47	4.56
Circulations/Capita	3.26	3.32	2%	3.16	3.57	13%	3.20	3.46	0.26	8%	9.62	10.35	0.73	8%	12.74	13.49	9.40
Program Attendance/1000 Capita	78.68	86.63	10%	128.08	138.68	8%	76.99	84.85	7.86	10%	283.75	310.16	26.41	9%	368.42	365.63	239.92

Note: Q3 Operating Revenue/Capita and Q3 Operating Expenditures/Capita are preliminary figures .

# JCPL Key Statistics for Trustees – Q3 2016

## People

PEOPLE	Locations	Q1 2015	Q1 2016	Q1 % Δ	Q2 2015	Q2 2016	Q2 % Δ	Q3 2015	Q3 2016	Q3 Deviation	Q3 % Δ	YTD 2015	YTD 2016	YTD Deviation	YTD % Δ
POPULATION LSA	JCPL	565,535	571,459	1%	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	10%	9,307	9,966	659	7%	23,331	24,218	887	4%
REGISTERED CARDHOLDERS TOTAL	JCPL	348,606	337,601	-3%	335,056	345,229	3%	344,336	355,252	10,916	3%	344,336	355,252	10,916	3%
CARDHOLDERS PER CAPITA	JCPL	0.62	0.59	-4%	0.59	0.60	2%	0.61	0.62	0.01	2%	0.61	0.62	0.01	2%
VISITS	Arvada	88,444	82,654	-7%	92,344	100,667	9%	98,834	99,253	419	0%	279,622	282,574	2,952	1%
VISITS	Belmar	118,101	113,063	-4%	123,533	131,764	7%	116,006	136,130	20,124	17%	357,640	380,957	23,317	7%
VISITS	Columbine	110,745	109,397	-1%	118,193	129,335	9%	114,600	129,617	15,017	13%	343,538	368,349	24,811	7%
VISITS	Conifer	13,676	11,053	-19%	13,747	10,219	-26%	12,795	11,034	(1,761)	-14%	40,218	32,306	(7,912)	-20%
VISITS	Edgewater	12,826	14,276	11%	15,190	16,910	11%	14,959	16,937	1,978	13%	42,975	48,123	5,148	12%
VISITS	Evergreen	43,665	43,632	-0.08%	45,349	48,762	8%	44,095	46,807	2,712	6%	133,109	139,201	6,092	5%
VISITS	Golden	49,689	57,949	17%	24,180	74,031	206%	67,009	79,253	12,244	18%	140,878	211,233	70,355	50%
VISITS	Lakewood	72,843	69,394	-5%	80,210	78,493	-2%	70,729	72,711	1,982	3%	223,782	220,598	(3,184)	-1%
VISITS	Standley Lake	78,732	73,400	-7%	80,098	92,309	15%	81,069	95,412	14,343	18%	239,899	261,121	21,222	9%
VISITS	Wheat Ridge	24,021	23,055	-4%	26,105	25,084	-4%	24,753	25,223	470	2%	74,879	73,362	(1,517)	-2%
VISITS	Library 2 You	2,648	3,047	15%	3,269	3,239	-1%	2,999	3,280	281	9%	8,916	9,566	650	7%
VISITS	JCPL	615,390	600,920	-2%	622,218	710,813	14%	647,848	715,657	67,810	10%	1,885,456	2,027,390	141,935	8%
VISITS PER PS HOUR	JCPL	104	101	-3%	107	92	-14%	102	95	(8)	-7%	104	95	(9)	-9%
VISITS PER CAPITA	JCPL	1.09	1.05	-3%	1.10	1.24	13%	1.15	1.25	0.11	9%	3.33	3.55	0.21	6%
WEBSITE VISITS	JCPL	736,866	751,488	2%	722,319	787,317	9%	705,870	788,982	83,112	12%	2,165,055	2,327,787	162,732	8%
PROGRAMS	JCPL	1,891	2,074	10%	1,982	2,694	36%	1,999	2,526	527	26%	5,872	7,294	1,422	24%
PROGRAM ATTENDANCE	JCPL	44,494	49,504	11%	72,433	79,250	9%	43,542	48,491	4,949	11%	160,469	177,245	16,776	10%
AVG PROGRAM ATTENDANCE	JCPL	24	24	1%	37	29	-20%	22	19	(3)	-12%	27	24	(3.03)	-11%
SUMMER READING PARTICIPANTS	JCPL	n.a.	n.a.	n.a.	25,949	32,149	24%	5,327	4,397	(930)	-17%	31,276	36,546	5,270	17%
PUBLIC SERVICE HOURS	JCPL	5,920	5,955	1%	5,823	7,753	33%	6,328	7,553	1,226	19%	18,070	21,261	3,191	18%
VOLUNTEERS	JCPL	391	337	-14%	384	481	25%	348	386	38	11%	374	401	27	7%
VOLUNTEER HOURS	JCPL	6,439	7,593	18%	9,652	11,379	18%	7,650	8,910	1,261	16%	23,741	27,882	4,142	17%

# JCPL Key Statistics for Trustees – Q3 2016

## Materials

MATERIALS	Locations	Q1 2015	Q1 2016	Q1 % Δ	Q2 2015	Q2 2016	Q2 % Δ	Q3 2015	Q3 2016	Q3 Deviation	Q3 % Δ	YTD 2015	YTD 2016	YTD Deviation	YTD % Δ
CIRCULATIONS	Arvada	145,401	134,798	-7%	147,133	149,296	1%	142,623	146,692	4,069	3%	435,157	430,786	(4,371)	-1%
CIRCULATIONS	Belmar	250,782	237,582	-5%	249,313	259,830	4%	236,037	249,159	13,122	6%	736,132	746,571	10,439	1%
CIRCULATIONS	Columbine	274,974	268,697	-2%	279,198	295,663	6%	270,214	281,693	11,479	4%	824,386	846,053	21,667	3%
CIRCULATIONS	Conifer	27,839	27,697	-1%	27,050	28,236	4%	24,516	24,560	44	0.18%	79,405	80,493	1,088	1%
CIRCULATIONS	Edgewater	22,105	20,802	-6%	22,400	23,557	5%	21,731	23,758	2,027	9%	66,236	68,117	1,881	3%
CIRCULATIONS	Evergreen	98,297	92,543	-6%	96,668	98,280	2%	92,226	93,818	1,592	2%	287,191	284,641	(2,550)	-1%
CIRCULATIONS	Golden	105,653	117,659	11%	39,230	127,415	225%	120,224	123,425	3,201	3%	265,107	368,499	103,392	39%
CIRCULATIONS	Lakewood	152,566	140,487	-8%	166,692	152,535	-8%	144,684	132,822	(11,862)	-8%	463,942	425,844	(38,098)	-8%
CIRCULATIONS	Standley Lake	202,222	198,767	-2%	204,347	224,962	10%	198,560	213,898	15,338	8%	605,129	637,627	32,498	5%
CIRCULATIONS	Wheat Ridge	37,020	35,095	-5%	36,007	36,450	1%	35,004	34,681	(323)	-1%	108,031	106,226	(1,805)	-2%
CIRCULATIONS	Library 2 You	15,854	20,013	26%	19,461	18,887	-3%	19,291	19,162	(129)	-1%	54,606	58,062	3,456	6%
CIRCULATIONS	Kids & Families	4,191	2,475	-41%	1,712	688	-60%	2,246	1,926	(320)	-14%	8,149	5,089	(3,060)	-38%
CIRCULATIONS	Online Renewals	353,675	428,074	21%	344,575	442,764	28%	343,860	437,298	93,438	27%	1,042,110	1,308,136	266,026	26%
CIRCULATIONS	Interlibrary Loan	2,674	3,435	28%	2,664	3,539	33%	4,175	3,665	(510)	-12%	9,513	10,639	1,126	12%
CIRCULATIONS	Resources	-	3	#DIV/0!	-	7	#DIV/0!	2	11	9	450%	2	21	19	950%
CIRCULATIONS	Internal Use	5,366	4,701	-12%	5,759	4,394	-24%	6,449	4,622	(1,827)	-28%	17,574	13,717	(3,857)	-22%
CIRCULATIONS	Call Center	13,857	14,908	8%	13,699	16,006	17%	13,324	16,094	2,770	21%	40,880	47,008	6,128	15%
CIRCULATIONS	E-MATERIALS	131,541	150,849	15%	130,516	158,020	21%	135,309	168,346	33,037	24%	397,366	477,215	79,849	20%
CIRCULATIONS	JCPL	1,844,017	1,898,585	3%	1,786,424	2,040,529	14%	1,810,475	1,975,630	165,155	9%	5,440,916	5,914,744	473,828	9%
CIRCULATIONS PER PS HOUR	JCPL	311	319	2%	307	263	-14%	286	262	(25)	-9%	311	278	(33)	-11%
CIRCULATION PER VISIT	JCPL	3.00	3.16	5%	2.87	2.87	-4%	2.79	2.76	(0.03)	-1%	2.89	2.92	0.03	1%
CIRCULATION PER CAPITA	JCPL	3.26	3.32	2%	3.16	3.57	13%	3.20	3.46	0.26	8%	9.62	10.35	0.73	8%
COLLECTION SIZE	JCPL	1,112,945	951,210	-15%	1,106,496	964,462	-13%	1,054,238	1,000,794	(53,444)	-5%	1,054,238	1,000,794	(53,444)	-5%
ADDED	JCPL	40,350	51,966	29%	51,245	58,652	14%	36,950	73,639	36,689	99%	128,545	184,257	55,712	43%

# JCPL Key Statistics for Trustees – Q3 2016

## Technology

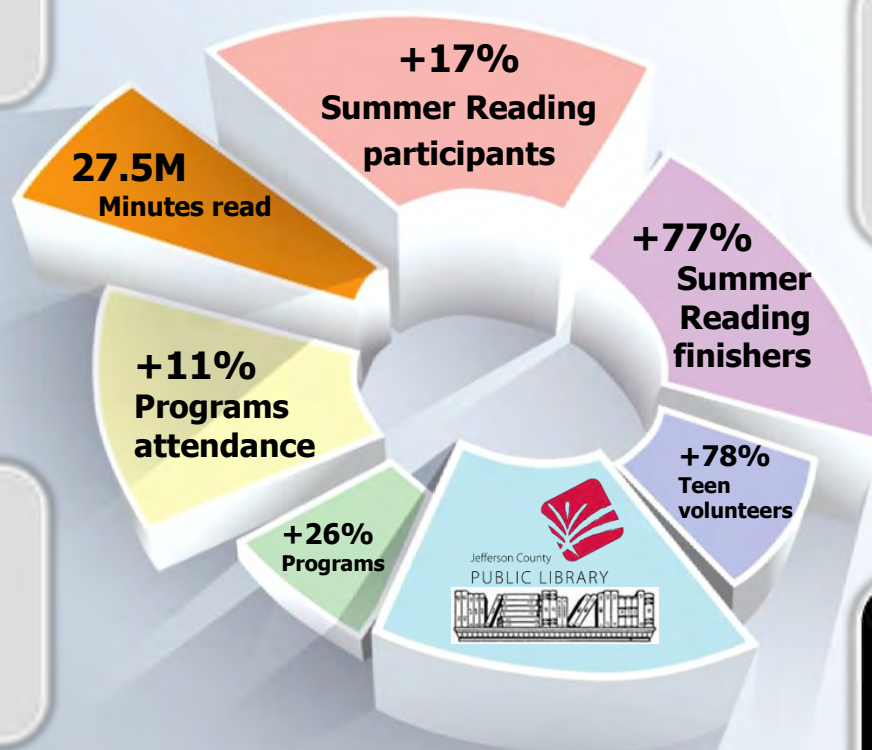
TECHNOLOGY	Locations	Q1 2015	Q1 2016	Q1 % Δ	Q2 2015	Q2 2016	Q2 % Δ	Q3 2015	Q3 2016	Q3 Deviation	Q3 % Δ	YTD 2015	YTD 2016	YTD Deviation	YTD % Δ
NUMBER OF PUBLIC COMPUTERS	JCPL	308	315	2%	309	316	2%	312	322	10	3%	310	318	8	3%
HOURS OF PUBLIC COMPUTER USE	JCPL	65,886	63,799	-3%	67,715	75,734	12%	73,329	76,836	3,507	5%	206,930	216,369	9,439	5%
NUMBER OF PUBLIC SESSIONS	JCPL	101,632	96,520	-5%	101,654	106,540	5%	109,018	105,901	(3,117)	-3%	312,304	308,961	(3,343)	-1%
NUMBER OF PUBLIC WIRELESS CONNECTIONS	JCPL	63,819	71,463	12%	62,970	78,777	25%	70,922	87,266	16,344	23%	197,711	237,506	39,795	20%

# Public Services Highlights – Q3 2016

(Comparison to same quarter last year)

**Library  
Visits**  
(715,657)  
**+10%**

**Circulation**  
(1,975,630)  
**+9%**



**Public  
computer  
hours**  
(76,836)  
**+5%**

**Circulation  
Per PS Hour**  
Increase Q2-Q3  
262-278 per hour

**Visits Per  
PS Hour**  
Increase Q2-Q3  
92-95 per hour

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

\* Note: Lakewood (LK) library branch was closed with limited operations for parking lot resurfacing 9/16- 9/25) impacting open hours and use of library services.

**Ends**

**Third Quarter 2016 Strategic Priorities**

## 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	3Q 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 9% Q3 and 9% year to date. Number of items per capita will be reported Q4	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 discontinued participation in the FindIt app due to unresolved issues with app performance. Jeffcolibrary.org made inroads with responsive web design.	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	Many components of plan have been implemented. 2 Open house conversations with staff have had excellent participation. CMT has had 2 targeted trainings. Green Sheets	Q1: Project Plan complete; Implementation begins Q4: Percent of satisfied customers; Percent Library use by targeted underserved populations

	Mission, Vision, Values, Ends	SMT/CMT	<p>communications about diversity topics have begun. All of CMT participated in County Diversity Summit. All Staff Day agenda has targeted sessions on diversity topics.</p> <p>Included Mission, Vision, Values in all 2016 recruitments and 1Q staff meeting presentations. MMV integrated into PS staff training. Values Based Decision Making training scheduled for ASD on 10/10.</p>	<p>Q1: MMV integrated into recruitment Q2: MMV integrated into trainings Q3: Training on values based decision making provided at All Staff Day</p>
	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) MTN (7/25) AR (8/9) ED (8/18) LK (8/18) BL (9/19). Columbine scheduled for 11/10.</p> <p>JCSO to do Additional Active Shooter Training at County November 3 - A.M. &amp; P.M. session</p> <p>AED Training completed at AR, CL, LSC, GN; AED units installed in all Libraries</p>	<p>Q1: Situational Awareness training rolls out to all locations/staff. AED/CPR Training completed. Q 3 &amp; 4: Workplace Safety/Active Shooter Training through County HR for new hires.</p>



			except for Wheat Ridge (no CPR/AED training has been for WR staff)  ADDED: SHARPS containers installed in all locations (patron and employee restrooms)	
Attract, develop and retain a highly skilled and well qualified workforce	Enhance recruitment and onboarding strategies.	ERD	Job Fair for PX Assoc. Hire done at American Job Center on Jan. 12 Job Fair/Jeffco Open House attended on April 5. County NEO attended by Recruitment Coordinator on March 14 <sup>th</sup> . JCPL NEO survey completed April 4 <sup>th</sup> . Mountain Area Job Fair on May 2 <sup>nd</sup> – contact with 40+ community members. NEOGOV Conference – attendees: Jill Krantz and Kim Curtis (Oct. 12-14) .	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
	Redevelop and implement New Employee Orientation program (NEO).	ERD	6 NEOs held in Q1 & Q2 (5 for job specific cohorts). NEO Attendance Tracker & Invite Procedures streamlined. NEO event moved to Tuesday for SMT Meet & Greet. NEO completed in September, scheduled for December.	Q2: Library orientation program refresh planning completed, proposal presented. Q3: Launch of new employee orientation program
	Enhance employee wellness, and recognition programs.	ERD	Recognition/wellness research complete. Survey sent to staff; survey result analysis complete.	Q1: Recognition/wellness research and survey to staff Q2: Proposal for milestone awards/ additional recognition/All Staff Day

	Leadership Development	ERD	<p>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. Q3: Task force met and ASD Oscars were the first project. The task force will decide how to move forward with PIFs and the other initiatives by end of 2016.</p> <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.</p> <p>Director of ERD and County OD &amp; Training Manager completed Level 2 IEQ certification. ERD, PSMT and SMT retreat dates scheduled. PSMT retreat completed, SMT retreat scheduled for October. Staffing change in ERD, dev of supervisor training now on hold.</p>	<p>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> <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>
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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.	IT	Wireless hotspots acquired for patron checkout. Loan rules being determined.	Q3: An actionable list of equipment and technologies; prepare priorities and potential implementations
	<i>Edge</i> study: technology benchmarking	PS/IT	RFQ sent out. Bids received. Will replace 200 computers in Q4.  The survey was submitted and results were received in September. Evaluation will be done in Q4 in conjunction with the Impact Survey. Patron Education adding two new classes as result of Edge Survey: Finding Health Information Online, and Finding Legal Information Online. Moved to Q4. Q4, evaluation of survey results in conjunction with Impact survey with recommendations ready for the 2017 budget cycle	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	Impact project plan drafted, team members and dates (November) for survey identified.	Q3-4: Conduct survey; Assess baseline; evaluate results; communicate results

Increase awareness of library programs and services.	Budget and campaign communications	Communications	Q3: Press release and <a href="#">feature placement</a> on recent upgrades.	Q1: Communicate 2016 Budget via media, Staff meetings, State of the Library Meetings Ongoing: Communicate service enhancements as they become available
	"Bring 'em Back" campaign	Communications/PS	<p>April 4 celebrations held at all libraries. 4/4 door count was up 30% compared to prior year. 2,278 new cardholders in April.</p> <p>Q3: With Kids &amp; Families and volunteers, promoted Library card sign-ups at Jeffco Action Center's Supply Distribution Event. Signed up 581 new cardholders.</p> <p>Assisted Adult Services at OctoBEERfestival (9/24) with special give-away for library card sign-ups.</p> <p>Targeted e-mail campaign delayed pending change management process to implement system wide support for emailing patrons directly.</p>	<p>Q1: Order new library cards; assemble planning team; develop campaign plan and begin implementation</p> <p>April: Promote and hold special events at all libraries to welcome people to new hours; include library card signups</p> <p>Q2: Sign up at least 3,000 new cardholders during April.</p>
	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.

	<p>Improved Events Calendar experience</p> <p><i>Project Outcome:</i> measures benefits of library programs and services based on user reported outcomes</p>	<p>DX/Programming/Communications</p> <p>PS/Programming/Patron Education</p>	<p>Enhanced Eventkeeper interface launched to improve calendar experience pending Digital Discovery decision. Go/No go moved to Q4.</p> <p><i>Project Outcome</i> was used for Summer reading, results were communicated in the Q3 statistical report. 1000 Books Before Kindergarten identified as the next program to use Project Outcome as the evaluation tool.</p>	<p>Q4: Go/No go decision; Implementation Plan Q4: Continued implementation; launch date dependent on Bibliocommons choice</p> <p>Q2: First survey conducted Lib Lab programming will be the pilot phase Q3: Summer Reading (SR)evaluated using Project Outcome Q4: Results from surveys used for 2017 SR planning</p>
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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	3Q 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 was up 18% Q3 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. Best practices for hiring PS staff being identified. Based on success of this hire.	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	<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)

		Facilities	<p>PO submitted On hold pending info on EV mitigation On hold pending EV Complete On hold pending EV</p> <p>Complete</p> <p>Complete RFP pending Contract pending Complete</p> <p>Complete Complete Scheduled</p>	<p>BL Tree replacement Exterior lighting upgrade (all locations)</p> <p>Repair art base EV Lakewood EFIS repairs Indoor recycle/trash project Q3: Outdoor trash recp replacement LK drainage project EV Hillside Project (construction) Outside bench replace (SL,WR, CL)</p> <p><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</p>
	Plan for the refurbishment of the Columbine Library.	SMT	Design team of Owner's Rep, Architect, and General Contractor under contract. Initial design meetings have begun. Currently project is on schedule for having a design completed by the end of the year.	<p>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.</p>
	Plan new library space in South County.	SMT	Moved out to Q4, dependent on the	Q4 or Q1 2017: Vision of service and building program drafted.

	Upgrade and enhance video surveillance equipment system	IT/Facilities	Edgewater election results. If Edgewater ballot initiative passes Edgewater planning will move forward, and South County planning will move out.	Q4: Upgraded video servers, replaced analog cameras, additional cameras where needed
Enhance digital community spaces and access	Bibliocommons/Digital Discovery	DX/Collections/IT/Comm	Subcommittee has been selected and team has completed all demos and discussion. Name of project changing to Digital Discovery. Go/No Go decision moved to Q4.	Q2: Subcommittee determined and begins work Q4: Go/No Go decision; begin development if "Go" Q4: Continue development for April/May 2017 Launch if "Go"
	Libhub/Bibframe/Linked Data	Collections/Comm	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.	Q2: Subcommittee determined and begins work; Go/No Go decision Q3: Development for launch if "Go" Q4: Launch if "Go"



3. Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes				
Community Outcome(s):	All children are ready for school All children perform at grade-level Students graduate from high school post-secondary and workforce prepared Residents are employed Individuals and families are engaged in the community Jeffco is a thriving community for aging well Employers located in Jeffco have access to a highly skilled workforce Mature workers (60+) have viable employment opportunities Small business is stimulated through access to resources available to entrepreneurs All age groups have healthy behaviors			
Success Indicator(s): (longer term)	Percent of high quality early child care in Jeffco Percent of students scoring at or above proficiency on statewide kindergarten readiness assessment Percent of 3 <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	3Q 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. Pilot program initiated in September.	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

			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 37% Q3 and 26% YTD.	
Create a plan of service for programs which reflects community interests and supports community outcomes.	Program Audit and Recalibration	Programming/Communications	Data for audit gathered and distilled. Recommendations accepted by key stakeholders. Program Summit to determine Yearly Program Plan for 2017 scheduled for Nov. 2 <sup>nd</sup> .	Q1: Audit completed; Best practices for program planning identified; Q2: Recommendation accepted; Initial steps implemented Q4: Program attendance per 1000 served
Promote a culture of reading in Jefferson County	Refine the Summer Reading Experience	Programming/DX/Communications	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. Increased participation by 23%, minutes read by 46% and finishers by 77%. E-blasts sent out weekly, with impressive click to open rates of up to 49.4%.	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

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

Community Outcome(s)	Library services meet or exceed benchmarks of peer libraries County services are delivered efficiently and cost effectively County services are not duplicated			
Success Indicator(s)	Level of funding for library services per capita Number of partnerships with local agencies and county government			
Strategic initiatives				
Goal	Initiatives	Responsibility	3Q Results	Measure of Success
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 Q4: Fin - Outlines the financial data analysis side for 10-year financial plan.
	Annual Budget Preparation	Finance/CMT	Proposed 2017 Budget Presented to BCC on 8-19 and County Budget has recommended approval to BCC	Q3: Deadlines met; budget drafted; BOT review; presented to BCC Q3 BOT 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. Training provided to CMT in August.	Q3: Training provided at All Staff Day
	Develop Financial Policies	Finance	Policy development underway. Policies	Q2: Policies adopted by Board Q4: Policies organized in electronic format

	Demographic Study Planning	PS/SMT	<p>adopted Q2 include: Books and Materials, Capital &amp; Controlled Assets.</p> <p>Specifications determined. RFP sent and bid responses received. Vendor selected. Contracting in process. Data being analyzed by vendor. Kick off meeting scheduled for 10/12/16.</p>	<p>Q4: Internal Control document prepared</p> <p>Q4: Specifications for study determined</p>
Identify and improve critical IT system management	<p>Implement Infrastructure Recommendations</p> <p>Participate in implementing new County IT security standards</p>	<p>IT</p> <p>IT</p>	<p>Sophos installation completed; core switches are in the racks and will be completely configured with the eRate Network project in August.</p> <p>Jeffco Security Policies published. We are currently evaluating them and implementing where appropriate.</p>	<p>Q1: Install Sophos New Firewall and Core Switches</p> <p>Q2: New Replication Server install</p> <p>Q2: Install new Sierra Servers</p> <p>Q-1: Security Policies published and implemented.</p>
Develop and implement new tools that support the work of JCPL staff in ways that are useful, productive and informative.	<p>Complete development of a new staff intranet</p> <p>Implement Point of Sale system</p>	<p>DX</p> <p>Finance/IT/PS</p>	<p>POS systems have been installed and are in use at all libraries.</p>	<p>Q4: Project team selected; Technical and Functional requirements determined; Launch Q2 2017</p> <p>Q1: Golden installed in January as pilot</p> <p>Q2: Rest of libraries implemented</p> <p>Q3: Vendor selected – BOT approves project</p> <p>Q4: 30 units installed at Libraries, PCI compliance achieved.</p>

	Replace digital advertising software and system	IT/Communications	Implementation complete.	Q2: Potomac Media System Replaced; staff training completed
	Implement new workflow ticketing system	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	Consultant hire in process. Vendor to assist with RFP.	Q3: Selection of project team and consultant Q4: Project team and consultant recommendation to SMT for implementation in 2017 – Go/No Go
	Asset Management Audit	Finance/Facilities	Audit complete. Final reconciliation to be completed Aug. 1.	Q1: RFI/RFP: Developed and published. Select firm. Inventory completed. Results communicated to Board. Q4: Reconcile inventory to JDE, implement new IT controlled assets inventory process.
	Evaluate RFID/Self Check/Security Gates requirements	IT/PS	Vendor selected. Budget requirements determined.	Q2: Start project; Review requirements Q3: Budget requirements determined
We streamline and improve systems and processes to maximize employee productivity	Performance Management Process	ERD	PE feedback gathered at Coaching Skills classes. NEOGOV training dates scheduled. PE completion rate currently at 99.1% timely.	Q3: HR staff receives intensive NEOGOV training. Q4: Expand use of NEOGOV to include automated Annual Performance Evaluations OR launch updated JCPL PE tool by end of year
	Complete system-wide Communications Audit	Communications	Audit complete. Top-line recommendations presented to SMT 9/26.	4Q 15: RFP posted Q1: Vendor selected; project initiated Q2: Project complete; recommendations reported and integrated into 2017 budget; Q3 and ongoing: Implement recommendations as possible

	Enhance Promotions and Marketing Processes	Communications/PS	P&M ticketing system tied into workflow ticketing system above. P&M requirements established. Interim P&M process improvements identified. Final improvements pending final results of programming and communication audits.	Q1&2: provide support to programming initiative; customize P&M ticketing system Q2: Implement new P&M ticketing system Q3: With PS, develop system for reviewing, approving and prioritizing P&M support initiatives Q4 and beyond: implement improvements based on communications audit and programming inputs
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