

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

January 19, 2017



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, January 19, 2017 – LAKEWOOD LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2.	Pledge of Allegiance
3. Action	Approve Agenda Call for motion and second
4. Action	Approval of Minutes for Call for motion and second <ul style="list-style-type: none"> December 8, 2016 Board Meeting Minutes
5.	Public Comment
6. Information	<ul style="list-style-type: none"> Foundation Report – Jo Schantz
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> Executive Director Update Finance Department <p><u>Action Item:</u> Recommend that the Library Board of Trustees authorize the Executive Director to sign the lease agreement between Vestar Bowles Crossing LLC and Jefferson County Public Library for Suite # 2T in the Bowles Crossing Shopping Center, for a term of seven (7) months at a rental fee of \$2,000 (two thousand dollars) per month.</p> <p><u>Call for Motion and Second</u></p> Public Services <ul style="list-style-type: none"> 2016 Year-end Statistics Columbine Library Remodel
8. Action as Needed	Consent Agenda (4.3.4) <u>Sunshine Resolution</u> <ul style="list-style-type: none"> <i>Action Item:</i> Call for Motion: Trustees approve the Sunshine Resolution LB-01-19-17 <u>Chair Appointments:</u> <ul style="list-style-type: none"> <i>Action Item:</i> Chair appoints committee to review Board Bylaws (4.4.2D) <i>Action Item:</i> Chair appoints nominating committee for Board officers (4.4.2D) <i>Action Item:</i> Chair appoints Trustee representative to Foundation Board <u>2017 Governance Process Calendar</u> <ul style="list-style-type: none"> <i>Informational:</i> 2017 Governance Process Calendar as adopted at the December 8, 2016 Library Board meeting.

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

9. Emerging Issues Action as Needed	<ul style="list-style-type: none">• Policy Governance Committee
10. Action as Needed	Ends <ul style="list-style-type: none">• 2016 Year End Strategic Priorities• 2017 Strategic Priorities Q&A
11. Action as Needed	Governing Policies: Management Limitations (Monitoring Reports) Monitoring Executive Director's Performance <ul style="list-style-type: none">• <i>Action Item:</i> Call for Consensus to delay the Executive Director's performance and compensation review (4.3.6) to the February 16, 2017 Library Board Meeting.
12. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS <ul style="list-style-type: none">• January 26 – Chair & Vice Chair New Trustee Orientation – 11:00 am to 1:00 pm – Administration Conference Room• February 9 – Study Session – 5:30 pm – Administration Conference Room• February 16 - Board Meeting – 5:30 pm – Lakewood Library Meeting Room• March 9 – Study Session – 5:30 pm – Administration Conference Room• March 16 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room• April 13 – Study Session – 5:30 pm – Administration Conference Room• April 20 – Board Meeting – 5:30 pm – Arvada Library Meeting Room
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. Adjournment	

APPROVAL OF MINUTES

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
December 8, 2016

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on December 8, 2016. Library Board of Trustees Chair, Brian DeLaet, called the meeting to order at 5:29 p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Ben Davis, Deborah Deal, Kim Johnson and Charles Naumer.

Trustees not present: All Trustees were present.

Guests: Owners Representative: Katie Welfare, Project Manager NV5.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Richard Sosa, Director of Budget & Finance; Steve Chestnut, Director of Facilities and Construction Projects; Julianne Rist, Assistant Director of Public Services; Sandie Coutts, Director of Employee Relations and Development; Rebecca Winning, Director of Communications; Pat Klein, Director of Information Technology; Cheryl Murphy, Digital Experience Manager; Patrick Farrell, Web Content Coordinator; 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: Ben Davis moved approval of the minutes of the November 10, 2016 Regular Board Meeting. Seconded by Kim Johnson 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 Rare and Novel event on November 17, raised \$21,000 gross. Recent donations and grants include the City of Wheat Ridge voting to approve \$1,300 for the Wheat Ridge Library (for the purchase of hand

puppets and supplies); a \$500 contribution received from the Frederick G. Fish Foundation; and a \$10,000 gift for the Standley Lake Library.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. The Executive Director advised the Board that a summary of staff construction experience is included in the information provided. The summary includes the experience of Julianne Rist; Steve Chestnut and the Executive Director related to library construction and remodeling projects.

Public Services Department

Bibliocommons - Digital Engagement

Donna Walker introduced the topic and advised the Board that at the November Board meeting, the Trustees discussed the Digital Engagement project and asked for more information including the RFP and a demonstration at the December Board meeting. The RFP was included in the board reports and Cheryl Murphy, Digital Experience Manager, is present to provide a demonstration of the Bibliocommons product. The project goals were to enhance the discovery, engagement and presentation of library resources and services and to improve the consistency of brand, identify and functionality between JCPL's digital properties. The Library wants to create an online experience that is similar to browsing shelves at a library. The project involves changing out three major systems; the Event Calendar, the Discovery layer; and the Website. The BiblioCommons model encourages discovery and will be dual purposed; easy for users to perform transactional tasks such as searching the catalog, accessing their account, managing their holds; and spark discoverability of JCPL's collection, programs and services. JCPL is changing how it presents content on the website. JCPL expects the build and implementation to occur the first quarter of 2017 with a launch date in May 2017. This will be a big change but the end result will be a website that gives patrons easy access to what they want as well as a better understanding of what JCPL has to offer. In response to a comment from a Trustee that they are glad the Library is moving in this direction because the current website is dated and finding library events can take a long time, Donna Walker advised the Board that the current website was launched in 2013 and is due for an update. In response to a question about training, Cheryl Murphy advised the Board that BiblioCommons will provide free training and take care of the technical issues so Library staff can focus on content management.

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 provided with the November financial report and asked to contact Richard with any questions. The normal Board meeting

schedule will resume in January at which time the Trustees will begin receiving the monthly financial reports in advance of the meeting.

STAT Courier Renewal Contract

MOTION: Julia Hill-Nichols moved that the Library Board of Trustees authorize the Executive Director to exercise the Library's third STAT Courier contract renewal option for the period October 15, 2016 through and including October 14, 2017, in the amount of \$278,566. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

BiblioCommons (Digital Discovery and Engagement) Contract

A motion and second was made regarding the Bibliocommons contract. In response to questions from a Trustee regarding termination fees and the length of the contract (whether or not a multiyear contract would be cheaper); the Board was advised that the Library is negotiating the details of the contract; however, it will not exceed the amount authorized by the Board. The not to exceed amount of \$203,113.15 includes an annual subscription (\$117,053) and a one-time implementation cost (\$86,059.17). The Vice-Chair noted that the Library Board can only approve one-year contract terms. The Trustees were advised that implementation of this project in 2017, replaces costs that were budgeted and would have occurred without this subscription in the amount of \$90,451.13, consequently, a budget savings of this amount is recognized in 2017. The contract amount is covered by 2017 budgeted funds.

MOTION: Julia Hill-Nichols moved that the Library Board of Trustees authorize the Executive Director to contract with BiblioCommons in an amount not to exceed \$203,114. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

Budget Carry Forward Items

Wheat Ridge HVAC RTU Project

This project was budgeted and scheduled for the equipment change out in the fall when outside temperatures would be mild and there would be minimal impact on patron comfort. After the project assessment began it was discovered that the unit would be a special order product which extended the project timeline significantly. An RFP could not be completed, along with the related work at the site, in time for the replacement of the unit to occur when the weather would be reasonable to do so. This project and budget will be a carryforward to 2017. On October 18, 2016 an RFP was posted for the Wheat Ridge HVAC RTU Replacement. Vendors had until October 27, 2016 to submit questions and their final RFPs were due on November 4. Vendor evaluations are underway with a formal award scheduled for December 8, 2016 and actual work to complete the project will occur in 2017.

There is no adverse or safety concerns to Library patrons in carrying forward this project to 2017.

Security Cameras Upgrade

On September 16, 2016 an RFP was completed for the Security Camera Project, with proposals due by October 5th, 2016. This project would upgrade the existing Security Camera system, by seeking an industry-standard, fully operational and turn-key integrated video surveillance system for Library facilities. Upon internal review of the proposals and scope of work timelines, the time table to complete the project in the fourth quarter is in conflict with other prioritized Network Project upgrades that are being completed currently. The actual work on this project will be completed in 2017. There is no adverse or safety concerns to Library patrons in carrying forward this project to 2017.

Self-Check Stations

In August 2016, JCPL submitted an RFP and subsequently conducted the procurement process to replace Self Check Stations in all the Libraries to upgrade and to meet Payment Card Industry (PCI) compliance, which is required by Jefferson County. On September 14, 2016, Bibliotheca, Inc. was selected as the vendor to replace legacy technology with self-check machines, training and support that would update the Library system-wide with new self-check machines. The machines are scheduled to arrive in December and Library IT will inspect and prepare them but a number of them will not be located in all the Libraries by the end of the year. A significant portion of the annual payment will be made in 2016 but it is anticipated that a remaining balance, yet to be determined, will still be due on this project. In order that the budget established for 2017 is not adversely impacted by any funding needed to close this project, a project carry forward for 2017 is requested for the Self-Check Stations project, in the amount of any balance remaining from the 2016 budget total. There is no adverse or safety concerns to Library patrons in carrying forward this project to 2017.

2017 Budget Adoption

A motion and second was made regarding adoption of the 2017 budget. In response to a question from a Trustee, Amber Fisher clarified the budget approval process. In July, 2017 the Trustees authorized the Executive Director to submit the 2017 budget to the Board of County Commissioners (BCC). The BCC approved the Library's 2017 budget on December 6, 2017. The motion currently before the Board is to adopt the 2017 budget and authorize the Executive Director to implement the spending plan.

MOTION: Deborah Deal moved that the Library Board of Trustees adopt the 2017 budget and authorize the Executive Director to implement the spending plan contained therein. Seconded by Julia Hill-Nichols the motion passed by unanimous vote of all Trustees present.

In response to a question from a Trustee, the Board was advised that Richard Sosa will give a presentation on the Library's long term debt in January.

Public Service Department

Columbine Library Remodel

Katie Welfare, Project Manager NV5, provided an update to the Board on the status of the Columbine Library Remodel project. The big picture schematic design has been completed by Humphries Poli Architects (HPA); next they will go into the detail design plan drawings. The Design Development drawings will build off the schematic design and begin to incorporate more detail. Two community meetings were held and facilitated by Humphries Poli where the schematic design was reviewed and general input was received from the community. They also held a focus group meeting with the Teen Advisory group to review design progress and get input into what they might like to have in their space. Fransen Pittman, HPA, NV5 and JCPL participated in a Cost Modeling Exercise. This was led by Fransen Pittman and was an interactive work session that HPA and their sub-consultants/engineers provided project information to Fransen Pittman to clarify pricing assumptions and develop options. The pricing developed from this exercise will be modified as we move forward and will make subsequent pricing exercises much more efficient. There were no budget concerns raised. The project team is working on the construction schedule including obtaining options and prices that will allow Columbine to provide services during the construction phase of the project. Options being discussed include how the library services will continue if Columbine is completely shut down during construction; or how the construction schedule is affected if the library keeps small portions of the library open through the duration of construction. Costs associated with these options are being developed to help with the decision. The team plans to have design development drawings for the Board in January 2017. In response to a question from a Trustee, Katie Welfare advised the Board that the team is looking at ground breaking in March/April 2017. The team is looking at permitting for the site work which can take some time because there are a lot of different entities for permitting. In response to a question from a Trustee, Pam Nissler advised the Board that a decision on closing and the construction time frame will be made very soon. The Library is looking at the 5 month construction schedule and the lease cost of a space to provide services. Most leases are 6 months and consideration is being given to the costs involved. At this point, the team has pretty much ruled out the 11 month schedule. Every consideration is being made to ensure that as much of the funds as possible go into the actual building. The Library expects to have their recommendation in January. In response to a question from a Trustee, the Executive Director advised the Board that if Columbine is closed, impacted staff can be deployed to other locations and/or has the option of taking vacation. When the Golden Library was closed during the remodel last year, the Library worked with staff so that they were not negatively impacted.

CONSENT AGENDA

Adopt 2017 Governance Process Calendar

MOTION: Ben Davis moved that the Trustees adopt the 2017 Governance Process Calendar as presented. Seconded by Julia Hill-Nichols the motion passed by unanimous vote of all Trustees present.

ANNOUNCEMENTS

National Library Legislative Day (NLLD) is coming up in May 2017. Registration for the conference is open and Trustees are encouraged to let Amber Fisher know if they want to attend. The Trustees governance budget provides for five national conferences. Trustees Johnson, Deal and Hill-Nichols indicated interest in attending the conference. More detailed information will be provided as quickly as possible.

BOARD SCHEDULE – NEXT MEETINGS

- January 12, 2017 – Study Session – 5:30 pm – Administration Conference Room
- January 19, 2017 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- February 9, 2017 – Study Session – 5:30 pm – Administration Conference Room
- February 16, 2017 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room

ADJOURNMENT

The Board meeting was adjourned at 6:43 p.m.

John Bodnar, Secretary

FOUNDATION REPORT

FOUNDATION EXECUTIVE DIRECTOR REPORT

JANUARY 2017 (DEC. 9 – JANUARY 19) -- By Jo Schantz

1) Fundraising and special events (past and upcoming)

- **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; raised more than \$14,000 from 183 individual donors
- **End-of-Year direct mail campaign** – netted \$23,906

2) Meetings and networking

- Dec. 9 – Regular breakfast meeting with Pam Nissler, Julia Hill-Nichols and Tami Bandimere-Shrader
- Dec. 13 – meeting with Jeanne Stongle, McClain High School, to discuss possible warehouse assistance by a work-study student
- Dec. 13 – meeting with Jenn Hand (from JCPL) re: 2017 Volunteer Reception and awards ceremony
- Dec. 14 – Friends Council holiday breakfast at Ranch West 40 in Lakewood
- Dec. 14 – JCPL holiday pot luck celebration at Lakewood Library
- Dec. 14 – meeting with Simone Groene-Nieto, the Library's new Public Services Coordinator (for Special Populations) to discuss programs/projects and possible funding opportunities for 2017
- Dec. 15 – JCLF Staff holiday lunch celebration with Tami Bandimere-Shrader
- Dec. 16 – meeting with Dr. John Trefny (Golden Civic Foundation representative) and Debby Ridgell (JCPL) at the Golden Library (site visit and discussion of recent grant request for DIY/Makerspace funds)
- Dec. 16 – meeting with Leslie Horna, Marketing Director at Belmar Shopping Center to discuss possible partnership/collaboration on 2017 events
- Dec. 21 – meeting with Library Communications Dept. to map out funding support and sponsorship opportunities for 2017 Summer Reading program
- Jan. 4 – meeting with Library staff and volunteers to discuss revision of Friends membership organization
- Jan. 9 – meeting with Barbara Yeutter-Roig (JCPL Public Service Manager) in preparation for a conference call with the Rose Community Foundation (Elsa Holguin) re: a 2017 grant request for 1,000 Books Before Kindergarten program
- Jan. 9 – meeting with steering committee for the Rocky Mountain Literary Festival 2017 re: a partnership with JCLF
- Jan. 12 – meeting with Leslie Klane, Executive Director for the Golden Chamber of Commerce
- Jan. 12 – meeting with Jenn Hand (Volunteer Coordinator) to plan the 2017 Volunteer Appreciation
- Jan. 17 – Community Services Advisory Board meeting in Golden
- Jan. 18 – phone conference call with Elsa Holguin, Rose Community

3) Communications and outreach

- Presentations
 - Dec. 8 – for Golden K Kiwanis club; Jan. 10 – for National Assn. of Retired Federal Employees
 - Upcoming presentations:
 - February 15 – Mountain Area Rotary Club
 - February 27 – Wheat Ridge Rotary Club

4) General Administration

- OFFICE CLOSURE: December 24 – Jan. 2
- Part-time Warehouse Coordinator position increased to full-time status as of January 1

Operational Updates

Executive Director Update

administration
10200 W. 20th Ave.
Lakewood, CO 80215
303.235.5275
jeffcolibrary.org



To: Library Board of Trustees
From: Pam Nissler, Executive Director
Re: Executive Director Update – January, 2017

Many of my regular meetings were cancelled this month due to the holidays.

I did have a meeting with Jacqueline Murphy of the State Library. We discussed having her do policy governance training for us and also explored her ability to act as a facilitator should the Board want to undertake the Aspen Institute Action Plan. I will report on the details of the discussion at the Board meeting.

In addition, I had the following regular meetings:

Monthly meeting with Ralph Schell

Elected Officials Personnel Board Meeting

CYLC (Children and Youth Leadership Commission)

Operational Updates

Public Services

memorandum



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

From: Julianne Rist, Assistant Director of Public Services, Brigitte Lindner, Data Specialist, Kristen Farr, Patron Experience Coordinator, Jana Kelly, Adult Services Coordinator

Re: 2016 Year End Statistical Report to the Board on JCPL Key Performance Indicators

Date: January 8, 2017

Executive Summary

2016 had an increased budget made possible by the passing of the mill levy and an overall increase in operational revenue per capita by 35 percent to \$59.48 per capita. With the additional resources JCPL purchased a total of 264,837 additional physical items for the collection, and eMaterials posted a net gain of 20,561 downloadable items end-of-year. JCPL budgeted an additional 26 FTE positions for 2016, hired and trained the new staff, and increased the FTE count per 1,000 capita by 10 percent by the end of Q1. By Q2 (April 4th, 2016) JCPL expanded its open hours to the public by 25 percent (with 117.5 additional weekly hours scheduled). This was to fulfill a long promise to the Jefferson County community, to increase access to library services. With a focus on storytimes, the number of programs was increased by 25 percent in comparison to last year. A total of 2,003 programs were added throughout 2016.

The community response was great and manifold. Use trends show pronounced increases in comparison to 2015. 30,842 Jeffco residents signed up for library cards. The new cards issued represented a 5 percent increase in signups in comparison to the previous year. 2,668,134 visits (9 percent increase year-over-year) resulted in 7,900,913 circulations (10 percent increase year-over-year), and in 232,187 people attending JCPL programs (11 percent increase year-over-year). Public computer use had increases in all three measures. The number of hours of public computer use were up by 9 percent, internet sessions were up by 1 percent, and the number of wireless session grew 16 percent. JCPL was also able to upgrade its wifi for improved speed and bandwidth as of Q3 2016.

Q4 set out to measure the impact of the budget increase in 2016 on main KPI's, and we are using the year-end numbers with a focus on visits, cardholders, circulations, and program attendance to compare to last year's results. While the population in Jefferson county grew by 1 percent from 2015 to 2016, JCPL showed marked increases per capita in all main KPI's. The actual number increases were of a magnitude that they impacted all per capita measures visibly. The measures and actions taken with the additional budget seem to have elevated use to a new and sustained higher level of use by the community throughout the year.

Visits and Cardholders

The annual number of visits showed an increase of 9 percent year-end in comparison to 2015, with 2,668,134 visits annually. With 209,820 more visits during the expanded public service hours, JCPL experienced a 7 percent increase in visits per capita. This means that every Jeffco resident visited the library almost 5 times (4.67) annually. The number of visits per public service hour went down as expected, spreading out across the new hours, and we have established our first new baseline with 92 visits/public service hour year-end. There was a slight increase by 1 percent in the amount of circulations per visit. Almost 3 items (2.96) were checked out each visit.

New cardholder signups turned around last year's negative trend into a 5 percent increase, with 30,842 newly registered cards. The total number of cardholders came out with a 3 percent increase to currently 361,881 cardholders, which is a 2 percent increase per capita. 63 percent of Jeffco residents currently have a library card.

Circulation

The number of circulations has increased by 10 percent year-over-year, with a total of 7,900,913 items checked out by the community. With 698,169 more circulations, Jeffco residents responded noticeably to the new collection offerings and extended open hours. This translates into a 9 percent increase per capita, which means that every Jeffco resident on average checked out almost 14 items (13.83) from the library collection during 2016. Circulations per public service hour showed an expected decrease, spreading out across the expanded open hours as we have seen with the number of visits. A new baseline of 274 checkouts per open hour was established at year-end.

Programs and Program Attendance

The additional open hours enabled JCPL to add 2,003 more programs, with a focus on the highly popular and typically overcrowded storytime programs. The 9,875 total programs offered in 2016 represent a 25 percent increase year-over-year, and allowed attendance to spread out given the bigger program palette. Average program attendance went down as desired to create a more enjoyable and higher quality program experience, facilitated by the addition of storytimes during the extended morning open hours. The average program attendance decreased from 26 in 2015 to a slightly lower ratio of 25 in 2016.

Program attendance increased by 11 percent to 232,187 people attending JCPL programs. The 23,883 more program attendees showed as a 10 percent increase per 1,000 capita. This means that 406 out of 1,000 Jeffco residents attended a JCPL program during 2016. We have started to evaluate the outcomes of some of our programs in 2016 by using Project Outcome for our Summer Reading survey. We will continue using this software in 2017 to gain information about how JCPL educational programs are perceived by the people who attend and how they have helped them in terms of knowledge, skills, and confidence acquired, as well as with their awareness of library services after the program experience.

Technology

The 411,658 internet session initiated from public access computers at our libraries represents a 1 percent increase in 2016, while the 294,699 hours of public computer use showed a 9 percent increase which is much more reflective of the general use increases that happened after JCPL expanded its open hours. The seemingly slim increase in internet sessions is a result of changing session time from 30 minutes to 60 minutes in 2016. This new reservation system regulated the number of signups in that fewer (but longer in duration) sessions could be requested per day. This was offset partly by the additional open hours. Wireless has risen consistently over the past years, and reaches a new peak in 2016 with 305,828, representing an increase by 16 percent year-end.

Customer satisfaction survey

JCPL also sought community feedback on the impact of the increased 2016 budget and accomplished service improvements for the community through an online customer satisfaction survey on jeffcolibrary.org, which has been offered regularly since September 2013. The survey was designed by and is managed by Counting Opinions, LLC. a company that caters specifically to libraries. The reporting from the survey offers a variety of metrics to help us determine patron satisfaction with various aspects of their library experience, and has the added advantage of benchmarking our rankings against other users of the Counting Opinions survey.

Importance of the library and satisfaction rankings

JCPL chose to focus on importance and overall satisfaction as a baseline for measuring customer satisfaction. The survey asks patrons to rank “how important is this library to you?” and “How satisfied are you with this library?”

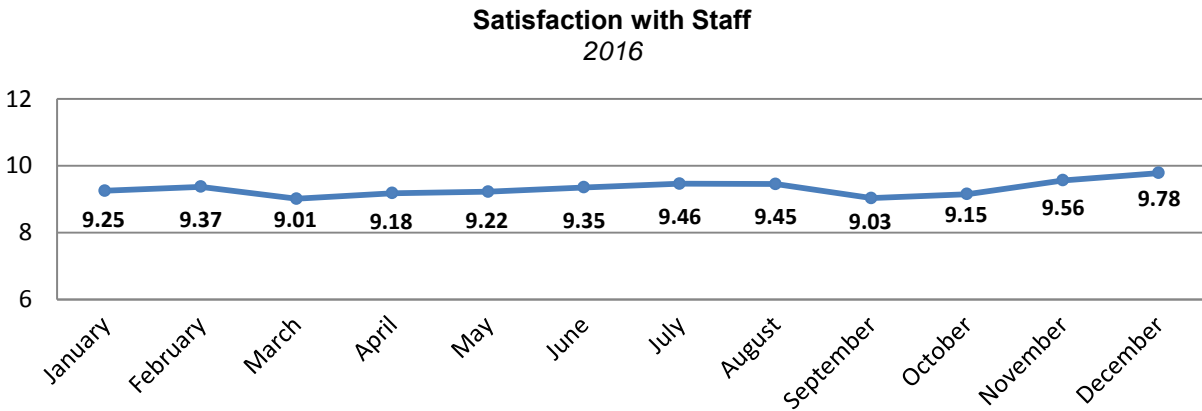
Prior to April, the area in which patrons were most dissatisfied was our hours of service. As of December 2016 with our expanded hours in effect for 9 months, the importance and satisfaction rankings are starting to converge. This increased satisfaction is reflected in more positive comments on the survey.

I am thrilled with the new expanded hours of operation- Columbine Library 9/16/16

(What are you least satisfied with) Nothing, now that the hours have been extended. I voted to increase funding, I am grateful the measure passed- Standley Lake 10/24/16

Increased Satisfaction with Staff

Like our overall satisfaction rankings, patrons consistently rank their satisfaction with staff very highly. A new approach to customer service and an influx of new, enthusiastic public services staff hired to accommodate the additional hours has resulted in a steady increase in rankings for satisfaction with staff in 2016.



Some representative comments about JCPL staff:

The staff is genuinely helpful and friendly. They have gone out of their way to help me on several occasions. -Arvada Library 9/10/16

The staff at the Golden library are always smiling and cheery. I love those gals! –Golden Library 9/14/16

Patron interactions with staff that fall under the category of reference transactions, like readers advisory, help with databases and other information sources like our public access computers and its software, resulted in an estimated 129,905 annual reference transactions in 2016. Part of this number are 997 Book A Librarian appointments totaling 528 appointment hours for BAL library staff assisting patrons on a one-on-one basis with their reference questions. Year-over-year BAL appointments almost doubled (87 percent increase) with an additional 464 appointments booked and carried out in comparison to 2015. 75 percent of appointments were technology related such as learning to use library eMaterials like e.g. Overdrive.

JCPL Key Statistics for Trustees – FY 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 % Δ	Q4 2015	Q4 2016	Q4 Deviation	Q4 % 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	\$1.18	-2%	\$0.75	\$0.50	(\$0.25)	-34%	\$44.16	\$59.48	\$15.32	35%	\$44.16	\$45.24	\$44.96
Operating Expenditure/Capita	\$10.14	\$10.79	6%	\$10.77	\$11.90	10%	\$8.40	\$11.83	41%	\$13.33	\$12.87	(\$0.46)	-3%	\$42.64	\$47.39	\$4.75	11%	\$42.64	\$43.64	\$41.60
FTE/1000 Capita	0.32	0.36	13%	0.32	0.36	13%	0.32	0.36	13%	0.32	0.36	0.04	13%	0.32	0.36	0.04	13%	0.32	0.33	0.49
Visits/Capita	1.09	1.05	-3%	1.10	1.24	13%	1.15	1.25	9%	1.01	1.12	0.11	11%	4.35	4.67	0.32	7%	4.35	4.47	4.56
Circulations/Capita	3.27	3.32	2%	3.20	3.57	12%	3.21	3.46	8%	3.05	3.48	0.43	14%	12.74	13.83	1.09	9%	12.74	13.49	9.40
Program Attendance/1000 Capita	79	87	10%	128	139	8%	77	85	10%	85	96	11	14%	368	406	38	10%	368	366	240

Note: Q4 Operating Revenue/Capita and Q4 Operating Expenditures/Capita are preliminary figures .

JCPL Key Statistics for Trustees – FY 2016

People

PEOPLE	Locations	Q1 2015	Q1 2016	Q1 % Δ	Q2 2015	Q2 2016	Q2 % Δ	Q3 2015	Q3 2016	Q3 % Δ	Q4 2015	Q4 2016	Q4 Deviation	Q4 % 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	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	7%	6,084	6,624	540	9%	29,415	30,842	1,427	5%
REGISTERED CARDHOLDERS TOTAL	JCPL	348,606	337,601	-3%	335,056	345,229	3%	344,336	355,252	3%	350,433	361,881	11,448	3%	350,433	361,881	11,448	3%
CARDHOLDERS PER CAPITA	JCPL	0.62	0.59	-4%	0.59	0.60	2%	0.61	0.62	2%	0.62	0.63	0.01	2%	0.62	0.63	0.01	2%
VISITS	Arvada	88,444	82,654	-7%	92,344	100,667	9%	98,834	99,253	0.42%	80,295	80,774	479	1%	359,917	363,348	3,431	1%
VISITS	Belmar	118,101	113,063	-4%	123,533	131,764	7%	116,006	136,130	17%	103,138	120,006	16,868	16%	460,778	500,963	40,185	9%
VISITS	Columbine	110,745	109,397	-1%	118,193	129,335	9%	114,600	129,617	13%	101,194	118,598	17,404	17%	444,732	486,947	42,215	9%
VISITS	Conifer	13,676	11,053	-19%	13,747	10,219	-26%	12,795	11,034	-14%	11,854	12,193	339	3%	52,072	44,499	(7,573)	-15%
VISITS	Edgewater	12,826	14,276	11%	15,190	16,910	11%	14,959	16,937	13%	13,144	16,007	2,863	22%	56,119	64,130	8,011	14%
VISITS	Evergreen	43,665	43,632	-0.08%	45,349	48,762	8%	44,095	46,807	6%	40,403	44,730	4,327	11%	173,512	183,931	10,419	6%
VISITS	Golden	49,689	57,949	17%	24,180	74,031	206%	67,009	79,253	18%	57,672	64,182	6,510	11%	198,550	275,415	76,865	39%
VISITS	Lakewood	72,843	69,394	-5%	80,210	78,493	-2%	70,729	72,711	3%	65,460	74,833	9,373	14%	289,242	295,431	6,189	2%
VISITS	Standley Lake	78,732	73,400	-7%	80,098	92,309	15%	81,069	95,412	18%	75,081	82,767	7,686	10%	314,980	343,888	28,908	9%
VISITS	Wheat Ridge	24,021	23,055	-4%	26,105	25,084	-4%	24,753	25,223	2%	22,051	23,754	1,703	8%	96,930	97,116	186	0%
VISITS	Library 2 You	2,648	3,047	15%	3,269	3,239	-1%	2,999	3,280	9%	2,567	2,900	333	13%	11,483	12,466	983	9%
VISITS	JCPL	615,390	600,920	-2%	622,218	710,813	14%	647,848	715,657	10%	572,859	640,744	67,885	12%	2,458,315	2,668,134	209,820	9%
VISITS PER PS HOUR	JCPL	104	101	-3%	107	92	-14%	102	95	-7%	94	84	(9)	-10%	102	92	(9)	-9%
VISITS PER CAPITA	JCPL	1.09	1.05	-3%	1.10	1.24	13%	1.15	1.25	9%	1.01	1.12	0.11	11%	4.35	4.67	0.32	7%
WEBSITE VISITS	JCPL	736,866	751,488	2%	722,319	787,317	9%	705,870	788,982	12%	683,097	723,409	40,312	6%	2,848,152	3,051,196	203,044	7%
PROGRAMS	JCPL	1,891	2,074	10%	1,982	2,694	36%	1,999	2,526	26%	2,000	2,581	581	29%	7,872	9,875	2,003	25%
PROGRAM ATTENDANCE	JCPL	44,494	49,504	11%	72,433	79,250	9%	43,542	48,491	11%	47,885	54,942	7,057	15%	208,354	232,187	23,833	11%
AVG PROGRAM ATTENDANCE	JCPL	24	24	1%	37	29	-20%	22	19	-12%	24	21	(3)	-11%	26	24	(2.96)	-11%
SUMMER READING PARTICIPANTS	JCPL	N/A	N/A	N/A	25,949	32,149	24%	5,327	4,397	-17%	N/A	N/A	N/A	N/A	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	19%	6,122	7,591	1,470	24%	24,192	28,852	4,660	19%
VOLUNTEERS	JCPL	391	337	-14%	384	481	25%	348	386	11%	293	324	30	10%	354	382	28	8%
VOLUNTEER HOURS	JCPL	6,439	7,593	18%	9,652	11,379	18%	7,650	8,910	16%	6,723	6,943	221	3%	30,463	34,825	4,362	14%

JCPL Key Statistics for Trustees – FY 2016

Materials

MATERIALS	Locations	Q1 2015	Q1 2016	Q1 % Δ	Q2 2015	Q2 2016	Q2 % Δ	Q3 2015	Q3 2016	Q3 % Δ	Q3 2015	Q3 2016	Q3 Deviation	Q3 % Δ	YTD 2015	YTD 2016	YTD Deviation	YTD % Δ
CIRCULATIONS	Arvada	145,401	134,798	-7%	148,723	149,296	0.39%	142,623	146,692	3%	130,088	141,010	10,922	8%	566,835	571,796	4,961	1%
CIRCULATIONS	Belmar	250,782	237,582	-5%	251,349	259,830	3%	236,037	249,159	6%	224,458	238,774	14,316	6%	962,626	985,345	22,719	2%
CIRCULATIONS	Columbine	274,974	268,697	-2%	281,637	295,663	5%	270,214	281,693	4%	246,996	266,376	19,380	8%	1,073,821	1,112,429	38,608	4%
CIRCULATIONS	Conifer	27,839	27,697	-1%	27,370	28,236	3%	24,516	24,560	0.18%	26,118	19,848	(6,270)	-24%	105,843	100,341	(5,502)	-5%
CIRCULATIONS	Edgewater	22,105	20,802	-6%	22,610	23,557	4%	21,731	23,758	9%	18,742	23,426	4,684	25%	85,188	91,543	6,355	7%
CIRCULATIONS	Evergreen	98,297	92,543	-6%	97,707	98,280	1%	92,226	93,818	2%	88,475	92,101	3,626	4%	376,705	376,742	37	0.01%
CIRCULATIONS	Golden	105,653	117,659	11%	39,693	127,415	221%	120,224	123,425	3%	112,223	112,951	728	1%	377,793	481,450	103,657	27%
CIRCULATIONS	Lakewood	152,566	140,487	-8%	168,205	152,535	-9%	144,684	132,822	-8%	134,695	145,756	11,061	8%	600,150	571,600	(28,550)	-5%
CIRCULATIONS	Standley Lake	202,222	198,767	-2%	206,613	224,962	9%	198,560	213,898	8%	186,069	202,909	16,840	9%	793,464	840,536	47,072	6%
CIRCULATIONS	Wheat Ridge	37,020	35,095	-5%	36,469	36,450	-0.05%	35,004	34,681	-1%	33,794	34,752	958	3%	142,287	140,978	(1,309)	-1%
CIRCULATIONS	Library 2 You	15,854	20,013	26%	19,846	18,887	-5%	19,291	19,162	-1%	17,882	18,728	846	5%	72,873	76,790	3,917	5%
CIRCULATIONS	Kids & Families	4,191	2,475	-41%	1,715	688	-60%	2,246	1,926	-14%	2,413	5,601	3,188	132%	10,565	10,690	125	1%
CIRCULATIONS	Online Renewals	353,675	428,074	21%	346,924	442,764	28%	343,860	437,298	27%	349,023	479,485	130,462	37%	1,393,482	1,787,621	394,139	28%
CIRCULATIONS	Interlibrary Loan	2,674	3,435	28%	2,707	3,539	31%	4,175	3,665	-12%	4,035	3,516	(519)	-13%	13,591	14,155	564	4%
CIRCULATIONS	Resource Collection	-	3	#DIV/0!	-	7	#DIV/0!	2	11	450%	-	10	10	#DIV/0!	2	31	29	1450%
CIRCULATIONS	Internal Use	5,366	4,701	-12%	5,787	4,394	-24%	6,449	4,622	-28%	3,581	4,571	990	28%	21,183	18,288	(2,895)	-14%
CIRCULATIONS	Call Center	13,857	14,908	8%	13,834	16,006	16%	13,324	16,094	21%	14,564	17,481	2,917	20%	55,579	64,489	8,910	16%
CIRCULATIONS	E-MATERIALS	138,635	150,849	9%	137,764	158,020	15%	142,619	168,346	18%	134,203	178,874	44,671	33%	553,221	656,089	102,868	19%
CIRCULATIONS	JCPL	1,851,111	1,898,585	3%	1,808,953	2,040,529	13%	1,817,785	1,975,630	9%	1,724,895	1,986,169	261,274	15%	7,202,744	7,900,913	698,169	10%
CIRCULATIONS PER PS HOUR	JCPL	313	319	2%	311	263	-15%	287	262	-9%	282	262	(20)	-7%	298	274	(24)	-8%
CIRCULATION PER VISIT	JCPL	3.01	3.16	5%	2.91	2.87	-4%	2.81	2.76	-2%	3.01	3.10	0.09	3%	2.93	2.96	0.03	1%
CIRCULATION PER CAPITA	JCPL	3.27	3.32	2%	3.20	3.57	12%	3.21	3.46	8%	3.05	3.48	0.43	14%	12.74	13.83	1.09	9%
COLLECTION SIZE	JCPL	1,112,945	951,210	-15%	1,106,496	964,462	-13%	1,054,238	1,000,794	-5%	1,036,216	1,042,479	6,263	1%	1,036,216	1,042,479	6,263	1%
ADDED	JCPL	40,350	51,966	29%	51,245	58,652	14%	36,950	73,639	99%	43,034	80,580	37,546	87%	171,579	264,837	93,258	54%

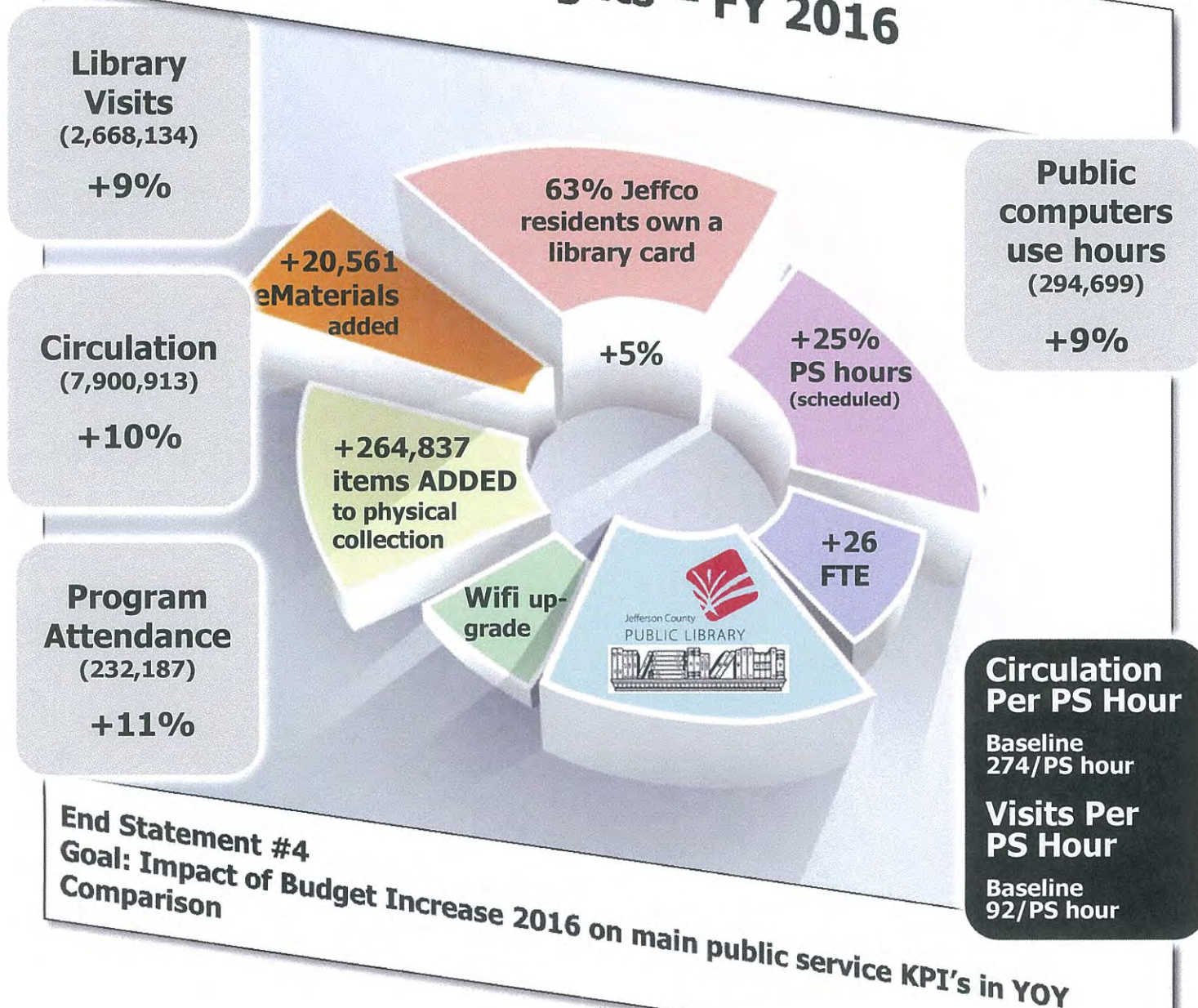
JCPL Key Statistics for Trustees – FY 2016

Technology

TECHNOLOGY	Locations	Q1 2015	Q1 2016	Q1 % Δ	Q2 2015	Q2 2016	Q2 % Δ	Q3 2015	Q3 2016	Q3 % 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	3%	312	322	10	3%	310	319	8	3%
HOURS OF PUBLIC COMPUTER USE	JCPL	65,886	63,799	-3%	67,715	75,734	12%	73,329	76,836	5%	64,531	78,330	13,799	21%	271,461	294,699	23,238	9%
NUMBER OF PUBLIC SESSIONS	JCPL	101,632	96,520	-5%	101,654	106,540	5%	109,018	105,901	-3%	97,108	102,697	5,589	6%	409,412	411,658	2,246	1%
NUMBER OF PUBLIC WIRELESS CONNECTIONS	JCPL	63,819	71,463	12%	62,970	78,777	25%	70,922	87,266	23%	65,737	68,322	2,585	4%	263,448	305,828	42,380	16%

Public Services Highlights – FY 2016

(Comparison to last year)



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

Budget & Finance Department



Jefferson County
PUBLIC LIBRARY

memorandum

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

- A. Financial Report
- B. Columbine lease space

date: January 19, 2017

A. **Financial Report**

This financial report presents year-to-date actual revenue (sources), expenses (uses) and financial comparative year over year through December 31, 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 total Library Fund for operating, capital and debt service, compared to Budget and Actual for 2015 (Table 1); Changes to Library Fund Balance, compared to Budget and Actual for 2015 (Table 2A); Library operating sources and uses actual year-to-date with projected year-end balances (Table 3); Library debt service with actual year-to-date and projected year-end balances (Table 4) and Library capital projects and annual maintenance and repair (ARMs) actual year-to-date and projected year-end balances (Table 5).

Overview

Year-to-date, all revenue sources including capital projects total \$35.5 million dollars, compared to year-to-date operating and capital expenses (uses) total \$27.6 million dollars. The short fall in expenses are due to a number of transactions, all of them called out in the reconciliation of fund balance below. Some of the primary transactions contributing to the difference between revenue and expenses are, an intentional reduction of expenses to support a budgeted Fund Balance transfer in 2017 for the Columbine project, \$2.1 million; encumbered balance for Long-term debt not yet transferred to Jefferson County, \$1.4 million; Property Tax sources collected above budget for \$1.2 million; vacancy savings higher than budgeted, sorter budget allocation unspent, contingency unspent, project carry forwards and capital project encumbrances. As a result, year-to-date fund balance transfer presentation changed from \$10.4 million in November to \$7.8 million dollars through December. Keep in mind that the final figure for ending Fund Balance will be completed when JDE is closed for the year and updated in the County's Comprehensive Annual Financial Report (CAFR).

An updated projection of ending fund balance is presented below. As indicated above, in December, property taxes are over budget by 3.8%. The year-end projection prepared for November is adjusted in December to reflect actual to date, since revenues are not anticipated to change materially at this point in the year. Actual property tax revenues collected over the budget are automatically part of the Library's fund balance. The Library's resources are secure through December and into the next financial year and current spending is on track, currently encumbered, carried forward to the next year or under budget, all commitments are covered by sources.

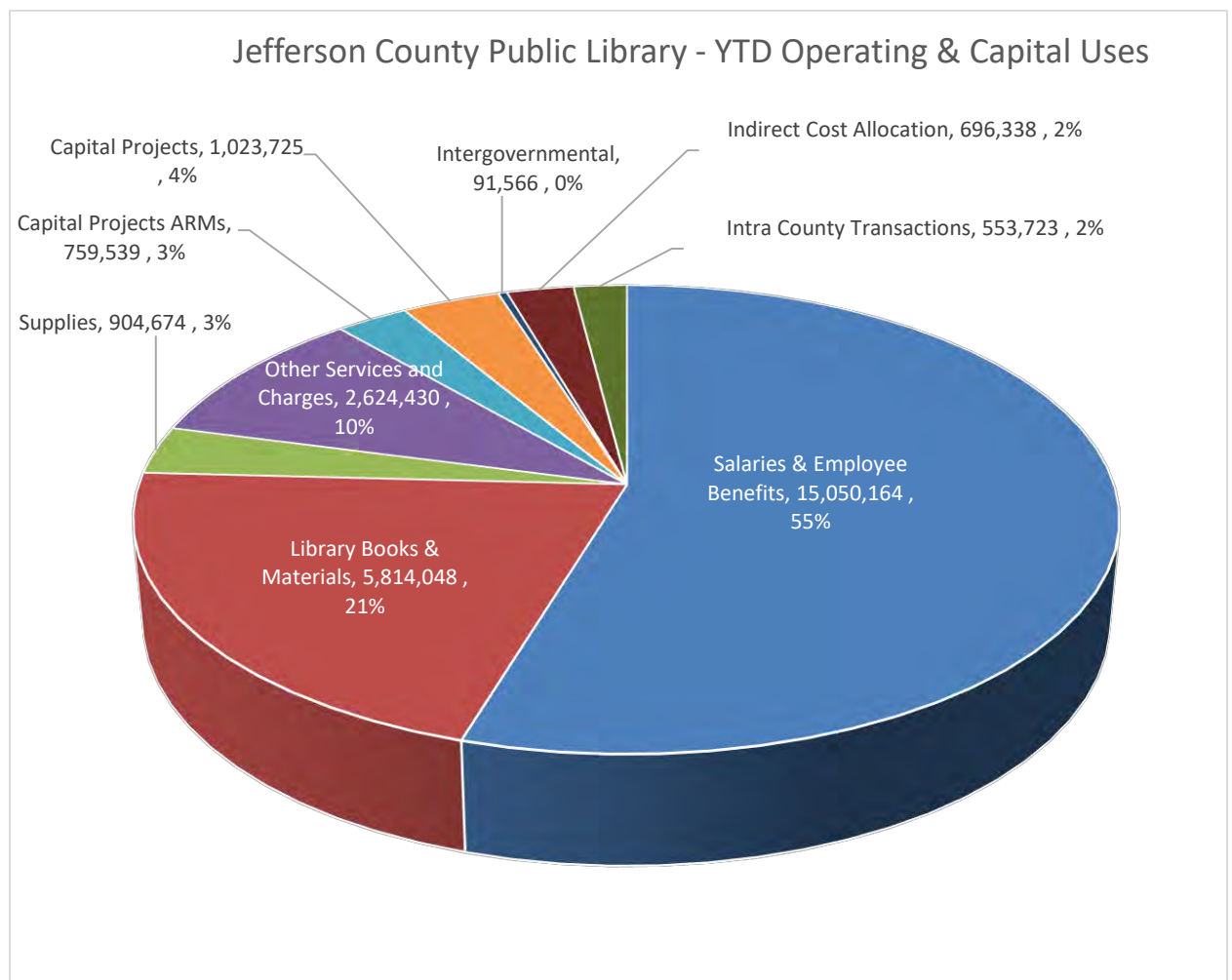
Operating Revenues (sources)

Operating revenues (not including capital) from Table 3, total \$34.0 million dollars, primarily from Property Tax (97%) and Library Fines (1%). Revenues should not change significantly. JCPL Finance analysis of year end property tax revenue for operating is \$32.2 and Library fine revenue is projected to come under budget by \$125,000.

Operating Expenses (uses)

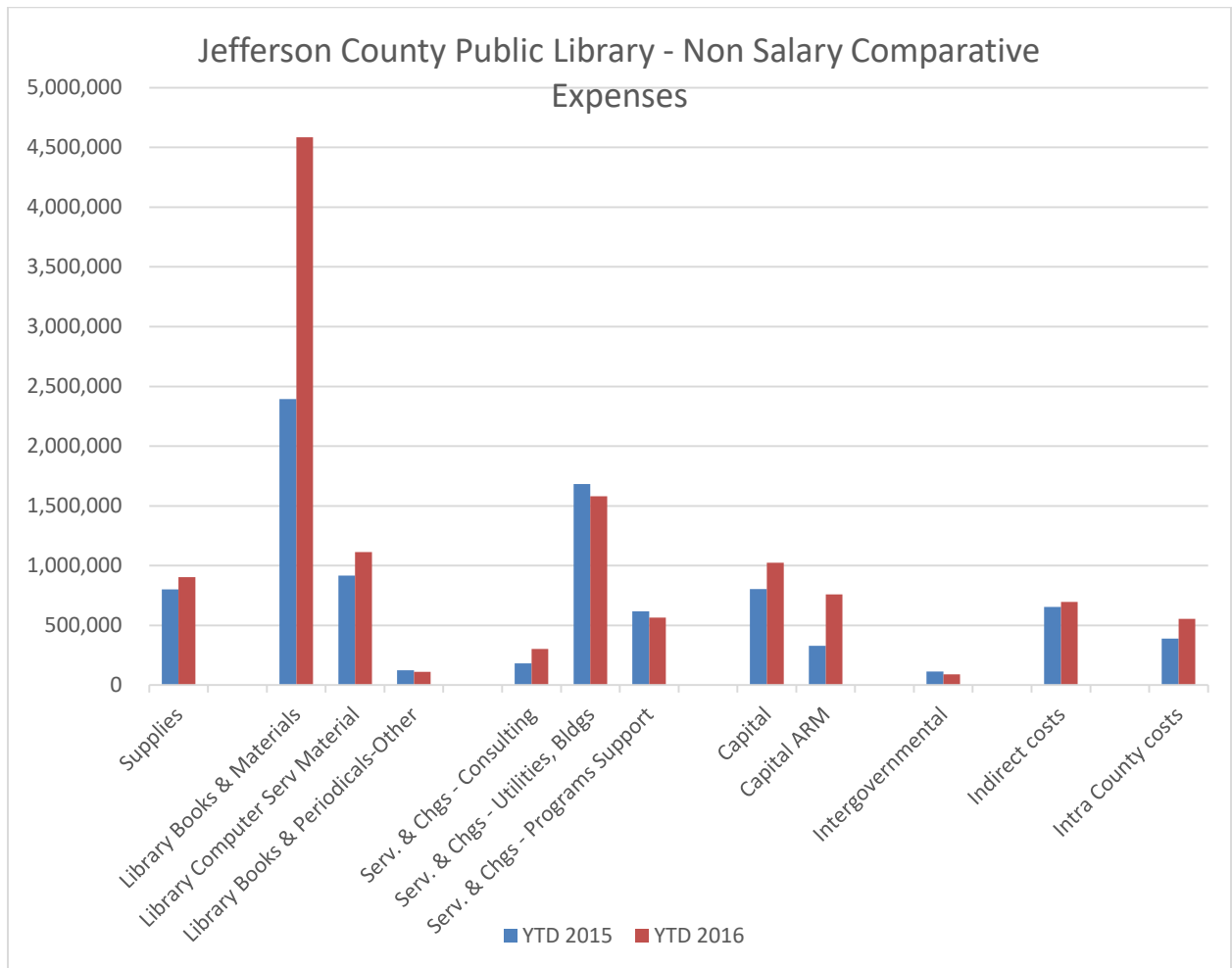
From Table 3, salaries and benefits expense through December year-to-date total \$15.0 million dollars, 55% of the total uses budget. An accrual (estimate) was made for the second payroll in December, which will be reversed when the actual amount is posted in JDE. The largest investments are in staff resources and Library books and materials, (21%) both are costs that fulfill our promises to the community for expanded services in increased hours open and materials available for patrons.

The following Chart includes both operating and capital expenses (uses).



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

memorandum



Year-to-date through December 2016, show supplies expenses to be slightly over by \$104,000. Library books and materials expenses, including books, computer materials, periodicals and other media, is \$5.8 million dollars year-to-date, a 59% increase over 2015. This increased spending reflects the execution of the approved higher annual books and materials budget. Services and Charges for Services are lower than 2015 by \$24,000 and services and charges for utilities and building operations are more closely aligned to 2015 and projections, going into the end of the year. The total for capital projects and ARM capital projects is \$651,700 higher than the prior year, at this point in time (see below). In general, supplies, library materials and intra county allocation charges are due primarily to increases in library service hours, materials collection, programing and increased budgeted administrative County allocation costs.

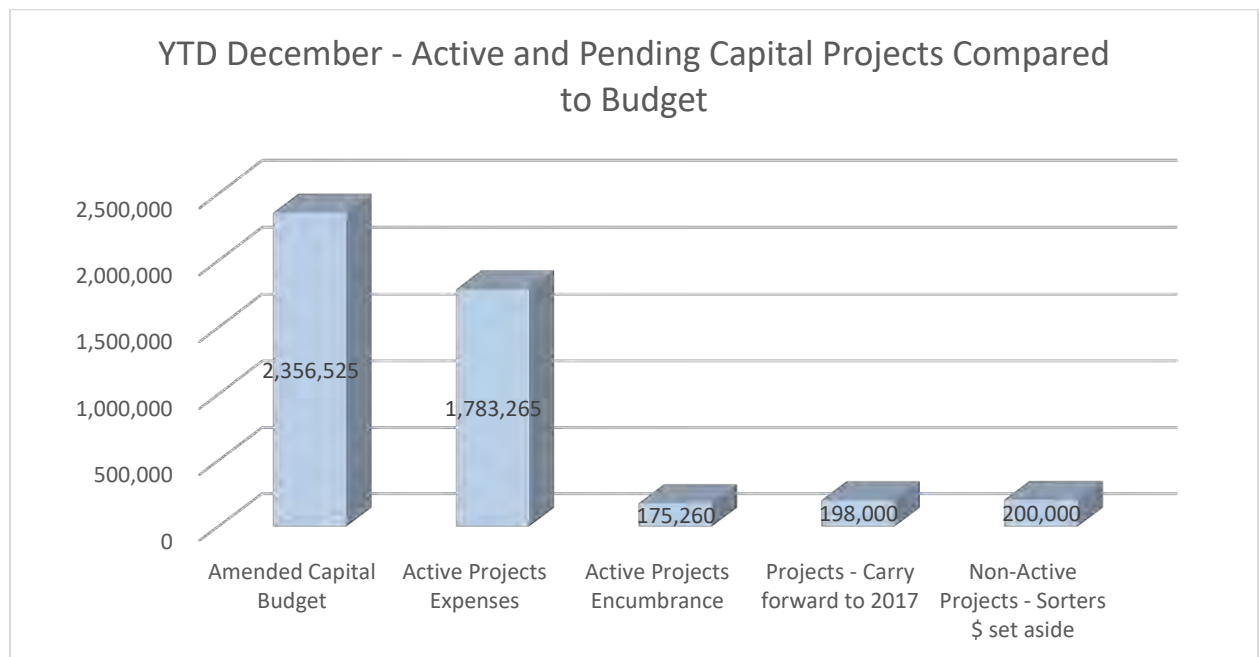
Capital Projects

Capital projects are detailed in Table 5. In working with this particular Table, Finance wishes to improve it for 2017 because, while it shows the property tax allocation dedicated to capital, it does not show the resources that cover Annual Repair and Maintenance projects, so sources and uses do not balance.

memorandum

The amended budget that covers all capital projects including ARMs is \$2.4 million. Capital project expenses year-to-date total \$1,783,265. All capital projects are assigned a business unit in the budget to segregate and track the capital expenses. In 2016, the Library has a dedicated property tax allocation of \$1.5 million for annual capital repair and maintenance (ARMs) and \$1.19 million for defined capital projects.

The chart below shows capital projects, comparing the amended budget to actual capital expenses YTD, Finance analysis of active projects with commitments including encumbrances, contracts, POs, and departmental commitments of funds to a project; active projects that will be completed in 2017 (carry forward) and a non-active project total, which is \$200,000 set aside annually in Fund Balance for future major sorter equipment capital replacement.



Debt Service

Table 4 provides the detail for Library debt service. Through December 31, there were no transactions to report. The Library has a budget of \$1.58 million for these payments, which reflect the County audited debt service schedule. JCPL Finance team coordinates with County Treasury so that the full amount is expended as part of County year-end close. 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.

memorandum



A JCPL Finance debt service presentation and discussion is planned for the Board of Trustees in March 2017.

Fund Balance

Table 2A provides the detail for the Library Fund Balance. In working with this particular Table, Finance wishes to improve it for 2017 because, while it expresses the fund balance policy set by the Board of Trustees, it is difficult to discern a projected fund balance on a monthly basis.

Capital and operating sources year-to-date total \$35.5 million which is offset by expenses year-to-date totaling \$27.6 million. The net change is a year-to-date fund balance transfer presentation of \$7.9 million dollars. As a point of references, the Library's 2016 Actual beginning Fund Balance is \$13.108,502 million and the projected Budgeted Ending 2016 Fund Balance is \$13.2 million. The budgeted (projected) ending Fund Balance was prepared in March 2015. JCPL Finance is using YTD actual revenue and expense for this report (December) and a reconciliation follows:

Fund Balance Projection at Year-End Dec 31, 2016

Beginning Fund Balance	13,108,502
Actual YE Revenues (Op)	34,098,100
Actual YE Revenues (Capital)	1,456,420
Actual YE Expenses (Op)	(25,883,133)
Actual YE Expenses (Capital)	(1,783,265)
Debt Service encumbrance	(1,436,198)
Appropriated FB Reserve 2016	(2,057,647)
Capital Projects encumbrance	(175,260)
Capital Expenses that Carryforward (final identified project)	198,000
Projected Ending Fund Balance	17,525,519
Projected 2016 Actual FB - NOV	14,644,504
Variance Nov to Dec 2016	2,881,015
Primary reasons for variance:	
Net Actual Property Tax Revenues Over Budget	(1,267,014)
Underspending in Salaries / Benefits – vacancy savings	(1,419,860)
Contingency unspent - Sorter	(200,000)
Other	(5,850)

memorandum



In November's financial report, projected revenue was \$33,500,315 compared to actual revenue of \$34,098,100. Using actual salaries and benefits through December is under budget by \$1,419,860 which includes a higher than projected vacancy savings. The budget for sorter equipment is unspent in 2016.

Final carry forward projects will have a budget in 2017 for the 2016 projects resulting in under spend compared to authorized budget at year end resulting in a positive amount in the reconciliation worksheet.

B. Columbine Capital Renovation Project – Temporary Lease Space

A temporary occupancy lease agreement has been initiated and is currently under Jefferson County Risk review, for 5,797 square feet to augment the library operations space needs while Columbine Library is being renovated. Steve Chestnut, Director of Facilities presented an update to the Board of Trustees (BOT) at their January study session. This lease agreement is between Vestar Bowles Crossing LLC and JCPL for Suite # 2T in the Bowles Crossing Shopping Center, for a term of seven (7) months at a rental fee of \$2,000 (two thousand dollars) per month. The term of the lease begins February 1, 2017 through September 30, 2017. Staff recommends that the Library Executive Director sign this lease agreement with BOT approval. There are budgeted funds to cover this expense in 2017.

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 12/31/2016	YTD Actual to 2016 Budget	Budget to Actual %
<i>Sources of Funds</i>						
Revenues						
Property Taxes						
Property Taxes - Operating	\$ 23,138,482	\$ 22,541,641	\$ 31,558,023	\$ 32,888,615	\$ 1,330,592	104.22%
Property Taxes - Capital	553,389	1,081,881	1,519,998	1,456,420	(63,578)	95.82%
Total Taxes	\$ 23,691,871	\$ 23,623,522	\$ 33,078,021	\$ 34,345,035	\$ 1,267,014	103.83%
Federal & State Grants	\$ 108,000	\$ 116,960	\$ 126,734	\$ 131,085	\$ 4,351	103.43%
Fines & Fees	807,805	720,927	794,000	670,564	(123,436)	84.45%
Other Revenue	456,515	514,393	455,021	407,836	(47,185)	89.63%
Total Other Revenues	1,372,320	1,352,280	1,375,755	1,209,485	(166,270)	87.91%
Sub Total Operating & Cap. Revenues	\$ 25,064,191	\$ 24,975,802	\$ 34,453,776	\$ 35,554,520	\$ 1,100,744	103.19%
Transfer from Fund Balance	\$ 524,261	\$ -	\$ -			N/A
Transfer to Fund Balance	-	862,857	2,057,647	7,888,122	5,830,475	N/A
Total Sources of Funds	\$ 25,588,452	\$ 24,112,945	\$ 32,396,129	\$ 27,666,398	\$ (4,729,731)	85.40%
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 10,852,945	\$ 10,432,207	\$ 12,623,293	\$ 11,689,680	\$ (933,613)	92.60%
Benefits	3,240,112	3,063,396	3,846,731	3,360,484	(486,247)	87.36%
Sub-Total Salaries & Benefits	\$ 14,093,057	\$ 13,495,603	\$ 16,470,024	\$ 15,050,164	\$ (1,419,860)	91.38%
Collection: Library Books & Materials	\$ 3,476,010	\$ 3,433,873	\$ 5,854,776	\$ 5,814,048	\$ (40,728)	99.30%
Supplies	891,610	800,732	1,035,154	904,674	(130,480)	87.40%
Other Services & Charges	3,092,078	2,480,884	3,644,414	2,624,430	(1,019,984)	72.01%
Internal Transactions /Cost Allocation	1,249,317	1,158,655	1,450,848	1,341,627	(109,221)	92.47%
Total Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,455,216	\$ 25,734,943	\$ (2,720,273)	90.44%
Financing & Debt Service	\$ 1,611,600	\$ 1,611,599	\$ 1,584,388	\$ 148,190	\$ (1,436,198)	9.35%
Capital Projects	\$ 1,174,780	\$ 1,131,599	\$ 2,356,025	\$ 1,783,265	\$ (572,760)	75.69%
Total Uses of Funds	\$ 25,588,452	\$ 24,112,945	\$ 32,395,629	\$ 27,666,398	\$ (4,729,231)	85.40%

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

	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 12/31/2016	\$ Incr(Decr) 2015 Actual to 2016 Adopted
Beginning Fund Balance	\$ 11,240,502	\$ 12,245,645	\$ 11,240,502	\$ 13,108,502	\$ (1,005,143)
Revenues					
Operating Revenues	\$ 24,510,802	\$ 23,808,921	\$ 32,933,778	\$ 34,098,100	\$ 9,124,857
Capital Funding	553,389	1,166,881	1,519,998	1,456,420	353,117
Total Revenues	\$ 25,064,191	\$ 24,975,802	\$ 34,453,776	\$ 35,554,520	\$ 9,477,974
Expenditures					
Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,455,216	\$ 25,734,943	\$ 7,085,469
Debt Service	1,611,600	1,611,599	1,584,388	148,190	(27,211)
Capital Projects	1,174,780	1,131,599	2,356,025	1,783,265	1,224,426
Total Expenditures	\$ 25,588,452	\$ 24,112,945	\$ 32,395,629	\$ 27,666,398	\$ 8,282,684
Increase/(Decrease) in Fund Balance	\$ (524,261)	\$ 862,857	\$ 2,058,147	\$ 7,888,122	\$ 1,195,290
Ending Fund Balance	\$ 10,716,241	\$ 13,108,502	\$ 13,298,649	\$ 20,996,624	\$ 190,147
Above/(Below) Minimum	\$ 4,450,193	\$ 6,842,454	\$ 4,685,205	\$ 12,383,180	\$ (2,157,249)
Above/(Below) Maximum	N/A	N/A	\$ (3,928,239)	\$ 3,769,736	N/A
Fund Balance Policy					
Minimum Fund Balance					
16% of Current Year Budgeted Revenues	\$ 4,010,271		\$ 5,512,604		
9% of Current Year Budgeted Revenues - Uncertainty	2,255,777		3,100,840		
Total Minimum F/B Reserve Requirement	6,266,048		8,613,444		
50% of Current Year Budgeted Revenues			17,226,888		
Total Maximum F/B Reserve Requirement	N/A		\$ 17,226,888		

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

	Adopted 2015 Budget	Actual 2015	Adopted 2016 Budget	Revised 2016 Budget	Change 2015 to 2016
FTE Positions - Active	181.50	181.50	207.50	208.50	27.00
FTE Positions - Reserved	33.50	33.50	7.50	6.50	-27.00
Total Authorized Positions	215.00	215.00	215.00	215.00	0.00

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

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 12/31/2016	Projected Year-End 2016	Variance 2016 Budget to Projected
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Taxes - Operating	\$ 23,702,058	\$ 22,959,917	\$ 32,257,736	\$ 32,864,358	\$32,950,000	\$ 692,264
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	24,424	39,143	-
Total Taxes	\$ 23,138,482	\$ 22,541,641	\$ 31,558,023	\$ 32,888,615	\$ 32,250,287	\$ 692,264
Federal & State Grants	\$ 108,000	\$ 116,960	\$ 126,734	\$ 131,085	\$ 131,085	\$ 4,351
Library Fines	646,480	621,284	650,000	555,560	525,000	\$ (125,000)
Other Fees	161,325	99,643	144,000	115,004	110,000	(34,000)
Investment Income	135,715	172,373	149,021	191,660	175,000	25,979
Conference Room Rental	13,500	11,913	-	2,943	2,943	-
Contributions from Private Sources	200,000	155,426	200,000	142,969	200,000	-
Other Revenue	107,300	89,681	106,000	70,264	106,000	-
Total Revenues	\$ 24,510,802	\$ 23,808,921	\$ 32,933,778	\$ 34,098,100	\$ 33,500,315	\$ 563,594
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 10,050,731	\$ 9,083,743	\$ 11,231,588	\$ 10,102,525	\$ 11,222,688	\$ (8,900)
Awards & Bonuses	-	300	83,796	48,519	83,796	-
Termination Pay	90,000	88,828	-	107,284	16,000	16,000
Temporary Pay	1,508,567	1,259,336	1,806,537	1,431,352	1,815,437	8,900
Vacancy Savings	(796,353)	-	(498,628)	-	(498,628)	-
Benefits	3,240,112	3,063,396	3,846,731	3,360,484	3,696,568	(150,163)
Total Salaries & Benefits	\$ 14,093,057	\$ 13,495,603	\$ 16,470,024	\$ 15,050,164	\$16,335,861	\$ (134,163)
Library Books & Materials	\$ 2,451,010	\$ 2,397,326	\$ 4,822,476	\$ 4,583,860	\$ 4,822,476	\$ -
Library Computer Materials	900,000	916,153	901,650	1,113,457	901,650	-
Library Periodicals	125,000	120,394	130,650	116,731	130,650	-
Sub-Total Library Collections	3,476,010	3,433,873	5,854,776	5,814,048	5,854,776	-
Supplies	891,610	800,732	1,035,154	904,674	1,035,154	-
Other Services & Charges	3,092,078	2,480,884	3,644,414	2,624,430	3,648,639	4,225
Direct Internal Charges	129,852	115,041	127,061	91,566	127,061	-
Indirect Cost Allocation	653,953	653,953	696,338	696,338	696,338	-
Intra County Transactions	465,512	389,661	627,449	553,723	627,449	-
Total Operating Expenditures	\$ 22,802,072	\$ 21,369,747	\$ 28,455,216	\$ 25,734,943	\$ 28,325,278	\$ (129,938)
Total Uses of Funds	\$ 22,802,072	\$ 21,369,747	\$ 28,455,216	\$ 25,734,943	\$ 28,325,278	\$ (129,938)

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 12/31/2016	Projected Year- End 2016	Variance 2016 Budget to Projected
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Debt Service						
Principal - Arvada (2005-2024)	\$ 493,764	\$ 493,764	\$ 507,411	\$ 88,548	\$ 507,411	-
Interest - Arvada (2005-2024)	131,086	131,086	119,285	-	119,285	-
Principal - Refunding Series 2013	632,690	632,690	632,690	59,642	632,690	-
Interest - Refunding Series 2013	173,041	173,041	149,314	-	149,314	-
Principal - COP - Capital Projects	142,143	142,143	142,143	-	142,143	-
Interest - COP - Capital Projects	38,876	38,875	33,545	-	33,545	-
Total Debt Service	\$1,611,600	\$ 1,611,599	\$ 1,584,388	\$ 148,190	\$ 1,584,388	\$ -

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

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

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

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

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 12/31/2016	Projected Year- End 2016	Variance 2016 Budget to Projected
Sources of Funds						
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	-	-	-	-	-
Total Sources of Funds	\$ 1,606,142	\$ 1,166,881	\$ 1,519,998	\$ 1,456,420	\$ 1,519,998	\$ -
Uses of Funds						
Capital Projects - ARM						
Computer 5 Yr Replacement Plan ARM 01	310,330	314,271	250,000	218,476	250,000	-
IT Infrastructure Replacement-Equip ARM 05	-	-	137,000	27,425	137,000	-
IT Infrastructure Replacement-Software ARM 05	-	-	244,500	289,253	244,500	-
Capital Maintenance ARM 01	224,134	176,014	250,000	160,323	250,000	-
Furniture & Equipment ARM 02	118,889	88,257	76,550	64,062	76,550	-
Book Sorter Reserve ARM 04	-	-	200,000	-	2,943	197,057
Capital Projects						
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	-	-	-	26,344	-	-
Wireless Upgrade - Outside 16.09	-	-	35,000	8,221	35,000	-
Records Management Software 16.10	-	-	25,000	-	25,000	-
Increase Wireless Access Points 16.11	-	-	60,000	16,614	60,000	-
Next Generation Firewall 16.12	-	-	71,000	31,483	71,000	-
III Database Server 16.13	-	-	56,000	87,796	56,000	-
High Availability Internet Reduncancy 16.14	-	-	38,000	-	38,000	-
Lakewood Parking Lot 16.01	-	-	372,975	247,789	372,975	-
LSC Parking Lot 16.02	-	-	95,000	67,699	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	99,027	90,000	-
Wheat Ridge HVAC Replacement 16.04	-	-	48,000	-	48,000	-
Standley Lake Boiler Replacement 16.05	-	-	75,000	62,781	75,000	-
Evergreen AHU Rebuild 16.03	-	-	140,000	54,204	140,000	-
Data Connection - Edge Internet Connect	-	-	-	-	-	-
South County - Phase 1 Planning 16.17	-	-	35,000	-	35,000	-
Self-Check 17-05				272,000		
Total Capital Projects	\$ 1,174,780	\$ 1,131,599	\$ 2,356,025	\$ 1,783,265	\$ 2,156,968	\$ 199,057
Ending Balance	\$ 431,362	\$ 35,282	\$ (836,027)	\$ (326,845)	\$ (636,970)	\$ 199,057

Consent Agenda

PROPOSED FOR ADOPTION AT
JANUARY 19, 2017 LIBRARY BOARD MEETING

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: LB 01-19-17

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

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

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

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

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

Date: January 19, 2017

ADOPTED

**2017 GOVERNANCE PROCESS CALENDAR
JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES**

Month	Governance Process	Monitoring & Ends	Board Action
January	Begin Trustees planning cycle (4.3.2) Chair presents tentative agenda plan (4.3.2.B) Chair appoints committee to review Board Bylaws (4.4.2D) Chair appoints nominating committee for Board officers (4.4.2D) Trustees review Executive Director's performance and compensation (4.3.6)	1.0 - 1.4 Ends Statements <ul style="list-style-type: none"> Review of Final 2016 Strategic Priorities Ends Statements <ul style="list-style-type: none"> Review of 2017 Strategic Priorities 	Trustees approve the "Sunshine Resolution" Trustees approve budget transfer requests from the previous calendar year Chair appoints Trustee representative to Foundation Board
February		2.0 General Management Constraints 2.1 Treatment of Patrons 2.2 Treatment of Staff 2.3 Financial Condition and Activities 2.4 Asset Protection	Trustees review, amend as needed and approve Board Bylaws. Nominating Committee Reports to Board
March			Trustees elect board officers
April		Ends Statements <ul style="list-style-type: none"> Review of 1ST Quarter 2017 Strategic Priorities 	
May	Trustees enlist external audit, as needed Trustees set Governance Budget for next year (4.8.2)	Trustees review Global Ends Statements	
June	Executive Director presents the annual budget to the Trustees (4.2.5.A). May be rescheduled based on the budget development schedule provided by the County.		
July	Trustees authorize the Executive Director to submit the annual budget request to the BCC (4.2.5.C). May be rescheduled based on the budget development schedule provided by the County.	Ends Statements <ul style="list-style-type: none"> Review of 2nd Quarter 2017 Strategic Priorities 	
August		2.5 Financial Planning, Budgeting 2.6 Compensation and Benefits 2.7 Emergency Executive Director Succession 2.8 Board Awareness and Support 2.9 Materials Selection	
September			
October		Ends Statements <ul style="list-style-type: none"> Review of 3rd Quarter 2017 Strategic Priorities 	
November	Trustees review 2018 governance process calendar		
December	Trustees adopt 2018 governance process calendar (4.3.2 and 4.3.2.B) Trustees adopt the annual budget (4.2.5.A) End Trustees planning cycle (4.3.1)		

Ongoing Board Decisions

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

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

ENDS

2016 Year End Strategic Priorities

JEFFERSON COUNTY PUBLIC LIBRARY

2017 Strategic Plan

VISION: Jefferson County Public Library will be the essential destination where all generations connect, discover and create.

MISSION: Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.



WHAT THE
BOARD EXPECTS

BOARD ENDS STATEMENTS

Provide Access and Support:

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

Create Great Spaces and Places:

All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

Advance Shared Community Outcomes:

Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

Be Good Stewards: All Jefferson County residents receive maximum return on their shared investment in library services.

HOW WE'LL GET THERE

2017 STRATEGIC GOALS

Increase access, availability & awareness of library resources

Attract, develop & retain a highly skilled and well-qualified workforce

Maintain and improve facilities, equipment, grounds and IT systems

Promote a culture of reading and support early literacy

Improve the efficiency and effectiveness of Library services

WHAT WE'RE AIMING FOR

DESIRED OUTCOME

Residents are informed, educated and engaged

Residents have access to technologies

Residents have access to community spaces

JCPL supports shared community outcomes:

Kindergarten readiness

Grade-level proficiencies

High-school graduation rates

Workforce readiness

Business and entrepreneurial success

Healthy behaviors

Aging well

JCPL services are delivered cost effectively

HOW WE'LL KNOW WE SUCCEEDED

SUCCESS MEASURES

We utilize new public library measures

We meet or exceed the 50th percentile of library peer performance

We meet or exceed public sector industry measures

JEFFERSON COUNTY PUBLIC LIBRARY

2017 Strategic Plan Scorecard



PUBLIC LIBRARY MEASURES

Edge Initiative, Impact Survey, and PLA Project Outcome are three evaluation tools developed on a national level by experts in the library field. Each measures something unique. When they are combined, they give the library a more complete picture of their impact on the community and allows the library to benchmark itself against other libraries who participate with these tools.

- **Edge Initiative** is a tool that measures what technology resources JCPL offers and how we compare to other libraries.
- **Impact Survey** asks our residents how they use library technology and digital resources and what their needs are.
- **PLA Project Outcome** asks if participating in a library program or service has changed a behavior or if a customer has learned something.

Counting Opinions Customer Satisfaction Survey Solution was specifically developed for public libraries. JCPL offers this survey 365 days a year, and tracks performance and comments biannually.

LIBRARY BENCHMARK MEASURE	2015 ACTUAL	2016 ACTUAL	2017 TARGET	2015 PERCENTILES* 50TH	75TH
Circulation/capita	12.74	13.83	13.5**	9.66	12.30
eMaterials/capita	0.10	0.13	0.14	0.14	0.16
Program attendance/1000 capita	368	406	406**	277	474
Square footage/capita	0.40	0.39	0.39	0.43	0.95
Public Service hours/1000 capita	42.78	50.49	TBD	72.55	92.02
FTEs/1000 capita	0.32	0.36	0.36	0.49	0.52

PUBLIC SECTOR INDUSTRY MEASURE	2015 ACTUAL	2016 ACTUAL	2017 TARGET
Staff turnover	16.26	11.44	average %***
% uptime/IT systems			98%
% bandwidth utilization			50% - 79%
Technology replacement cycles			4-7 years
% uptime Facilities operations			98%

* Latest available data

** Reflects Columbine closure

*** MSEC Personnel Plus Survey



Jefferson County
PUBLIC LIBRARY

2017 Strategic Plan

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Equity of Access				
Goal	Initiatives	Responsibility	Milestones	2017 Success Measures
Ends 1 In order that all Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources we will increase availability, access to & awareness of resources by:				Public Service hours per 1000 capita Circulation per capita E-materials per capita (state peer group) Program attendance per 1000 capita Customer Satisfaction Ratings Improvement in EDGE ratings
* Improving the collection of materials for download and checkout so that it is of sufficient size, has broad appeal and is easy to access.	Increase size and refine number of volumes of collection to reflect community interests.	Collections	Q2: Fully implement Collection HQ Q3: In addition to using existing tools, incorporate Collection HQ to balance and refresh existing collection; Evaluate differences between Collection HQ and Decision Center	Circulation per capita meets 13.5 by year end. Increase e-material items per capita from 0.13 to 0.14. Increase e-material circulation as a percentage of total circulation from 8.3% to 10%.
	Increase access to online resources and the library catalog through digital discovery and engagement tools that include access to staff expertise.	DX	Q2: Digital discovery and engagement project begins Q4: Project implemented Q4: Jeffcolibrary.org is fully responsive Q4: Launch new channels for browsing staff recommendations and new/forthcoming titles Q4: All digital properties will adhere to the JCPL brand Q4: Begin tracking/benchmarking web	Increase circulation of all material by 5%. Increase use of online resources (excluding E-materials) by 5%. Establish baseline for engagement.

			analytics to target engagement metrics, such as session duration, page depth, and time taken to complete key tasks	
	Improve shelving, display and merchandising of physical materials to improve ease of access.	PX	<p>Q2: Establish best practices for merchandising of various fixtures; create schematics to demonstrate merchandising concepts.</p> <p>Q2: Establish standards for shelving material and fixtures to support merchandising and display at GN and CL.</p> <p>Q3: Train PX staff to best practices and standards.</p> <p>Q4: Implement best practices and standards.</p>	Increase circulation per visit from 1.7 to 1.9 at GN as our test library.
* Increasing awareness of library materials and resident engagement with the catalog by creating relationships between residents, staff, online content and the library catalog.	Increase Reader's Advisory skills of all staff providing service to customers in person and online.	Adult Services, Teen Services, Kids and Families Services, PS Staff Training	<p>Q2: Competencies identified; begin development of RA training for Kids</p> <p>Q3: Test product</p> <p>Q4: All frontline staff complete training</p> <p>Q1: Validate competencies; revise existing Teen RA training</p> <p>Q4: All frontline staff complete Teen RA training and staff post-training competencies are evaluated</p> <p>Q1: Create Adult training platform</p> <p>Q2: User testing for adult training completed; training begins</p> <p>Q4: All frontline staff complete training and post-training evaluation on upselling techniques is verified.</p>	<p>80% of frontline staff who have passed probation have undergone training by end of 2017.</p> <p>80% of Staff demonstrate competency in RA training skills.</p> <p>Circulation increases overall by 5% in 2017 in adult, kids and teen materials.</p>

* Increasing knowledge of library materials and services through more informed staff, better tools, and more effective promotion and marketing of resources.	Improve digital Reader's Advisory tools for self-service and online discovery.	DX, Collections	Q4: Implement new web/discovery platform including increased support for Readers Advisory functions Q4: Selectors provide useful content for patron and staff discovery Q4 All staff serving patrons in person are informed of online RA tools	Circulation per capita meets 13.5 by year end.
	Implement phase one Comm Audit recommendations	Comm	Q1: Complete brand update and alignment project. Communicate results of 2016 Comm Audit system-wide. Q2: Communicate brand alignment and positioning system-wide. Develop implementation plan and timeline for phase-one Comm Audit recommendations, including new request process for marketing support. Q 3&4: Begin implementation of phase-one Communications Audit recommendations.	All milestones are met. Increased participation in: <ul style="list-style-type: none"> • Summer Reading (+10% participation for kids, teens and overall) • 1,000 Books before Kindergarten • Raise a Reader Circulation per capita meets 13.5 by year end. Increase e-material circulation as a percentage of total circulation from 8.3% to 10%. Communications has efficient and effective processes for prioritizing, implementing and measuring marketing initiatives.
* Providing programs and services that reflect community needs and interests	Implement and evaluate yearly programming plan	Programming	Q1: Yearly Programming Plan begins, evaluation criteria of yearly program plan created, draft 2018 programming budget request, begin planning for two new signature events Q2: 2018 yearly programming plan expanded to include offsite programs Q3: 2018 yearly program planning underway; 2018 Program Summit held and evaluated. Q4: New signature event completed and evaluated; 2018 yearly program plan completed, 2017 Yearly program plan evaluation initiated.	New plan is tested, evaluated, and 2018 plan established. Program Attendance per 1000 capita is maintained.
	Create L2Y Master Plan for equity of access to collections and	L2Y	Q1: L2You Service Master Plan complete Q2: Recommendations accepted Q2: Costs for plan built into 5 yr. financial plan, including 2018 budget	Plan approved, costs determined, pilot elements initiated.

	services outside library walls		Q4: Two Pilot study elements of the plan are tested	
	Create Adult Services Master Plan	Adult Services	Q1: Project planning for services for adult stages of life begins. Q2: Final draft of plan completed; 2018 budget for adult services is established. Q3 High priority service gaps are identified Q4 Recommendations accepted	Plan is approved; costs determined.
	Create long-term plan for Makerspace/DIY	PS/IT	Q2: Project planning begins Q3: 2018 budget for JCPL DIY determined Q4: Plan is partially implemented	Increase in average program attendance at DIY programs Identified technology is implemented at 3 more locations
	Develop digital resources that adjust to market trends	IT	Q1: Project planning begins Q2: 2018 budget determined Q3: Plan is partially implemented	Implement at least 3 Edge recommendations.
	Implement Impact Study	PS/IT	Q1: Survey launched, results are evaluated Q2: Items identified for 2018 budget Q4: Timeline established for annual Edge and Impact surveys	Community needs and technology gaps identified and addressed in long range planning.

Skilled and Qualified Workforce

Goal	Initiatives	Responsibility	Milestones	2017 Success Measures
Ends 1 In order to support Jefferson County residents in using information, resources, ideas and technology we will attract, develop & retain a highly skilled and well qualified workforce by:				Customer Satisfaction Ratings Meet or exceed public sector industry measures for staff turnover FTEs/1000 capita Secure adequate number of FTEs Employ recruitment best practices Receive adequate qualified applicants to fill open positions Offer comprehensive training and benefits
* Increasing staff training in key areas	Provide foundational Diversity & Inclusiveness training to build staff knowledge and competency to deliver culturally competent service	Special Pops/ERD	Q2: Research, draft and approve proposed Inclusivity and Diversity Training for all staff to include cross cultural communication and Bridges out of Poverty. Q3: schedule and deliver pilot inclusivity/diversity class. Q3: evaluate and modify pilot class Q4: determine schedule for training all staff.	Training completed on time, on budget to those required to attend. 70% of staff rate themselves as “often” or “sometimes” employing the four pillars of cultural competence in their work.
	Provide informed trauma care training to Public Services staff	Special Pops/ERD	Q2: Develop outcomes and proposal for informed Trauma Care Training Q3: Select facilitator, create formal class outline and create staff training schedule Q4: begin delivery of informed trauma care training for all PS staff.	Training completed on time, on budget to those required to attend; training evaluation to measure knowledge transfer; survey to measure impact on services to patrons 75% of staff who attend informed trauma training report an increased understanding of the impact of trauma and best practices for providing trauma informed care.
	Develop Early Literacy training plan for staff	Kids & Families	Q2: Project plan developed Q4: Training tested	Project meets deadlines.

	Provide a full day of professional development opportunities/mandatory training to all staff annually	ERD	Q1: Project team assembled Q2: project plan completed Q3: event scheduled and executed	All Staff Conference 2017 event completed on time, on budget to those required to attend, evaluations from staff.
* Developing current and future leaders	Increasing supervisor knowledge/skills in key aspects of their role and to meet identified business needs	ERD	Q2: Expanded Supervisor Training & Orientation plan to include recruitment/ Onboarding/ PE training/ Generations and Change Management developed Q4: Training scheduled and delivered to all supervisors	All supervisors complete required training by target date, training and performance evaluation to measure skills transfer.
* Enhancing non-traditional employee benefits	Provide a 12 month structured Leadership Development Program in 2017	ERD	Q1: Expansion of CAAP marketed to all supervisors/aspiring supervisors Q2: Remaining supervisors sign up for CAAP 2017	80% of JCPL supervisors participate and successful complete CAAP by target date, pre and post self and 360 degree assessment data demonstrates improved skills.
	Expand Wellness program to include Non-benefit eligible employees and increase system wide participation	ERD	Q1: Project team assembled Q3: Project plan developed Q4: Roll out new wellness program/initiatives	Project completed on time, on budget, staff participation data, evaluations from staff.
* Improving tools, systems & processes to maximize employee productivity	Implement new project ticketing system	IT	Q1: Recommended solution for pilot developed and evaluated Q2: Go no go decision for pilot made Q3: Identify next steps	Solution selected and implemented. Staff trained on its use.
	Implement Records Management System	IT	Q1: Requirements identified and RFP completed Q1: Selection of product/vendor Q4: Implement solution	Solution is implemented and staff are trained on its use.
	Implement new staff intranet	IT/DX	Q1: Requirements identified and RFP completed Q2: Selection of product/vendor Q4: Implement solution	Solution is implemented and staff are trained on its use.

	Improve Performance Management tool and process	ERD	Q1: Project team assembled Q3: Project plan developed Q3:Staff trained Q4:Roll out new tool/process	Project completed on time, training delivered by target date and new tool/process rolled out on time, on budget, training evaluation to measure staff satisfaction
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Places and Spaces

Goal	Initiatives	Responsibility	Milestones	2017 Success Measures
Ends 2 In order that Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life we will maintain and improve facilities, equipment, grounds and IT systems, by:				Square Footage/capita Public Service hours per 1000 capita % uptime Replacement schedules Bandwidth utilization Customer Satisfaction Ratings Facilities updated to support an improved patron experience Future expansions planned and implemented per master facilities plan Facilities meet industry standards and codes IT systems are current and secure
* Remodeling facilities to enhance the patron experience	Complete CL remodel	PS/Facilities	Q1: Permitting and approvals complete Q2: Initiate construction Q3: CL reopens	Completed on time & on budget.
* Expanding service in underserved areas	Plan new library space in Edgewater	PS	Q1: Engage community; Begin design process Q2: MOU with City of ED in place Q2: 2018 budget requirements determined	City of Edgewater deadlines are met. Community is engaged in process.

* Developing and executing annual facilities maintenance plans	Implement a process that defines and provides appropriate levels of budget dollars to protect the facilities, grounds, and equipment	Facilities	Q3: Identify the preventative maintenance needs and the need for recapitalization of equipment. Q4: Develop business cases and justification for budget and champion appropriate levels of budget	Maintenance completed per planned schedule. Equipment replaced by end-of-life cycle. Facilities, grounds and equipment are safe for patron access Facilities remain operational above 98% timeframe. Fund balance reflects capital needs.
* Identifying and improving critical IT systems	Complete data network upgrade, security camera upgrade and server upgrades.	IT	Q1: Identify requirements and submit requisitions Q2: Implement network upgrades; replace virtual server equipment Q3: Implement security camera upgrades	Server equipment replaced within 5-year cycle. Network upgrades completed within 7-year cycle.

Literacy				
Goal	Initiatives	Responsibility	Milestones	2017 Success Measures
Ends 3 In order to support community aspirations we will advance community outcomes by:				Improved PLA Project Outcome ratings against reporting peer libraries Program attendance per 1000 capita
* Promoting a culture of reading	Implement Summer Reading 2017	Programming	Q1: Program Plan fully determined Q2: Summer Reading launched, Q3: Summer Reading complete and data gathering complete, Q4: Summer Reading evaluation complete.	Increased participation in: Summer Reading (10% increase in participation for kids, teens and overall) Project Outcome survey scores increase by .1 in 3 of 5 categories
* Continuing to support early literacy	Expand 1000 Books Before Kindergarten	Kids and Families	Q1: Pilot evaluation completed Q2: Target school is identified; DIBEL score is tracked Q3: Project expanded to all libraries	Increased participation. PLA's Project Outcome measure of success baseline established.
	Implement Raise A Reader Signature Event	Programming/Kids and Families	Q2: Planning begins; budget established Q3: Program delivered	Increased participation in Raise a Reader PLA's Project Outcome. Early Childhood Literacy Services measure of success baseline established.
	Align and promote early literacy services	Comm/Kids and Families	Q2: Project plan complete Q3: Project implementation begins Q4: Active Learning Environments at SL, GN and CL effectively promoted Q4: 75% of plan implemented	PLA's Project Outcome, Early Childhood Literacy Services measure of success baseline established

	Investigate implementation of Learning Ally and support programming for caregivers	Special Pops	Q1: Research begins Q2: Research completed Q3: Project plan for 2017 -2018 school year finalized and approved Q4: Begin pilot software implementation	Software installed by end of 2017 Baseline data to measure program success is established by close of 2017.
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Stewardship				
Goal	Initiatives	Responsibility	Milestones	2017 Success Measures
Ends 4 In order that all Jefferson County residents receive maximum return on their shared investment in library facilities and services we will Improve the efficiency and effectiveness of Library services by:				Budget appropriately allocated to fund strategic goals FTEs/1000 capita Data is used to inform planning decisions
* Executing long range planning	Analyze organization in relation to capacity and structure	ERD	Q1: RFP to identify consultants and costs Q2: Initiate project if funds are available Q4: Information available to move forward	Plan is developed or structure is affirmed.
	Update 5-year plan and 10-year forecast	SMT	Q1: Background information gathered and reviewed; Q2: Draft 5yr plan to include 2018-2022 Q2: Required number of FTEs determined Q4: 5-year plan and 10-yr forecasts are finalized	5-yr plan updated. 10-yr financial forecast updated. Business case for required FTEs approved.

* Assessing community needs & interests	Evaluate and implement market analysis findings	PS/SMT	Q1: Training, wrap up meeting, final report to SMT; final report to BOT Q2: 5-yr plan of service drafted Q3: 5-yr plan of service recommendations approved	Process in place for using tool through 9/2018.
	Develop long-range facilities plan	SMT	Q2: Develop RFP Q3: Vendor chosen, project begins Q4: Master Plan complete & communicated	Expansion areas identified and prioritized.
* Expanding alternative sources of revenue	Implement Naming program for Columbine	Comm	Q1: Naming opportunities identified Q2: Solicitation Package complete & prospects identified Q:2 & 3 at least 15 meetings completed Q4: Naming Rights Agreements finalized	Secure at least \$35K in new revenue by year end.
	Implement Naming program for Edgewater	Comm	Q3: Naming opportunities identified Q4: Solicitation Package complete, prospects identified & at least 10 meetings completed Q1 `18:2018 Naming Rights Agreements finalized	Secure at least \$15K in new revenue from naming rights by year end 2018.

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	4Q Results	Measure of Success
Increase access to books, materials and services	Select and purchase additional books and materials which reflect community interests.	Collections	Circulation per capita is up 9% YTD (13.83). Total circulation is up 10% YTD (7,900,913) Number of items per capita is 1.82 in 2016, down .01from 2015.	Q1: Begin buying to new budget Q3: Items per capita Q4: Circulation per capita Met expectations on circulation. Did not meet expectations on items per capita due to population increase and collection clean up.
	Library 2 You Master Plan	L2Y	L2You Service Master plan project planning begun. On target for Q1 2017 recommendations.	Q4: Begin project planning Q1 2017: Master plan recommendation Met expectations.
	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 significant progress with responsive web design. Circulation per capita up 9%.	Q2: Train staff; Inform public; Launch on April 4th with expanded hours Q4: Circulation per capita Met expectations.

Increase staff training in key areas	Diversity Awareness Training	Special Populations/ERD/SMT	Project plan has been largely completed with additional components carrying into 2017. Overall customer satisfaction score increased from 8.84 to 8.87. Baseline for percent of library use by targeted underserved populations deferred to 2017.	Q1: Project Plan complete; Implementation begins Q4: Percent of satisfied customers; Percent Library use by targeted underserved populations. Met expectations.
	Mission, Vision, Values, Ends	SMT/CMT	Included Mission, Vision, Values verbiage in all 2016 recruitments and 1Q staff meetings. MMV integrated into PS staff training. Values Based Decision Making training delivered at ASD	Q1: MMV integrated into recruitment Q2: MMV integrated into trainings Q3: Training on values based decision making provided at All Staff Day Met expectations.
	Safety and Security	ERD	Pre situational awareness meetings completed with all location managers. Location Awareness training completed at all locations. AED Training completed at AED units installed in all Libraries except for Wheat Ridge. JCSO provided additional Active Shooter Training at County. ADDED: SHARPS containers installed in all locations (patron and employee restrooms)	Q1: Situational Awareness training rolls out to all locations/staff. AED/CPR Training completed. Q 3 & 4: Workplace Safety/Active Shooter Training through County HR for new hires. Met expectations.

Attract, develop and retain a highly skilled and well qualified workforce	Enhance recruitment and onboarding strategies.	ERD	Job Fairs completed at American Job Center, Jeffco Open House, County wide Job Showcase Event and Mountain Area Job Fair. County NEO attended by Recruitment Coordinator. JCPL NEO survey completed. ERD staff attended NEOGOV Conference.	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 Met expectations.
	Redevelop and implement New Employee Orientation program (NEO).	ERD	NEOs held in every quarter (8 total). NEO Attendance Tracker & Invite Procedures streamlined.	Q2: Library orientation program refresh planning completed, proposal presented. Q3: Launch of new employee orientation program Partially met expectations (due to staffing changes).
	Enhance employee wellness, and recognition programs.	ERD	Recognition/wellness research and analysis complete. Survey data presented ideas solicited from. Task force established and piloted ASD Oscars Q4: Final recognition program decided and presented to CMT. System wide communications in 2017. The Wellness Initiative has been moved to 2017.	Q1: Recognition/wellness research and survey to staff Q2: Proposal for milestone awards/ additional recognition/All Staff Day Wellness Fair and wellness training. Q3: New employee recognition program implemented. ASD Wellness Fair and training completed Q3: Wellness Fair/activities for ASD. Q4: New employee recognition program evaluated and wellness training/event at each location Q4: New wellness initiatives developed Met expectations for employee recognitions. Wellness initiative deferred to 2017.

	Leadership Development	ERD	<p>Covey All Access Pass program launched. 24 JCPL supervisors enrolled and on track to complete program on schedule.</p> <p>Coaching Skills classes completed in each quarter.</p> <p>Director of ERD and County OD & Training Manager completed Level 2 IEQ certification. Completed retreats for ERD, PSMT, SMT and 2 intact teams.</p> <p>Q3: Staffing change in ERD, dev of additional supervisor training on hold.</p>	<p>Q 1: Collaborate with County HR to plan new All Access Pass training program. All supervisors attend Coaching Skills training.</p> <p>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</p> <p>Exceeded expectations.</p> <p>Q3: Recruitment/Onboarding Training for supervisors developed.</p> <p>Q4: Performance evaluation training for supervisors developed. Enneagram coaching expanded for SMT and PSMT to include team assessment/coaching.</p> <p>Partially met due to staffing changes.</p> <p>Recruitment/ Onboarding and Performance Evaluation training operational for 2017.</p>
Develop a digital resources strategy to guide long-range planning. Industry standards for technology access are assessed and addressed.	Determine new patron/community needs for access re: emerging technologies, including hardware, software, electrical capacity and network requirements.	IT	<p>PC Replacements: 16 Laptops, 221 Computers & 200 Monitor plus 56 touchscreens</p> <p>100 Hotspots for patron checkout</p> <p>VM Server Replacement</p> <p>Backup Server Replacement</p> <p>RFID Pad Replacement (60)</p> <p>Office 2016 Licensing (620)</p> <p>Fiber into SV and Foundation, completes fiber upgrades</p>	<p>Q3: An actionable list of equipment and technologies; prepare priorities and potential implementations</p> <p>Met expectations.</p> <p>Q3: Install 2016 Patron and Staff Computer replacements</p> <p>Met expectations.</p>

	<p><i>Edge</i> study: technology benchmarking</p> <p><i>Impact</i> study: impact of technology and training on patrons' lives</p>	<p>PS/IT</p> <p>PS/Comm/Patron Education</p>	<p>The survey was submitted and results finalized December 2016. Patron Education added two new classes as result of Edge Survey: Finding Health Information Online, and Finding Legal Information Online.</p> <p>Impact project plan drafted, team members identified. Survey postponed to January 2017 so as not to conflict with market analysis surveys. Communication plan and materials prepared and ready for January 2017 implementation.</p>	<p>Q2: Conduct survey; assemble information; communicate results Met expectations.</p> <p>Q3-4: Conduct survey; Assess baseline; evaluate results; communicate results Deferred to 2017.</p>
Increase awareness of library programs and services.	<p>Budget and campaign communications</p> <p>"Bring 'em Back" campaign</p>	<p>Communications</p> <p>Communications/PS</p>	<p>Received media coverage every quarter with more than 19 good news stories in the 4Q alone.</p> <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. Select library card sign ups held throughout the community.</p> <p>Targeted e-mail campaign</p>	<p>Q1: Communicate 2016 Budget via media, Staff meetings, State of the Library Meetings Ongoing: Communicate service enhancements as they become available Exceeded expectations.</p> <p>Q1: Order new library cards; assemble planning team; develop campaign plan and begin implementation April: Promote and hold special events at all libraries to welcome people to new hours; include library card signups Q2: Sign up at least 3,000 new cardholders during April. Substantially met expectations. Did not meet April cardholder</p>

			<p>delayed pending change management process to implement system wide support for emailing patrons directly</p> <p>Presentation to PSMT complete; team recruited and operational. Initiative on track.</p>	<p>expectations (2278). Although new cardholders were up 5% for the full year.</p> <p>Met expectations</p>
	<p>Pilot a distributed social media team and presence.</p> <p>Improved Events Calendar experience</p>	<p>Communications</p> <p>DX/Programming/C communications</p>	<p>Enhanced Eventkeeper interface launched to improve calendar experience. Events calendar will be replaced with implementation of Bibliocommons in 2017.</p>	<p>Q1: Plan presented to CMT Q2 and beyond: Implementation timeline established based on organizational capacity; team operational by year end. Q4: Go/No go decision; Implementation Plan Q4: Continued implementation; launch date dependent on Bibliocommons choice</p> <p>Met expectations.</p>
	<p><i>Project Outcome:</i> measures benefits of library programs and services based on user reported outcomes</p>	<p>PS/Programming/Patron Education</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. Surveys set up and live for 1000 Book Before Kindergarten.</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> <p>Exceeded expectations.</p>

2. All Jefferson County Residents have safe, convenient and inviting places to go to access information and resources and participate in community life.				
Community Outcome(s):	Residents have convenient access to physical and digital community spaces			
Success Indicator(s): (Longer term)	Per capita facility use Level of digital engagement Square feet of library space per capita Public service hours per week			
Strategic Initiatives				
Goal	Initiatives	Responsibility	4Q 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 th . Public service hours per 1000 capita for the year increased 16%. Per capita facility use increased by 7% from 4.35 to 4.67. Increase in total visits: 209,820.	Q1: Implement integrated communications plan; Q2-Q4: Public Service Hours per week; Per capita facility use Exceeded expectations.
	Recruit and onboard new staff.	PS/ERD/IT/Facilities	Additional staff hired, trained and scheduled for new hours. 3 NEO sessions included in March training for new PX Associate cohorts. Best practices for hiring PS staff identified.	Q1: Staff are hired and are provided initial training Q2: Staff are scheduled for new open hours Met expectations.
Update facilities to enhance the patron experience	Complete facility and site improvements to address delayed maintenance	Facilities	Complete Complete Complete Complete Complete	Capital Maintenance Projects Q1: UPS Battery Replacement at AR Security System upgrade (8 locations) Facilities shop improvements Q2: Landscape improvements (all locations) EV Hillside mitigation (Engineering)

		Facilities	<p>Complete Moved to 2017 On hold Complete On hold</p> <p>Moved to 2017 Moved to 2017 Benches ordered and received</p> <p>Complete</p> <p>Complete PO pending 95% awaiting weather Complete</p> <p>Complete Complete Complete</p>	<p>BL Tree replacement Exterior lighting upgrade (all locations) Repair art base EV Lakewood EFIS repairs Indoor recycle/trash project Q3: Outdoor trash recp replacement LK drainage project EV Hillside Project (construction) Outside bench replace (SL,WR, CL) Substantially met expectations. Some items deferred pending resolution of Evergreen hill mitigation.</p> <p>Capital Projects 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 Met expectations.</p>
	Plan for the refurbishment of the Columbine Library.	SMT	<p>Design team of Owner's Rep, Architect, and General Contractor under contract. Community meetings held in November. Schematic design completed. Schematic cost estimating meeting shows that project is within budget. Alternative space for</p>	<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. Met expectations.</p>

	Plan new library space in South County.	SMT	library services identified. Currently project is on schedule.	Q4 or Q1 2017: Vision of service and building program drafted. Deferred due to Edgewater opportunity.
	Upgrade and enhance video surveillance equipment system	IT/Facilities	Moved out to be part of the Master Facility plan in 2017 due to successful City of Edgewater ballot measure. RFP resulted in 2 top choices, final selection pending solution presentation from vendors. Project will roll to 2017.	Q4: Upgraded video servers, replaced analog cameras, additional cameras where needed. Deferred to 2017 due to capacity constraints.
Enhance digital community spaces and access	Bibliocommons/Digital Discovery	DX/Collections/IT/Comm	Name of project changed to Digital Discovery. Project is a "go." Vendor selected through RFP. Contract authorized for signature.	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" Met expectations.
	Libhub/Bibframe/Linked Data	Collections/Comm	Name of project changed to Linked Data. No go decision made. Linked data will be explored through digital discovery.	Q2: Subcommittee determined and begins work; Go/No Go decision Q3: Development for launch if "Go" Q4: Launch if "Go" Met expectation.

3. Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes				
Community Outcome(s):	All children are ready for school All children perform at grade-level Students graduate from high school post-secondary and workforce prepared Residents are employed Individuals and families are engaged in the community Jeffco is a thriving community for aging well Employers located in Jeffco have access to a highly skilled workforce Mature workers (60+) have viable employment opportunities Small business is stimulated through access to resources available to entrepreneurs All age groups have healthy behaviors			
Success Indicator(s): (longer term)	Percent of high quality early child care in Jeffco Percent of students scoring at or above proficiency on statewide kindergarten readiness assessment Percent of 3 rd graders scoring at or above proficiency on statewide reading assessment Percent of 5 th and 8 th graders scoring at or above proficiency on statewide reading, writing, and math assessments Percent of High School students graduating within 4 years Percent of students with ACT scores which meet the College Board recommendation for a high probability of college success Percent of 12 th grade students scoring at a level 3 or above on WorkKeys job readiness assessment Percent of individuals employed Number of new employers in Jeffco Percent of population volunteering within the last year Number of lifelong learning opportunities for adults 60+			
Strategic Initiatives				
Goal	Initiatives	Responsibility	4Q Results	Measure of Success
We continue to support early literacy.	Kindergarten readiness programs	Kids and Families	R1 schools released DIBEL scores for entire district and by school. 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 Met expectation.
	Expand early literacy Story Times.	Kids and Families	Number of new Story Times determined (+30/week) and new schedule launched. Staff training completed.	Q1: Number of new Story Times determined and scheduled; staff trained; Q4: Number of Story Times delivered Met expectation.

			Number of Story Times delivered is up 27% YTD - from 4849 in 2015 to 6165. 19,244 more people served.	
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 held. Yearly program plan 90% complete, with final comprehensive plan expected 1 st Quarter 2017. Program attendance per 1000 capita up 11% - from 368 in 2015 to 406.	Q1: Audit completed; Best practices for program planning identified; Q2: Recommendation accepted; Initial steps implemented Q4: Program attendance per 1000 served Met expectation.
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 total participation by 17%, minutes read by 46% and finishers by 77%.	Q1: In person and digital experience reflects patron feedback 1 st 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 Exceeded expectations.

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	4Q 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. Q4: Finance conducted financial data analysis and historical comparatives for 10-year financial plan update.	Q1: Recommendation approved by Board of Trustees by March Met expectations.
	Annual Budget	Finance/CMT	Q4: BOT ratified and authorized the budget as approved to be executed in 2017.	Q2: Deadlines met; budget drafted; BOT review; presented to BCC Q3 BOT approval Q4: BCC approval Met expectations.
	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 Met expectations.
	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 Met expectation.

	Develop Financial Policies	Finance	Policy development underway. Policies adopted Q2 include: Books and Materials, Capital & Controlled Assets. Q4: Policies organized in electronic format Q4: Internal Control training document prepared.	Q2: Policies adopted by Board Met expectations.
	Demographic Study Planning	PS/SMT	Specifications determined. RFP sent and bid responses received. Vendor selected. Contract signed. ILS and budget data shared. Intercept, Customer and non-user surveys completed. Interviews with county planners completed. Data being analyzed by vendor.	Q4: Specifications for study determined Exceeded expectations.
Identify and improve critical IT system management	Implement Infrastructure Recommendations	IT	2016 Network and Core upgrades were completed in September. Phase 2 will be completed in 2017.	Q1: Install Sophos New Firewall and Core Switches Q2: New Replication Server install Q2: Install new Sierra Servers Met expectations.
	Participate in implementing new County IT security standards	IT	Continued participation in the Jeffco standards development. Latest policy is Password management which will be implemented in 1 st quarter 2017.	Q-1: Security Policies published and implemented. Met expectations.

Develop and implement new tools that support the work of JCPL staff in ways that are useful, productive and informative.	Complete development of a new staff intranet	DX/IT	Project moved to IT Responsibility.	Q4: Project team selected; Technical and Functional requirements determined; Launch Q2 2017 Met expectations.
	Implement Point of Sale system	Finance/IT/PS	POS systems have been installed and are in use at all libraries.	Q1: Golden installed in January as pilot Q2: Rest of libraries implemented Met expectations.
	Replace digital advertising software and system	IT/Communications	Implementation complete.	Q2: Potomac Media System Replaced; staff training completed Met expectations.
	Implement new workflow ticketing system	SMT/IT	Requirements identified, RFP completed; Pilot proposal submitted to vendor for design and costing.	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 Deferred to 2017 due to cost and vendor related issues.
	Investigate Records Management System options	ASU/IT/ERD/Communications	Consultant hire in process. Draft RFP completed for target to post in Jan 2017.	Q3: Selection of project team and consultant Q4: Project team and consultant recommendation to SMT for implementation in 2017 – Go/No Go Met expectation.
	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: Reconciled inventory to JDE, added a streamlined process to account for IT controlled assets inventory. Met expectations.
	Evaluate RFID/Self Check/Security Gates requirements	IT/PS	Q3: Vendor selected – BOT approves project	Q2: Start project; Review requirements Q3: Budget requirements determined

			Final negotiations completed and delivery of 24 new Self-Checks received.	Exceeded expectations.
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 100%. 2017 PE tool under development to launch in Q1 2017.	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 Process expectations exceeded. New PE tool deferred to 2017 due to County budget considerations.
	Complete system-wide Communications Audit	Communications	Audit complete. System-wide communications and implementation of priority recommendations (Strategic Marketing Committee; brand codification) underway.	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 Met expectations.
	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 to synchronize 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 Deferred due to delays in ticketing system initiative.

administration

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

jeffcolibrary.org

