BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
April 20, 2017

Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, April 20, 2017 – ARVADA LIBRARY MEETING ROOM
1.	**Call to order & attendance (4.5.8)**
2.	**Pledge of Allegiance**
3. Action	**Approve Agenda** Call for motion and second
4. Action	**Approval of Minutes for** Call for motion and second • March 2, 2017 Study Special Board Meeting Minutes • March 9, 2017 Study Session Minutes • March 16, 2017 Board Meeting Minutes
5.	**Public Comment**
6. Information	• Foundation Report – Jo Schantz

7. Operational Updates Action as Needed	• **Executive Director Update**
	    • Policy Governance: Guest, Jacqueline Murphy, Colorado State Library
	
	• **Finance Department –** Richard Sosa, Director of Budget & Finance
	    • 2018 Budget Calendar
	
	• **Public Services Department**
	A. Bibliocommons Contract Authorization – Donna Walker, Director of Public Services
	Action Item: Recommend that the Library Board of Trustees authorize the Executive Director to enter into the amended contract with Bibliocommons.
	
	Columbine Library Remodel
	B. Columbine Sorter Contract Authorization – Pat Klein, Director of Information Technology
	Action Item: Recommend that the Library Board of Trustees authorize the Executive Director to enter into a contract with P.V. Supa, Inc. for installation and maintenance of the sorter at Columbine.
	
	C. GMP (Guaranteed Maximum Price); Board Approval of Phase II Work – NV5 & Steve Chestnut, Director of Facilities & Construction Projects.
	Action Item: Recommend that the Library Board of Trustees authorize the Executive Director to issue to Fransen Pittman, the notice to proceed for Phase II Work for the Columbine Library Remodel Project.

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Edgewater Library Update

D. <u>Edgewater Intergovernmental Agreement Authorization</u>– Pam Nissler, Executive Director

Action Item: Recommend that the Library Board of Trustees authorize the Executive Director to sign the Intergovernmental Agreement with the City of Edgewater for the Edgewater Library Project.

Statistics

E. <u>1st Quarter 2017 Statistics</u> – Julianne Rist, Director of Public Services

- **Facilities Department**
  <u>Tolin Contract Authorization</u>– Steve Chestnut, Director of Facilities and Construction Projects
  Action Item: Recommend that the Library Board of Trustees authorize the Executive Director to enter into a contract with Tolin Mechanical Systems Company for Mechanical HVAC Maintenance Services.

- **Information Technology Department** – Pat Klein, Director of IT. Update on Self Check Project

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8. Action as Needed	**Consent Agenda (4.3.4)** • No items
9. Emerging Issues Action as Needed	
10. Action as Needed	**Ends** • Review of 1st Quarter 2017 Strategic Priorities
11. Action as Needed	**Governing Policies: Management Limitations (Monitoring Reports)** **Monitoring Executive Director's Performance** • No items
12. Suggest Agenda Items	**BOARD SCHEDULE – NEXT MEETINGS** • May 11 – Study Session – 5:30 pm – Administration Conference Room • May 18 – Board Meeting – 5:30 pm – Belmar Library Meeting Room • June 8 – BCC & Library Board Quarterly Meeting – 11:30am-12:30pm – 5th Floor Conference Room • June 8 – Study Session – 5:30 pm – Administration Conference Room • June 15 – Board Meeting – 5:30 pm – Evergreen Library Meeting Room • July 13 – Study Session – 5:30 pm – Administration Conference Room • July 20 – Board Meeting – 5:30 pm – Golden Library Meeting Room

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

13. Discussion	**Board Questions or Comments Related to Items on the Meeting Agenda**
14. Discussion	**Evaluate Board Meeting (4.1.9)**
15. Information	**Announcements/General Information Sharing** • Report of the Chair – Correspondence, Other • Other Announcements
16. Adjournment	

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Minutes of the Special Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
March 2, 2017

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CALL TO ORDER – SPECIAL MEETING
The special meeting of the Jefferson County Public Library Board of Trustees was held in the Library Administration Conference room on March 2, 2017. Library Board of Trustees Chair, Brian DeLaet, called the meeting to order at 5:30 p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), Deborah Deal, Kim Johnson and Charles Naumer.

Trustees Not Present: John Bodnar

Guests: None

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Richard Sosa, Director of Budget & Finance; Rebecca Winning, Director of Communications; Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Assistant Director of Public Services; Cindy Matthews, Promotions and Marketing Manager; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Public Comment: There was no public comment.

Social Media
The Chair introduced the topic and asked Rebecca Winning, Director of Communications, to provide an update

Rebecca Winning advised the Board that the Library first became engaged in social media in 2008 and has been working to grow that communication avenue. The Library has had a number of updates to the social media policy over the years. Part of the process around the Library's review and update of its social media policy includes researching policies from different libraries and from the County. The intent of the review is to make sure the Library is following best practices.

The Executive Director advised the Board that Library Administration would like to receive the Trustees feedback on the social media policy and listen to any concerns.

There was wide ranging discussion on the topics of social media, the Library Bill of Rights, 21st century communication tools, the Library's role and responsibility to community, neutrality and censorship. Some of the discussion included:

- The Library is not neutral on certain things – nor should it be neutral – for example, it should not be neutral on free speech. The Library is neutral on political parties. The Library does stand for some things and when those things are violated the Library should stand up and be counted. The recent issue is a matter of balance and the Library has addressed that. The Library should not stop tweeting.

- We want to make sure we're clear when it comes to social media. We won't post racial comments, but if someone is looking for information on Nazis and we have those materials, we would not censor the materials.

- How does the Library Bill of Rights fit with social media – 140 characters versus the Library's collection? How does it fit with 21st century communications? The Library Bill of Rights has been around for a very long time. The Library has to be very thoughtful but setting the bar too high is a concern. How does the Library control someone's perception? One person's perception of bias may not be the perception of another person. It is not possible to present all sides of an issue in 140 characters.

- The Library Bill of Rights is directed toward materials, this is communication. Libraries have always communicated (newsletters). There is a big difference in censoring materials and communications. The Library needs to be careful not to confuse communications with library materials. We need to expect that some patrons will be offended.

- How does the Library provide a framework by which people can communicate clearly? In the digital world, how does the Library do that while carrying the personality or image it wants, the JCPL image. Communication is different now, it is easier and faster, the volume and quantity is different.

- What is the process of moderating our social media? Just because it's controversial doesn't mean the Library should take it down. We want to make sure the Library does not stop being relevant - don't want to shy away from everything. At the end of the day everyone has their own personal bias. It is the Library's obligation to point people to library resources that can help them make sense of the topical issues of the day.

- What is social media or any other online mechanism that allows dialogue between the library and community? What's different about twitter is the attachment of an image with the message. In some ways it is not anything new, art tends to invoke more controversy because it has a visual impact. If you look at the dialogue in the tweets it points to Library resources, the images were considered to indicate a bias.

The Board was advised that the Library is reviewing its social media policy and guidelines and that any policy or guideline includes a staff training element. Any revisions to the social media policy will be presented to the Board. Additionally, the Library will increase its communication efforts to advise the public that the Library Board of Trustees welcomes public comment and is the appropriate governing body to receive and address any concerns from the public.

The Board and Library Administration expressed appreciation to the public and the Commissioners for bringing this topic forward.

ADJOURNMENT
The Special Board meeting was adjourned at 6:29 p.m.

John Bodnar, Secretary

Jefferson County Public Library Board of Trustees
Study Session
March 9, 2017 – 5:30 p.m.
Administration Conference Room

TOPICS:
- Preview of March Columbine Community Meetings
- Organizational Analysis Information
- Patron Database Maintenance
- Edgewater Update
- Trustee E-Mail and Phone Practices
- Draft Study Session Schedule (March thru June 2017)
- Nominations for Board Officers

Call to Order
The Study Session was called to order at 5:32 p.m. by Brian DeLaet, Chair.

Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Deborah Deal and Kim Johnson.

Trustees not present: Charles Naumer

Guests: Kelly Wemple, Designer, Humphries Poli Architects

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

Preview of March Columbine Community Meetings
Kelly Wemple, Humphries Poli Architect reviewed the Columbine community meeting presentation with the Board. There are two community meetings scheduled: Saturday, March 11, 10:00-12:00 noon and Wednesday, March 15, 6:00-8:00 pm. The presentation included the vision for the Columbine Library: The library is a customizable experience. It fits them just right. They can use the library alone or engage with each other. They find just the right help at just the right time and place. The vision also reflects the Board's end statements of providing equal access to resources and technologies, encouraging a sense of community participation and collaboration,

advancing community education/outcomes, maximizing the return on the communities shared investment, and creating safe and inviting spaces for the residents of Jefferson County. The design reflects the community's input gathered over the last few months. The presentation included the existing site and floor plans and the proposed site and floor plans. The proposed plans were thoughtfully developed to maintain those areas the community wanted to keep and to address those areas the community felt needed improvement. The design theme for the remodel was based on lyrics from the Colorado State Song "Where the Columbines Grow". The timeline for the remodel project anticipates a closure in April with a five month construction phase and a reopening in September. The Board was presented with information on the plan for alternative services while the Columbine Library is closed for construction.

In response to questions, the Board was advised that:
- The trash bin location has been addressed
- The material selection for the sliding glass doors was made based on aesthetics and budget
- The service hours at the alternate leased location were determined based on several factors including the times of highest volume usage, library services offered at the lease space and number of staff available (some staff will be assigned to other locations that will be impacted by the closure).

Organizational Analysis Information RFP
Sandie Coutts, Director of Employee Relations and Development advised the Board that the Library has issued a Request for Proposal (RFP) for organizational analysis services. The Library wants to make sure it has the right positions, in the right place, doing the right work. The Library would like to have its organizational chart and strategic plans reviewed as well as those of other similar libraries, to make sure JCPL has the appropriate positions doing the right things to meet its goals.

Patron Database Maintenance
Julianne Rist, Assistant Director of Public Services presented information on the Library's annual maintenance of the patron database. The Library follows the State Library recommended practice for maintenance of its patron database. Accounts that have not had any activity for three years are deleted. There are accounts that have not had any activity for 8 years, but are still in the database due to fines and fees attached to them. While the number of accounts is not large for any one year, the total is a significant amount. In addition, the national credit reporting agencies place new, significant restrictions on accounts eligible for submittal. The new rules no longer allow the reporting of fines, tickets, and other assessments. The consumer reporting agencies have clarified that all library debt is encompassed in this exclusion. This means that

new accounts will not be credit reported.   The library will continue to contract with UMS using their "Gentle Nudge" process in an effort to ensure materials are returned or money is collected. The Board was advised of the timeline for deleting the appropriate accounts from the patron database. In 2017, the Library will delete more accounts than it had in previous years. In response to questions, the Board was advised that:

- There will be no dollar affect as the accounts were not counted as revenue
- The accrual of fines tops out at a maximum of $4.00 per item
- Fees for lost material is based on the replacement cost of the lost item
- The Library typically purges between 20,000-25,000 accounts per year

Edgewater Update
Donna Walker, Director of Public Services, provided information on the timeline for the tenant finish for the Edgewater Library project. The JCPL Edgewater Library webpage has an overview page for the Edgewater Civic Center Project. The City of Edgewater is planning to build a new Civic Center in Walker Branch Park. The new facility will house administrative offices, the police department, a fitness center and gymnasium, public meeting space – and a 10,000 square foot library. Jefferson County Public Library is partnering with the City to design and finish the library space. The City hopes to complete the design phase by August, with completion slated for 2018. There are two sets of community open houses to gather resident feedback. The Library is participating in the open houses being held at the Edgewater Municipal Building, 2401 Sheridan Blvd. on:

> Wednesday, March 15, 6-8 pm, or
> Saturday, March 18, 1-3 pm
> Wednesday, March 29, 6-8 pm, or
> Saturday, April 1, 10-12 am

The Library has been working with the City of Edgewater on an intergovernmental agreement (IGA). The Edgewater City Council approved the IGA and the Library's attorney is providing a final review. The Library anticipates bringing the IGA to the Library Board at the April Study Session.

The Executive Director participated in the City of Edgewater's selection of their owner's representative and architect. The Library's project team is recommending that the Library have an owner's representative and construction manager for the Library's portion of the project.   The Library had anticipated utilizing NV5 for the Edgewater project; however, NV5 was selected by the City of Edgewater as their owner's representative. The Library anticipates bringing the request for authorization to sign a

contract with Wember, Inc. for owner's representative services for the design phase and construction phase of the project to the March Board meeting.

In response to a question as to why the Library needs an owner's representative for the Edgewater project, the Board was advised that:
- The Library needs to have a representative at the table throughout all the phases of the project to represent the Library's interests and maintain its building program.
- The Library does not have the staffing to accommodate the demands of the services that are provided by an owner's representative
- The owner's representative will attend all design and construction meetings to make sure that all elements of the project will also work for the Library. For example, the placement of the elevators, fitness center, restrooms and common areas will all be important factors in the Library's operation.

Trustee E-Mail and Phone Practices
The Chair reminded the Board that Trustee email accounts are provided by the Library for the Trustees to use for Library business. The Library Board is subject to the Colorado Open Meetings Law.

Draft Study Session Schedule (March thru June 2017)
The Trustees were provided with a draft study session schedule with anticipated topics for March, 2017 through June 2017. The Executive Director advised the Board that she has asked the members of the Policy Governance Committee (Trustees Hill-Nichols and Naumer) to meet with her and Susan Spero, of Spero & Company Consultants to work through a process to address getting the strategic planning discussions in the Study Session schedule.

Nominations for Board Officers
The Trustees were provided with information on the procedure to complete the process for Board Officer Nominations. After some discussion, the Board reached consensus on the slate of officers and agreed to proceed with voting by secret ballot at the March 16, 2017 Board meeting. The slate of officers for the secret ballot is: Brian DeLaet for Chair; Julia Hill-Nichols for Chair; Charles Naumer for Vice-Chair; and Kim Johnson for Secretary.

Columbine Library Remodel Project Discussion
In response to a question from a Trustee regarding unisex restrooms, Julianne Rist advised the Board that the project team did consider a unisex restroom; however, the space required for ADA compliance was prohibitive within the confines of the current

footprint. Steve Chestnut, Director of Facilities and Construction Projects advised the Board that the project team will take this back to the architects for another review.

ADJOURNMENT
The study session was adjourned at 6:45 p.m.

John Bodnar, Secretary

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
March 16, 2017

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on March 16, 2017. Library Board of Trustees Chair, Brian DeLaet called the meeting to order at 5:30 p.m. Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Deborah Deal, Kim Johnson and Charles Naumer

Trustees not present: All Trustees were present.

Guests: <u>Owners Representative</u>**:** Sara Lara, Project Director, NV5; Trevor Khoury, Project Manager, Fransen Pittman General Contractors.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Richard Sosa, Director of Budget and Finance; Pat Klein, Director of Information Technology; Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Assistant Director of Public Services; Steve Chestnut, Director of Facilities & Construction Projects; Padma Polepeddi, Manager of Lakewood, Edgewater and Library-2-You; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

    MOTION: Deborah Deal moved that the Trustees approve the agenda as presented. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

    MOTION: Kim Johnson moved approval of the minutes of the February 9, 2017 Board Study Session. Seconded by Charles Naumer the minutes were approved by unanimous vote of all Trustees present.

    MOTION: Deborah Deal moved approval of the minutes of the February 16, 2017 Board Meeting. Seconded by Kim Johnson the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

No public comment.

Host Report: Lakewood Library, Edgewater Library and Library-2-You

Padma Polepeddi, Manager of Lakewood Library, Edgewater Library and Library-2-You provided highlights of some of the activity at the Edgewater Library. Circulation of Spanish language materials increased over last year especially in children's materials. Adult programs were introduced in January and for the size of the Edgewater Library attendance has been impressive with 11 attendees in January and 18 attendees in February. Cecelia LaFrance, Coordinator for Library-2-You provided information on home services. Recently, one of the most dedicated bookmobile users became unable to come to the bookmobile. Staff signed the patron up for homebound services so she could continue to stay connected to library services. This patron reads close to one book per day and was the winner of the Bookmobile 2015 Summer Reading Prize. Homebound services are provided to more than 200 patrons by one patron experience associate and 28 volunteers. Most of the homebound service users became connected to the program by word of mouth and the thoughtful observations of JCPL's frontline staff. Staff notice holds not being picked up or other people coming in to pick up holds on behalf of the patron. Staff reaches out to these patrons to see if they qualify for homebound services. Kamie Fallert, Lakewood Operations Supervisor updated the Board on developments with the autistic volunteer and his family. The family had written to the Library expressing their appreciation for the Library's role in improving their autistic son's quality of life through the volunteer program. Recently, the Library was advised that the family was moving to Arapahoe County. Kamie contacted the Arapahoe Library and was able to get the volunteer into their library volunteer program. The family reports that their son continues to show improvement in social skills. When he began volunteering at JCPL he would not acknowledge or engage with people. Now, he readily walks up and introduces himself to staff. Kelly Duran, Lakewood Patron Experience Supervisor, provided information on the successful collaboration with the Foothills Genealogical Society. One of the adult outreach librarians advised the Foothills Genealogical Society that he had created an online genealogy course. The course teaches patrons how to use the databases JCPL provides. Registration for the course fills up every time it's offered. Through the outreach efforts and resulting partnership with Foothills Genealogical Society, two classes have been held with over 40 attendees at each class.

The Trustees noted that the type of information provided by staff in the host report would be a good addition to an agenda for one of the quarterly meetings of the Library Board and Board of County Commissioners.

FOUNDATION REPORT

Jo Schantz, Foundation Executive Director provided an update on the activities of the Foundation. The Foundation is reexamining its organizational structure, finances and taking thoughtful consideration on how it is serving the Library and fulfilling its mission. The Foundation will keep the Library updated as it moves forward with this process. There

are several activities coming up including the Friends Annual Breakfast on March 17, at the Wheat Ridge Recreation Center; the Speakeasy event, A Different Drummer, on March 30, at the Ship Rock Grille, Red Rocks Amphitheater. The Foundation is hoping to draw a younger demographic to the Speakeasy event by featuring musicians from The Fray, Big Head Todd and the Monsters and Mary Chapin Carpenter. The event begins at 6:00 pm. The Annual Volunteer Appreciation Luncheon is scheduled for April 29, 11:30 to 1:30, in the Rock Room at Red Rocks Amphitheatre.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update
Pam Nissler, Executive Director, provided an update to the Board. The Library found out today that one of the programs to be eliminated in the President's proposed budget is the Institute of Museum and Library Services which would mean that the grants to libraries will end. The proposed budget cuts will impact broadband access, teaching technology and, most directly in Colorado, cut funding to the State Library. It is anticipated that this will be a topic discussed at National Library Legislative Day (NLLD). Board advocacy may be needed.

Budget and Finance Department
Richard Sosa, Director of Budget and Finance reported on the activities of the Finance department. In order to get the financial report out to the Board without waiting for the County to close the month, the Finance department selected a date and closed the Library books. The financial report was run and provided to the Trustees before the Board Meeting and a report addressing any changes since that selected close date was provided at the Board meeting. Finance would like to move that selected close date to the 25th of the month. During this test period, data from the County JDE system has been downloaded to an excel spreadsheet. There are some bugs that are being worked on and Finance believes that they have been fixed. For example, in the report the numbers for supplies have been switched with the numbers for library materials. The charts have been removed from the report as they were not really conveying useful information on a monthly basis. Finance will adjust the financial table so that the last column will reflect a percentage of actual to current budget instead of comparing the current year budget to last year's budget.

In response to question and requests, the Trustees were advised that:
- The County enters the adjustment regarding the amount for urban renewal. The amount is based on an allocation table and calculation. The adjustment is entered at the end of the year.
- The Library builds vacancy savings into the budget and tracks it throughout the year. The negative number is not posted in the financials every month. The vacancy savings will be reported to the Trustees on a quarterly basis.

- The Finance department will add the column headings to the second table under Table2A.
- The County has not yet closed the month of December, 2016

Information Technology Department

Security Camera Contract Authorization

Pat Klein, Director of Information Technology, presented background information on the Security Camera Project. In response to questions and recommendations, the Trustees were advised that:

- Maintenance is included in the contract.
- The Library will look at the project in the 4th quarter to see if it is feasible to complete the entire security camera project this year and request a supplemental appropriation from the Board of County Commissioners to use the Library's fund balance for this purpose.

    MOTION: Julia Hill-Nichols moved that the Library Board of Trustees authorize the Executive Director to enter into a three year contract with Avant Datacomm Solutions, Inc. for the upgrade and expansion of the Library Security Camera systems to include servers, data storage, Video Management System (VMS) and cameras as required to meet safety and security requirements at each of the Library locations in a not to exceed amount of $250,000. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

Public Services

Edgewater Library Project Update: Owner's Representative Contract Authorization

Steve Chestnut, Director of Facilities and Construction Projects, advised the Board that the Edgewater Project Team is recommending Wember, Inc. to provide Owner's Representative Services for the project. Wember, Inc. will assist JCPL in RFP development, design team selection, project management and assuring that the project meets timelines and budget constraints. The contract is for an amount not to exceed $117,803 over a two year period, 2017-2018. Wember, Inc. will represent JCPL through the design phase and the construction phase of the project.

In response to questions, the Board was advised that:

- The Library anticipates receiving the space with primary electrical and sewer having been brought into the building.
- The Library anticipates tenant finish on the project to include the construction of walls, doorways, plumbing for bathrooms, electrical work as well as carpet, paint, lighting, furnishings, etc.

- In many respects, managing the Edgewater project is more complex than the Columbine project because the Library does not have the advantage of owning the building/project. The Library does not have the staffing to assign to the project to provide owner's representative services.
- The Owner's Representative will ensure that the Library's Building Program is preserved during the construction phase as well as representing the Library's interests in the number of parking spaces, HVAC systems and humidity controls, and making sure they are allowing for the requirements the Library will need within its space in the building.
- The Owner's Representative Services required of Wember, Inc. contains the exact same requirements that were outlined in the RFP for Owner's Representative Services from NV5 and the Columbine project. That contract amount with NV5 was $107,785.
- The contract includes a termination clause which states: The Library reserves the right to terminate this Contract, in whole or in part, with or without cause by written notice to the Consultant. In the event of termination, the Consultant shall incur no additional expenses and shall perform no further Services for the Library under this Contract after the date of receipt of the notice of termination, unless otherwise specified by the Library. The Library shall pay the Consultant for all Services satisfactorily performed prior to receipt of the notice of termination and for other services required by the Library to be completed prior to termination and satisfactorily performed.

The Trustees discussed the benefits of having an Owner's Representative for the Edgewater Project, including making sure the project stays on time and on budget.

> **MOTION**: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to enter into a contract with Wember, Inc. for Owner's Representative Services for tenant finish of the Edgewater Library for both the design phases and construction phases of the project in a not to exceed amount of $117,803 over a two year period, 2017-2018. Seconded by Deborah Deal the motion passed by majority vote of all Trustees present with John Bodnar voting against the motion.

Columbine Library Remodel

Sara Lara, Project Director, NV5; and Trevor Khoury, Project Manager, Fransen Pittman General Contractors, provided an update on the Columbine Library Remodel project. Sara introduced Trevor Khoury and advised the Trustees that Trevor Khoury will be involved in the project from this point forward until the end of the project. Trevor has experience working on construction projects involving libraries. Permit drawings at 100% are expected from the architect on Monday (March 20). With those drawings, Fransen Pittman will get final pricing and with that pricing the NV5 will enter into the second phase of the contract. Final Guaranteed Maximum Price (GMP) is anticipated by April 1. NV5 has

that GMP price set at $2.8 million and Fransen Pittman is targeting $2.75 million. There is a planning commission hearing on March 29, 6:15 pm in hearing room one at the County Building. The 3.5% contingency for the project is still available. Pricing is expected on April 4, and the GMP will be presented at the April Board meeting. Proposals for move management (moving and storage of items) are due March 17. The temporary lease space for alternative Library services is coming along, with shelving and furniture in place. The lease space opens on April 10. JCPL, Fransen Pittman and NV5 met with the Foothills Recreation District today to discuss logistics of the park amenity renovations occurring at the same time as the library renovation. NV5 is meeting with an audio visual firm next week and will hold another meeting at the end of this month to kick off the bid documents and pricing out the furniture.

CONSENT AGENDA
Trustees Elect Board Officers
The Chair advised the Board that he would like the Trustees to consider developing a more transparent process and procedures for the work of the Nominating Committee. After some discussion, it was determined that such processes would be included in the Board's Bylaws. It was suggested that the Bylaws Committee work with Amber Fisher on potential processes or procedures for Board Committee work. The Chair advised the Board that he was withdrawing his name from the slate of officers considered for the election and called for a vote on the slate as brought forward by the Nominating Committee.

The Trustees expressed their appreciation to the Chair for his leadership and service to the Board over the last 15 months.

> **MOTION**: Deborah Deal moved that the Library Board of Trustees vote to approve the slate of officers as presented by the Nominating Committee and vote to elect those officers as follows: Julia Hill-Nichols as Chair for the term April 2017 to March 2019; Charles Naumer as Vice-Chair for the term April 2017 to March 2018; and Kim Johnson as Secretary for the term April 2017 to March 2018. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

Emerging Issues
Trustee Naumer inquired as to whether or not the Board wanted to engage in any discussion regarding the copy of a letter the Board received from a citizen to the Board of County Commissioners. Trustee Hill-Nichols noted that the Board received and approved of the staff's response. The Trustees agreed that it was not up the Board to respond to the letter.

BOARD SCHEDULE – NEXT MEETINGS
- April 13 – Study Session – 5:30 pm – Administration Conference Room

- April 20 – Board Meeting – 5:30 pm – Arvada Library Meeting Room
- May 11 – Study Session – 5:30 pm – Administration Conference Room
- May 18 – Board Meeting – 5:30 pm – Belmar Library Meeting Room
- June 8 – BCC & Library Board Quarterly Meeting – 11:30am-12:30pm – 5th Floor Conference Room
- June 8 – Study Session – 5:30 pm – Administration Conference Room
- June 15 – Board Meeting – 5:30 pm – Evergreen Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

ADJOURNMENT
The Board meeting was adjourned at 6:47 p.m.

John Bodnar, Secretary

Operational Updates

Executive Director Update

Jefferson County
PUBLIC LIBRARY

To: Library Board of Trustees

From: Pam Nissler, Executive Director

Re: Executive Director Update – April, 2017

This month, I participated in the update on the state of the library with the Citizen's Advisory Committee, and the update for the community at large.

I had a lunch with HJ Stalf and received an update on the status of the selection of a design/build firm for the Edgewater Civic Center.

I participated in the brown bag lunch with a number of Jeffco legislators at the Capital.

I served on the committee to select firms to interview for the Organizational Analysis project.

And I worked on the 2018 budget.

Just a reminder that the Volunteer Reception will be held from 11:30 a.m. -1:30 p.m. in the Rock Room at Red Rocks

I will be on vacation from April 21st through April 26th but I can be reached on my library mobile phone.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Budget & Finance Department

Jefferson County
PUBLIC LIBRARY

to: Pam Nissler, Executive Director

from: Richard Sosa, Director of Finance & Budget

re: Financial Report

date: April 20, 2017

A. Financial Report

Introduction

The year-to-date financial report through March 25, 2017, is presented in this narrative and in Tables 1-5 attached. The report improves tracking by showing the percent remaining budget-to-actual compared to percent-of-the-year remaining on Tables 1-5. Table 2 tracks the Fund Balance on a monthly basis and highlights the fund balance "floor" and "ceiling" as defined in the Fund Balance Policy. Monthly variations in our Fund Balance are primarily related to the timing of expected revenues and expenses and will be explained in the monthly summary section below.

Summary Section

- Year-to-date through March 25 the Library is on track with the 2017 budget. Year-to-date revenues total $13.3 million, primarily from Property Taxes, mostly collected in March. Year-to-date operating expenses of $6.4 million are tracking within budget, with 80% if budgeted amounts remaining. Year-to-date there are no debt structure payments and the Library has incurred $297,980 in capital projects expenses. Total revenues exceed total expenses by $6.6 million, resulting in a temporary increase in the Fund Balance. Expenses will match budgeted revenues as operating expenses occur through the year along with capital project expenses and debt service payments in December.

Financial Highlights

- $12.4 in property taxes was collected in March for a year-to-date total of $13,068,811 so revenues exceed expenses by $6.6 million at this point in the year.
- Year-to-date expenses are tracking within budgeted amounts and a payroll accrual entry of $471,529 was made to account for the third payday on March 31.
- Year-to-date expenses for capital projects total $297,980, which include primarily Columbine remodel; RFID-Self Check implementation; IT infrastructure and computer replacement, and Mobility Solution.
- All revenue from our State grant sources is collected for 2017, totaling $131,272, 1% over budget.

- The net increase to Fund Balance is $6,607,062, primarily due to the early receipt of second quarter property tax revenue. Both revenues and expenses are anticipated to track to budget and year-end Fund Balance should be close to budget, approximately $14.1 million.
- In March, $538,400 in books and materials were purchased to equal a year-to-date total of $1,530,472.
- Monthly changes to Fund Balance are interim data points and as long as revenues and expenses remain close to the budget, the projected ending budgeted Fund Balance should hold. Due to the infusion of Property Tax revenue in March, the Library is $12.7 million above the minimum Fund Balance "floor" and $3.2 million over the maximum Fund Balance "ceiling". As expenses match revenues in the next quarter, this situation will equalize.

B. 2018 Financial Management Principles and Budget Development Guidelines

Attached to the March report is our 2018 Financial Management Principles and Budget Development Guidelines, for Board of Trustees information.

C. 2018 Budget Development Calendar

Attached to the March report is our 2018 Budget Development Calendar, for Board of Trustees information. Highlighted are key dates for information or where the Board of Trustees needs to review and approve actions related to the 2018 Budget.

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2017 BUDGET TO ACUTAL
March 2017

Remaining Months   **9**
Percent Remaining in Year   **75%**

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual 3/25/17	Percent Remaining
Sources of Funds					
Revenues					
Taxes					
Property Tax (net of adjustments)	33,078,021	32,895,205	36,392,968	13,068,811	64%
Total Taxes	**$ 33,078,021**	**$ 32,895,205**	**$ 36,392,968**	**$ 13,068,811**	**64%**
Federal & State Grants	$ 126,734	$ 132,787	$ 130,000	$ 131,272	-1%
Fines & Fees	799,000	700,248	792,970	102,104	87%
Other Revenue	450,021	209,201	546,220	10,814	98%
Total Other Revenues	**1,375,755**	**1,042,236**	**1,469,190**	**244,191**	**83%**
Sub Total Revenues	**$ 34,453,776**	**$ 33,937,441**	**$ 37,862,158**	**$ 13,313,002**	**65%**
Transfer from Fund Balance	$ -	$ -	$ 1,436,716		100%
Transfer to Fund Balance	(2,057,647)	-	-	-	
Total Sources of Funds	**$ 32,396,129**	**$ 33,937,441**	**$ 39,298,874**	**$ 13,313,002**	**66%**
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	$ 12,623,293	$ 15,257,988	$ 12,522,392	$ 2,578,650	79%
Benefits	3,846,731	3,444,953	3,793,380	711,271	81%
Salary and Benefit Accrual				471,529	
Total Salaries & Benefits	**$ 16,470,024**	**$ 18,702,942**	**$ 16,315,772**	**$ 3,761,450**	**77%**
Library Books & Materials	$ 5,854,776	$ 5,816,450	$ 8,205,413	$ 1,530,472	81%
Supplies	1,035,874	1,035,874	1,247,585	158,564	87%
Operating Capital	60,000	60,000	40,000	-	100%
Other Services & Charges	3,255,354	3,255,354	4,008,650	527,966	87%
Internal Transactions /Cost Allocation	1,450,848	1,420,995	1,571,551	429,508	73%
Total Operating Expenditures	**$ 28,126,876**	**$ 30,291,614**	**$ 31,388,971**	**$ 6,407,959**	**80%**
Financing & Debt Service	**$ 1,584,388**	**$ 1,554,199**	**$ 1,548,403**	**$ -**	**100%**
Capital Development Fund	**$ 2,684,865**	**$ 1,805,250**	**$ 6,361,500**	**$ 297,980**	**95%**
Total Uses of Funds	**$ 32,396,129**	**$ 33,651,063**	**$ 39,298,874**	**$ 6,705,940**	**83%**
Net	**$ -**	**$ 286,379**	**-**	**6,607,062**	

Remaining Months   **9**
Percent Remaining in Year   **75%**

	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual 3/25/17	Percent Remaining
Beginning Fund Balance	$ 13,108,503	$ 13,108,502	$ 15,559,619	$ 15,559,619	
Revenues	32,933,778	32,457,454	36,197,327	$ 12,724,812	65%
Capital Funding	1,519,998	1,479,988	1,664,831	588,190	65%
Total Revenues	**34,453,776**	**33,937,441**	**37,862,158**	**13,313,002**	**65%**
Expenditures					
Operating Expenditures	28,126,876	28,126,876	31,388,971	6,407,959	80%
Debt Service	1,584,388	1,554,199	1,548,403	-	100%
Capital Projects	2,684,865	1,805,250	6,361,500	297,980	95%
Total Expenditures	**32,396,129**	**31,486,325**	**39,298,874**	**6,705,940**	**83%**
Ending Fund Balance	$ 15,166,150	$ 15,559,619	$ 14,122,903	$ 22,166,681	**-18%**
Increase/(Decrease) in Fund Balance	$ 2,057,647	$ 2,451,117	$ (1,436,716)	$ 6,607,062	**560%**

Fund Balance Policy Calcualtion				
	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual 3/29/17
16% - Current Year Budgeted Revenues	$ 5,512,604	$ 5,429,991	$ 6,057,945	$ 6,057,945
9% - Current Year Budgeted Revenues - Uncertainty	3,100,840	3,054,370	3,407,594	3,407,594
Total Minimum F/B Reserve Requirements (FLOOR)	$ 8,613,444	$ 8,484,360	$ 9,465,540	$ 9,465,539
50% of Current Year Budgeted Reserves	17,226,888	16,968,721	18,931,079	18,931,079
Total Maximum F/B Reserve Requirements (CEILING)	$ 17,226,888	$ 16,968,721	$ 18,931,079	$ 18,931,079
Above/(Below) Minimum (FLOOR)	$ 6,552,706	$ 6,946,175	$ 4,657,363	$ 12,701,142
Above/(Below) Maximum (CEILING)	$ (2,060,738)	$ (1,667,269)	$ (4,808,176)	$ 3,235,602

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2017 BUDGET TO ACTUAL
March 2017

Remaining Months   **9**
Percent Remaining in Year   **75%**

Sources and Uses of Funds	Final 2016 Budget	Prelinminary 2016 Actual	Adopted 2017 Budget	YTD Actual 3/25/17	Percent Remaining	Year-End Projected
Sources of Funds						
Revenues						
Taxes						
Property Taxes	$ 32,257,736	$ 31,268,775	$ 35,331,413	$ 12,482,699	65%	$ 35,331,413
Delinquent Taxes	45,241	122,018	50,124	-	100%	50,124
Prior Year Cancellations	(116,244)	-	(76,556)	-	100%	(76,556)
Urban Renewal	(667,853)	-	(606,610)	-	100%	(606,610)
Penalties & Interest	39,143	24,424	29,766	(2,078)	107%	29,766
Total Taxes	$ 31,558,023	$ 31,415,217	$ 34,728,137	$ 12,480,621	64%	$ 34,728,137
Federal & State Grants	$ 126,734	$ 132,787	$ 130,000	$ 131,272	-1%	130,000
Library Fines	650,000	585,214	639,500	78,893	88%	639,500
Charges for Services	149,000	115,034	153,470	23,211	85%	153,470
Investment Income	149,021	254,024	149,200	26	100%	149,200
Contributions from Private Sources	200,000	142,969	200,000	5,906	97%	200,000
Other Revenue	101,000	(187,792)	197,020	4,882	98%	197,000
Total Revenues	$ 32,933,778	$ 32,457,454	$ 36,197,327	$ 12,724,812		$ 36,197,307
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 11,222,688	$ 10,300,739	$ 11,398,213	$ 2,227,399	80%	11,398,213
Awards & Bonuses	$ 83,796	$ 48,519	$ 100,000	$ -	100%	100,000
Termination Pay	-	3,444,953	-	6,288	0%	117,000
Temporary Salaries	1,806,537	1,462,528	1,876,245	343,926	82%	1,876,245
Overtime	8,900	1,249	13,900	1,038	93%	13,900
Vacancy Savings	(498,628)	-	(865,966)	-	100%	(865,966)
Benefits	3,846,731	3,444,953	3,793,380	711,271	81%	3,793,380
Salary & Benefits Accrual				471,529		-
Total Salaries & Benefits	$ 16,470,024	$ 18,702,942	$ 16,315,772	$ 3,761,450	77%	$ 16,432,772
Library Books & Materials	$ 4,822,476	$ 4,584,052	$ 6,900,603	$ 972,857	86%	6,900,600
Library Computer Materials	901,650	1,115,396	1,173,430	539,634	54%	1,173,400
Library Periodicals	130,650	117,002	131,380	17,980	86%	131,400
Sub-Total Library Collections	**5,854,776**	**5,816,450**	**8,205,413**	**1,530,472**	**81%**	**8,205,400**
Supplies	1,035,874	1,035,874	1,247,585	158,564	87%	1,247,600
Other Services & Charges	3,255,354	3,255,354	4,008,650	527,966	87%	4,008,600
Operating Capital	60,000	60,000	40,000	-	100%	40,000
Direct Internal Charges	127,061	97,208	150,688	13,617	91%	150,700
Indirect Cost Allocation	696,338	696,338	758,653	189,663	75%	758,600
Intra County Transactions	627,449	627,449	662,210	226,228	66%	662,100
Total Operating Expenditures	$ 28,126,876	$ 28,126,876	$ 31,388,971	$ 6,407,959	80%	$ 31,505,772
Transfer to Capital	$ 1,164,867	$ 1,805,250	$ 4,696,669			
Total Uses of Funds	$ 29,291,743	$ 29,932,126	$ 36,085,640	$ 6,407,959	82%	$ 31,505,772

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2017 BUDGET TO ACTUAL
March 2017

Remaining Months   **9**
Percent Remaining in Year   **75%**

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual 3/25/17	Percent Remaining
Debt Service					
Total Debt Service	$ 1,584,388	$ 1,554,199	$ 1,548,403	$ -	100%

Arvada
Total Issue $8,886,000
Term 2005-2024
Use - Arvada Library Facility

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

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

Remaining Months   **9**
Percent Remaining in Year   **75.0%**

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Acutal	Adopted 2017 Budget	YTD Actual 3/25/17	Percent Remaining	Year-End Projected
Sources of Funds						
Property Tax - Capital - 4.5%	$ 1,519,998	$ 1,479,988	$ 1,664,831	$ 588,190	64.7%	$1,664,831
Total Property Tax	**$ 1,519,998**		**$ 1,664,831**	**$ 588,190**	**64.7%**	**$1,664,831**
Transfer from Operating	$1,164,867	$1,805,250	$4,696,669		100.0%	$4,696,669
Total Sources of Funds	**$ 2,684,865**	**$ 1,805,250**	**$ 6,361,500**	**$ 588,190**	**90.8%**	**$6,361,500**
Uses of Funds						
Annual Replacement & Maintenance Program (ARM)						
ARM-01 Capital Maintenance	$ 160,000	$ 160,419	$ 250,000	$ 4,028	98.4%	$ 250,000
ARM-02 Furniture & Equipment	64,550	58,930	56,000	-	100.0%	56,000
ARM-03 Computer Replacement Plan	250,000	218,476	250,000	16,949	93.2%	250,000
ARM-04 Book Sorter Sinking Fund	200,000	-	200,000		100.0%	200,000
ARM-05 IT Infrastructure Replacement	369,000	316,658	462,000	25,287	94.5%	462,000
2016 Projects						
16-01 Lakewood Parking Lot	$ 288,975	$ 274,922	$ -	-		$ -
16-02 LSC Parking Lot	69,000	67,699	-	-		-
16-03 Evergreen AHU Rebuild	140,000	54,204	-	19,579		-
16-04 Wheat Ridge HVAC Replacement	48,000	-	-	-		-
16-05 Standley Lake Boiler Replacement	62,800	62,781	-	-		-
16-06 Admin Space Plan/Reconfiguration	10,000	8,031	-	-		-
16-07 Belmar Carpet Repair	6,000	5,939	-	-		-
16-08 Columbine Tree & Sidewalk Replace	25,000	27,807	-	-		-
16-09 Implement Wireless Upgrade	35,000	8,221	-	-		-
16-10 Records Management Software	-	-	50,000	-	100.0%	50,000
16-11 Increase Wireless Access Points	60,000	16,614	-	-		-
16-12 IT Software Projects	71,000	26,499	-	-		-
16-13 III Database Server	56,000	92,780	-	5,560		-
16-14 High Availability Internet Redundancy	38,000	-	-	-		-
16-15 Replace DVD/Disk Washer	8,000	7,990	8,000	-	100.0%	8,000
16-16 Columbine Remodel	385,800	98,936	4,250,000	168,896	96.0%	4,250,000
16-17 South County - Phase 1 Planning	-	-	-	-		-
16-18 IT Erate Data Cabeling	-	26,344	-	-		-
2017 Projects						
17-01 Evergreen HVAC Rebuild	$ -		$ 135,000		100.0%	$ 135,000
17-02 Entry Door Replacement	-	-	36,800		100.0%	36,800
17-03 Virtual Servers upgrades	-	-	91,000		100.0%	91,000
17-04 Encore Server	-	-	37,000		100.0%	37,000
17-05 Implement RFID/Self Check	337,740	272,000	250,000	40,125	84.0%	250,000
17-06 Belmar Remodel	-	-	-			-
17-07 Edgewater Library	-	-	80,000		100.0%	80,000
17-08 Large Format Printer	-	-	10,000	4,477	55.2%	10,000
17-09 JCPL Mobile Experience	-	-	15,700		100.0%	15,700
17-10 Mobility Solution	-	-	25,000	13,079	47.7%	25,000
17-11 Long-Range Facility Master Plan	-	-	75,000		100.0%	75,000
17-12 Current Year Facility Expansion	-	-	80,000		100.0%	80,000
Total Capital Projects	**$ 2,684,865**	**$ 1,805,250**	**$ 6,361,500**	**$ 297,980**	**95.3%**	**$ 6,361,500**
Book Sorter Sinking Fund Reserve						
Beginning Balance	$ -		$ 200,000		100.0%	$ 200,000
Source	200,000		200,000		100.0%	200,000
Use	-		-			0
Balance	**$ 200,000**		**$ 400,000**	**$ -**	**100.0%**	**$ 400,000**

Jefferson County PUBLIC LIBRARY

Financial Management Principles and Budget Development Guidelines

2018 Proposed Budget

Develop the 2018 Budget that conforms to the Trustees' governance policies, and supports the Commissioner's goals and County budget guidelines.

Prepare the 2018 Budget that ensures Revenues equal or exceed Operating Expenses and Debt Service.

Revenues:

1. Project Property Tax Revenue based on County Budget Office estimates of assessed valuation.
2. Project Property Tax Revenue based on Mill Levy of 4.5 for 2018.
3. Interest earnings on investments based on County Budget Office projections.
4. Fines, Fees, and Other Revenues based on Finance Office projections.

Expenditures:

1. Propose a budget for Library Materials that brings the total materials closer to our goal of 2.3 items per capita.
2. Update the 5-year Capital Projects for financing, scope, and timing of Library facility improvements.
3. Provide priority ranking of improvements.

Fund Balance:

1. Strive to maintain a Fund Balance equal to 16% of current year budgeted revenues.
2. Additionally, maintain an "uncertainty reserve" equal to 9% of current year budgeted revenues.
3. Designate 4.5% of Property Tax Revenue each year to fund capital projects.

Jefferson County Public Library
2018 Budget
Budget Calendar

Event	Date	Participants
Develop Preliminary 2018 Strategic Priorities- Funding to be included in 2018 budget requests	January	All Business Units
Budget Kick-Off at CMT meeting	2/22/2017	All personnel involved in budget development process
2018 Budget forms available	3/6/2017	All personnel involved in budget development process
Cost Allocation Meetings	Mar-May	Finance Office/Budget
Revenue Projections- Fines, Fees, Other Revenues	April	Finance Office/Budget
2018 Base Budget Requests & Decision Packages Due to Finance Office	**4/14/2017**	**All Business Units**
Trustee Board Meeting - Financial Management Principles - Budget Development Guidelines	4/20/2017	Trustees, SMT
Compile/Review 2018 Budget Requests	4/24/2017	Finance Office/Budget
Review Decision Packages	4/24/2017	Finance Office/Budget
Executive Director review of Decision Packages	4/27/2017	Executive Director
SMT review of Decision Packages at SMT meeting	5/2/2017	SMT
Business Unit Budget Meetings	**5/3/2017 - 5/17/2017**	**Directors, Managers, Finance Office**
County Budget Development Guidelines	June	BCC, CBO
Identify & Prioritize possible cuts/restorations - based on 2018 Cost Allocation Plan	June	Finance Office/SMT
Complete Draft Budget and Tables	6/7/2017	Finance Office/Budget
Trustee Board Meeting - Trustees review County Budget Guidelines, 2018 Budget Timeline	6/15/2017	Trustees, Executive Director
Executive Director review of Draft budget	6/12/2017 - 6/16/2017	Finance Director & Budget Analyst
Senior Management Team Review of 2018 Draft budget at SMT meeting	6/20/2017	SMT
Complete Proposed Budget	6/26/2017	Finance Office/Budget
Trustee Study Session - Board of Trustees authorize Executive Director to submit 2018 Capital Budget - due to County July 21, PowerPoint presentation of 2018 budget, Trustees to provide feedback to Executive Director regarding 2018 proposal.	7/13/2017 Study Session	Trustees, SMT
SMT revises budget based on Trustee feedback	7/18/2017	SMT, Budget
Trustee Board Meeting - Trustees authorize Executive Director to submit proposed 2018 Operating Budget - due to County August 1.	7/20/2017	Trustees, Executive Director
2018 Proposed Budget Document/ Final Review with SMT	**7/25/2017**	**Finance Office/SMT**
2018 Proposed budget entered & Budget Transmittal Form prepared	7/26/2017 - 7/31/2017	Budget
County Meetings with Departments	Aug - Sept	County Budget Office/ Depts./ Div./ County Administrator
2018 Proposed Budget submitted to BCC	October	CBO/County Administrator/BCC
BCC review of 2018 Budget	October	Dept./Divisions, Agencies, Elected Officials, Budget Office, County Administrator, and BCC
Review of Budget	November	CBO/County Administrator/Finance/IT Director/BCC
Adoption of 2018 Budget and establishment of mill levy	December	BCC
Trustees adopt 2018 Budget	12/14/2017	Trustees

Operational Updates

Public Services

Jefferson County
PUBLIC LIBRARY

To: Pam Nissler, Executive Director

From: Pat Klein, Director of Information Technology

Date: April 20, 2017

Re: Columbine Sorter Contract Authorization

At the April 13, 2017 Study Session of the Library Board, information was presented on the Columbine Library Sorter RFP process, evaluation and vendor selection. The recommendation of the team working on this project is for the Executive Director to request authorization from the Board to enter into a contract with P.V. Supa, Inc. The cost of the new system will be $248,995.00 with install and the annual maintenance will be $19,916.60 plus a 2.5% annual increase, or 8% of the initial cost. The contract will be for five years so the total amount of the contract over five years will be $331,698.99.

Edgewater Tenant Finish	
2016	
August	Edgewater Community Open House
November	Residents of Edgewater vote to approve Civic Center project
2017	
January	Pam Nissler participates in the selection process of the City's architect/owner's representative for 20% schematic design
January	JCPL project team starts working
February	City design team tours Golden Library
February	IGA/Sample Lease drafted
February	Conversation to hire construction manager/owner's rep for the Library
February/March/April	JCPL team finalizing building plan based on service model
March/April	Donna to participate in Edgewater's RFQP process for a designer/architect for design/build
March/April	City holds community meetings with Library
April	City design process to start
May	20% Schematic Design scheduled to be complete
September	Final Design review and approval (city)
2018	
Summer	Anticipated grand opening of the Edgewater Civic Center

memorandum

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

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

Re: 2017 Qtr 1 Statistical Report to the Board on JCPL Key Performance Indicators

Date: April 11, 2017

Executive Summary

The first quarter of 2017 is the last direct comparison of expanded hours to reduced hours. The increase in all of the traditional library outputs of circulation, visits, program attendance and computer use shows how our community responded to increased access to library hours, collection, and programs. This first quarter concludes establishing our baseline of a full year operating under the new schedule, and all future quarter results for 2017 will show a true comparison in terms of operating under the same scheduled hours when matched against their equivalent quarter from the previous year.

This report compares the first quarter results of 2017 with last year's first quarter results, on the grounds of expanded public service hours representing an increase of 27% or approximately 400 additional hours per week (1,605 additional hours per quarter) in the quarter-to-quarter comparison. All system measures have shown an increase as the following report will illustrate.

Library Use Parameters

Library visits rose in response to the more convenient hours, and showed an increase by 12% when compared to 2016, with a total of 673,062 physical visits to our library. While the number of hours of access did not change for our website (https://jeffcolibrary.org), website visits increased by 2% with a total of 763,732 virtual visits.

Program attendance increased by 18% in comparison to last year's first quarter, with a total number of 58,613 people attending JCPL programs. This number is in response to the greater number of programs offered during expanded hours. 32% more programs were held at or outside of JCPL libraries, representing a total of 2,728 programs offered in the first quarter. The first quarter increase is equivalent to approximately 50 additional programs per week.

When setting the number of program attendees in relation to the number of visits, we see that while 8.24% of visits included attending a JCPL program in 2016, this number rose to 8.71% of visits in 2017.
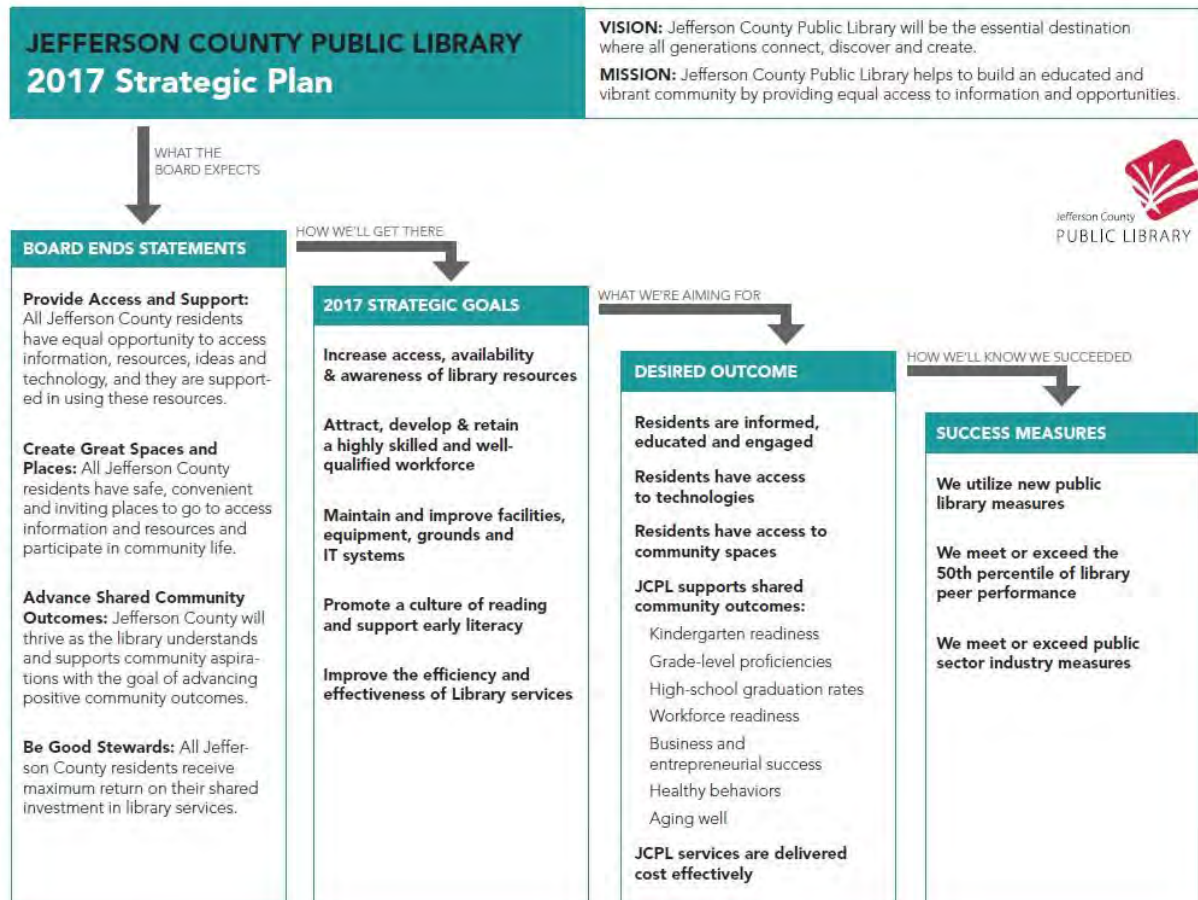
Circulations increased by 10% in the first quarter in comparison to last year, with a total of 2,089,243 items checked out by the community. With 22% more items added to the collection than in the same quarter in 2016, the added 63,602 items increased the overall collection size to 1,039,236 items including all material types, such as print, CD/DVD's, and electronic materials. The circulation of electronic materials showed an even more pronounced increase of 28% to a total of 192,571 virtual items downloaded in the first quarter of 2017. This increase in the use of the virtual JCPL offerings confirms the general uptrend of downloadable e-books, audio books, e-magazines, music, and movies.

Computer use is captured in the actual reservation hours of public library computers. The total of 75,321 hours of public computer use during the first quarter 2017 represents an 18% increase in comparison to last year's first quarter, clearly showing the demand for this particular library service that was tended to with the expanded hours. While the use of JCPL's wireless service would not be affected by the hours, we see an increase of 4% compared to last year during which improvements of bandwidth and quality of the wireless service were made.

Registered cardholders in percent of the population are an indicator for market penetration. With a total of 369,326 library cardholders representing an increase of 9% over last year's first quarter, JCPL served 64% of the Jefferson county population when it had served 59% in the same quarter of 2016. When looking at the number of new card signups we see that in the first quarter of 2017 a total of 7,417 new cards were issued to the public, which was 12% more than in the previous year.

All first quarter results demonstrated increased use of the library by the Jefferson County community in response to the increased access and service availability provided. Next quarter will measure the development of library use over time operating under the same scheduled public service hours, while focusing on the strategic goals set in the **Jefferson County Public Library 2017 Strategic Plan.**

2017 Strategic Plan:

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

The success measures for 2017 are documented in the **2017 Strategic Plan Scorecard**. As annual measures, the Library Benchmark Measures evaluate inputs and outputs on a per capita respectively per 1,000 capita basis. These measures will build up until the end of the year 2017 at which point they will be meaningful to benchmark JCPL against comparative public libraries in the industry. While the first quarter gives us a first glimpse at these measures from a quarterly perspective, we cannot make any projections based on first quarter results for where we might be at the end of the year. The Columbine closure for remodel will have a big impact on JCPL second and third quarter numbers. The Library Benchmark Measures 2017 were established as follows.

2017 Strategic Plan Scorecard:

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.
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- **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	13.50**	9.66	12.30
eMaterials/capita	0.13	0.19	0.21	n/a***	n/a***
Program attendance/1000 capita	368	407	407**	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	0.39	0.43	0.43	0.49	0.52

PUBLIC SECTOR INDUSTRY MEASURE	2015 ACTUAL	2016 ACTUAL	2017 TARGET
Staff turnover	15.15%	11.54%	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   *** Reflects recent change to definition   **** MSEC Personnel Plus Survey

JCPL Key Statistics for Trustees – FY 2017   Per Capita Figures

JCPL Key Annual Statistics	Q1 2016	Q1 2017	Q1 Deviation	Q1 % Deviation	YTD 2016	YTD 2017	YTD Deviation	YTD % Deviation	2016 JCPL (annual value)	2015 JCPL (annual value)	2015 National Peers 50th Percentile (annual value)
Operating Revenue/Capita	$24.24	$23.17	($1.07)	-4%	$24.24	$23.17	($1.07)	-4%	$59.48	$44.16	$46.32
Operating Expenditure/Capita	$10.79	$11.99	$1.20	11%	$10.79	$11.99	$1.20	11%	$47.39	$42.64	$43.66
FTE/1000 Capita*	0.36	0.36	(0.00)	-1%	0.36	0.36	(0.00)	-1%	0.43	0.39	0.49
Visits/Capita	1.05	1.16	0.11	11%	1.05	1.16	0.11	11%	4.67	4.35	4.56
Circulations/Capita	3.32	3.61	0.29	9%	3.32	3.61	0.29	9%	13.83	12.74	9.66
Program Attendance/1000 Capita	86.63	101.39	14.76	17%	86.63	101.39	14.76	17%	406.87	368.42	276.90

* 2017 quarterly and YTD numbers represent budgeted numbers, while the annual FTE are based on actual work hours to align with the methodology of the 50th Percentile.

JCPL Key Statistics for Trustees – FY 2017   People

PEOPLE	Locations	Q1 2016	Q1 2017	Q1 Deviation	Q1 % Deviation	YTD 2016	YTD 2017	YTD Deviation	YTD % Deviation
POPULATION LSA	JCPL	571,459	578,101	6,642	1%	571,459	578,101	6,642	1%
REGISTERED CARDHOLDERS NEW	JCPL	6,619	7,417	798	12%	6,619	7,417	798	12%
REGISTERED CARDHOLDERS TOTAL	JCPL	337,601	369,326	31,725	9%	337,601	369,326	31,725	9%
CARDHOLDERS PER CAPITA	JCPL	0.59	0.64	0.05	8%	0.59	0.64	0.05	8%
VISITS	Arvada	82,654	81,887	(767)	-1%	82,654	81,887	(767)	-1%
VISITS	Belmar	113,063	124,104	11,041	10%	113,063	124,104	11,041	10%
VISITS	Columbine	109,397	123,834	14,437	13%	109,397	123,834	14,437	13%
VISITS	Conifer	11,053	12,969	1,916	17%	11,053	12,969	1,916	17%
VISITS	Edgewater	14,276	16,910	2,634	18%	14,276	16,910	2,634	18%
VISITS	Evergreen	43,632	48,295	4,663	11%	43,632	48,295	4,663	11%
VISITS	Golden	57,949	67,120	9,171	16%	57,949	67,120	9,171	16%
VISITS	Lakewood	69,394	81,721	12,327	18%	69,394	81,721	12,327	18%
VISITS	Standley Lake	73,400	89,694	16,294	22%	73,400	89,694	16,294	22%
VISITS	Wheat Ridge	23,055	23,514	459	2%	23,055	23,514	459	2%
VISITS	Library 2 You	3,047	3,014	(33)	-1%	3,047	3,014	(33)	-1%
VISITS	JCPL	600,920	673,062	72,142	12%	600,920	673,062	72,142	12%
VISITS PER PS HOUR	JCPL	101	89	(12)	-12%	101	89	(12)	-12%
VISITS PER CAPITA	JCPL	1.05	1.16	0.11	11%	1.05	1.16	0.11	11%
WEBSITE VISITS	JCPL	751,488	763,732	12,244	2%	751,488	763,732	12,244	2%
PROGRAMS	JCPL	2,074	2,728	654	32%	2,074	2,728	654	32%
PROGRAM ATTENDANCE	JCPL	49,504	58,613	9,109	18%	49,504	58,613	9,109	18%
AVG PROGRAM ATTENDANCE	JCPL	24	21	(2.38)	-10%	24	21	(2.38)	-10%
PUBLIC SERVICE HOURS	JCPL	5,955	7,560	1,605	27%	5,955	7,560	1,605	27%
VOLUNTEERS	JCPL	337	310	(27)	-8%	337	310	(27)	-8%
VOLUNTEER HOURS	JCPL	7,593	6,890	(703)	-9%	7,593	6,890	(703)	-9%

JCPL Key Statistics for Trustees – FY 2017   Materials

MATERIALS	Locations	Q1 2016	Q1 2017	Q1 Deviation	Q1 % Deviation	YTD 2016	YTD 2017	YTD Deviation	YTD % Deviation
CIRCULATIONS	Arvada	134,798	148,578	13,780	10%	134,798	148,578	13,780	10%
CIRCULATIONS	Belmar	237,582	261,399	23,817	10%	237,582	261,399	23,817	10%
CIRCULATIONS	Columbine	268,697	284,742	16,045	6%	268,697	284,742	16,045	6%
CIRCULATIONS	Conifer	27,697	20,962	(6,735)	-24%	27,697	20,962	(6,735)	-24%
CIRCULATIONS	Edgewater	20,802	25,297	4,495	22%	20,802	25,297	4,495	22%
CIRCULATIONS	Evergreen	92,543	100,822	8,279	9%	92,543	100,822	8,279	9%
CIRCULATIONS	Golden	117,659	123,593	5,934	5%	117,659	123,593	5,934	5%
CIRCULATIONS	Lakewood	140,487	157,781	17,294	12%	140,487	157,781	17,294	12%
CIRCULATIONS	Standley Lake	198,767	221,049	22,282	11%	198,767	221,049	22,282	11%
CIRCULATIONS	Wheat Ridge	35,095	35,659	564	2%	35,095	35,659	564	2%
CIRCULATIONS	Library 2 You	20,013	19,397	(616)	-3%	20,013	19,397	(616)	-3%
CIRCULATIONS	Kids & Families	2,475	5,451	2,976	120%	2,475	5,451	2,976	120%
CIRCULATIONS	Online Renewals	428,074	465,743	37,669	9%	428,074	465,743	37,669	9%
CIRCULATIONS	Interlibrary Loan	3,435	3,770	335	10%	3,435	3,770	335	10%
CIRCULATIONS	Resources	3	5	2	67%	3	5	2	67%
CIRCULATIONS	Internal Use	4,701	4,862	161	3%	4,701	4,862	161	3%
CIRCULATIONS	Call Center	14,908	17,562	2,654	18%	14,908	17,562	2,654	18%
CIRCULATIONS	**E-MATERIALS**	150,849	192,571	41,722	28%	150,849	192,571	41,722	28%
CIRCULATIONS	JCPL	1,898,585	2,089,243	190,658	10%	1,898,585	2,089,243	190,658	10%
CIRCULATIONS PER PS HOUR	JCPL	3.16	3.10	(0.06)	-2%	3.16	3.10	(0.06)	-2%
CIRCULATION PER VISIT	JCPL	318.82	276.35	(42.47)	-13%	318.82	276.35	(42.47)	-13%
CIRCULATION PER CAPITA	JCPL	3.32	3.61	0.29	9%	3.32	3.61	0.29	9%
COLLECTION SIZE	JCPL	977,778	1,039,236	61,458	6%	977,778	1,039,236	61,458	6%
ADDED (excluding vendor e-materials)	JCPL	51,966	63,602	11,636	22%	51,966	63,602	11,636	22%
DELETED (excluding vendor e-materials)	JCPL	142,682	69,734	(72,948)	-51%	142,682	69,734	(72,948)	-51%

JCPL Key Statistics for Trustees – FY 2017 **Technology**

TECHNOLOGY	Locations	Q1 2016	Q1 2017	Q1 Deviation	Q1 % Deviation	YTD 2016	YTD 2017	YTD Deviation	YTD % Deviation
NUMBER OF PUBLIC COMPUTERS	JCPL	315	322	7	2%	315	322	7	2%
HOURS OF PUBLIC COMPUTER USE	JCPL	63,799	75,321	11,522	18%	63,799	75,321	11,522	18%
NUMBER OF PUBLIC SESSIONS	JCPL	96,520	99,416	2,896	3%	96,520	99,416	2,896	3%
NUMBER OF PUBLIC WIRELESS CONNECTIONS	JCPL	71,463	74,050	2,587	4%	71,463	74,050	2,587	4%

Operational Updates

Facilities & Construction Projects

Jefferson County
PUBLIC LIBRARY

To: Pam Nissler, Executive Director

From: Steve Chestnut, Director of Facilities & Construction Projects

Date: April 20, 2017

Re: JCPL Mechanical HVAC Maintenance Services Contract Authorization

At the April 13, 2017 Study Session of the Library Board, information was presented regarding the RFP process, evaluation and vendor selection for Mechanical HVAC Maintenance Services.   The recommendation is for the Executive Director to request authorization from the Board to enter into a contract with Tolin Mechanical Systems Company for period of 1 year with up to 4 additional years with contract renewal. The contract amount is $87,948.

Operational Updates

Information Technology Department

Jefferson County
PUBLIC LIBRARY

To: Pam Nissler, Executive Director

From: Pat Klein, Director of Information Technology

Date: April 20, 2017

Re: Self-Check Kiosks Project Update

The Self-Check Kiosks have all been installed with the exception of two for Columbine which will be held until the remodel is completed. The project was delayed due to some software issues with the credit card machines and a few other things. We have a few items that we are still working on but they seem to be working well. In the final negotiations, we were able to get a few more things for less money. The board had approved $570,676 for the purchase of the 24 kiosks but we were able to bring the cost down to $472,830.50 and that included discounted cash handlers for all 24 kiosks rather than just 8 kiosks. In addition, they discounted the machines 5% and gave us one more year of free maintenance.

We will continue to work with Bibliotheca on the issues to ensure that all are completed before final acceptance.

ENDS STATEMENTS
2017 Strategic Plan – 1st Quarter Updates

1Q Update

2017 Strategic Plan

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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.

Jefferson County
PUBLIC LIBRARY

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ENDS 1: Provide Access and Support

Goal: increase access, availability & awareness of library resources	Initiatives	Responsibility	1Q Results	2017 Success Measures
We will ensure that all Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these 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.**	**Collection HQ:** Increase size and refine number of volumes of collection to reflect community interests	Collections	This initiative begins Q2	Circulation per capita meets 13.5 by year end Increase e-material items per capita increases to 0.13 to 0.14 by year end Increase e-material circulation as a percentage of total circulation from 8.3% to 10%
	Digital Discovery: Increase access to online resources and the library catalog through digital discovery and engagement tools that include access to staff expertise	DX	This initiative begins Q2	Increase circulation of all material by 5%. Increase use of online resources by 5%. Establish baseline for engagement

ENDS 1: Provide Access and Support				
	Shelving: Improve display and merchandising of physical materials to improve ease of access.	PX	This initiative begins Q2	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.	**Reader's Advisory:** Increase RA skills of all staff providing service to customers in person and online	Adult Services, Teen Services, Kids and Families Services, PS Staff Training	Q1: Validate competencies; Revise existing Teen RA training Revisions to Teen RA training are largely complete. Working with group to establish competencies. Q1: Create adult training platform Adult Reader's Advisory platform is created and being reviewed for best practices.	80% of frontline staff who have passed probation have undergone training by end of 2017 80% of Staff demonstrate competency in RA training skills Circulation increases overall by 5% in 2017 in adult, kids and teen materials
Increasing knowledge of library materials and services through more informed staff, better tools, and more effective promotion and marketing of resources.	**Digital Reader's Advisory :** Improve tools for self-service and online discovery	DX, Collections	This initiative begins Q4	Circulation per capita meets 13.5 by year end

ENDS 1: Provide Access and Support				
	Communications Audit: Implement phase one recommendations	Comm	Q1: Communicate results of 2016 Communications Audit system-wide Completed 18 meetings to present audit results to CMT, PSMT, PX staff and library staff systm-wide. Q1: Complete brand update and alignment project. Completed Brand Alignment RFP, hired firm, developed implementation timeline and completed brand kick-off meeting. Brand Project is expected to continue through October.	All milestones are met. Increased participation in: • 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
	Programming Plan: Implement and evaluate yearly programming plan	Programming	Q1: 2017 Yearly Programming Plan begins, evaluation criteria of yearly program plan created, draft 2018 programming budget request, begin planning for two new signature events. 2017 Yearly Programming Calendar has been created with input from all programming departments. Programming PIVOT table created, staff trained, and are actively using table to accurately track attendance statistics. First draft of program analysis/ROI worksheet complete and input gathered from PSMT. Implementation of program analysis/ROI worksheet tabled until Q2, so as to provide staff time to adopt new Programming PIVOT table first. 2018 programming budget drafted. Planning for all four Signature Events is in process.	New plan is tested, evaluated, and 2018 plan established Program Attendance per 1000 capita is maintained

ENDS 1: Provide Access and Support				
*Providing programs and services that reflect community needs and interests	**L2Y Master Plan:** Create plan for equity of access to collections and services outside library walls	L2Y	Q1: L2You Service Master Plan completed L2You draft service master plan has been presented to select SMT members for input on recommendations.	Plan approved, costs determined, pilot elements initiated
	Create **Adults Services Master Plan**	Adult Services	Q1: Project planning for services for adult stages of life begins. Project plan begun. Draft ideas being presented to select members of SMT for input on concepts.	Plan is approved; costs determined Vision is set, stakeholders interviewed, research completed.
	Makerspace/DIY: Create long-term plan	PS/IT	This initiative begins Q2	Increase in average program attendance at DIY programs Identified technology is implemented at 3 more locations
	Digital Resources: Develop and adjust to market trends	IT	Q1: Project planning begins. Planning underway and several items have been identified for 2017, 2018 and 2019. Final priorities are being developed and budget proposals will be submitted where applicable.	Implement at least 3 Edge recommendations
	Implement **Impact Study**	PS/IT	Q1: Survey launched, results are evaluated The survey was available Jan 17 – Feb 5. 1142 responses were received and, evaluated. Recommendations were identified. A final report will be available in May.	Community needs and technology gaps identified and addressed in long range planning

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ENDS 1: Provide Access and Support				
Goal: attract, develop & retain a highly skilled, well qualified workforce.	**Initiatives**	**Responsibility**	**1Q Results**	**2017 Success Measures**
We will ensure that Jefferson County residents are supported in using information, resources, ideas and technology 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**	**Diversity & Inclusiveness:** Provide foundational training to build staff knowledge and competency to deliver culturally competent service	Special Pops/ERD	This initiative begins Q2	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
	Trauma Informed Care: Provide training to Public Services staff	Special Pops/ERD	This initiative begins Q2	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 trauma informed care training reports an increased understanding of the impact of trauma and best practices for providing trauma informed care

ENDS 1: Provide Access and Support				
	Develop **Early Literacy Training** plan for staff	Kids & Families	This initiative begins Q2	Project meets deadlines
	All Staff Conference: Provide a full day of professional development opportunities/mandatory training to all staff annually	ERD	Q1: Project team assembled. Project team assembled, location booked, research complete and key stakeholder meeting held on 4/6/17	All Staff Conference 2017 event completed on time, on budget to those required to attend, evaluations from staff
*Developing current and future leaders	**Supervisor Training:** Increasing supervisor knowledge/skills in key aspects of their role and to meet identified business needs	ERD	This initiative begins Q2	All supervisors complete required training by target date, training and performance evaluation to measure skills transfer
*Enhancing non-traditional employee benefits	**Leadership Development Program**: Provide a 12 month structured program in 2017	ERD	Q1: Expansion of CAAP marketed to all supervisors/aspiring supervisors March CMT - launch of 2017 CAAP plus 2016 graduates celebrated. Green Sheets article follow up 3/28 and 4/11. 2017 classes scheduled through County HR-Training.	80% of JCPL supervisors participate and successfully complete CAAP by target date, pre-and post-self, and 360 degree assessment data demonstrates improved skills
	Wellness : Expand program to include Non-benefit eligible employees & increase system wide participation	ERD	Q1: Project team assembled. Wellness leaders chosen (1 from each location), research underway, first survey went out to staff, and analysis being done.	Project completed on time, on budget, staff participation data, evaluations from staff

ENDS 1: Provide Access and Support				
*Improving tools, systems & processes to maximize employee productivity	Implement **Project Ticketing System**	IT	Q1: Recommended solution for pilot developed and evaluated. The decision was made to upgrade the current ticketing system, SysAid to the latest version that is ITIL compliant. The upgrade requisition has been placed and waiting for training and implementation.	Solution selected and implemented Staff trained on its use
	Implement **Records Management System**	IT	Q1: Requirements identified and RFP completed. RFP responses were due on April 6th and 6 responses have been received. Q1: Selection of product/vendor. Due to other mission requirements, the timeline was adjusted. Selection should be completed by May 2nd	Solution is implemented and staff is trained on its use.
	Implement new **Staff Intranet**	IT/DX	Q1: Requirements identified & RFP completed RFP responses were due on April 6th and 6 responses have been received. Q1: Selection of product/vendor. Due to other mission requirements, the timeline was adjusted. Selection should be completed by May 2nd. This project is being combined with the Records Management System Project.	Solution is implemented and staff is trained on its use

	Performance Management: Improve tool and process	ERD	Q1: Project team assembled Project team assembled; updated PE form drafted; piloted new format at AD and BL; staff responses were all positive.	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

ENDS 2: Create Great Spaces and Places				
Goal: maintain and improve buildings, grounds, facilities and IT systems	**Initiatives**	**Responsibility**	**Q1 Results**	**2017 Success Measures**
We will ensure that Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life 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. 100% construction drawings completed. Permitting will take place the week of April 12. Project is scheduled to begin on time and completed in September.	Completed on time and on budget.
*Expanding service in underserved areas	Plan new library space in **Edgewater**	PS	Q1: Engage community; begin design process. Community meetings held in collaboration with city; JCPL attended one design meeting with city; site map drawn; JCPL Owner's rep contracted with; building program updated for use in design; IGA in progress.	City of Edgewater deadlines are met Community is engaged in process

*Developing and executing annual facilities maintenance plans	**Facilities Maintenance Plan:** Implement a process that defines and provides appropriate levels of budget dollars to protect the facilities, grounds, and equipment	Facilities	This initiative begins Q2	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	**IT Systems Upgrade:** Complete data network upgrade, security camera upgrade and server upgrades	IT	Q1: Identify requirements and submit requisitions - The Network upgrade is progressing; Wheatridge, Edgewater and Arvada upgrades have been completed - The Security Camera project is in final stages of the contracting process and installations should begin in May 2017. - The VM Server has been replaced and a number of virtual servers have been upgraded. Continuing this process through 2nd and 3rd quarters.	Server equipment replaced within 5-year cycle. Network upgrades are completed within a 7-year cycle

ENDS 3: Advance Shared Community Outcomes				
Goal: promote a culture of reading & support early literacy	**Initiatives**	**Responsibility**	**Q1 Results**	**2017 Success Measures**
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: Summer Reading program plan fully determined. Tracking logs complete. Program catalog complete and sent to printer. Location roadshows actively being scheduled. Most print collateral complete. Prize structure determined and prize solicitation complete. Teen volunteer plan complete. Digital experience actively being created. School contest and community reading goal award plans complete and partners in place.	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 **1,000 Books Before Kindergarten**	Kids & Families	Q1: Pilot evaluation completed All pilot sites participated in an evaluation of program to date. Feedback was gathered for improvements to patron experience before expansion to other sites.	Increased participation. PLA's Project Outcome measure of success baseline established
	Implement **Raise A Reader** Signature Event	Programming/ Kids and Families	This initiative begins Q2	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	This initiative begins Q2	PLA's Project Outcome Early Childhood Literacy Services measure of success baseline established

	Learning Ally: Investigate implementation and support programming for caregivers	Special Pops	Q1: Research begins Stakeholder interviews are in progress.	Software installed by end of 2017 Baseline data to measure program success is established by close of 2017.

ENDS 4: Be Good Stewards				
Goal: improve the effectiveness & efficiency of library services	**Initiatives**	**Responsibility**	**Q1 Results**	**2017 Success Measures**
We will ensure that all Jefferson County residents receive maximum return on their shared investment in library facilities and services by:				**Budget appropriately allocated to fund strategic goals** **FTEs/1000 capita** **Data is used to inform planning decisions**
*Executing long range planning	**Organizational Analysis:** Assessment of organization in relation to capacity and structure	ERD	Q1: RFP to identify consultants and costs RFP executed; 6 bids received; 3 consultant interviews scheduled.	Plan is developed or structure is affirmed
	Update **5-year Plan and 10-year Forecast**	SMT	Q1: Background information gathered and reviewed Facilitated SMT retreat held to review information and update plan. SMT members reviewed plan with direct reports for further input.	5-year plan updated 10-year financial forecast updated Business case for required FTEs is on-going

ENDS 4: Be Good Stewards				
*Assessing community needs & interests	**Market Analysis:** Evaluate and implement findings	PS/SMT	Q1: Training, wrap up meeting, final report to SMT; final report to BOT PS Leadership and CMT trained to tool by vendor. Final report to PS Leadership and CMT completed. PS Leadership retreat held for further training. Final report to BOT planned for April Board meeting. Next steps for locations identified.	Process in place for using tool through 9/2018.
	Develop **Long-range Facilities Plan**	SMT	This initiative begins Q3	Expansion areas identified and prioritized.
*Developing alternative sources of revenue	Implement **Naming Program for Columbine**	Comm	Q1: Naming opportunities identified. Columbine Naming Program delayed due to Foundation issues and resource constraints.	Secure at least $35K in new revenue by year end.
	Implement **Naming Program for Edgewater**	Comm	This initiative begins Q3	Secure at least $15K in new revenue from naming rights by year end 2018.

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