

**Jefferson County Public Library Board of Trustees**  
**Study Session**  
**February 11, 2016 – 5:30 p.m.**  
**Administration Conference Room**

**TOPICS:**

- 2014 Benchmark Report
- 2016 Strategic Initiatives – Staff Responses
- Finance Activity Report

**Call to Order**

The Study Session was called to order at 5:31 p.m. by Brian DeLaet, Chair.

**Trustees present:** Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Travis Blacketter, Ben Davis and Charles Naumer.

**Trustees not present:** All Trustees were present.

**Guest(s):** Brigitte Lindner, Data Specialist.

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

**West Chamber Inaugural Friday February 19 Sheraton 6:00-10:00**

The Executive Director advised the Trustees that the Jo Schantz, with the Library Foundation has four openings at their table for the West Chamber Inaugural Celebration, Friday, February 19, 6:00-10:00 at the Sheraton Denver West Hotel. The Executive Director will advise the Foundation that Trustees DeLaet and Hill-Nichols would like to attend.

**Inventory of Fixed Assets**

The Executive Director advised the Trustees that in compliance with the monitoring reports, the Library has contracted with a company to perform an inventory of fixed and controlled assets. The Library will receive a report and recommendations and will share that information with the Board.

### **Library Audit**

The Executive Director advised the Trustees that Library staff is working with the County and the Library Foundation regarding an accounting error involving the flow of funds from the Foundation to the Mil Levy Campaign. A meeting has been scheduled to meet with County staff regarding the audit.

### **Letter to the Editor**

Rebecca Winning asked the Trustees to review a draft letter to the editor from the Library Board. The letter thanks voters for approving an increase in the Library's mill levy, from a maximum of 3.5 mills to a maximum of 4.5 mills. The letter indicates that the Library submitted a budget, which included a mill levy of 4.121, well below the voter approved maximum, but enough to allow the Library to begin to restore services. The Library Board approved the letter.

### **Summer Reading**

Rebecca Winning addressed the Board and noted that in the past, Board members have helped the Library solicit prizes for Summer Reading. This year the Library is working with R1 Schools to do a competition and would like to offer a cash prize in each school category. The Library needs a total of \$1,250 (\$250 gift card for the winning school in each category). The Trustees indicated they would be happy to help. Rebecca Winning will send the Trustees information they could provide to potential donors.

### **2014 Benchmark Report**

Julianne Rist, Assistant Director of Public Services introduced Brigitte Lindner, Data Specialist who presented information to the Trustees on the 2014 Benchmark Report. The Executive Summary from the report follows:

This benchmarking study will measure and show how Jefferson County Public Library (JCPL) has invested their funds in capital, staff, and materials in comparison to its selected national peer group. It will further evaluate how these efforts translate into the use of the library by its patrons, as reflected by visits, circulations, program attendance, and technology usage. In comparison to its national peers, JCPL ranges at the median for both selection criteria, population size of the legal service area, and revenue per capita. This confirms an ideal benchmarking group for 2014.

2014 was a year with budget challenges, and restricted opens hours just like 2013 had been, and 2015 will still be. The primary focus for 2014 was a yearlong process of community interviews to assess library services and how to secure the long term relevance of JCPL. The results of several of the strategic priorities for 2014 such as increasing the number of e-books per 1,000 capita, increasing programming (in particular

story times) and attendance, and an annual evaluation of the collection will be illustrated in this report.

Revenue was unchanged compared to 2013, and a slightly lower revenue per capita resulted from a 2% increase in the size of the county population. Similarly, JCPL has shown no change in operating expenditures year-over-year, while again the population increase makes for a decrease in operating expenses on a per capita level. How JCPL spent its revenues differs from our national peers. JCPL spent more of their operating budget on materials (JCPL 14.56% vs. the 50th percentile of 13.42%), but the overall collection size of JCPL decreased by 8%. The budget could not sustain collection size when staff began a systematic weeding of low interest and damaged items. In contrast to our peers' circulation JCPL's remained comparatively steady. Even though JCPL noted a 2% decrease in circulation, the 50th percentile of peers saw a 13% decrease. JCPL spent less of their operating budget on staff than their peers (JCPL 55.42% vs. 50th percentile 71.52%). This is due to both lean staffing and vacant positions.

The number of programs increased by 22% largely due to added story time programs. With a focus on outreach to the community the number of preschools and daycares that received story times from JCPL was increased. Also story times were offered during the months of May and August when they had not been offered previously during this time. The additional programs offered were taken up enthusiastically by the members of our community. Overall the program attendance increased by 22% in comparison to 2013, so did the story time attendance.

The number of cardholders increased by 3%, which ranks JCPL well above the 50th percentile and closer to the 75th percentile. While this result shows growth and impact on the community as a service provider, the visits decreased by 4%. This could be an indication that our number of digital cardholders is growing, but would also mirror the limited public service hours. Since the decrease in circulation was less in relation to the decrease in visits year-over-year, this could also indicate a change in visits patterns with community members borrowing more at a time and coming in less. The turnover which describes the rate each item of the collection is checked out annually is higher in comparison to 2013, which is expected in view of a slightly smaller collection size but fairly unchanged borrowing habits.

Lastly, our patrons seem to follow the general trend with wireless technology on the rise. They engaged in 30% more wireless internet sessions than in 2013, while internet sessions on public access computers in the libraries decreased by 7%.

In response to a question from Trustee Naumer, Brigitte Lindner advised the Trustees that reporting data is voluntary. Julianne Rist advised the Trustees that 2,400 libraries entered data. It was noted that Anythink Libraries was not included in the peer group because they did not report data.

In response to a question from Trustee Hill-Nichols, Julianne Rist advised the Trustees that she and Brigitte will work on a comparison of 2014 to 2015 data for the Board.

### **2016 Strategic Initiatives – Staff Responses**

The Executive Director advised the Trustees that data on aligning the Library's community partners' goals with the Library's initiatives will be provided as soon as that work is complete. Trustee Naumer expressed appreciation to Library staff for the responses and that he is looking forward to hearing more about the Edge, Impact, and Project Outcome evaluation tools.

### **Finance Activity Report**

Gloria Overholt, Director of Finance and Budget, noted that information on the annual gift to the Pine Library is included in the written report. The Library will be asking the Board to authorize the \$500 for the Pine Library at the February 18, 2016 Library Board meeting.

The Library has two servers which host the Sierra Application and the Sierra Databases. These two servers are the core of the Library operations. Failure of these two servers would cause the Library automation systems to stop functioning causing nearly all loan services to halt. The servers are currently between four and five years old this year. Innovative Interfaces (III), the Library's current vendor, has provided the IT Director with a quote for the replacement of the servers. The total price of replacing the servers, including data migration and a 3 year warranty is \$99,380. Funds are available in the 2016 budget as follows:

- Project #16-13 III Database Server Budget \$ 56,000 Quote \$55,600
- Project ARM-05 IT Infrastructure Replacement Budget \$137,500 Quote \$43,780

At the February 18th Board meeting staff will be requesting that the Board authorize the Executive Director to sign the contract and issue the purchase order to III for replacement servers.

In response to a question from Trustee Naumer, Pat Klein, Director of Information Technology advised the Trustees that III does not have a cloud option.

Gloria Overholt advised the Trustees that one of the Strategic Priorities for the Library for 2016 is to develop written financial policies to guide the Board and staff on how best to proceed regarding financial matters of the Library. The first step in this process is to communicate and collaborate with the Board to develop a shared vision for the process. The Trustees were provided with a flowchart and brief explanation of how the process may work. The Trustees were asked to provide input into the process.

Gloria advised the Trustees that the first two pieces of the financial policies guide that she anticipates bringing to the Board is the fund balance maximum level policy and the collection budget policy.

Trustee Bodnar requested that the priority of open hours be reflected as a financial policy. Trustee Hill-Nichols asked if the budget cover letter from the Library Board to the Board of County Commissioners could be incorporated into the financial policies. Gloria expressed appreciation to the Trustees and noted that this is an ongoing process and their input will be very important as we move forward.

The Executive Director advised the Trustees, that Gloria Overholt has agreed to oversee the 2017 budget process to the point where the Trustees receive and adopt the budget; complete the financial policy and guidelines and be available to assist the Library during the recruitment and transition process.

#### **ADJOURNMENT**

The study session was adjourned at 6:55 p.m.

A handwritten signature in black ink, appearing to read 'John Bodnar', written in a cursive style.

John Bodnar, Secretary

