



memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Director of Finance & Budget
re: Finance Monthly Report
A. Budget to Actual Tables
Date: January 14, 2016

A. **Budget to Actual Tables – November 2015**

The Budget to Actual Tables for the period ending November 2015, as presented in the Tables 1-5 are attached to this report for your review.

Revenues

Revenues received through November are less than budget at this point in time by about \$66,000. Property taxes are monitored monthly and will probably be short of budget by this amount. Property Taxes received through November, 2014 were \$23,470,458 as compared to receipts through November 30th of this year which are \$23,623,305. The property taxes not collected this year will be collected in subsequent years as delinquent property taxes.

Other operating revenues are also projected to reach budgeted levels with investment income exceeding budget. Intergovernmental revenues reflect the contribution from the City of Golden for the Golden Library remodel project in the amount of \$85,000.

Expenditures

Salaries and benefits are the largest expenditure category and projections indicate that the revised vacancy factor of \$796,000 will be achieved. The vacancy savings are monitored on a monthly basis to ensure the factor will be achieved. While it is important that the total factor is realized by year end, any amount exceeding the estimate indicates that either positions are not filled, filled at a rate less than budgeted, or the benefits originally projected for each position came in at less than actual.

The Books and Materials budgets will be fully expended by year-end. Other Supplies are expected to come in under budget and staff is monitoring these expenditures closely. Other Services and Charges will require a transfer from contingency funds due to the charges for snow removal. The total required will not be fully known until end of 2015, but it is estimated to be in excess of \$200,000.

Transfers for intra-county transactions are showing a savings of approx. \$70,000 due to the County's Risk Pool fund balance, which will be sufficient to fund the 2015 premiums.

It is expected that all of the Capital Projects will be completed well before year end. The Irrigation System and Controllers are completed and came in under budget by \$13,000, the Golden re-model is completed, LSC roof project is completed, and the Computer Replacement Project is expected to be fully expended by year-end as replacement equipment is currently being purchased.

**TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2015 ACTUAL TO BUDGET**

Sources and Uses of Funds	Final 2014 Budget	Final Actual 2014	Amended 2015 Budget	YTD Actual 11/30/2015	Variance 2015 Budget	Budget to Actual %
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Property Taxes - Operating	22,257,678	22,405,669	23,138,482	22,541,478	(597,004)	97.42%
Property Taxes - Capital	1,070,048	1,070,048	553,389	1,081,827	528,438	195.49%
Total Taxes	\$ 23,327,726	\$ 23,475,717	\$ 23,691,871	\$ 23,623,305	\$ (68,566)	99.71%
Federal & State Grants	\$ 107,173	\$ 133,173	\$ 108,000	\$ 116,960	\$ 8,960	108.30%
Fines & Fees	816,150	774,078	807,805	644,030	(163,775)	79.73%
Other Revenue	351,322	548,717	456,515	462,442	5,927	101.30%
Total Other Revenues	1,274,645	1,455,968	1,372,320	1,223,432	(148,888)	89.15%
Sub Total Operating Revenues	\$ 24,602,371	\$ 24,931,685	\$ 25,064,191	\$ 24,846,737	\$ (217,454)	99.13%
Transfer from Fund Balance	\$ 1,368,845	\$ -	\$ 524,261	\$ 524,261	\$ -	N/A
Transfer to Fund Balance	-	991,158	-	3,615,048	3,615,048	N/A
Total Sources of Funds	\$ 25,971,216	\$ 23,940,527	\$ 25,588,452	\$ 21,755,950	\$ (3,832,502)	85.02%
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 10,661,111	\$ 10,252,037	\$ 10,852,945	\$ 9,375,971	\$ (1,476,974)	86.39%
Benefits	3,119,167	3,014,895	3,240,112	2,762,285	(477,827)	85.25%
Sub-Total Salaries & Benefits	\$ 13,780,278	\$ 13,266,932	\$ 14,093,057	\$ 12,138,256	\$ (1,954,801)	86.13%
Collection: Library Books & Materials	\$ 3,502,493	\$ 3,485,057	\$ 3,476,010	\$ 3,230,394	\$ (245,616)	92.93%
Supplies	1,330,701	1,014,991	891,610	694,508	(197,102)	77.89%
Other Services & Charges	3,113,916	2,520,057	3,092,078	2,135,784	(956,294)	69.07%
Intergovernmental Transactions	6,500	-	-	-	-	N/A
Internal Transactions /Cost Allocation	1,339,152	1,317,391	1,249,317	1,096,462	(152,855)	87.76%
Total Operating Expenditures	\$ 23,073,040	\$ 21,604,428	\$ 22,802,072	\$ 19,295,404	\$ (3,506,668)	84.62%
Financing & Debt Service	\$ 1,620,051	\$ 1,620,051	\$ 1,611,600	\$ 1,611,599	\$ (1)	100.00%
Capital Projects	\$ 1,278,125	\$ 716,048	\$ 1,174,780	\$ 848,947	\$ (325,833)	72.26%
Total Uses of Funds	\$ 25,971,216	\$ 23,940,527	\$ 25,588,452	\$ 21,755,950	\$ (3,832,502)	85.02%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE REQUIREMENTS
2015 ACTUAL TO BUDGET

	Final 2014 Budget	Final Actual 2014	Amended Budget 2015	YTD Actual 11/30/2015	\$ Incr(Decr) 2014 Actual to 2015 Adopted
Beginning Fund Balance	\$ 11,240,502	\$ 11,254,487	\$ 11,240,502	\$ 12,245,645	\$ (13,985)
Revenues					
Operating Revenues	\$ 23,532,323	\$ 24,931,685	\$ 24,510,802	\$ 23,679,910	(420,883)
Capital Funding	1,070,048	-	553,389	1,166,827	553,389
Total Revenues	24,602,371	24,931,685	25,064,191	24,846,737	132,506
Expenditures					
Operating Expenditures	22,981,360	21,604,428	22,802,072	19,295,404	1,197,644
Debt Service	1,620,051	1,620,051	1,611,600	1,611,599	(8,451)
Capital Projects	1,369,805	716,048	1,174,780	848,947	458,732
Total Expenditures	25,971,216	23,940,527	25,588,452	21,755,950	1,647,925
Ending Fund Balance	\$ 9,871,657	\$ 12,245,645	\$ 10,716,241	\$ 15,336,432	(1,529,404)
Increase/(Decrease) in Fund Balance	\$ (1,368,845)	\$ 991,158	\$ (524,261)	\$ 3,090,787	
Fund Balance Policy					
16% of Current Year Revenues	\$ 3,936,379		\$ 4,010,271		
9% of Current Year Revenues - Uncertainty	2,214,213		2,255,777		
Total Fund Balance Reserve Requirement	\$ 6,150,593		\$ 6,266,048		

TABLE 2B
JEFFERSON COUNTY PUBLIC LIBRARY
POSITION AUTHORIZATIONS (FTEs)
2015 ACTUAL TO BUDGET

	Adopted 2014 Budget	Actual 2014	Adopted 2015 Budget	Revised 2015 Budget	Change 2014 to 2015
FTE Positions - Active	185.50	182.50	181.50	181.50	-1.00
FTE Positions - Reserved	29.50	32.50	33.50	33.50	1.00
Total Authorized Positions	215.00	215.00	215.00	215.00	0.00

**TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2015 ACTUAL TO BUDGET**

Sources and Uses of Funds	Final 2014 Budget	Final Actual 2014	2015 Budget	YTD Actual 11/30/2015	Projected Year-End 2015	Variance 2015 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes - Operating	\$ 22,708,804	\$ 22,874,453	\$ 23,702,058	\$ 22,958,780	\$ 23,702,058	\$ -
Delinquent Taxes	20,000	22,488	20,200	59,190	58,554	38,354
Prior Year Cancellations	(100,000)	(75,865)	(101,000)	(42,445)	(41,918)	59,082
Urban Renewal	(395,126)	(438,735)	(507,016)	(454,484)	(507,016)	-
Penalties & Interest	24,000	23,328	24,240	20,437	24,240	-
Total Taxes	\$ 22,257,678	\$ 22,405,669	\$ 23,138,482	\$ 22,541,478	\$ 23,235,918	\$ 97,436
Federal & State Grants	\$ 107,173	\$ 133,173	\$ 108,000	\$ 116,960	\$ 116,960	\$ 8,960
Library Fines	643,500	633,842	646,480	552,723	636,430	(10,050)
Other Fees	172,650	140,236	161,325	91,307	144,634	(16,691)
Investment Income	84,822	224,089	135,715	140,549	200,000	64,285
Conference Room Rental	12,400	9,062	13,500	10,864	10,000	(3,500)
Contributions from Private Sources	150,000	197,790	200,000	144,939	200,000	-
Other Revenue	104,100	117,776	107,300	81,090	111,581	4,281
Total Revenues	\$ 23,532,323	\$ 23,861,637	\$ 24,510,802	\$ 23,679,910	\$ 24,655,523	\$ 144,721
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 9,573,335	\$ 8,869,018	\$ 10,050,731	\$ 8,155,643	\$ 9,094,567	\$ (956,164)
Termination Pay	90,000	149,798	90,000	86,838	90,793	793
Temporary Pay	1,292,510	1,233,221	1,508,567	1,133,490	1,229,252	(279,315)
Vacancy Savings	(294,734)	-	(796,353)	-	-	796,343
Benefits	3,119,167	3,014,895	3,240,112	2,762,285	2,984,104	(256,008)
Total Salaries & Benefits	\$ 13,780,278	\$ 13,266,932	\$ 14,093,057	\$ 12,138,256	\$ 13,398,716	\$ (694,351)
Library Books & Materials	\$ 2,300,274	\$ 2,299,116	\$ 2,451,010	\$ 2,205,252	\$ 2,451,010	\$ -
Library Computer Materials	1,060,860	1,045,825	900,000	904,973	900,000	-
Library Periodicals	141,359	140,116	125,000	120,169	125,000	-
Sub-Total Library Collections	3,502,493	3,485,057	3,476,010	3,230,394	3,476,010	-
Supplies	1,330,701	1,014,991	891,610	694,508	850,541	(41,069)
Other Services & Charges	3,113,916	2,520,057	3,092,078	2,135,784	2,797,213	(294,865)
Intergovernmental Transactions	6,500	-	-	-	-	-
Direct Internal Charges	112,825	127,904	129,852	107,361	122,297	(7,555)
Indirect Cost Allocation	719,707	719,707	653,953	599,457	653,953	-
Intra County Transactions	506,620	469,780	465,512	389,644	394,421	(71,091)
Total Operating Expenditures	\$ 23,073,040	\$ 21,604,428	\$ 22,802,072	\$ 19,295,404	\$ 21,693,151	\$ (1,108,931)
Total Uses of Funds	\$ 23,073,040	\$ 21,604,428	\$ 22,802,072	\$ 19,295,404	\$ 21,693,151	\$ (1,108,931)

**TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2015 BUDGET**

Sources and Uses of Funds	Amended 2014 Budget	Final 2014 Actual	Adopted 2015 Budget	YTD Actual 11/30/2015	Projected Year-End 2015	Variance 2015 Budget
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Debt Service						
Principal - Arvada (2005-2024)	\$ 481,358	\$ 481,358	\$ 493,764	\$ 493,764	\$ 493,764	-
Interest - Arvada (2005-2024)	142,590	142,590	131,086	131,086	131,086	-
Principal - Refunding Series 2013	632,690	632,690	632,690	632,690	632,690	-
Interest - Refunding Series 2013	193,920	193,920	173,041	173,041	173,041	-
Principal - COP - Capital Projects	142,143	142,143	142,143	142,143	142,143	-
Interest - COP - Capital Projects	27,350	27,350	38,876	38,875	38,875	1
Total Debt Service	\$ 1,620,051	\$ 1,620,051	\$ 1,611,600	\$ 1,611,599	\$ 1,611,599	\$ 1

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

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

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

**TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL PROJECTS
2015 ACTUAL TO BUDGET**

Sources and Uses of Funds	Final 2014 Budget	Final Actual 2014	Adopted 2015 Budget	Budget Carry Forward	Amended 2015 Budget	YTD Actual 11/30/2015	Projected Year-End 2015	Variance 2015 Budget
Sources of Funds								
Fund Balance	\$ 503,354	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax - Capital - 4.5%	1,070,048	1,070,048	553,389	-	553,389	1,081,827	1,081,827	528,438
Contribution - City of Golden	-	-	-	-	-	85,000	85,000	85,000
Transfer from Fund Balance	-	-	-	524,261	524,261	524,261	524,261	-
Total Sources of Funds	\$ 1,573,402	\$ 1,070,048	\$ 553,389	\$ 524,261	\$ 1,077,650	\$ 1,691,088	\$ 1,691,088	\$ 613,438
Uses of Funds								
Capital Projects								
Capital Maintenance	\$ 250,000	\$ 164,241	\$ 150,000	\$ 90,634	\$ 224,134	\$ 167,309	\$ 175,000	\$ 49,134
Computer 5 Year Replacement Plan	200,000	199,428	200,000	-	310,330	111,214	310,330	-
Furniture & Equipment	95,543	106,450	125,389	-	118,889	81,493	118,889	-
Golden - Remodel New Service Model	250,000	4,036	-	245,964	305,964	312,824	312,824	(6,860)
Golden Furniture	30,000	-	-	30,000	30,000	15,363	30,000	-
Golden Remodel - Technology	50,000	-	-	50,000	43,300	43,299	50,000	(6,700)
LSC - Roof Repair/Replace	61,320	4,300	-	107,663	64,163	53,280	53,280	10,883
Lakewood Irrigation System	-	-	50,000	-	50,000	49,225	49,225	775
Irrigation Controllers	-	-	28,000	-	28,000	14,940	14,940	13,060
2014 Projects								
Columbine - Carpet Repair	3,015	3,014	-	-	-	-	-	-
Standley Lake - Upgrade HVAC	115,000	100,632	-	-	-	-	-	-
System-Wide Entry Doors	42,000	27,223	-	-	-	-	-	-
System-Wide Space Planning	48,000	-	-	-	-	-	-	-
Security Project	101,725	106,724	-	-	-	-	-	-
Un-Allocated Budget	31,522	-	-	-	-	-	-	-
Total Capital Projects	\$ 1,278,125	\$ 716,048	\$ 553,389	\$ 524,261	\$ 1,174,780	\$ 848,947	\$ 1,114,488	\$ 60,292
Ending Balance	\$ 295,277	\$ 354,000	\$ -	\$ -	\$ (97,130)	\$ 842,141	\$ 576,600	\$ 673,730

2015 Strategic Priorities

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

Community Outcome(s):	Residents are informed, educated and engaged Residents have access to emerging and other technologies			
Success Indicator(s): (longer term)	Circulation per capita Percent of population with a library card Percent of satisfied customers Percent of use of technology tools Percent of library use by targeted underserved populations			
Strategic Initiatives				
Initiative	Details	Responsibility	FY Results	2015 Measure of Success
Increased staff training in key areas	Customer Service Revolution	Patron Experience	Steve Curtin presented information at All Staff Day on <i>I Make the Difference: The Essence of Customer Service</i> . Customer Service bingo game in play October through December. PX met with leadership teams at each location by end of year.	All public service staff complete training within six months of hire. Met Expectations. Supervisor observation indicates competency. Ongoing.
	Cultural Competencies Training	Special Populations	Dr. Caprice Hollins provided keynote address/ initial training on diversity at ASD and two breakout sessions. Staff feedback for event and campaign has been gathered and summarized. In process developing next steps for full implementation in 2016 as a Diversity Awareness Campaign.	All JCPL staff has received initial training by year end. Met expectations. Supervisor observation indicates competency. Ongoing.
	Supervisor Training	ERD	Required training for supervisors expanded in 2015. 18 PX supervisors attended Core Competencies 101 training at MSEC. Coaching Skills training piloted in Q4 at LK for CMT. Training attendee reports received from MSEC and County HR in Q4. Internal tracking system for required supervisor training being developed for 2016.	All supervisors have completed required training/ additional recommended training. Ongoing.

	Mission, Vision, Values, Ends	SMT	SMT attended staff meetings to formally launch new VMVE in May, June. Phased implementation to continue.	Finalized and shared with all employees 1 st quarter. Met expectations. Plan in place for phased implementation across system. Ongoing.
	Safety and Security	ERD	AED/CPR training completed at EV and SL Q1. Completed at AR x2, LK and BL in Q4. Situational Awareness/Active Shooter training under development for delivery at each location in 2016.	PIC staff at all locations trained in AED/CPR. Substantially met expectations, trainers unavailable, ongoing. Ergonomics and Active Shooter training provided for all staff by year end. Ergonomics: substantially met expectations, ongoing. Active Shooter: deferred to 2016.
We attract, develop and retain a highly skilled and well qualified workforce	Enhanced recruitment and onboarding strategies	ERD	Job Descriptions completed and posted on Staff Staff. Employees and supervisors reviewed JDs, provided feedback to ERD, Library specific JDs developed where appropriate. Signed JDs now in employee files. Annual recruitment/turnover rates maintained at 2014 levels and maintained statewide average levels of turnover. Developing realistic short term measures for 2016.	Improved retention and turnover rates. Phase One expectations met. Ongoing.
	Expanded employee development opportunities	ERD/PS/Finance	219 total registrations for County HR trainings in 2015: 24 JCPL Supervisors attended Crucial Conversations training from County HR, to be repeated in Q1 2016 plus Crucial Accountability.	Increased number of training opportunities provided for all staff and improved attendance at training events. Met expectations.
	Leadership Development	ERD	26 Supervisors trained as KRONOS Coordinators in Q3. 9 Public Services Managers and 3 SMT members took Enneagram (IEQ) assessment	Additional training and development

			PSMT attended full day retreat. Individual IEQ coaching underway for PSMT in Q4.	opportunities for all staff in leadership positions. Met expectations.
We develop a digital resources strategy to guide long-range planning. Industry standards for technology access are assessed and addressed	Determining new patron/community needs for access (and education) re: emerging technologies, including hardware, software, electrical capacity and network requirements. Develop infrastructure and critical system replacement plan	IT	Draft replacement schedule was identified as part of the 2016-2020 long range planning process.	Strategy is developed for integration into the 2016-2020 plans. Substantially met expectations.
	<i>Edge</i> study: technology benchmarking	IT	Project moved to 2016 due to competing priorities and staffing changes.	Analysis of assessment is completed and costs for meeting benchmarks are developed. Did not meet expectations.
	<i>Impact</i> study: impact of technology and training on patrons' lives	IT/Patron Education	Project moved to 2016 due to competing priorities and staffing changes.	Assessment is completed. Did not meet expectations.
	New technology tools for patrons	IT/PX	The Golden Library technology was implemented upon re-opening. 3D printer is used for demonstrations for the time being. Community input was gathered, and equipment ordered, for DIYLab@Golden. <i>In the final assessment phase.</i>	Piloted at the Golden library explored and implemented in response to patron needs by year end. Met expectations.
Increase awareness of library programs and services.	Plan and implement a distributed social media team and presence.	Communications	Framework for this initiative has been developed and team members have been identified. Expect to launch pilot program Feb. 2016.	Increase in social media engagement levels in community and among staff. Ongoing.
	Design and implementation of	DX/Programming/Comm	Cross departmental stakeholder project	Increase in program

	a new Events Calendar	unications	team was created. Recommendation to hold in place and improve current product based on research and project team feedback. Program attendance per 1000 served increased 1.4% in 2015. Finalizing of project moved to 2016 due to new product that became available and changed our expectations for what we might buy.	attendance per 1000 served. Met expectations. Ongoing.
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2. All Jefferson County Residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

Community Outcome(s):	Residents have convenient access to physical and digital community spaces			
Success Indicator(s): (Longer term)	Per capita facility use Level of digital engagement Square feet of library space per capita Public service hours per week			
Strategic Initiatives				
Initiative	Details	Responsibility	FY Results	Measure of Success
Update facilities to enhance the patron experience	Working with the city and community of Golden to create a showcase library that reflects the new service model.	PS/Facilities/Communications	The Golden Library reopened on June 13. Collection use evaluation completed for 3 and 6 month intervals. Will finish after year end and at 1 yr anniversary. Post-remodel visits increased by 3% in Q3 and 7% in Q4. Post-remodel circulation decreased by 3% in Q3 and 3% in Q4. Post-remodel new library cards increased by 10% Q3 and increased 31% for Q4. New patrons are being welcomed. Supervisor reports that in Q4 total patron positive comments now outnumber patron complaints by a wide margin.	Golden Library remodel is completed and library open by 6/12/15. Met expectations. Use of facility and circulation of materials increase. Met expectations for increased facility use. Did not meet expectations for increased circulation of materials. Positive Patron Comments are at a ratio of 2 to 1 by year end. Met expectations.
	Way-finding and signage project	PX/Communications/Facilities	Sign Design Guidelines for JCPL have been developed. Wayfinding signage was installed in the Golden Library prior to the opening with positive results. This is complete for the year.	Standards are developed; pilot at Golden Library. Met expectations.
	Facility and site improvements to	Facilities	Completed LSC remodel, AD remodel,	Completion of projects on

	address delayed maintenance		CL restroom upgrade, CL cooling tower and asphalt maintenance. Irrigation reworks are complete. Projects were completed ahead of schedule and under budget.	schedule. Exceeded expectations.
We partner with vendors to develop and/or beta test new software releases and customer-focused applications.	Strategic integration of new vendor software and application technologies. Implement Sierra Anywhere mobile technology.	IT IT/Collections/PX/Ops	Successfully completed beta testing for 2 upgrades in development at III in 2015. No other new products were available to test or integrate. III changing focus for this product - only developing mobile worklist at this time. We have tested this product and are integrating it into daily operations.	Positive feedback from user groups. Met expectations. Effective integration into daily operations and outreach. Met expectations for product that was available.

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

Community Outcome(s):	<p>All children are ready for school Students perform at grade level (?) Students graduate from High School post-secondary and workforce prepared Residents are employed Individuals and families are engaged in the community Jeffco is a thriving community for aging well Employers located in Jeffco have access to a highly skilled workforce Mature workers (60+) have viable employment opportunities Small business is stimulated through access to resources available to entrepreneurs All age groups have healthy behaviors</p>
Success Indicator(s): (longer term)	<p>Percent of high quality early child care in Jeffco Percent of students scoring at or above proficiency on statewide kindergarten readiness assessment Percent of 3rd graders scoring at or above proficiency on statewide reading assessment Percent of 5th and 8th graders scoring at or above proficiency on statewide reading, writing, and math assessments Percent of High School students graduating within 4 years Percent of students with ACT scores which meet the College Board recommendation for a high probability of college success Percent of 12th grade students scoring at a level 3 or above on WorkKeys job readiness assessment Percent of individuals employed Number of new employers in Jeffco Percent of population volunteering within the last year Number of lifelong learning opportunities for adults 60+</p>

Strategic Initiatives

Initiatives	Details	Responsibility	FY Results	Measure of Success
We continue to expand early literacy services, and create literacy outreach opportunities.	Kindergarten readiness programs targeted to 80214 in collaboration with the Edgewater Collective	Kids and Families	YOY 2014-2015 For postal code 80214: Total circulation = +40%, # of patrons with items checked out = +2.3%, Average # of items checked out per patron = +35%, # of residents with cards = +4%. Monthly bilingual storytimes provided for preschoolers at Lumberg, Edgewater and Molhom Elementary schools. Partnered with the Junior League on a reading event at Molhom. Edgewater community Fall Festival outreach to families. Increase in circulation for this population is outstanding. Refining measures for the future. Full participation by	<p>Baselines are determined. Met expectations. Percent of eligible families in 80214 participating in Kindergarten Transition activities Met expectations. Percent of families in 80214 with a library card Met expectations. Percent of families in 80214 with books checked out on their library card.</p>

			staff in the Edgewater Collective.	Exceeded expectations
	Community Literacy event	Kids and Families	Movin' and Groovin' early literacy event with speaker Rae Pica took place in October. 67 parents, teachers and library staff attended. Related events at each library for babies, toddlers, preschoolers and their caregivers took place in Oct and Nov. A total of 543 children and caregivers attended including 9 people at Edgewater Library.	Number of families in attendance from targeted population: 80214 and Triad partnership Met expectations to hold community literacy event. Did not meet expectations to reach targeted communities.
	Child Care coaching through Triad partnership	Kids and Families	Visited an average of 20 Triad partner sites providing services to 260 children/72 caregivers. There was a change to the assessment tool used by the child care community. Comparison to previous years would not be valid.	Ratings for day cares we visit are increased Metrics changed. Met expectations for child care coaching to Triad partner sites.
	Jeffco Prosperity Project (JPP)/CYLC	PS	<p>We continue to meet with JPP partners and provide support. We provided early literacy programming for the children of parents participating in the Gateway continuing education program with Red Rocks & JPP.</p> <p>We have proposed multiple venues through which JPP families can pursue computer and job search classes with JCPL to improve employability. We participated in a back to school "Fill Your Bucket" event for parents and caregivers. JCPL programs are promoted in JPP newsletter.</p> <p>CYLC: We participate in multiple CYLC subcommittees. Official presentation to Education Subcommittee on library services was offered. We are working with CYLC partners to support the teen internship initiative being proposed by the county.</p>	JCPL services are offered and used by participants. Met expectations.

	Literacy Playscapes are installed in 3 more libraries and evaluated	Kids and families	A literacy playscape was installed as part of the remodel of the Golden Library. Librarian support to parents and staff for patron education. All Golden staff was trained on parent support. 5 year strategic planning puts other libraries farther out. Remaining funds spent on updating literacy support toys at all libraries.	Parents and caregivers are educated about the importance of play in child development. Met expectations.
Expanded and meaningful opportunities for volunteers	Teen volunteer opportunities are broadened	Teens/Operations	Teen volunteers were used in SR program in greater numbers than prior years due to an intentional recruiting and placement plan. We have recorded the use of roughly 1607 teen volunteers from Jan 2015 to September of 2015. We had a 38% increase in teen volunteers over the summer from previous years. Of registered teen cardholders, 3% of them are serving as volunteers. Baselines now established.	Percent of teens in JCPL volunteering. Exceeded expectations.
	Increase the number of adult volunteers visiting preschools	Kids & Families	Training for this volunteer opportunity was created in June. 8 volunteers were recruited and had training in August. Volunteers were matched with staff for initial site visits in September. Program is activated. Eight volunteers visited 10 preschools, expanding our service. The volunteers reached an average of 611 kids and 69 caregivers every month. The response from the volunteers and the schools has been very positive.	Program in place for 2015/2016 school year. Met expectations.
	Volunteer opportunities for Seniors are broadened	Adult Services/Operations	Percent increase in volunteers 60+ is 37%, from 68 to 93 individuals. Partnerships with SER-SCSEP, Senior Resource Guide, and Senior Resource Center established. We will be piloting a senior volunteer from SER-SCSEP with Library 2 You in Jan 2016. Continued to	Percent of Senior population in JCPL volunteering Exceeded expectations.

	<p>Improved orientation and standardized training for new/existing volunteers</p> <p>Expanded admin volunteer and intern assignments</p>	<p>ERD/Operations</p> <p>ERD</p>	<p>2016 as Operational for full implementation.</p> <p>Operations, with ERD input, created a proposal for recruiting and standardized training of volunteers. Proposal will be reviewed by PSMT in Jan 2016.</p> <p>Finance utilized a volunteer in 2015. ERD relied on a volunteer to help with clerical tasks. Communications used volunteers to help with Speakers Bureau. Meeting with IT to discuss possibility of interns.</p>	<p>Improved JCPL volunteer retention and turnover rates. Ongoing.</p> <p>Increased number of JCPL admin volunteer and intern assignments. Expectations met.</p>
<p>STEAM learning programs are developed and implemented</p>	<p>Expand Make Something, LibLab</p> <p>Introduce Coding Camp for Teens</p>	<p>Programs and Partnerships</p> <p>Teens</p>	<p>LibLab and Maker programming is now a regular and on-going feature at all 10 locations, Lib2You, and outreach. These programs are fully integrated into our regular program offerings. As part of summer reading, JCPL offered 65 LibLab programs to an audience of 1226, for an average of 19 people per program.</p> <p>Received ALA-ALSC Curiosity Creates Grant in October for \$7500.00; this will continue the LibLab expansion through 2016.</p> <p>Based on extensive research into other library and maker initiatives, an entire DIYLab of maker tools has been purchased for the Golden library with programming starting in Q1 2016.</p> <p>A two week inaugural teen coding camp was completed in March 2015. 26 teens registered (with a planned attrition rate of %20). 20 teens completed the program with certificates. Students reported increased interest and understanding of career path in coding, coding skills, workplace readiness skills. Students made professional connections with field experts. Following the</p>	<p>Attendance at programs. Met Expectations.</p> <p>Teens earn a certificate. Exceeded expectations.</p>

			coding camp we have ignited partnerships with Jefferson High's Coding class and Gold Crown's coding program. Students have reported a continued interest in coding long after the class. We arranged and delivered tours of mapquest and Turing School of Software & Design for students enrolled in Jefferson High School's coding class. Patron Ed participated in the national Hour of Code program. Teen librarians are offering supporting programs during teen tech week. One teen reported he learned more at our camp than he did in a fee based class at a local community college.	
Promote a culture of reading in Jefferson County	Expand Summer Reading Movement	Programs and Partnerships/ Communications	Served 31,276 participants, up from 29,860 in 2014, (+4.7%). Collectively read more than 18,000,000 minutes. Evaluated >900 survey responses. This initiative is complete and objectives were met; planning for '16 underway.	1,000,000 hours read across the community. Expectations reset to 1,000,001 minutes, then 10,000,000 minutes. Met revised expectations. Increased level of participation across Jeffco. Met expectations.
	Enhance digital Summer Reading experience	Programs and Partnerships/DX	A new online experience to register for Summer Reading and track progress was created and launched on time. Patrons report their delight with its ease of use through survey feedback. We captured ideas for backend and frontend functionality issues for improvements to the experience for next year.	Interactive digital experience is planned, implemented, and evaluated. Met expectations.

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

Library services meet or exceed benchmarks of peer libraries
 County services are delivered efficiently and cost effectively
 County services are not duplicated

Success Indicator(s)
 Level of funding for library services per capita
 Number of partnerships with local agencies and county government

Strategic initiatives

Initiatives	Details	Responsibility	FY Results	Measure of Success
Implement long range planning	Complete 5 year strategic plan and 10 year financial forecast	SMT	Completed and presented to Library Board March 19, 2015. Board approved and directed us to pursue a mill levy initiative this November. Plan B 2016 Budget complete; Plan A Budget planning underway.	Recommendation approved by the Board by March 19, 2015. Plan A budget was developed and approved by the Board. Met expectations.
	Develop outcomes and impacts	SMT	Community Outcomes and Success indicators were developed for 2015 and 2016-2020 strategic plans. Each initiative also has a measure of success that rolls up into the Success indicators. 2013 benchmarking analysis has been completed and reported to the board. JCPL initiated participation in the PLA Outcomes initiative.	Benchmarks are in place Success indicators in place. Met expectations.
Increase awareness of Library budget issues and the value of Library Services in advance of mill levy election.	Develop & implement integrated awareness campaign	SMT	Implemented expanded promotions for Summer Reading, Budget Communications and Library Card Sign Ups. Mill Levy awareness campaign completed with volunteers on personal time. Mill levy passed 53%/47%.	Maintain 2014 level of support for mill levy election. Met expectations.
	Convene Citizen Advisory Committee	SMT	Recommendation complete and shared with ED, Board and BCC.	Recommendation delivered to Executive Director in March. Committee continues to provide advocacy support. Met expectations.
Identify and improve critical IT system management	Implement Applied Trust Recommendation	IT	Switch replacements at Golden were completed. Key systems have been received and are being replaced. Remediated web server security risk.	Complete critical IT infrastructure upgrades by year end. Substantially met

	Participate in implementing new County IT security standards	IT	Attend County IT Security meetings. Standards have not been issued. Participating as active member in meetings and review of security policies.	expectations. We are in compliance with new County IT security standards. Met expectations.
Efficient use of space for support staff	Implement space modifications at LSC and plan interim spaces for AD for staff operational efficiency	Facilities/ Finance	LSC remodel complete. AD config is complete	LSC remodel completed on schedule. Met expectations. AD reconfig completed on schedule. Met expectations.
Develop and implement new tools that support the work of JCPL staff in ways that are useful, productive and informative.	Complete development of a new staff intranet	DX	Prototypes of the new staff directory and forums experiences have been produced and tested. Foundational work on the underlying systems infrastructure was paused while we searched for a new DX manager and temporarily eliminated web developer position. Project moved to 2016 due to competing priorities and staffing changes.	Intranet is established by year end. Did not meet expectations.
	Implement mobile work-lists to improve operational efficiency.	IT/PS	Mobile worklist was tested and is in limited use. III visited in Q3 to discuss future functionality.	Mobile work-lists phased for use in Collections, Operations. Met expectations.
	Develop Point of Sale system	PX/Finance/IT	Contract with EnvisionWare is signed. Installation at Golden is scheduled for Jan 6, 2016. System-wide implementation is scheduled for Q1 2016.	Plan for implementation and budget are developed. Met expectations.
	Develop meaningful ways to capture and report statistics	PS	2013 benchmarking report completed and shared with the Board & Public Services March 2015. New reporting format developed for the Board, separate monthly format developed for staff, available to all on staff stuff.	2015 statistics are accurate and meet state definitions. Met expectations.

We investigate and develop alternative sources of revenue	We solicit donations to support new amenities in the Golden Library	Communication s/Foundation	We raised more than \$30,000 through naming solicitations and individual donations. Naming plaques installed 8/15. Individual donor plaque complete; installation scheduled Jan. 2016.	We raise at least \$5,000 through alternative sources of revenue. Exceeded expectations.
Strategically develop partnerships with other organizations serving Jefferson County residents	Develop a tool to capture and share current partnerships, JCPL contact, and nature of partnership	Programming and Partnerships	We have placed a moratorium on new partnerships until a strategic framework has been established. Project moved to 2016 due to competing priorities and staffing changes.	Tool is established by year end; staff are trained in its use. Did not meet expectations.
	Identify new partnership opportunities with groups that meet our criteria for impact	SMT	We have placed a moratorium on new partnerships until a strategic framework has been established. Project moved to 2016 due to competing priorities and staffing changes.	Criteria are developed and applied to new partnerships. Did not meet expectations.
We streamline and improve systems and processes to maximize employee productivity	Migration from NOVAtime to KRONOS payroll system	ERD	Library has fully transitioned to KRONOS. KRONOS is now timekeeping/scheduling and system of record for accruals for all Library employees. Implementation one quarter ahead of schedule.	Successfully transition to a County wide payroll system administered by County Payroll by year end. Exceeded expectations.
	Electronic Personnel Action form process	ERD	Problems with the system-generated emails from County System of record (JDE) caused a delay. Successful Implementation in Q4.	Implement electronic PA process by end of 2nd quarter. Met expectations.
	NEOGOV Perform	ERD	NEOGOV Conference cancelled pending new County wide HCMS, which would replace NEOGOV. HCMS not included in 2016 budget so initiative rolls over to 2016.	HR staff receives intensive NEOGOV training. Expand use of NEOGOV to include automated Annual Performance Evaluations by end of year. Ongoing.
	Safety and Security	ERD/Finance/Facilities	Finance and ERD staff members have received certification. Ergonomic process implemented. Ergonomic evaluation and training underway at	Ergonomic certified staff in ERD/Finance. Met expectations

			<p>LSC and Golden end of Q2. Training has been provided at AR, ED, EV, LK, SL and AD (IT, L2U). BL & WR scheduled. Scheduling other locations for evaluation/training as needed by request or as remodel occurs.</p> <p>Emergency contact update procedures fully in place end of Q1.</p>	<p>Implement improved ergonomic procedures. Met expectations</p> <p>Implement new personal/emergency contact update procedures. Met expectations.</p>
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