

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

January 18, 2018



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, January 18, 2018 – LAKEWOOD LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2.	Pledge of Allegiance
3. Action	Approve Agenda Call for motion and second
4. Action	Approval of Minutes Call for motion and second <ul style="list-style-type: none"> December 14, 2017 Board Meeting Minutes
5.	Public Comment
6. Information	<ul style="list-style-type: none"> Foundation Report – Jo Schantz
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> Executive Director Update Finance Department – Gloria Overholt <ul style="list-style-type: none"> Financial Reports <u>Pine Library Gift</u> Action Item: Recommend that the Library Board of Trustees authorize a gift of \$1,000 to the North Fork Library Association to support the operation of the Pine Library in 2018. The appropriation for this expenditure is included in the Library Trustees 2018 Budget. Public Services Department <ul style="list-style-type: none"> Edgewater Update – Paul Wember, Wember, Inc.
8. Action as Needed	Consent Agenda (4.3.4) <u>Sunshine Resolution</u> <ul style="list-style-type: none"> Action Item: Call for Motion: Trustees approve the Sunshine Resolution LB-01-18-18 <u>Chair Appointments:</u> <ul style="list-style-type: none"> Action Item: Chair appoints committee to review Board Bylaws (4.4.2D) Action Item: Chair appoints nominating committee for Board officers (4.4.2D) Action Item: Chair appoints Trustee representative to Foundation Board <u>2017 Governance Process Calendar</u> <ul style="list-style-type: none"> Informational: 2018 Governance Process Calendar as adopted at the December 14, 2017 Library Board meeting.

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

9. Emerging Issues Action as Needed	
10. Action as Needed	Ends <ul style="list-style-type: none">• 2017 Year End Strategic Priorities – Pam Nissler• 2018 Strategic Priorities Q&A - Pam Nissler
11. Action as Needed	Governing Policies: Management Limitations (Monitoring Reports) <u>Monitoring Executive Director's Performance</u> <ul style="list-style-type: none">• <i>Action Item:</i> Call for Consensus to delay the Executive Director's performance and compensation review (4.3.6) to the February 15, 2018 Library Board Meeting.
12. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS <ul style="list-style-type: none">• January 11 – Study Session – 5:30 pm – Administration Conference Room• January 18 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room• February 8 – Study Session – 5:30 pm – Administration Conference Room• February 15 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room• March 8 – Study Session – Administration Conference Room• March 15 – Board Meeting – Lakewood Library Meeting Room
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. Adjournment	

APPROVAL OF MINUTES

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
December 14, 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 December 14, 2017. Library Board of Trustees Chair, Julia Hill-Nichols called the meeting to order at 5:30 p.m. Other Trustees present: Charles Naumer (Vice-Chair), Kim Johnson (Secretary), Pam Anderson, John Bodnar, Deborah Deal and Brian DeLaet.

Trustees not present: All Trustees were present.

Guests: Government Performance Solutions; Greg Bellomo, Managing Partner; Kate Newberg, Principal; Kevin Mindenhall, Principal. Paul Wember, President, Wember, Inc.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Director of Public Services; Rebecca Winning, Director of Communications; Steve Chestnut, Director of Facilities and Construction Projects; Gloria Overholt, Interim Director of Finance Budget; Danny Lagage, IT Operations Manager; 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 Brian DeLaet the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: Charles Naumer moved approval of the minutes of the November 9, 2017 Study Session. Seconded by Brian DeLaet the minutes were approved by unanimous vote of all Trustees present.

MOTION: Kim Johnson moved approval of the minutes of the November 16, 2017 Board meeting. Seconded by Brian DeLaet the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

There was no public comment.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. There were no questions from the Board on the Executive Director's report.

Employee Relations & Development Department

Government Performance Solutions

Sandie Coutts Director of Employee relations & development addressed the board and introduced the topic. Government Performance Solutions (GPS) representatives Greg Bellomo, Managing Partner; Kate Newberg, Principal; and Kevin Mindenhall, Principal, presented information to the Board on the organizational analysis. JCPL engaged GPS in June 2017 to conduct an organizational assessment with the following objectives:

1. Analyze and evaluate the effectiveness of JCPL's current organizational structure, distribution of functions, and staffing levels
2. Define future organizational structures that promote cross-collaboration and accelerate the achievement of strategic and operational goals
3. Establish staffing levels that allow JCPL to operate efficiently today and that can be quickly adjusted to meet future needs
4. Adjust roles/responsibilities to create meaningful, fulfilling jobs that are easy to source in today's employment market.

The Board was advised of the organizational assessment process and presented with information related to JCPL's performance compared to peers including staffing gap comparisons to benchmarking peers. One of the conclusions reached is that the existing Senior Management Team (SMT) structure, with a few modifications, is more than adequate over the near term. The SMT works well together and has clear roles and responsibilities. Increasing staffing to the 50th percentile level of JCPL's peers will remove barriers to success, provide the ability to meet patron needs and improve staff work experience and morale. Options for organizational structural changes should be considered as senior leaders retire or leave the organization.

The GPS presentation included a summary of recommendations, high-level implementation plan, estimated FTE, budget impact and implementation considerations.

The Executive Director advised the Board that Library Administration believes the recommendations are valid and recognize that not every recommendation can be implemented at once. The Senior Management Team will be gathering more information from the other studies (demographics and long-range facility plan) and will be presenting

more information to the Board regarding a phased approach, including a proposal for you to discuss and consider regarding 2018 critical positions.

In response to questions, the Board was advised that:

- The recommendation for the MSW is for one full time position with two rotating internships. Across the metro area libraries, these resource specialists work on the floor with patrons that need special support and can help connect them with resources the library does not have. There is also an inward element to provide support to staff when they are dealing with challenging situations.
- GPS utilized data from the same 14-member peer group JCPL uses for the benchmarking reports.
- The Library continually looks to fulfill support needs through services provided by the County. The Library has worked in partnership with the Sheriff's Department and Human Resources. What JCPL has found is that County resources are stretched as thin as JCPL and they have not had the resources to be able to help the Library. For IT services, the Library is unique with specialized systems like the ILS. County IT does not have the expertise or the staff to provide support to the Library. The Library will continue to reach out to the County for services when appropriate. JCPL also shares resources with the County, providing training.
- The Library is also looking at what it currently outsources and what could be brought in-house more effectively and provide cost savings. Examples include adding skilled trades to Facilities staffing like plumbing and electrical. Those services are currently provided through vendors at high cost and less than ideal response time. Additionally, the Library recently needed critical incident response services that were provided at a cost of \$2,000 for a couple of hours. An MSW could have provided those services as part of their work responsibilities.
- If all recommendations were implemented in 5 years, JCPL would be at the 75th percentile.
- If all recommendations were implemented, if the Board approves the full 4.5 mills in 2019-2020 and adds \$3.9 million in personnel costs over the same period, JCPL is projected to spend 50% of its total operating budget on personnel costs. In 2017, JCPL will spend 52% of the operating budget on personnel, a reduction of 6% from 2016.
- The budget impact numbers represent salaries and benefits.
- The Library anticipates a thoughtful, phased approach.
- 50% of the Library's work force is classified as temporary (part-time, non-benefited) and has a high turnover rate resulting in an average of one recruitment per week and significant costs in continual onboarding and training. The Library does not believe the current staffing model is sustainable.

The Chair noted that she would like to see a replacement plan in the event several Senior Management Team members were out with the flu. The Board was advised that the Library is also looking into a succession plan as a high volume of current employees is reaching retirement age. The Chair also noted that this report, as well as the other data, would provide an incredibly articulate framework for the Board as it moves forward.

Bradbury Miller Associates

Sandie Coutts, Director of Employee Relations and Development addressed the Board and asked for questions about the recommendations and recruitment strategy in her report.

In response to questions, the Board was advised that:

- Bradbury Miller Associates has assured the Library that they would not entertain competing recruitments.
- The Library checked all references and is confident Bradbury Miller Associates can perform the work and is not concerned with how much time they can devote to JCPL's recruitment even if they have other work.
- The Library believes that the Board will best be served by a professional recruitment firm for the position of Executive Director.
- The timeframe in the recommendation is standard for this type of recruitment.

MOTION: Brian DeLaet moved that the Library Board authorize the Jefferson County Public Library, upon approval of the purchase order by the county attorney, to secure the recruitment services of Bradbury Miller Associates for the executive director position in an amount not to exceed \$24,000. Seconded by Pam Anderson the motion passed by majority vote of all Trustees present with Trustee Bodnar voting against the motion.

Budget and Finance Department

Gloria Overholt, Interim Director of the Finance and Budget Department presented information on the activities of the Budget and Finance Department.

2018 Budget

Gloria Overholt, Interim Director of Budget and Finance, provided a brief overview of the 2018 budget noting that the budget is the same as was approved by the Board for submission to the County.

MOTION: Kim Johnson moved that the Library Board of Trustees adopt the 2018 budget and authorize the Executive Director to implement the spending plan contained therein. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

Financial Reports

Gloria Overholt addressed the Board and introduced the topic. The financial information in the November tables indicate that the Library is on track to use very little of the fund balance. The Library is coming in under budget in a few areas including snow removal. In response to a question, the Board was advised that the fund balance is still within the suggested limits in the fund balance policy. Trustee Bodnar noted that he would like to have a review of the fund balance at the January Study Session, as it appears that the ceiling is being exceeded every month.

Public Services

Edgewater Library Update

Paul Wember, President of Wember, Inc., addressed the Board and noted that meetings with the general contractor are going very well. Meetings with the general contract include taking the schematic design and putting pricing into divisions like flooring, lighting, ceilings, mechanical engineers and subcontracts; very specific trades to validate the design and budgets. The project team and architect are beginning to move from the conceptual floor plan to the phase of design and textures to realize the unique feel of the Edgewater Library.

Facilities & Construction Department

Steve Chestnut, Director of Facilities and Construction Projects addressed the Board and noted that the intergovernmental agreement and lease agreement have been approved through the County Attorney's office. The Edgewater City Council had their first reading of the agreements with no negative comments.

In response to questions, the Board was advised that:

- The Library will negotiate the contract with our Janitorial company that will include the scope of services. Any requests beyond that scope would need to be re-negotiated.
- The shared construction costs are within the Library's total budget for the project.

Edgewater Library Construction Intergovernmental Agreement

MOTION: Deborah Deal moved that the Library Board of Trustees authorize the Executive Director to sign the Intergovernmental Agreement between the City of Edgewater and the Jefferson County Public Library concerning shared construction costs in connection with the Jefferson County Public Library at the Edgewater Civic Center. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Edgewater Library Lease Agreement

MOTION: John Bodnar moved that the Library Board of Trustees authorize the Executive Director to sign the Lease Agreement between the City of Edgewater and the Jefferson County Public Library. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

CONSENT AGENDA

Adopt 2018 Governance Process Calendar

MOTION: Kim Johnson moved that the Trustees adopt the 2018 Governance Process Calendar as presented. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

BOARD SCHEDULE – NEXT MEETINGS

- January 11 – Study Session – 5:30 pm – Administration Conference Room
- January 18 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- February 8 – Study Session – 5:30 pm – Administration Conference Room
- February 15 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- March 8 – Study Session – Administration Conference Room
- March 15 – Board Meeting – Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

There were no announcements.

ADJOURNMENT

The regular Board meeting was adjourned at 7:04 p.m.

Kim Johnson, Secretary

FOUNDATION REPORT

JEFFERSON COUNTY LIBRARY FOUNDATION

EXECUTIVE DIRECTOR REPORT

JANUARY 2018 (DECEMBER 15 – JANUARY 18)

By Jo Schantz

1) Recent events

a) Holiday Book Sales

- December 1-2 – 9 a.m. to 5 p.m. at the Standley Lake Library in Arvada
- December 8-9 – 9 a.m. to 5 p.m. at the Golden Library in Golden

We raised \$8,966 from these sales, combined. New this year, we also sold more than 25 holiday gift baskets, which were created by our Office Coordinator and volunteers.

2) Upcoming events

- a) **Friends Annual Meeting** – Friday, February 2, from 11:30 a.m. to 1 p.m. at the Wheat Ridge Recreation Center in Wheat Ridge. Our guest speaker is author Scott Gibson.
- b) **Speakeasy Series**, featuring former 9NEWS/KUSA investigative television reporter, Paula Woodward (date and location TBD)
 - Paula will be discussing her book: ***We Have Your Daughter – the Unsolved Murder of JonBenét Ramsey, 20 Years Later***
- c) **International Women’s Day luncheon and awards ceremony** (for Girls in STEM winners)
 - Thursday, Mar. 8, 11:30 a.m. to 1 p.m., Baldoria on the Water, Lakewood
 - JCLF is a sponsor of this event
- d) **Pen & Podium author presentation** – Monday, March 12, at the Newman Center, DU (featuring Pulitzer Prize-winning playwright/screenwriter, Tony Kushner)
 - JCLF is a featured partner of the Pen & Podium Series, and we received a \$5,000 check from Pen & Podium (Denver Post Community Fund) in 2017
- e) **March Madness book sale** – Thurs/Fri, March 16/17, 9 a.m. to 4 p.m. at Columbine Library
- f) **Annual Volunteer Awards Luncheon** (April, date TBD)
- g) **Good News Breakfast** – Tuesday, April 24, 7 a.m., Jeffco Fairgrounds
 - JCLF is a sponsor of this event
- h) **Spring Whale of a Used Book Sale** – June 1-3, Jeffco Fairgrounds

3) Donation appeals

- ✓ **Colorado Gives Day** – Tuesday, December 5
- ✓ **End-of-year campaign** – the 2017 theme for our direct mail solicitation was “Join the 100% Club.” Donations gathered from this appeal will be matched “100%” by the Foundation (up to \$40,000), and those JCLF matching dollars will be funneled into the endowment. All 100% Club donors can designate their monies toward the following JCPL funding areas: general operating support; Early Childhood Literacy; 2018 Summer Reading; or STEM/STEAM programming.

We raised more than \$17,000 from these two annual appeals.

4) Meetings and networking

On December 19, I invited Jessica Nichols (Pinkard Construction) to lunch, where we discussed the 2018 Friends Community Partnership opportunity. Jessica confirmed that her company is on board for this next year at the \$1,500 level. During our conversation, I also asked Jessica to consider JCLF Board membership, and this is under her consideration at this time.

Although our offices were officially closed from December 22 through January 1, during the holiday break, I attended a training seminar at the West Chamber on Instagram. We want to add this to our lineup of social media outlets, and hope to have this new communications mechanism running soon. I also met with JCPL Trustee and Board liaison Deborah Deal to help prepare for the upcoming International Women's Day luncheon (March 8) and to help identify and solicit potential event sponsors.

On January 8, I met with Rebecca Winning and Debby Ridgell (JCPL) to discuss naming opportunities for the new Edgewater Library, and to identify prospects. I'm continuing to follow up with a list of potential funders for these naming opportunities.

My annual job evaluation was held on Tuesday, January 16, with Board President Tami Bandimere and Vice President Jeannie Mann. The monthly Finance Committee meeting was held at the Foundation on Wednesday, January 17.

5) Grants and Sponsorships

Grant proposals submitted during this month:

- CoBiz Cares Foundation -- \$5,000 for 1,000 Books Before Kindergarten

Friends Community Partnerships (commitments to date)

- Pinkard Construction @ \$1,500
- Bean Fosters @ \$500

Grants received this month:

- \$4,000 from the Melvin & Elaine Wolf Foundation (for Early Literacy programming)

Operational Updates

Executive Director Update

MEMORANDUM



TO: Library Board of Trustees
FROM: Pam Nissler, Executive Director
RE: January 2018 Board Report

This report will be brief because I was out of the office on vacation from December 15 – December 25th and sick with a virus from December 26th – December 29th.

In the time that I was in the office, I participated in the following meetings:

- The monthly breakfast meeting with Julia and Chic
- Orientation for the Communities that Care Board
- The monthly Elected Officials Personnel Board meeting and a farewell gathering afterward for Commissioner Rosier.
- On-site meetings with Group 4, the firm that is developing the recommendations for the long term facilities plan for the library.

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

Budget & Finance Department

memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Interim Director of Finance & Budget
re: Finance Monthly Report - Budget to Actual Tables
Pine Library Gift
date: January 18, 2018

A. Budget to Actual Tables

The Budget to Actual Tables for December 2017 will be forwarded before the meeting, and will include the analysis discussion. The analysis will include information concerning possible carry-forward budgets and an analysis of year end fund balance status.

B. Jefferson County Public Library provides an annual gift to the North Fork Library Association to support the Pine Library's operating expenses. This gift helps pay for the Library's insurance, as that cost alone would consume almost the entire Pine Library income each year.

The North Fork Library Association has requested \$500 from the Jefferson County Library Board for 2018 to help cover their \$790 insurance bill. In 2016 and 2017 the Jefferson County Library Board granted Pine Library \$1,000. In the 2018 Jefferson County Public Library budget, \$1,000 has been set aside for this gift.

Action Item: I recommend that the Library Board of Trustees authorize a gift of \$1,000 to the North Fork Library Association to support operating expenses of the Pine Library in 2018.



Jefferson County
PUBLIC LIBRARY

memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Interim Director of Finance & Budget
re: Finance Monthly Report

- Budget to Actual Tables – Preliminary December 2017 Tables
- Project-to-Date Information – December 2017 – Columbine Library, Edgewater Library

date: January 18, 2018

A. Budget to Actual Tables December 2017

Attached are the Preliminary Financial Tables for the month of December 2017. They are described as preliminary because all transactions pertaining to December 2017 have not yet been recorded. Additional material transactions to be recorded are Investment Income, Accrued Salaries and Benefits, Library Books and Materials, and Capital Projects.

Property Taxes are projected to come in a little short by about \$96k. Library fines are not expected to meet budget as a recent analysis indicated. Estimates are that fines will fall short by \$23k. Contributions are also expected to fall short by \$124k.

Revenues earned on pooled investments are above total budget for the year. The Library's cash balance is pooled with the funds from all County funds and invested in specific investment instruments. Interest is allocated to the funds based on their average daily balance. Until the final 2017 numbers are posted, the total investment income will fluctuate. Year-end adjustments of gain and loss on investments and adjustments for fair market value will determine the total investment income.

Expenditures for Salaries and Benefits are expected to be below budget, and the vacancy factor will be met. Projections through the month of December, which includes a projections for accrued salaries and benefits) indicate that salaries and benefits will be below budget by about \$334k. Library Books and Material will be spent, as will the cost allocation budgets. Supplies are projected to be under budget by \$176k. Other Services and Charges are trending low, projected to be under budget by \$548k. The total budget for Other Services and Charges includes a savings in contingency usage of \$232k.

Fund Balance Projection As of Preliminary December information the projection for fund balance is an increase at year end of approximately \$435k over the ending balance at December 31, 2016. The 2017 budget consisted of using \$2.7 million in fund balance, but projections indicate very little, if any, use of fund balance. Amended budget for capital projects is \$7,068,226, however projections indicate \$5,514,764 will be spent this year. The difference is \$1.5 million. A portion of this balance will be requested to carry forward into 2018 in order to complete some of the projects. Ending fund balance is projected to be \$17,927 million at year end.

memorandum

Fund Balance Policy

In order to determine if the Library is in compliance with the Board of Trustees Fund Balance Policy, the calculation is done when the books for the year close. This is the point in time where all revenues and all expenditures are recorded and the resulting balance will be measured against the policy.

For 2017 the minimum fund balance should be no less than \$9,465,540, and the maximum fund balance should be no more than \$18,931,079. The minimum and maximum numbers are calculated by multiplying the current year budgeted revenues by 25% and 50% respectively.

During the year as revenues are received and expenditures are made the Finance Director projects the ending fund balance based on the Library's revenue receipts and spending trends. As the majority of revenues are received during the first six months of the year, and expenditures are typically spread out evenly over the 12 month period the fund balance can vary widely from month to month. However, it is only at the close of the business year that the fund balance is measured against the policy. The table below indicates that the currently projected year end fund balance will be within the policy guidelines.

1-1-2017 Beginning Fund Balance	\$17,491,968				
Total Revenues	+ 37,818,148				
Total Expenditures	- 36,534,173				
12-31-2017 Ending Fund Balance	\$18,775,943				
			Ending F/B		In Compliance
Minimum Fund Balance		\$9,465,540	\$18,775,943	Over	<input checked="" type="checkbox"/>
Maximum Fund Balance		\$18,931,079	\$18,775,943	Under	<input checked="" type="checkbox"/>

B. Project-to-Date Financial Information

Attached are the Project-to-Date reports for the Columbine Remodel Project and the Edgewater Tenant Finish Project. These reports contain detailed budget and actual numbers in a project-to-date format, as well as the timeline of when budgets were approved, transferred or amended.

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

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Amended Budget	YTD Actual 12/31/2017	\$ Variance 2017 Budget	Budget to Actual %
<i>Sources of Funds</i>						
Revenues						
Property Taxes 4.500 Mills						
Property Taxes - Operating	\$ 31,558,023	\$ 31,415,219	\$ 34,728,137	\$ 34,664,963	\$ (63,174)	99.82%
Property Taxes - Capital	1,519,998	1,473,398	1,664,831	1,631,758	(33,073)	98.01%
Total Taxes	\$ 33,078,021	\$ 32,888,617	\$ 36,392,968	\$ 36,296,721	\$ (96,247)	99.74%
Federal & State Grants	\$ 126,734	\$ 131,085	\$ 130,000	\$ 131,272	\$ 1,272	100.98%
Fines & Fees	799,000	700,219	792,970	693,473	(99,497)	87.45%
Other Revenue	450,021	327,952	546,220	696,682	150,462	127.55%
Total Other Revenues	1,375,755	1,159,256	1,469,190	1,521,427	52,237	103.56%
Sub Total Operating Revenues	\$ 34,453,776	\$ 34,047,873	\$ 37,862,158	\$ 37,818,148	\$ (44,010)	99.88%
Transfer from Fund Balance	\$ 2,057,647	\$ -	\$ 2,173,025	\$ -	\$ -	N/A
Transfer to Fund Balance	-	4,383,466	-	1,283,975	3,457,000	N/A
Total Sources of Funds	\$ 32,396,129	\$ 29,664,407	\$ 40,035,183	\$ 36,534,173	\$ (3,501,010)	91.26%
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 12,624,592	\$ 11,926,754	\$ 12,592,392	\$ 12,161,159	\$ (431,233)	96.58%
Benefits	3,845,432	3,444,953	3,793,380	3,552,274	(241,106)	93.64%
Sub-Total Salaries & Benefits	\$ 16,470,024	\$ 15,371,707	\$ 16,385,772	\$ 15,713,433	\$ (672,339)	95.90%
Collection: Library Books & Materials	\$ 5,854,776	\$ 5,816,450	\$ 8,349,727	\$ 8,295,373	\$ (54,354)	99.35%
Supplies	943,313	974,281	1,287,301	1,046,596	(240,705)	81.30%
Operating Capital	-	-	12,000	-	(12,000)	0.00%
Other Services & Charges	3,407,915	2,758,004	3,784,203	3,145,586	(638,617)	83.12%
Internal Transactions /Cost Allocation	1,450,848	1,386,406	1,599,551	1,575,521	(24,030)	98.50%
Total Operating Expenditures	\$ 28,126,876	\$ 26,306,848	\$ 31,418,554	\$ 29,776,509	\$ (1,642,045)	94.77%
Financing & Debt Service	\$ 1,584,388	\$ 1,554,199	\$ 1,548,403	\$ 1,519,238	\$ (29,165)	98.12%
Capital Projects	\$ 2,684,865	\$ 1,803,360	\$ 7,068,226	\$ 5,238,426	\$ (1,829,800)	74.11%
Total Uses of Funds	\$ 32,396,129	\$ 29,664,407	\$ 40,035,183	\$ 36,534,173	\$ (3,501,010)	91.26%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE REQUIREMENTS
2017 ACTUAL TO BUDGET

	Final 2016 Budget	Final 2016 Actual	2017 Amended Budget	YTD Actual 12/31/2017	Year End Projected Fund Balance
Beginning Fund Balance	\$ 11,721,384	\$ 13,108,503	\$ 13,779,031	\$ 17,491,968	\$ 17,491,968
Revenues					
Operating Revenues	\$ 32,933,778	\$ 32,574,475	\$ 36,197,327	\$ 36,186,390	\$ 36,186,390
Capital Funding	1,519,998	1,473,398	1,664,831	1,631,758	1,631,758
Total Revenues	\$ 34,453,776	\$ 34,047,873	\$ 37,862,158	\$ 37,818,148	\$ 37,818,148
Expenditures					
Operating Expenditures	\$ 28,126,876	\$ 26,306,848	\$ 31,418,554	\$ 29,776,509	\$ 30,348,542
Debt Service	1,584,388	1,554,199	1,548,403	1,519,238	1,519,238
Capital Projects	2,684,865	1,803,360	7,068,226	5,238,426	5,514,764
Total Expenditures	\$ 32,396,129	\$ 29,664,407	\$ 40,035,183	\$ 36,534,173	\$ 37,382,544
Increase/(Decrease) in Fund Balance	\$ 2,057,647	\$ 4,383,466	\$ (2,173,025)	\$ 1,283,975	\$ 435,604
Ending Fund Balance	\$ 13,779,031	\$ 17,491,968	\$ 11,606,006	\$ 18,775,943	\$ 17,927,572
Above/(Below) Minimum	\$ 5,165,587	\$ 8,878,524	\$ 2,140,467	\$ 9,310,404	\$ 8,462,033
Above/(Below) Maximum	N/A	\$ 265,080	\$ (7,325,073)	\$ (155,136)	(1,003,507)
Fund Balance Policy					
Minimum Fund Balance					
16% of Current Year Revenues	\$ 5,512,604		\$ 6,057,945		
9% of Current Year Revenues - Uncertainty	3,100,840		3,407,594		
Total Minimum F/B Reserve Requirement	\$ 8,613,444		9,465,540		
Maximum Fund Balance					
50% of Current Year Budgeted Revenues	17,226,888		18,931,079		
Total Maximum F/B Reserve Requirement	\$ 17,226,888		\$ 18,931,079		

TABLE 2B
JEFFERSON COUNTY PUBLIC LIBRARY
POSITION AUTHORIZATIONS (FTEs)
2017 ACTUAL TO BUDGET

	Adopted 2016 Budget	Actual 2016	Adopted 2017 Budget	Revised 2017 Budget	Change 2016 to 2017
FTE Positions - Active	207.50	181.50	207.50	208.50	27.00
FTE Positions - Reserved	7.50	33.50	7.50	6.50	-27.00
Total Authorized Positions	215.00	215.00	215.00	215.00	0.00

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

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Amended Budget	YTD Actual 12/31/2017	Projected Year-End 2017	Variance 2017 Budget
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Taxes - Operating	\$ 32,257,736	\$ 31,268,777	\$35,331,413	\$ 34,629,529	\$34,629,529	\$ (701,884)
Delinquent Taxes	45,241	122,018	50,124	15,408	15,408	(34,716)
Prior Year Cancellations	(116,244)	-	(76,556)	-	-	76,556
Urban Renewal	(667,853)	-	(606,610)	-	-	606,610
Penalties & Interest	39,143	24,424	29,766	20,026	20,026	(9,740)
Total Taxes	\$ 31,558,023	\$ 31,415,219	\$34,728,137	\$ 34,664,963	\$ 34,664,963	\$ (63,174)
Federal & State Grants	\$ 126,734	\$ 131,085	\$ 130,000	\$ 131,272	\$ 131,272	\$ 1,272
Library Fines	650,000	585,214	639,500	568,474	568,474	(71,026)
Other Fees	149,000	115,005	153,470	124,999	124,999	(28,471)
Investment Income	149,021	100,072	149,200	368,208	368,208	219,008
Contributions from Private Sources	200,000	142,969	200,000	76,144	76,144	(123,856)
Other Revenue	101,000	84,912	197,020	252,330	252,330	55,310
Total Revenues	\$ 32,933,778	\$ 32,574,476	\$36,197,327	\$ 36,186,390	\$ 36,186,390	\$ (10,937)
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 11,222,688	\$ 10,300,740	\$11,398,213	\$ 10,455,456	\$10,744,659	\$ (653,554)
Awards & Bonuses	83,796	48,519	100,000	-	-	(100,000)
Termination Pay	-	113,718	-	41,660	42,201	42,201
Temporary Pay	1,806,537	1,462,528	1,946,245	1,662,797	1,718,456	(227,789)
Overtime	8,900	1,249	13,900	1,246	1,246	(12,654)
Vacancy Savings	(498,628)	-	(865,966)	-	-	865,966
Benefits	3,846,731	3,444,953	3,793,380	3,552,274	3,545,057	(248,323)
Total Salaries & Benefits	\$ 16,470,024	\$ 15,371,707	\$16,385,772	\$ 15,713,433	\$16,051,619	\$ (334,153)
Library Books & Materials	\$ 4,820,976	\$ 4,584,052	\$ 6,900,603	\$ 6,307,134	\$ 6,389,915	\$ (510,688)
Library Computer Materials	926,650	1,115,396	1,317,744	1,859,980	1,828,432	510,688
Library Periodicals	130,650	117,002	131,380	128,259	131,380	-
Sub-Total Library Collections	5,878,276	5,816,450	8,349,727	8,295,373	8,349,727	-
Supplies	943,313	974,281	1,287,301	1,046,596	1,110,622	(176,679)
Other Services & Charges	3,407,915	2,758,004	3,784,203	3,145,586	3,235,807	(548,396)
Operating Capital	-	-	12,000	-	12,000	-
Direct Internal Charges	127,061	136,345	178,688	151,648	164,894	(13,794)
Indirect Cost Allocation	696,338	696,338	758,653	758,653	758,653	-
Intra County Transactions	627,449	553,723	662,210	665,220	665,220	3,010
Total Operating Expenditures	\$ 28,150,376	\$ 26,306,849	\$31,418,554	\$ 29,776,509	\$ 30,348,542	\$ (1,070,012)
Total Uses of Funds	\$ 28,150,376	\$ 26,306,849	\$31,418,554	\$ 29,776,509	\$ 30,348,542	\$ (1,070,012)

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

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Amended Budget	YTD Actual 12/31/2017	Projected Year- End 2017	Variance 2017 Budget
---------------------------	-------------------------	----------------------	---------------------------	--------------------------	-----------------------------	-------------------------

Debt Service						
Principal - Arvada (2005-2024)	\$ 507,411	\$ 507,411	\$ 516,095	\$ 516,095	\$ 516,095	-
Interest - Arvada (2005-2024)	119,285	119,285	107,157	107,157	107,157	-
Principal - Refunding Series 2013	632,690	632,690	632,740	632,740	632,740	-
Interest - Refunding Series 2013	149,314	119,125	116,772	116,772	116,772	-
Principal - COP - Capital Projects	142,143	142,143	142,143	142,143	142,143	-
Interest - COP - Capital Projects	33,545	33,545	33,496	4,331	4,331	29,165
Total Debt Service	\$1,584,388	\$ 1,554,199	\$ 1,548,403	\$1,519,238	\$ 1,519,238	\$ 29,165

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
2017 ACTUAL TO BUDGET**

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Budget	2017 Amended Budget	YTD Actual 12/31/2017	Projected Year- End 2017	Variance 2017 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 1,519,998	\$ 1,473,398	\$ 1,664,831	\$ 1,664,831	\$ 1,631,758	\$ 1,631,758	\$ (33,073)
Total Sources of Funds	\$ 1,519,998	\$ 1,473,398	\$ 1,664,831	\$ 1,664,831	\$ 1,631,758	\$ 1,631,758	\$ (33,073)
Uses of Funds							
Annual Replacement & Maintenance Program (ARM)							
ARM-01 Capital Maintenance	\$ 160,000	\$ 170,424	\$ 250,000	\$ 250,000	\$ 126,195	\$ 250,000	\$ -
ARM-02 Furniture & Equipment	64,550	58,064	56,000	56,000	30,342	42,644	13,356
ARM-03 Computer Replacement Plan	250,000	218,476	250,000	250,000	150,669	250,000	-
ARM-04 Book Sorter Sinking Fund	200,000	-	200,000	400,000	159,837	159,837	240,163
ARM-05 IT Infrastructure Replacement	369,000	316,658	462,000	526,665	553,987	553,967	(27,302)
2016 Projects							
16-01 Lakewood Parking Lot	288,975	274,922	-	-	7,355	7,355	(7,355)
16-02 LSC Parking Lot	69,000	67,699	-	-	-	-	-
16-03 Evergreen Condensing Unit	140,000	54,204	-	42,979	31,848	31,848	11,131
16-04 Wheat Ridge HVAC Replacement	48,000	-	-	41,600	41,599	41,599	1
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 Intranet/Document Management	-	-	50,000	79,000	27,178	68,098	10,902
16-11 Increase Wireless Access Points	60,000	16,614	-	-	-	-	-
16-12 IT Software Projects	71,000	26,499	-	11,809	11,809	11,809	-
16-13 III Database Server	56,000	81,660	-	5,560	5,560	5,560	-
16-14 High Availability Internet Redundancy	38,000	-	-	-	-	-	-
16-15 Replace DVD/Disk Washer	8,000	7,990	8,000	-	-	-	-
16-18 IT Erate Data Cabeling	-	26,344	-	-	-	-	-
2017 Projects							
17-01 Evergreen AHU Rebuild	-	-	135,000	135,000	-	-	135,000
17-02 Entry Door Replacement	-	-	36,800	36,800	-	-	36,800
17-03 Virtual Servers Upgrades	-	-	91,000	91,000	18,351	18,351	72,649
17-04 Encore Server	-	-	37,000	-	-	-	-
17-05 Implement RFID/Self Check	337,740	272,000	250,000	315,740	264,736	264,736	51,004
17-08 Large Format Printer	-	-	10,000	10,000	4,477	4,477	5,523
17-09 JCPL Mobile Experience	-	-	15,700	15,700	-	-	15,700
17-10 Mobility Solution	-	-	25,000	25,000	1,300	1,300	23,700
17-11 Long-Range Facility Master Plan	-	-	75,000	78,600	27,025	27,025	51,575
17-12 Current Year Facility Expansion	-	-	80,000	-	-	-	-
Multi-Year Projects Construction Projects							
16-16 Columbine Remodel	385,800	99,027	4,250,000	4,536,773	3,720,940	3,720,940	815,833
17-07 Edgewater Library	-	-	80,000	160,000	55,218	55,218	104,782
Total Capital Projects	\$ 2,684,865	\$ 1,803,360	\$ 6,361,500	\$ 7,068,226	\$ 5,238,426	\$ 5,514,764	\$ 1,553,462
Book Sorter Sinking Fund Reserve							
Beginning Balance	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	
Source	200,000	200,000	200,000	400,000	-	459,837	
Use	-	-	-	-	(159,837)	(159,837)	
Balance	\$ 200,000	\$ 200,000	\$ 400,000	\$ 600,000	\$ (159,837)	\$ 500,000	

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2017 BUDGET TO ACTUAL

Project	2017 Amended Budget	YTD Actual 12/31/2017	YTD Encumbrances 12/31/2017	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 126,195	\$ -	\$ 126,195	\$ 123,805
ARM-02 Furniture & Equipment	56,000	30,342	-	30,342	25,658
ARM-03 Computer Replacement Plan	250,000	150,669	-	150,669	99,331
ARM-04 Book Sorter Sinking Fund	400,000	159,837	-	159,837	240,163
ARM-05 IT Infrastructure Replacement	526,665	553,987	-	553,987	(27,322)
16-01 Lakewood Parking Lot	-	7,355	-	7,355	(7,355)
16-03 Evergreen Condensing Unit	42,979	31,848	-	31,848	11,131
16-04 Wheat Ridge HVAC Replacement	41,600	41,599	-	41,599	1
16-10 Intranet/Document Management	79,000	27,178	-	27,178	51,822
16-12 IT Software Projects	11,809	11,809	-	11,809	-
16-13 Ill Database Server	5,560	5,560	-	5,560	-
17-01 Evergreen AHU Rebuild	135,000	-	-	-	135,000
17-02 Entry Door Replacement	36,800	-	-	-	36,800
17-03 Virtual Servers upgrades	91,000	18,351	-	18,351	72,649
17-05 Implement RFID/Self Check	315,740	264,736	-	264,736	51,004
17-08 Large Format Printer	10,000	4,477	-	4,477	5,523
17-09 JCPL Mobile Experience	15,700	-	-	-	15,700
17-10 Mobility Solution	25,000	1,300	-	1,300	23,700
17-11 Long-Range Facility Master Plan	78,600	27,025	-	27,025	51,575
Multi-Year Projects Construction Projects					
16-16 Columbine Remodel	4,536,773	3,720,940	-	3,720,940	815,833
17-07 Edgewater Library	160,000	55,218	-	55,218	104,782
Total Capital Projects	\$ 7,068,226	\$ 5,238,426	\$ -	\$ 5,238,426	\$ 1,829,800

**Columbine Library Remodel
Project to Date - Budget to Actual**

December 31, 2017

Remodel of Columbine Library to include:

- Move main library entrance to the eastside to improve handicap access
- Provide drive-up book drop
- Modifications to exterior drive to provide new exit and landscaping
- Enhanced noise reduction through acoustic panels
- Enclosed children's area
- Significantly enhanced IT systems in the building
- Replaced furniture and fixtures, and shelving
- Installed a maker space
- Enclosed staff space to increase efficiencies and provide security

Project Budget

\$4,250,000	2017 Construction Budget
385,800	2016 Phase 1 Planning Budget
<u>\$4,635,800</u>	<u>Total Project Budget</u>

2016 Timeline

Budget

\$90,000	Columbine Phase 1 Planning Budget Approved by BOT December 10, 2015
295,800	Budget Transfer
<u>\$385,800</u>	<u>2016 Project Budget</u>

Contracts

\$107,735	NV5 - Owners Representative - Contract Approved by the Board June 16, 2016
290,775	Humphries Poli Architect - Contract Approved by the Board August 18, 2016
<u>\$398,510</u>	

Actual Expenditures

\$47,190	NV5 - Owners Rep
49,871	Humphries Poli - Architect
1,875	Fransen Pittman - General Contractor
91	Miscellaneous, Food/Beverages
<u>\$99,027</u>	

\$385,800	2016 Budget
<u>(\$99,027)</u>	<u>2016 Actual Expenditures</u>
<u>\$286,773</u>	<u>Carry Forward from 2016 to 2017</u>

2017 Timeline

\$4,250,000	2017 Budget of \$4,250,000 Approved by BOT on December 8, 2016 *see breakout of construction below
286,773	Carry Forward from 2016
<u>\$4,536,773</u>	<u>2017 Project Budget</u>

* Detail of Construction Budget

\$485,780	Design Engineering and Consulting
19,600	Site Survey, Geotech and Materials Testing
2,820,558	Construction
120,231	Security
508,763	Furniture Fixtures and Equipment
44,862	Contingency
205	Other Misc.
<u>\$4,000,000</u>	
250,000	JCPL Contingency
<u>\$4,250,000</u>	

**Columbine Library Remodel
Project - Budget to Actual
Inception-to-Date
December 31, 2017**

	Phase 1 - Planning	Design, Engineering and Consulting	City & Planning Fees/Utilities	Site Survey, Geotech and Materials Testing	Construction	IT/AV/Security	FF&E	Contingency	Other Misc	NV5 Total	JCPL Contingency	Total
NV5 Budget 12/28/2016	\$ 385,800	\$ 413,510	\$ 31,000	\$ 16,000	\$ 2,749,490	\$ 10,000	\$ 580,000	\$ 200,000		\$ 4,000,000	\$ 250,000	\$ 4,635,800
unknown date			(16,000)	16,000								-
Dec-16		31,365						(31,365)				-
Jan-17		25,000			73,642		(75,000)	(23,642)				-
Apr-17		19,195	(15,000)		(25,519)	44,876	10,000	(33,552)				-
May-17					17,469			(17,469)				-
Jun-17					(1,030)	(7,576)		8,606				-
Jul-17				(1,096)	9,176	1,096		(9,176)				-
Aug-17		11,696		(189)		70,622		(82,129)				-
Sep-17		(10,000)		(9,200)		(66,390)	(5,440)	87,825	3,205			-
Oct-17							(108)	108				
Nov-17		(5,000)		(1,915)	(2,670)		(1,454)	11,039				
Dec-17		14				67,604	765	(65,384)	(3,000)			
Revised Budget	\$ 385,800	\$ 485,780	\$ -	\$ 19,600	\$ 2,820,558	\$ 120,231	\$ 508,763	\$ 44,862	\$ 205	\$ 4,000,000	\$ 250,000	\$ 4,635,800
Subtotal of transfers		77,256	(15,000)	(10,485)	73,738	42,627	(70,440)	(100,901)	3,205	-		
2016 Actual												
September	\$ 91	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91
October	36,411											36,411
November	22,382											22,382
December	40,143											40,143
Total 2016	99,027	-	-	-	-	-	-	-	-	-	-	99,027
2017 Actual												
January		79,843		4,800								84,643
February	388	21,381		6,450	1,875							30,094
March		56,033			(1,875)							54,158
April		22,387		9,310	1,875							33,572
May	99	65,792			112,533		405				386	179,213
June		51,290			216,898	10,686	11,288					290,162
July		18,225		3,247	550,051	15,728	77,950				6	665,206
August		18,093		1,553	786,468	50,615	12,000					868,729
September		19,863			443,695	663	13,662					477,883
October		4,694			458,841	7,906	123,707					595,148
November		20,257		85	190,788	27,190	135,784				910	375,014
December		3,913		1,970	(0)	1,690	59,544					67,117
Total 2017	487	381,772	-	27,415	2,761,149	114,477	434,339	-	-	-	1,302	3,720,940
Total Project-to-Date	99,514	381,772	-	27,415	2,761,149	114,477	434,339	-	-	-	1,302	3,819,967
Remaining Budget	\$ 286,286	\$ 104,008	\$ -	\$ (7,814)	\$ 59,409	\$ 5,754	\$ 74,424	\$ 44,862	\$ 205	\$ -	\$ 248,698	\$ 815,833

**Edgewater Library Remodel
Project to Date - Budget to Actual**

December 31, 2017

Project Description

In collaboration with the City of Edgewater, JCPL will provide a new 10,000 sq ft library. The City of Edgewater will pay for the land and the construction of their new Civic Center. JCPL will provide the tenant finishes of the Library space and operate the new Library. This library will align with JCPL's vision of a 21st Century Library.

Project Budget

	2017 Phase I Planning Budget - Board approved transfer of \$80k from Project 17-12 Current
\$160,000	Year Facility Expansion to Edgewater Project - Sept 21, 2017
2,600,000	2018 Tenant Finish Budget
<u>\$2,760,000</u>	<u>Total Project Budget</u>

2017 Timeline

Contracts

\$117,803	Wember - Owners Rep 04/10/2017
94,750	Humpries Poli - Architect 07/27/2017
	Frans & Pitman Construction
<u>\$212,553</u>	

\$160,000	2017 Budget
<u>\$55,218</u>	2017 Actual
<u>\$104,782</u>	Remaining 2017 Budget

2018 Timeline

**Edgewater Library Project
Project - Budget to Actual
Inception-to-Date
December 31, 2017**

	Design & Engineering	Owner's Requirements (Rep)	Construction	Permits, Utility Fees, Impact Fees & Resource Rights	FFE	Technology	Contingencies & Escalation	Total
Budget - Wember 4/12/17	\$ 210,900	\$ 205,403	\$ 1,343,500	\$ 23,693	\$ 319,500	\$ 387,703	\$ 268,700	\$ 2,759,399
								-
								-
Revised Budget	\$ 210,900	\$ 205,403	\$ 1,343,500	\$ 23,693	\$ 319,500	\$ 387,703	\$ 268,700	\$ 2,759,399
2017 Actual								
May	\$ -	\$ 4,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,480
June		2,953						2,953
July		1,316						1,316
Aug		978						978
Sept	5,104	6,881						11,985
Oct	4,965	5,498			3,368			13,830
Nov					1,346			1,346
Dec	17,849						480	18,328
Total 2017	27,918	22,107	-	-	4,714	-	480	55,218
Total Expenditures	27,918	22,107	-	-	4,714	-	480	55,218
Remaining Budget	\$ 182,982	\$ 183,296	\$ 1,343,500	\$ 23,693	\$ 314,786	\$ 387,703	\$ 268,220	\$ 2,704,181

Operational Updates

Public Services

Project Monthly Update Report

Project Name:

Wember Inc. Project Number:

Issue Date:

Purpose:

Edgewater Public Library

EPL (2017.08)

January 8, 2018

Project Update thru January 8, 2018

Dear Executive Director Pam Nissler

The purpose of this update is to report on the current status of the Edgewater Public Library. Happy New Year too!

Summary

Since the following report issued in November the project team has been focused on the interior design and layout of shelving and furniture at the interior of the library.

- Project Successes
 - Evolution of the floor plans previously presented
 - Design meetings and design refinement including shelving layouts
 - Updated budget
- Project Challenges
 - Schedule. Per the last report the original schedule design phase would be modified.

Schedule

- The previous schedule for the project intended for the 50% construction documents to be a major milestone in December. Wember and the team has rebuilt the schedule to complete the project per the original schedule opening in conjunction with the Civic Center while allowing all parties the required time to complete their scope at the highest level of quality.
- Major Milestones
 - 100% Design Development – 1/17/2018
 - 100% Construction Documents - 2/23/2018
 - Pricing Phase – 2/23/2018-3/30/2018
 - Board Review and recommendation of GC Pricing – 4/19/2018

Design

- The Design team has progressed on the floor plan and shelving options. The team has also advanced the design and begun presenting reflected ceiling plans. The Edgewater Library team has visited the architect's office where a virtual tour of the architectural model was given in December.

Financial

Budget

- The comprehensive project estimate has been generated and is currently showing a total project cost of \$2.6 Million to complete the project. The initial design cost evaluation indicates that the project budget is sufficient to meet the needs of the library goals. Invoices entail consulting costs for HPA and Wember at this time.

Next Steps

- Continue with Design with advancement of finishes and final furniture and shelving layouts.

Please don't hesitate to contact me if you have any questions.



Paul D. Wember, President, Wember



Consent Agenda

PROPOSED FOR ADOPTION AT
JANUARY 18, 2018 LIBRARY BOARD MEETING

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: LB 01-18-18

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

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

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

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

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

Date: January 18, 2018

2018 GOVERNANCE PROCESS CALENDAR

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

Month	Governance Process	Monitoring & Ends	Board Action
January	Begin Trustees planning cycle (4.3.2) Chair presents tentative agenda plan (4.3.2.B) Chair appoints committee to review Board Bylaws (4.4.2D) Chair appoints nominating committee for Board officers (4.4.2D) Trustees review Executive Director's performance and compensation (4.3.6)	1.0 - 1.4 Ends Statements <ul style="list-style-type: none"> Review of Final 2017 Strategic Priorities Review of 2018 Strategic Priorities 	Trustees approve the "Sunshine Resolution" Trustees approve budget transfer requests from the previous calendar year Chair appoints Trustee representative to Foundation Board
February		2.0 General Management Constraints 2.1 Treatment of Patrons 2.2 Treatment of Staff 2.3 Financial Condition and Activities 2.4 Asset Protection	Trustees review, amend as needed and approve Board Bylaws. Nominating Committee Reports to Board
March			Trustees elect Board officers
April			
May	Trustees enlist external audit, as needed Trustees set Governance Budget for next year (4.8.2)	Trustees review Global Ends Statements	
June	Executive Director presents the annual budget to the Trustees (4.2.5.A). May be rescheduled based on the budget development schedule provided by the County.		
July	Trustees authorize the Executive Director to submit the annual budget request to the BCC (4.2.5.C). May be rescheduled based on the budget development schedule provided by the County.	Ends Statements Review of 1 st Half 2018 Strategic Priorities	
August		2.5 Financial Planning, Budgeting 2.6 Compensation and Benefits 2.7 Emergency Executive Director Succession 2.8 Board Awareness and Support 2.9 Materials Selection	
September			
October			
November	Trustees review 2019 governance process calendar		
December	Trustees adopt 2019 governance process calendar (4.3.2 and 4.3.2.B) Trustees adopt the annual budget (4.2.5.A) End Trustees planning cycle (4.3.1)		

Ongoing Board Decisions

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

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

ENDS

2017 Year End Strategic Priorities



Jefferson County
PUBLIC LIBRARY

2017 Strategic Plan Results

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JEFFERSON COUNTY PUBLIC LIBRARY

2017 Strategic Plan Scorecard Results



PUBLIC LIBRARY MEASURES

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

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

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

LIBRARY BENCHMARK MEASURE	2016 ACTUAL	2017 TARGET	2017 ACTUAL	2015 PERCENTILES*	50TH	75TH
Circulation/capita	13.83	13.50**	13.71	9.66		12.30
eMaterials/capita	0.19	0.21	0.24	n/a***		n/a***
Program attendance/1000 capita	407	407**	439	277		474
Square footage/capita	0.39	0.39	0.38	0.43		0.95
Public Service hours/1000 capita	50.49	TBD	52.68	72.55		92.02
FTEs/1000 capita	0.43	0.43	0.44	0.49		0.52

PUBLIC SECTOR INDUSTRY MEASURE	2016 ACTUAL	2017 TARGET	2017 ACTUAL
Staff turnover	11.5%	average %****	9.1%
% uptime/IT systems		98%	99.8%
% bandwidth utilization		50% – 79%	10% - 50%
Technology replacement cycles		4-7 years	3 years
% uptime Facilities operations		98%	99.95%

* Latest available data ** Reflects Columbine closure *** Reflects recent change to definition **** EC Personnel Plus Survey (April)

ENDS 1: Provide Access and Support

Goal: increase access, availability & awareness of library resources	Initiatives	Responsibility	Milestones & Results	2017 Success Measures
In order that all Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources we will:				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
*Improve 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	Q2: Fully implement Collection HQ Q3: In addition to using existing tools, incorporate Collection HQ to balance and refresh existing collection; Evaluate differences between Collection HQ and Decision Center Milestones partially met. Collection staff has implemented in some daily work. Evaluation and balancing has not been implemented and is delayed to Q2 2018 due to staff capacity.	Circulation per capita meets 13.5 by year end Circulation per capita is 13.71. Exceeded expectations. Increase e-material items per capita increases to 0.13 to 0.14 by year end Increased from 0.19 to 0.24 Exceeded expectations. Increase e-material circulation as a percentage of total circulation from 8.3% to 10% Increased from 8.3% to 9.41%. Partially met expectations.
	Digital Discovery: Increase access to online resources and the library catalog through digital discovery and engagement tools that include access to staff expertise	DX	Q2: Digital discovery project begins Q4: Project implemented Q4: Jeffcolibrary.org is fully responsive Q4: Launch new channels for browsing staff recommendations & new/forthcoming titles Q4: All digital properties adhere to JCPL brand Q4: Begin tracking/benchmarking web analytics to target engagement metrics, such as session duration, page depth, and time taken to complete key tasks Launched a fully responsive site on 12/6/17. All milestones met.	Increase circulation of all material by 5%. Total actual circulation up 0.32% (with 6 month CL closure) Circulation up 4% (excluding CL from totals) Partially met expectations. Increase use of online resources by 5%. e-materials circulation up 13.69 %. Met expectations. Establish baseline for engagement. Baseline established. Met expectations.

ENDS 1: Provide Access and Support

	Shelving: Improve display and merchandising of physical materials to improve ease of access.	PX	<p>Q2: Establish best practices for merchandising of various fixtures; create schematics to demonstrate merchandising concepts.</p> <p>Q2: Establish standards for shelving material and fixtures to support merchandising and display at GN and CL.</p> <p>Q3: Train PX staff to best practices and standards.</p> <p>Q4: Implement best practices and standards.</p> <p>2017 Q3 decision to push strategic priority out to 2018 due to staff capacity.</p>	<p>Increase circulation per visit from 1.7 to 1.9 at GN as our test library</p> <p>Circ per visit at GN decreased from 1.76 in 2016 to 1.66 in 2017.</p> <p>Did not meet expectations.</p>
*Increase 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	<p>Q2: Competencies identified; begin development of RA training for Kids</p> <p>Q3: Test product</p> <p>Q4: All frontline staff complete training</p> <p>RA training for Kids delayed indefinitely. Competencies and training for story time delivery took precedence.</p> <p>Q1: Validate competencies; Revise existing Teen RA training</p> <p>Q4: All frontline staff complete Teen RA training and staff post-training competencies are evaluated</p> <p>All milestones met. 80% of frontline staff who have passed probation has completed training.</p> <p>Q1: Create Adult training platform</p> <p>Q2: User testing for adult training completed; training begins</p> <p>Q4: All frontline staff complete training and post-training evaluation on upselling techniques is verified.</p> <p>All milestones met. 80% of frontline staff that have passed probation has completed training.</p>	<p>80% of frontline staff who have passed probation have undergone training by end of 2017</p> <p>Met expectations for Teen and Adult training. 80% of Staff demonstrate competency in RA training skills</p> <p>Met expectations for Teen and Adult training. Circulation increases overall by 5% in 2017 in adult, kids and teen materials</p> <p>Total actual circulation up 0.32% (with 6 month CL closure)</p> <p>Circulation up 4% (excluding CL from totals)</p> <p>Adult materials circulation decreased 3%; teen materials circulation decreased 15%; children's materials circulation increased 4% (actuals, with CL in totals)</p> <p>Adult materials circulation increased .3%; teen materials circulation decreased 10%; children's materials circulation increased 9% (excluding CL from totals)</p> <p>Partially met expectations.</p>

ENDS 1: Provide Access and Support

<p>Increase knowledge of library materials and services through more informed staff, better tools, and more effective promotion and marketing of resources.</p>	<p>Digital Reader's Advisory : Improve tools for self-service and online discovery</p>	<p>DX, 2Collections</p>	<p>Q4: Implement new web/discovery platform including increased support for Readers Advisory functions Q4: Selectors provide useful content for patron and staff discovery Q4: All staff serving patrons in person are informed of online RA tools All milestones met.</p>	<p>Circulation per capita meets 13.5 by year end 2017 Circulation per capita is 13.71. Exceeded expectations.</p>
	<p>Communications Audit: Implement phase one recommendations</p>	<p>Comm</p>	<p>Q1: Complete brand update and alignment project. Communicate results of 2016 Comm Audit system-wide. Q2: Communicate brand alignment and positioning system-wide. Develop implementation plan and timeline for phase-one Comm Audit recommendations, including new request process for marketing support. Q 3&4: Begin implementation of phase-one Communications Audit recommendations. Brand project complete; launched Oct. 10. Phase one Comm Audit recommendations in process; this will continue into 2018</p>	<p>All milestones are met. Milestones met Increased participation in: <ul style="list-style-type: none"> Summer Reading (+10% participation for kids, teens and overall) Kids up 28%; teens up 27%; adults up 45%; overall up 32%. Exceeded expectations. <ul style="list-style-type: none"> 1,000 Books before Kindergarten 2016 = 294 participants; 2017 = 910 Met expectations. <ul style="list-style-type: none"> Raise a Reader 2016 = 1610; 2017 = 1454. Did not meet expectations. Circulation per capita meets 13.5 by year end 2017 Circulation per capita is 13.71. Exceeded expectations. Increase e-material circulation as a percentage of total circulation from 8.3% to 10% Increased from 8.3% to 9.41%. Did not meet expectations. Communications has efficient and effective processes for prioritizing, implementing and measuring marketing initiatives. This is ongoing.</p>

	Programming Plan: Implement and evaluate yearly programming plan	Programming	<p>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</p> <p>Q2: 2018 yearly programming plan expanded to include offsite programs</p> <p>Q3: 2018 yearly program planning underway; 2018 Program Summit held and evaluated.</p> <p>Q4: New signature event completed and evaluated; 2018 yearly program plan completed, 2017 Yearly program plan evaluation initiated.</p> <p>All milestones met. Evaluation criteria being tested. Stouts & Stories developed and delivered. Total event participation 889.</p>	<p>New plan is tested, evaluated, and 2018 plan established</p> <p>Met expectations</p> <p>Program Attendance per 1000 capita is maintained</p> <p>Program attendance per 1000 capita increased from 409 to 439.</p> <p>Exceeded expectations.</p>
*Provide 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	<p>Q1: L2You Service Master Plan complete</p> <p>Q2: Recommendations accepted</p> <p>Q2: Costs for plan built into 5 yr. financial plan, including 2018 budget</p> <p>Q4: Two Pilot study elements of the plan are tested</p> <p>All milestones met. Lobby stop concept tested. Writing workshop at <i>Intervention Community Corrections Services</i> piloted.</p>	<p>Plan approved, costs determined, pilot elements initiated</p> <p>Met expectations.</p>
	Create Adult Services Master Plan	Adult Services	<p>Q1: Project planning for services for adult stages of life begins.</p> <p>Q2: Final draft of plan completed; 2018 budget for adult services is established.</p> <p>Q3: High priority service gaps are identified</p> <p>Q4: Recommendations accepted</p> <p>All milestones met.</p>	<p>Plan is approved; costs determined</p> <p>Met expectations.</p>

	Makerspace/DIY: Create long-term plan	PS/IT	Q2: Project planning begins Q3: 2018 budget for JCPL DIY determined Q4: Plan is partially implemented All milestones met. CL opened with a makerspace.	Increase in average program attendance at DIY programs Average program attendance in 2016 was 16.8. It decreased to 12.5 in 2017. Did not meet expectations. Identified technology is implemented at 3 more locations CL has a 3D printer; CL has Robotics equipment; Robotics components available for all locations to share; photo editing equipment purchased for 3 locations. Installation will be in 1 st Qtr 2018. Met expectations.
	Digital Resources: Develop and adjust to market trends	IT	Q1: Project planning begins Q2: 2018 budget determined Q3: Plan is partially implemented Milestones met.	Implement at least 3 Edge recommendations. Recommendations implemented: Increased bandwidth, increase Wifi and upgraded patron workstations and network monitoring implemented. Met expectations.
	Implement Impact Study	PS/IT	Q1: Survey launched, results are evaluated Q2: Items identified for 2018 budget Q4: Timeline established for annual Edge and Impact surveys All milestones met, survey completed, items identified for 2018 budget, timeline established for future surveys.	Community needs and technology gaps identified and addressed in long range planning Egov resources on the web. Egov classes start in Feb. Met expectations.

ENDS 1: Provide Access and Support

Goal: attract, develop & retain a highly skilled, well qualified workforce.	Initiatives	Responsibility	Milestones	2017 Success Measures
In order to support Jefferson County residents in using information, resources, ideas and technology we will:				<p>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</p>
*Increase staff training in key areas	<p>Diversity & Inclusiveness: Provide foundational training to build staff knowledge and competency to deliver culturally competent service</p>	Special Pops/ERD	<p>Q2: Research, draft and approve proposed Inclusivity and Diversity Training for all staff to include cross cultural communication and Bridges out of Poverty. Q3: Schedule and deliver pilot inclusivity/diversity class. Q3: Evaluate and modify pilot class Q4: Determine schedule for training all staff. D&I Class curriculum created. Ready to deliver. Bridges out of Poverty training delivered, all classes full with wait lists, additional classes added in Q4. Training requested and delivered to community partners. D&I classes delayed to 2018 due to staff capacity. Cross cultural communication training will be delivered by a different method.</p>	<p>Training completed on time, on budget to those required to attend Expectations exceeded for Bridges training, very positive evaluations received. D&I Foundations training developed not delivered. No evaluation available. Partially met expectations.</p> <p>70% of staff rate themselves as “often” or “sometimes” employing the four pillars of cultural competence in their work Did not deliver training. No results on staff competency on the pillars of cultural competency. Did not meet expectations.</p>

	Trauma Informed Care: Provide training to Public Services staff	Special Pops/ERD	Q2: Develop outcomes and proposal for trauma informed care training Q3: Select facilitator, create formal class outline and create staff training schedule Q4: Begin delivery of informed trauma care training for all PS staff Outcomes and proposal developed. Trauma informed care training repurposed and delayed due to staff capacity.	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 Did not meet expectations.
	Develop Early Literacy Training plan for staff	Kids & Families	Q2: Project plan developed Q4: Training tested Early Literacy training plan delayed due to staff capacity.	Project meets deadlines Did not meet expectations.
	All Staff Conference: Provide a full day of professional development opportunities/mandatory training to all staff annually	ERD	Q1: Project team assembled Q2: Project plan completed Q3: Event scheduled and executed Successful event well attended and well received. All outcomes met.	All Staff Conference 2017 event completed on time, on budget to those required to attend, evaluations from staff Met expectations.
*Developing current and future leaders	Supervisor Training: Increasing supervisor knowledge/skills in key aspects of their role and to meet identified business needs	ERD	Q2: Expanded Supervisor Training & Orientation plan to include recruitment/ Onboarding/ PE training/ Generations and Change Management developed Q4: Training scheduled and delivered to all supervisors MSEC classes scheduled and completed. Recruitment/ Onboarding/ PE training delayed to 2018 due to staff capacity.	All supervisors complete required training by target date, training and performance evaluation to measure skills transfer Partially met expectations.
*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 Q2: Remaining supervisors sign up for CAAP 2017 75% of 2017 CAAP participants on target to graduate in 2018.	80% of JCPL supervisors participate and successfully complete CAAP by target date, pre- and post-self, and 360 degree assessment data demonstrates improved skills Partially met expectations.

	Wellness : Expand program to include Non-benefit eligible employees & increase system wide participation	ERD	Q1: Project team assembled Q3: Project plan developed Q4: Roll out new wellness program/initiatives Wellness program established, participation increased. All milestones met.	Project completed on time, on budget, staff participation data, evaluations from staff Met expectations.
*Improving tools, systems & processes to maximize employee productivity	Implement Project Ticketing System	IT	Q1: Recommended solution for pilot developed and evaluated Q2: Go no go decision for pilot made Q3: Identify next steps Sysaid has been upgraded and tested. The Comm Team is implementing an alternate P&M ticketing system, with training scheduled in early 2018.	Solution selected and implemented Staff trained on its use Partially met expectations.
	Implement Records Management System	IT	Q1: Requirements identified and RFP completed Q1: Selection of product/vendor Q4: Implement solution Delayed due to staff capacity constraints. Decision made to prioritize intranet.	Solution is implemented and staff is trained on its use. Did not meet expectations.
	Implement new Staff Intranet	IT/DX	Q1: Requirements identified & RFP completed Q2: Selection of product/vendor Q4: Implement solution Project kicked off in November and will continue through March 2018	Solution is implemented and staff is trained on its use Partially met expectations.
	Performance Management: Improve tool and process	ERD	Q1: Project team assembled Q3: Project plan developed Q3: Staff trained Q4: Roll out new tool/process Completed a successful pilot, new tool in place. Training deferred to 2018 due to staff capacity.	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 Partially met expectations.

ENDS 2: Create Great Spaces and Places				
Goal: maintain and improve buildings, grounds, facilities and IT systems	Initiatives	Responsibility	Milestones	2017 Success Measures
In order that Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life we will:				Square Footage/capita Public Service hours per 1000 capita % uptime Replacement schedules Bandwidth utilization Customer Satisfaction Ratings
*Remodel facilities to enhance the patron experience	Complete CL remodel	PS/Facilities	Q1: Permitting and approvals complete Q2: Initiate construction Q3: CL reopens Milestones met, CL opened October 21, 2017.	Completed on time and within budget. Sorter revisions ongoing. Met expectations.
*Expanding service in underserved areas	Plan new library space in Edgewater	PS	Q1: Engage community; begin design process Q2: MOU with City of ED in place Q2: 2018 budget requirements determined Milestones met MOU in place, IGA and Lease approved December 2017.	City of Edgewater deadlines are met Community is engaged in process Met expectations.
*Develop 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	Q3: Identify the preventative maintenance needs and the need for recapitalization of equipment. Q4: Develop business cases and justification for budget and champion appropriate levels of budget Budget and milestones met. Recapitalization planned and completed within budget and within downtime goal.	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 Met expectations.

<p>*Identify and improve critical IT systems</p>	<p>IT Systems Upgrade: Complete data network upgrade, security camera upgrade and server upgrades</p>	<p>IT</p>	<p>Q1: Identify requirements and submit requisitions Q2: Implement network upgrades; replace virtual server equipment Q3: Implement camera upgrades Core network has been completely upgraded, critical servers have all been replaced and security camera upgrades have been completed for CL, LK, BL and AR.</p>	<p>Server equipment replaced within 5-year cycle. Network upgrades are completed within a 7-year cycle Met expectations.</p>
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ENDS 3: Advance Shared Community Outcomes

Goal: promote a culture of reading & support early literacy	Initiatives	Responsibility	Milestones	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: Program Plan fully determined, Q2: Summer Reading launched, Q3: Summer Reading complete and data gathering complete, Q4: Summer Reading evaluation complete. <i>All milestones met.</i>	Increased participation in: Summer Reading (10% increase in participation for kids, teens and overall) <i>Kids up 28%; teens up 27%; adults up 45%; overall up 32%</i> <i>Exceeded expectations.</i> Project Outcome survey scores increase by .1 in 3 of 5 categories <i>Increased survey scores by .1 in 2 categories for adults. Total scores remained exactly the same.</i> <i>Partially met expectations.</i>
*Continuing to support early literacy	Expand 1000 Books Before Kindergarten	Kids and Families	Q1: Pilot evaluation completed Q2: Target school is identified; DIBEL score is tracked Q3: Project expanded to all libraries <i>All milestones met</i>	Increased participation. <i>2016 = 294 participants; 2017 = 910</i> <i>Met expectations.</i> PLA's Project Outcome measure of success baseline established <i>Surveying begun. Baseline established.</i>
	Implement Raise A Reader Signature Event	Programming/ Kids and Families	Q2: Planning begins; budget established Q3: Program delivered <i>All milestones met. Expanded program to Westminster.</i>	Increased participation in Raise a Reader <i>2016 = 1610; 2017 = 1454.</i> <i>Did not meet expectations.</i> PLA's Project Outcome Early Childhood Literacy Services measure of success baseline established <i>Baseline established. Met expectations.</i>

	Align and promote Early Literacy Services	Comm/Kids and Families	Q2: Project plan complete Q3: Project implementation begins Q4: Active Learning Environments at SL, GN and CL effectively promoted Q4: 75% of plan implemented	PLA's Project Outcome Early Childhood Literacy Services measure of success baseline established Baseline established. Met expectations.
	Learning Ally: Investigate implementation and support programming for caregivers	Special Pops	Q1: Research begins Q2: Research completed Q3: Project plan for 2017 -2018 school year finalized and approved Q4: Begin pilot software implementation All milestones met. Programs planned for summer 2018.	Software installed by end of 2017 Software installed. Met expectations. Baseline data to measure program success is established by close of 2017. Program attendance will be baseline measure in 2018. Met expectations.

ENDS 4: Be Good Stewards				
Goal: improve the effectiveness & efficiency of library services	Initiatives	Responsibility	Milestones	2017 Success Measures
In order that all Jefferson County residents receive maximum return on their shared investment in library facilities and services we will:				Budget appropriately allocated to fund strategic goals FTEs/1000 capita Data is used to inform planning decisions
*Execute long range planning	Organizational Analysis: Assessment of organization in relation to capacity and structure	ERD	Q1: RFP to identify consultants and costs Q2: Initiate project if funds are available Q4: Information available to move forward GPS Organizational Analysis complete, presented to BOT in December. All outcomes met.	Plan is developed or structure is affirmed Met expectations.
	Update 5-year Plan and 10-year Forecast	SMT	Q1: Background information gathered and reviewed; Q2: Draft 5yr plan to include 2018-2022 Q2: Required number of FTE's determined Q4: 5 year plan and 10 year forecasts are finalized The 5 year plan has been updated to include projections through 2021. The 10 year plan forecast is completed and updated as new financial information is developed that will impact projections.	5-year plan updated 10-year financial forecast updated Business case for required FTEs approved Met expectations.

ENDS 4: Be Good Stewards				
*Assess community needs & interests	Market Analysis: Evaluate and implement findings	PS/SMT	Q1: Training, wrap up meeting, final report to SMT; final report to BOT Q2: 5 year plan of service drafted Q3: 5 year plan of service recommendations approved Market analysis complete. Training to CMT complete. Further training for PS and Comm delivered. Data Management established as a core service. Short-term implementation plan initiated.	Process in place for using tool through 9/2018. Met expectations.
	Develop Long-range Facilities Plan	SMT	Q2: Develop RFP Q3: Vendor chosen, project begins Q4: Master Plan complete & communicated Vendor chosen and plan is in process. Completion scheduled for February 2018	Expansion areas identified and prioritized. Partially met expectations.
*Develop alternative sources of revenue	Implement Naming Program for Columbine	Comm	Q1: Naming opportunities identified Q2: Solicitation Package complete & prospects identified Q2& 3: at least 15 meetings completed Q4: Naming Rights Agreements finalized \$28,000 raised to date; proposals pending.	Secure at least \$35K in new revenue by year end. Milestones met. Partially met revenue expectations.
	Implement Naming Program for Edgewater	Comm	Q3: Naming opportunities identified Q4: Solicitation Package complete, prospects identified & at least 10 meetings completed Naming opportunities identified, prospects identified, five initial meetings held. Q1: 2018 Naming Rights Agreements finalized	Secure at least \$15K in new revenue from naming rights by yearend 2018. Based on preliminary meetings we have increased this target to \$50,000 for 2018. Met expectations.

ENDS

2018 Strategic Plan Scorecard

JEFFERSON COUNTY PUBLIC LIBRARY STRATEGIC PLAN



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

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

Foster community engagement, lifelong learning, health and well-being

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 meet or exceed the 50th percentile of library peer performance

We meet or exceed public sector industry measures

We maintain or improve key public library measures

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 2018 STRATEGIC PLAN SCORECARD



2018 PRIORITY STRATEGIC INITIATIVES:

- Continue development of the Facility Master Plan
- Attract and retain an Executive Director for JCPL
- Complete construction of the Edgewater Library
- Ensure appropriate staffing levels

LIBRARY BENCHMARK MEASURE	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2016 PERCENTILES*	
				50 TH	75 TH
Circulation/capita	13.83	13.71**	13.71	9.28	11.97
Visits/capita	4.6	4.5**	4.5	4.75	5.38
Program attendance/1000 capita	407	439	439	404	466
Square footage/capita	0.39	0.38	0.39	0.61	0.89
Public Service hours/1000 capita	50.49	52.68	52.75	80	95
FTEs/1000 capita	0.43	0.44	TBD	0.47	0.56

PUBLIC SECTOR INDUSTRY MEASURE	2016 ACTUAL	2017 ACTUAL	2018 TARGET
Staff turnover	11.5%	9.1%	average %***
% uptime/IT systems	n/a	99.8%	98%
% bandwidth utilization	n/a	10-50%	50% - 79%
Technology replacement cycles	n/a	3 years	4-7 years
% uptime Facilities operations	n/a	99.9%	98%

CUSTOMER SATISFACTION SURVEY

	2016		2017		JCPL Ranking vs. Peers	
	Importance	Satisfaction	Importance	Satisfaction	Importance	Satisfaction
Customer Satisfaction	9.34/10	8.87/10	9.39/10	8.90/10	High	High

JCPL solicits feedback from patrons through a customer satisfaction survey designed by Counting Opinions, LLC, a company that caters specifically to libraries. It offers a variety of metrics to help us determine patron satisfaction with various aspects of their library experience, and has the added advantage of benchmarking our rankings against other users of the Counting Opinions survey. 2017 results, based on inputs from 442 patrons, measure the importance of the library to our patrons and their overall satisfaction with our services.

* Latest available data ** Reflects Columbine closure. When you eliminate CL, circ/capita increased from 11.88 to 12.18 and visits/capita increased from 3.75 to 3.82. *** EC Personnel Plus Survey (April)

PUBLIC LIBRARY MEASURES	2016 JCPL SCORE*	2017 JCPL SCORE	2018 TARGET	INDUSTRY AVERAGE*
EDGE INITIATIVE				
Overall Score	705/1000	n/a	Continuous	664/1000
Community Value	235/310	n/a	Improvement	229/310
Engaging the Community	185/295	n/a		180/295
Organizational Management	285/395	n/a		255/395

The EDGE score represents how JCPL compares to leading libraries around the country, of all sizes, in the area of public access to technology and support for digital literacy. The online assessment tool measures Community Value (including support for digital literacy, access to digital tools and resources, and responsiveness to community needs); Engaging the Community (including strategy and evaluation, use of strategic partnerships and sharing best practices); and Organizational Management (including planning and policies, staff expertise, devices and bandwidth, technology management and inclusiveness. 2016 results include self-reported responses from 455 public libraries serving populations >300,000.

% RESPONDENTS USING TECHNOLOGY*

IMPACT SURVEY				
Education	n/a	34%	n/a	
Employment	n/a	33%	n/a	
Entrepreneurship	n/a	10%	n/a	
Health and Wellness	n/a	29%	n/a	
eGovernment	n/a	27%	improvement	
Civic Engagement	n/a	31%	n/a	
eCommerce	n/a	28%	n/a	
Social Inclusion	n/a	35%	n/a	

The Impact Survey is an online survey tool designed specifically for public libraries that want to better understand their communities and how people use their public technology resources and services. The Survey asks patrons how they use library technology services such as public computers, wireless networks, online resources, and digital literacy training. 2017 results demonstrate the percentage of respondents who used library technology for specific purposes listed above and reflect responses from 1,142 patrons.

	2016 JCPL SCORE*	2017 JCPL SCORE	2018 TARGET	INDUSTRY AVERAGE*
PROJECT OUTCOME				
Summer Reading			Track	
Knowledge	4.2/5	4.2/5	measures to	4.3/5
Confidence	3.9/5	3.9/5	establish	4.1/5
Application/New Skills	3.9/5	3.9/5	trend	4.2/5
Awareness of Resources	3.9/5	3.9/5		4.2/5
Early Literacy Events			Track	
Knowledge	n/a	4.2/5	measures to	4.6/5
Confidence	n/a	4.1/5	establish	4.5/5
Application/New Skills	n/a	4.2/5	trend	4.6/5
Awareness of Resources	n/a	4.5/5		4.6/5

Project Outcome is managed by the Public Library Association (PLA) and provides simple survey instruments and an easy-to-use process for public library staff to seek feedback from patrons and measure the outcomes of their library programs. Results reflect patrons' self-reported assessment of how programs contributed to improvements or changes in four key outcome areas reported above. 2017 results reflect feedback from 271 Summer Reading participants and 40 Early Literacy participants.

* Latest available data

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