

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

March 15, 2018



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, March 15, 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"> February 8, 2018 Study Session Minutes February 15, 2018 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 Public Services Department <ul style="list-style-type: none"> Edgewater Update – Paul Wember, Wember, Inc. Library to You High Roof Cargo Van Contract Authorization – Julianne Rist Call for motion and second Facilities & Construction Projects – Steve Chestnut <ul style="list-style-type: none"> Wheat Ridge/RTD Bus Stop Call for motion and second Security Contract Call for motion and second Information Technology – Pat Klein Inteconnex Security Camera Contract – Replacement for Avant 2019 Strategic Planning – Library Trends
8. Action as Needed	Consent Agenda (4.3.4) <ul style="list-style-type: none"> Nominating Committee Reports to Board Bylaws Committee Reports to Board

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">• No items
11. Action as Needed	Governing Policies <ul style="list-style-type: none">• No items
12. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS <ul style="list-style-type: none">• April 12, 11:45-1:00 – BOT & BCC Quarterly Meeting & Working Lunch – Columbine Library Meeting Room• April 12 – Study Session – 5:30 pm - Administration Conference Room• April 19 – Board Meeting – 5:30 pm – Arvada Library Meeting Room• May 10 – Study Session – 5:30 pm – Administration Conference Room• May 17 – Board Meeting – 5:30 pm – Columbine 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

Jefferson County Public Library Board of Trustees
Study Session
February 8, 2018 – 5:30 p.m.
Administration Conference Room

TOPICS:

- Organizational Analysis – Phase 1
- Privacy (Policy 2.1)
- Policy Consolidation Review - Board Policy Governance Manual
- III Contract Information
- Tolin Contract Information
- LSC Easement
- Financial Review

Call to Order

The Study Session was called to order at 5:30 p.m. by Julia Hill-Nichols, Chair.

Other Trustees present: Kim Johnson (Secretary), John Bodnar, and Deborah Deal.

Trustees not present: Pam Anderson, Brian DeLaet and Charles Naumer.

Staff present: Pam Nissler, Executive Director; Gloria Overholt, Interim Director of Budget & Finance; Donna Walker, Director of Public Services; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Rebecca Winning, Director of Communications; Sandie Coutts, Director of Employee Relations and Development; Danny Lagage, Information Technology Operations Manager; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Organizational Analysis – Phase 1

Sandie Coutts, Director of Employee Relations and Development introduced the topic and provided a summary of the work to date on the organizational analysis. The full report was provided to the Board in December 2017. In January, the Library presented information on urgent staffing needs and a recommendation to increase the authorized positions by 13.5 FTE to address critical staffing issues. The next steps in the process were reviewed and the Trustees were provided with a briefing paper detailing the additional FTEs. At the February Board meeting, the Trustees will be asked to approve the briefing paper and authorize the Library to request a place on the Board of County Commissioners March agenda.

In response to a question, the Board was advised that the Library is preparing to recruit for the MSW position, which will be allocated to an existing, open FTE position.

Privacy (Policy 2.1)

Donna Walker, Director of Public Services, addressed the Board and provided background information on the Library's privacy policy project. When reviewing their monitoring reports in February 2017 the Board requested more detailed information about current practice for notifying library users of changes regarding the privacy of their library records. In addition, the American Library Association (ALA) had recently updated its recommendations for best practices for library privacy guidelines. Conversations with library leaders were bringing up questions about new approaches to use of patron personally identifying information with third party vendors and for marketing purposes that created new opportunities and challenges for JCPL. When library staff audited current practices and policy, we decided to craft a new policy for board approval and a new message for users. Library staff audited current practice, consulted with the ALA Office for Intellectual Freedom (OIF), reviewed best practice models provided by ALA, and held interviews with a dozen stakeholders. New documents were created based on this input and research. The State Library, the ALA Office for Intellectual Freedom and the County Attorney reviewed the new policy and message to users. All three entities confirm that our policy and message cover the main elements needed to protect privacy of user records for the reasonable operation of the library and in accordance with Colorado state law. The Board will be asked to approve the privacy policy at the February Board meeting.

In response to questions, the Board was advised that:

- It has been some time since JCPL's privacy policy was reviewed
- The Library is subject to and has been subpoenaed in the past

Policy Consolidation Review - Board Policy Governance Manual

Amber Fisher, Executive Assistant, introduced the topic and asked if the Trustees had any questions regarding the recommendation to consolidate all Board Governance policies into the Board's Governance Manual. There were no questions from the Board.

III Contract Information

Danny Lagage, Information Technology Operations Manager, addressed the Board and provided information on the annual agreement with Innovative Interfaces, the Library's ILS vendor. As a result of consolidating the service agreements, the Library expects to save \$25,000. The Board will be asked to authorize the Executive Director to sign the subscription license agreement and master professional services agreement at the February Board meeting.

Tolin Contract Information

Steve Chestnut, Director of Facilities and Construction Projects, introduced the topic. In 2017, we entered into a contract with Tolin Mechanical Systems to help us with our HVAC maintenance needs. The contract was for one year with the ability to renew the contract yearly for an additional 4 years. The contract value is \$87,948 annually that does not include emergency repairs or repair of equipment outside of the maintenance agreement. The Board will be asked to authorize the Executive Director to renew the contract with Tolin at the February Board meeting.

In response to questions, the Board was advised that:

- The renewal amount for 2018 is not an increase over last year.
- The impact of the Edgewater Library on this contract is not known at this time and will depend on the final configuration. It is anticipated that the Library will be responsible for maintenance within its unit, filter changes, etc. The Board will be advised of these operational costs when they have been determined.
- The Library has contracted with Tolin for six years. Prior to that, the HVAC vendor was Johnson Controls.

LSC Easement

Steve Chestnut addressed the Board and provided information on the response from the County Attorney regarding the letter from the City of Wheat Ridge asking for a right of entry to the Library Service Center property. The County Attorney's office provided two options: a temporary or permanent easement or a dedicated right of way. After some discussion, the Board expressed concerns related to the impact on the value of the property, the ability to sell that property in the future and what would happen to the land if they moved the bus stop again in the future. The Board was advised that the Library would work with the County Attorney to address their concerns and return to the Board with additional information.

Financial Review

Gloria Overholt, Interim Director of Finance & Budget, introduced the topic and asked if the Trustees had any questions regarding the financial report presented at the January Board meeting. There were no questions from the Trustees.

In response to a question regarding the budget transfer related to the 13.5 FTE to address critical staffing issues, the excess of what is needed for the positions will be placed in a contingency line item that may be used later in the year if/when needed. A formal budget transfer request will be made at the February 15, 2018 Board of Trustees meeting.

ADJOURNMENT

The study session was adjourned at 6:05 p.m.

Kim Johnson, Secretary

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
February 15, 2018

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 February 15, 2018. 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, Deborah Deal and Brian DeLaet.

Trustees not present: John Bodnar

Guests: Jill Eyres and David Schnee, Group 4; Paul Wember, 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; Pat Klein, Director of Information Technology; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Chair called for a moment of silence.

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

MOTION: Charles Naumer moved approval of the minutes of the January 11, 2018 Board Study Session. Seconded by Kim Johnson the minutes were approved by majority vote of all Trustees present with Pam Anderson abstaining.

MOTION: Brian DeLaet moved approval of the minutes of the February 18, 2018 Board meeting. Seconded by Charles Naumer the minutes were approved by majority vote of all Trustees present with Pam Anderson abstaining.

PUBLIC COMMENT

There was no public comment.

FOUNDATION REPORT

Jo Schantz, Executive Director of the Foundation provided an update on the activities of the Foundation. The Friends Annual meeting had 35 guests with local author Scott Gibson as the keynote speaker. The Foundation is a sponsor of the Good News Breakfast. The Golden Civic Foundation donated \$4500 for the DIY and Discover Together programs at the Golden Library.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. In response to a question, the Executive Director advised the Board that she would provide additional information on the Key Leaders Group for the Jefferson County Communities That Care initiative.

Facilities Master Plan Overview

Julianne Rist, Director of Public Services introduced Jill Eyres, Senior Associate and David Schnee, Principal with Group 4 Architecture Research & Planning, Inc. The Trustees were presented with an overview of the Facilities Master Plan. The complete report was provided in the February 15, 2018 Board Report. The overview included information on Group 4, their experience and work with over 350 libraries across the United States. The project goals and objectives included:

- Defining capital facility projects, budgets and implementation priorities/sequencing
- Establishing a framework for evaluating opportunities/partnerships, new library locations
- Developing criteria for identifying and evaluating potential new sites – land acquisition, lease vs. own
- Recommending highest and best use for current assets
- Providing phasing and budget information for the 2019 budgeting cycle

A summary of findings and recommendations included:

Destination library model

- More service to more people
- Full complement of core library services
- Strategically located signature services
- Sustainable growth model

Inequitable distribution

- Branch library space disproportionately concentrated in north county communities
- South county areas are underserved relative to current and projected development
- Population growth has outpaced branch library space

Improve space for system wide services

- JCPL cannot achieve maximum organizational efficiency and effectiveness in current administrative and operations facilities
- More space is needed for current staff and planned organizational development
- Co-location and consolidation of space will enhance communication, collaboration, and innovation in delivering service

Sustainable Buildout

- Phased Master Plan buildout vision
- 11-12 branch libraries – 1 to 2 net new
- Alternative service delivery
- Consolidate system wide services

In response to questions, the Board was advised that:

- Group 4 is not aware of an average national trend that square foot per capita is increasing or decreasing. However, Group 4 has seen some libraries that have had to delay facilities plans and are now doubling their square footage.
- Communities are building facilities to increase space for people (classes, meetings, etc.) and the amount of space dedicated to books is dropping.
- Group 4 is seeing smarter strategies with spaces being flexible – designing for flexibility and providing a range of spaces that provide everyone with choices.
- Group 4 worked on 80% of the examples in the presentation of buildings in other communities. The other images are of the Columbine Library.

The Chair advised the Board that Trustee Bodnar asked her to share his notes regarding the master facilities plan: South County is a top priority; renovations should be limited in scope - not like Columbine; likes the idea of expanding Lakewood and bringing administration together.

The Executive Director advised the Board that more work needs to be done to determine what to do and when. There will be additional information and recommendations from the Senior Management Team and further discussion with the Board at future meetings.

The Trustees expressed their appreciation to staff and to Group 4 for their impressive work on the plan and for providing a solid foundation for making thoughtful decisions.

LSC Easement

Steve Chestnut, Director of Facilities and Construction Projects addressed the Board and introduced Kurt Behn with the County Attorney's office. At the February Study Session, the Board was presented with information on possible options in response to the request from the City of Wheat Ridge for a right of entry to construct a new bus stop on Library Service Center property. At that meeting, the Trustees expressed concerns related to the impact should the Trustees want to sell that property in the future. Mr. Behn advised the Trustees that there are two main options: (1) Dedicate right of way - to widen the City's right of way by a couple of feet – no maintenance concerns, etc. When the property went up for sale there would not be an easement on the deed, as the Library would not own that property. (2) An easement of the whole strip or carve out a section where the bus stop pad is located. If the Library did that, it would need the City of Wheat Ridge to release the Library from any liability along the easement. In addition, the City of Wheat Ridge could condemn that strip of property and take it or ask the Library for that property. For the construction itself, the Library would ask for a temporary construction easement releasing the Library from any liability.

Steve Chestnut advised the Board that there is no sidewalk there now and the Library does not anticipate expanding the Library Service Center. The Library does not believe this bus stop will have an impact as it is only a couple of feet and there is already an Excel Energy easement through the property of about 50 feet.

The Board asked Mr. Behn to provide options in writing and the Trustees will address the issue at the next meeting and vote on how to proceed.

Special Meeting March 8, 2018

The Trustees were advised that Bradbury Miller Associates have requested time with the Board regarding the Executive Director recruitment. The information being presented would best be provided at a special meeting. For that reason, the Trustees were asked to cancel the March 8, 2018 Study Session and call a special meeting for that date.

MOTION: Pam Anderson moved that the Library Board of Trustees cancel the March 8, 2018 Study Session and call a Special Meeting for March 8, 2018 at 5:30 pm. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

Reschedule of the March 8, Quarterly Meeting of the Library Board and Board of County Commissioners

The Trustees were advised that the Board of County Commissioners have asked to reschedule the March 8, quarterly meeting to March 19, 10:00-11:00. Amber Fisher will send

out an email asking the Board to respond regarding their availability. Trustees Anderson, Naumer, Johnson and DeLaet indicated that they would be able to attend.

Employee Relations & Development

Sandie Coutts, Director of Employee Relations and Development addressed the Board and provided a brief summary of the information presented to the Trustees over the last few meetings.

MOTION: Deborah Deal moved that the Library Board of Trustees approve the Briefing Paper to Increase Library FTE Positions by 13.5 and authorize the Library to request a place on the Board of County Commissioners Business/Hearing Agenda in March to present the Briefing Paper. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Sandie Coutts will make the request to the County and advise the Board when the date of the Board of County Commissioners Business/Hearing meeting is confirmed. The Board Chair, Julia Hill-Nichols, the Executive Director, Pam Nissler and the Director of Employee Relations and Development will attend the hearing with the Board of County Commissioners and present the briefing paper.

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.

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the transfer of \$1.2 million from line item Library Books and Materials to Salaries and Benefits in the appropriate business units in the amount of \$732,093 and to the Contingency business unit in the amount of \$467,907. Seconded by Kim Johnson the vote was delayed for further discussion.

In response to questions, the Board was advised that:

- The Board had been advised that if the Library continues to increase the collection at the rate it has been, there would be no place to put the materials
- Every year the Library develops a purchasing model for books and materials based on the goal that was set by Board policy. The model includes benchmarking data, data from collections staff on the number of books that can fit on each linear foot of shelving, average cost of each book, number per patron, etc.
- The books and materials budget was \$8.3 million dollars in 2017; and the budget for 2018 is \$9.4 million
- The Library has substantially increased its offering of digital materials

- Over the last two years of increasing the purchase of materials, it has become clear that the only way to meet the benchmarking goal is to increase square footage.

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the transfer of \$1.2 million from line item Library Books and Materials to Salaries and Benefits in the appropriate business units in the amount of \$732,093 and to the Contingency business unit in the amount of \$467,907. Seconded by Kim Johnson the Motion passed by majority vote of all Trustees present with Brian DeLaet voting against the motion.

Financial Reports

Budget Transfer Sorter Maintenance Agreements

MOTION: Deborah Deal moved that the Library Board of Trustees authorize the Executive Director to transfer \$51,870 from 2017 Contingency to Business Unit 70060 IT for software maintenance agreements expended in 2017. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

At the November 2017 Board meeting staff included in the monthly financial report information concerning a possible carry forward budget amendment would be needed in early 2018. The Columbine Library Project is an addition to the original projects identified as carry-forward projects. Steve Chestnut, Director of Facilities and Construction Projects advised the Board that the last of the invoices for the Columbine Project are coming together and the final report will be ready for the Board in April. The Library anticipates the report without the final sorter information. The Chair noted that she would rather have the report as soon as possible and when the final sorter information is ready it could be presented to the Board later.

Carry Forward

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to submit a carry-forward budget amendment in the amount of \$1,060,751 related to the projects outlined in the February 15, 2018 Financial Report. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Public Services

Edgewater Library Update

Pat Klein, Director of Information Technology, shared a drone video of the progress at the Edgewater Library site.

Paul Wember, President of Wember, Inc., addressed the Board and reported that it has been a very busy month of meetings and collaboration with mechanical engineers, Library IT and public services staff. The project team is making sure all systems function like they are supposed to and expects 100% construction documents next week. Then the project will move into pricing mode and the drawings will be submitted for permit. In response to a question, the Board was advised that the project team is aware of the tight labor market and that is why they are working with their subcontractors now to get on their schedules. The project team is planning to provide the Board with a virtual tour at the March 15, 2018 Board Meeting.

Public Services Department – Privacy Policy

Donna Walker, Director of Public Services, introduced the topic and advised the Board that a request for a copy of the old privacy policy was made at the February Study Session. That document was provided to the Trustees. The Trustees expressed appreciation to Donna Walker for the massive amount of work that went into the new policy.

MOTION: Kim Johnson moved that the Library Board of Trustees approve the Privacy Policy as amended to change the word undignified with disrespectful. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Facilities Department

Steve Chestnut addressed the Board and introduced the topic. The Library is recommending, that based upon their performance and fair pricing, the contractual agreement with Tolin Mechanical Systems should be renewed. Tolin was chosen to continue to be the Library's mechanical vendor last year and the Board authorized a contract with Tolin on a yearly basis for up to five years with an annual contract renewal.

Tolin Contract

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to sign the contract with Tolin Mechanical Systems in the amount of \$87,948 for standard maintenance. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Information Technology – Innovative Interfaces Inc.

Pat Klein introduced the topic and provided information on the license and service agreement with Innovative Interfaces, Inc. (III). Each year the Library renews a number of software packages. The Library consolidated those packages and will save approximately \$25,000 per year and greatly simplify tracking of the many software agreements. III has been the service provider for Jefferson County Public Library, Library Information Systems for over six years. The service agreements are a renewal and consolidation of several

current agreements. The Agreements will have an effective date of January 8, 2018 and be in effect for five years with possible 1-year extensions. The County Attorney has reviewed the documents and has approved them as to form and substance.

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to sign the Subscription License Agreement and Master Professional Services Agreement with Innovative Interfaces Incorporated in the amount of \$204,946.34. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

CONSENT AGENDA

Resolution to Establish Search Committee

MOTION: Julia Hill Nichols moved that the Library Board of Trustees adopt Resolution LB-02-15-18 Establishing the Executive Director Search Committee. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

The Chair made the following appointments to the Search Committee: Charles Naumer, Kim Johnson, Norma Anderson, Adam Paul and Sandie Coutts.

Nominating Committee report to the Board

Trustees Deborah Deal and Brian DeLaet, members of the Nominating Committee, advised the Trustees that the nominations for Board Officers will be presented at the March Board meeting.

MOTION: Pam Anderson moved to extend the current terms of the Vice-Chair and Secretary by one month to April 2018. Seconded by Brian DeLaet, the motion passed by unanimous vote of all Trustees present.

Bylaws Committee report to the Board

Trustees Pam Anderson and Kim Johnson, members of the Bylaws Committee, advised the Trustees that they would continue their committee work and report to the Board at a future Board meeting.

Sunshine Resolution

The Trustees were provided with a copy of the adopted Sunshine Resolution.

GOVERNING POLICIES

Management Limitations (Monitoring Reports)

Policy 2.0: General Management Constraints

MOTION: Charles Naumer moved that the Library Board of Trustees accept the Library Director's interpretation of Policy 2.0: General Management Constraints as presented. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Policy 2.1: Treatment of Patrons

MOTION: Brian DeLaet moved that the Library Board of Trustees accept the Library Director's interpretation of Policy 2.1: Treatment of Patrons as presented. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Policy 2.2: Treatment of Staff

MOTION: Pam Anderson moved that the Library Board of Trustees accept the Library Director's interpretation of Policy 2.2: Treatment of Staff as presented. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

Policy 2.3: Financial Condition and Activities

MOTION: Deborah Deal moved that the Library Board of Trustees accept the Library Director's interpretation of Policy 2.3: Financial Condition and Activities as presented. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

Policy 2.4: Asset Protection

MOTION: Kim Johnson moved that the Library Board of Trustees accept the Library Director's interpretation of Policy 2.4: Asset Protection as presented. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

Governing Policies: Governance Process – Policy Consolidation**Policy 4.9: Policies, Statements and Guidelines**

MOTION: Charles Naumer moved that the Library Board of Trustees approve the policy consolidation recommendation as presented. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

BOARD SCHEDULE – NEXT MEETINGS

- March 8 – SPECIAL MEETING – 5:30 pm - Administration Conference Room
- March 15 – Board Meeting – 5:30 pm - Lakewood Library Meeting Room
- March 19 – Quarterly Meeting Library Board & BCC – 10:00-11:00 am -Columbine Library Meeting Room

- April 12 – Study Session – 5:30 pm - Administration Conference Room
- April 19 – Board Meeting – 5:30 pm – Arvada Library Meeting Room

CALL FOR EXECUTIVE SESSION

Trustees review Executive Director's Performance and Compensation (Policy Governance 4.3.6).

MOTION: Charles Naumer moved to adjourn the regular meeting of the Library Board of Trustees at 6:51 p.m. and reconvene in Executive Session pursuant to CRS 24-6-402(f) Personnel Matters. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

The Chair called the Executive Session to order at 7:17 p.m. with the following Trustees present: Charles Naumer, Kim Johnson, Pam Anderson, Brian DeLaet and Deborah Deal. Also present: Sandie Coutts, Amber Fisher, Executive Assistant. The Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

At 7:45 p.m., at the request of the Trustees, Sandie Coutts was excused from the Executive Session and Pam Nissler, Executive Director joined the Trustees in Executive Session.

CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND TO RECONVENE THE REGULAR MEETING

MOTION: At 7:56 p.m. Pam Anderson moved to adjourn the Executive Session and reconvene the regular meeting. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

The Chair provided the following Executive Session Summary as required by Colorado Statute:

The Library Board of Trustees met in Executive Session pursuant to CRS 24-6-402(f) Personnel Matters to review the Executive Director's performance and compensation. The Trustees held that review and this summary is provided as required by Colorado Statute.

MOTION: Brian DeLaet moved that the range of salary for the executive director position be adjusted to more accurately reflect the market to: Salary Minimum \$116,811.17; Salary Mid-Range \$151,854.52; and Salary Maximum \$186,897.87. Seconded by Pam Anderson the motion passed by unanimous decision of all Trustees present.

MOTION: Deborah Deal moved that salary for the Executive Director be increased to \$170,000 per year retroactive to January 1, 2018. Seconded by Charles Naumer the motion passed by unanimous decision of all Trustees present.

ADJOURNMENT

The Board meeting was adjourned at 7:59 p.m.

Kim Johnson, Secretary

Operational Updates

Executive Director Update

MEMORANDUM



TO: Library Board of Trustees

FROM: Pam Nissler, Executive Director

RE: March 2018 Board Report

This month, I was involved in the following meetings and activities:

- I met with Commissioners Tighe and Falcone to talk about the recommendations of the Organizational Study and the upcoming Briefing regarding additional staffing for 2018. A meeting with Commissioner Szabo is pending.
- I participated in phone interviews with 11 candidates for the Finance Director position. Four candidates were selected for in-person interviews which will be held on March 13th.
- Rebecca and I met with Tom Atkins and Golden City Manager, Jason Slowinski, to inquire about any future plans for consolidating city services into an administrative facility. Mr. Slowinski indicated an interest in a collaboration like the Edgewater project. No time frame has been set for such a project.
- Rebecca and I attended the JEDC education event at the Arvada campus of Red Rocks Community College. Presentations were made by a number of agencies that have an interest in assuring that businesses in our county have qualified candidates for jobs that are available.
- I had an interview with Bradbury Miller as part of the recruitment plans.
- I had my monthly breakfast meeting with Julia and Charles.
- I attended the Elected Officials Personnel Board meeting.

Operational Updates

Finance Department

memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Interim Director of Finance & Budget
re: Finance Monthly Report - Budget to Actual Tables
Date: March 15, 2018

A. **Budget to Actual Tables**

The Budget to Actual Tables for February 2018 will be forwarded before the meeting, and will include the analysis discussion.



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
date: March 15, 2018

Budget to Actual Tables

The Budget to Actual Tables for February are attached.

Although some property tax revenue has been received, a more significant portion will come in around the end of the first quarter. The use of fund balance shown in Table 2 reflects the timing of property tax receipts.

Project carryforward which was approved by the Board of Trustees in the February 15 meeting is reflected in the tables in the 2018 Amended Budget column. These carryforward adjustments added unspent 2017 funds to 2018 project budgets for specific capital projects. Table 5 displays both the original and amended 2018 budgets for library capital projects.

Finance staff will undertake a more detailed analysis of salary and benefits costs including projections of vacancy savings after the end of the first quarter.

Library foundation grants are displayed in the "Contributions from Private Sources" line in Table 3. 2018 revenue includes a grant of \$45,200 for the Standley Lake Outdoor Learning Environment and \$10,000 for STEAM/STEM programming.

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2018 ACTUAL TO BUDGET

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Amended Budget	YTD Actual 02/28/2018	\$ Variance 2018 Budget	Budget to Actual %
<i>Sources of Funds</i>	4.500		4.000			
Revenues						
Taxes						
Property Tax - Operating	\$ 34,728,137	\$ 34,631,343	\$ 35,613,839	\$ 1,042,406	\$ (34,571,433)	-97%
Property Tax - Capital	1,664,831	1,668,527	1,673,653	49,133	(1,624,520)	-97%
Total Taxes	\$ 36,392,968	\$ 36,299,870	\$ 37,287,492	\$ 1,091,539	\$ (36,195,953)	-97%
Federal & State Grants	\$ 130,000	\$ 131,272	\$ 133,000	\$ 130,042	\$ (2,958)	-2%
Fines & Fees	792,970	693,585	530,850	59,196	(471,654)	-89%
Other Revenue	546,220	728,283	329,400	100,356	(229,044)	-70%
Total Other Revenues	\$ 1,469,190	\$ 1,553,140	\$ 993,250	\$ 289,594	\$ (703,656)	-71%
Sub Total Revenues	\$ 37,862,158	\$ 37,853,010	\$ 38,280,742	\$ 1,381,133	\$ (36,899,609)	-96%
Fund Balance Activity						
Transfer from FB - Operating	\$ -	\$ -	\$ -	\$ 3,693,880	\$ (3,693,880)	NA
Transfer from FB - Capital Projects	2,173,025	3,609,865	3,946,044	-	3,946,044	NA
Transfer to Fund Balance		(800,783)	-	-	-	NA
Total Sources of Funds	\$ 40,035,183	\$ 37,052,227	\$ 42,226,786	\$ 5,075,013	\$ (37,151,773)	-88%
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 12,592,392	\$ 12,430,917	\$ 13,562,993	\$ 1,714,532	\$ (11,848,461)	-87%
Benefits	3,793,380	3,639,662	4,213,500	532,548	(3,680,952)	-87%
Total Salaries & Benefits	\$ 16,385,772	\$ 16,070,578	\$ 17,776,493	\$ 2,247,080	\$ (15,529,413)	-87%
Library Books & Materials	\$ 8,349,727	\$ 8,300,671	\$ 8,293,119	\$ 1,545,955	\$ (6,747,164)	-81%
Supplies	1,287,301	1,097,651	1,460,309	97,052	(1,363,257)	-93%
Operating Capital	12,000	-	120,000	-	(120,000)	-100%
Other Services & Charges	3,784,203	3,183,999	4,890,683	615,705	(4,274,978)	-87%
Internal Transactions /Cost Allocation	1,599,551	1,601,697	1,748,514	212,082	(1,536,432)	-88%
Total Operating Expenditures	\$ 31,418,554	\$ 30,254,598	\$ 34,289,118	\$ 4,717,874	\$ (29,571,244)	-86%
Financing & Debt Service	\$ 1,548,403	\$ 1,519,238	\$ 1,486,667	\$ -	\$ (1,486,667)	-100%
Capital Development Fund	\$ 7,068,226	\$ 5,278,392	\$ 6,451,001	\$ 357,140	\$ (6,093,861)	-94%
Total Uses of Funds	\$ 40,035,183	\$ 37,052,227	\$ 42,226,786	\$ 5,075,013	\$ (37,151,773)	-88%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2018 ACTUAL TO BUDGET

	2017 Budget	2017 Actual	2018 Budget	YTD Actual 02/28/2018	Year End Projected Fund Balance
Beginning Fund Balance	\$ 13,779,031	\$ 13,108,503	\$ 13,779,031	\$ 13,909,284	\$ 13,909,284
Revenues	\$ 36,197,327	\$ 36,184,482	\$ 36,607,089	\$ 1,332,000	\$ 36,607,089
Capital Funding	1,664,831	1,668,527	4,558,946	49,133	4,558,946
Total Revenues	\$ 37,862,158	\$ 37,853,009	\$ 41,166,035	\$ 1,381,133	\$ 41,166,035
Expenditures					
Operating Expenditures	\$ 31,418,554	\$ 30,254,598	\$ 34,289,118	\$ 4,717,873	\$ 34,289,118
Debt Service	1,548,403	1,519,238	1,486,667	-	1,486,667
Capital Projects	7,068,226	5,278,392	6,451,001	357,140	6,451,001
Total Expenditures	\$ 40,035,183	\$ 37,052,227	\$ 42,226,786	\$ 5,075,013	\$ 42,226,786
Increase/(Decrease) in Fund Balance	\$ (2,173,025)	\$ 800,782	\$ (1,060,751)	\$ (3,693,880)	\$ (1,060,751)
Ending Fund Balance	\$ 11,606,006	\$ 13,909,284	\$ 12,718,280	\$ 10,215,404	\$ 12,848,533

Fund Balance Policy Calculation

	2017 Budget		2018 Budget		
16% - Current Year Budgeted Revenues	\$ 6,057,945		\$ 6,586,566		
9% - Current Year Budgeted Revenues - Uncertainty	3,407,594		3,704,943		
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 9,465,539		\$ 10,291,509		
50% of Current Year Budgeted Revenues	\$ 18,931,079		\$ 20,583,018		
Total Maximum F/B Reserve Requirements (CEILING)	\$ 18,931,079		\$ 20,583,018		
Above/(Below) Minimum (FLOOR)	\$ 2,140,467		\$ 2,426,771		
Above/(Below) Maximum (CEILING)	\$ (7,325,073)		\$ (7,864,738)		

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2018 ACTUAL TO BUDGET

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Amended Budget	YTD Actual 02/28/2018	Projected Year-End 2018	Variance 2018 Budget
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Taxes	\$ 35,331,413	\$ 35,409,860	\$ 35,518,639	\$ 1,042,707	\$ 35,518,639	\$ -
Delinquent Taxes	50,124	43,327	96,167	-	96,167	-
Prior Year Cancellations	(76,556)	(141,745)	(27,635)	-	(27,635)	-
Urban Renewal	(606,610)	(700,288)	-	-	-	-
Penalties & Interest	29,766	20,189	26,668	(301)	26,668	-
Total Taxes	\$ 34,728,137	\$ 34,631,343	\$ 35,613,839	\$ 1,042,406	\$ 35,613,839	\$ -
Federal & State Grants	\$ 130,000	\$ 131,272	\$ 133,000	\$ 130,042	\$ 130,042	\$ (2,958)
Library Fines	639,500	568,585	395,800	43,551	395,800	-
Charges for Services	153,470	125,000	135,050	15,645	135,050	-
Investment Income	149,200	368,208	241,400	68	241,400	-
Contributions from Private Sources	200,000	103,781	30,000	55,201	75,201	45,201
Other Revenue	197,020	256,294	58,000	45,087	58,000	-
Total Revenues	\$ 36,197,327	\$ 36,184,483	\$ 36,607,089	\$ 1,332,000	\$ 36,649,332	\$ 42,243
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 11,398,213	\$ 10,691,940	\$ 12,268,624	\$ 1,461,915	\$ 12,240,399	\$ (28,225)
Awards & Bonuses	100,000	-	120,000	-	120,000	-
Termination Pay	-	42,066	-	28,225	28,225	28,225
Temporary Salaries	1,946,245	1,695,665	2,060,789	224,391	2,060,789	-
Overtime	13,900	1,246	14,130	-	14,130	-
Vacancy Savings	(865,966)	-	(900,550)	-	(900,550)	-
Benefits	3,793,380	3,639,662	4,213,500	532,548	4,213,500	-
Total Salaries & Benefits	\$ 16,385,772	\$ 16,070,579	\$ 17,776,493	\$ 2,247,080	\$ 17,776,493	\$ -
Library Books & Materials	\$ 6,900,603	\$ 6,312,062	\$ 6,902,000	\$ 794,770	\$ 6,902,000	\$ -
Library Computer Materials	1,317,744	1,860,275	1,259,239	624,702	1,259,239	-
Library Periodicals	131,380	128,334	131,880	126,483	131,880	-
Sub-Total Library Collections	8,349,727	8,300,671	8,293,119	1,545,954	8,293,119	-
Supplies	\$ 1,287,301	\$ 1,097,651	\$ 1,460,309	\$ 97,052	\$ 1,460,309	\$ -
Other Services & Charges	3,784,203	3,183,999	4,890,683	615,705	4,890,683	-
Operating Capital	12,000	-	120,000	-	120,000	-
Direct Internal Charges	178,688	177,777	140,762	20,731	140,762	-
Indirect Cost Allocation	758,653	758,653	929,085	154,848	929,085	-
Intra County Transactions	662,210	665,267	678,667	36,504	678,667	-
Total Supplies and Other	\$ 15,032,782	\$ 14,184,018	\$ 16,512,625	\$ 2,470,794	\$ 16,512,625	\$ -
Total Uses of Funds	\$ 31,418,554	\$ 30,254,597	\$ 34,289,118	\$ 4,717,873	\$ 34,289,118	\$ -

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2018 ACTUAL TO BUDGET

Sources and Uses of Funds	2017 Budget	2017 Actual	2018 Budget	YTD Actual 02/28/2018	Projected Year End 2018	Variance 2018 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 516,095	\$ 516,095	\$ 528,501	\$ -	\$ 528,501	\$ -
Interest - Arvada (2005-2024)	107,157	107,157	94,823	-	94,823	-
Principal - Refunding Series 2013	632,740	632,740	608,264	-	608,264	-
Interest - Refunding Series 2013	116,772	116,772	91,544	-	91,544	-
Principal - COP - Capital Projects	142,143	142,143	142,143	-	142,143	-
Interest - COP - Capital Projects	33,496	4,331	21,392	-	21,392	-
Total Debt Service	\$ 1,548,403	\$ 1,519,238	\$ 1,486,667	\$ -	\$ 1,486,667	\$ -

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

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

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

**TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2018 ACTUAL TO BUDGET**

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Budget	2018 Amended Budget	YTD Actual 02/28/2018	Projected Year End 2018	Variance 2018 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 1,664,831	\$ 1,668,527	\$ 1,673,653	\$ 1,673,653	\$ 49,133	\$ 1,673,653	\$ -
Transfer from FB - Edgewater Library Project	-	-	2,600,000	2,600,000	2,600,000	2,600,000	-
Transfer from FB - Capital Expenses	-	3,609,865	285,293	1,346,044	1,346,044	1,346,044	-
Total Sources of Funds	\$ 1,664,831	\$ 5,278,392	\$ 4,558,946	\$ 5,619,697	\$ 3,995,177	\$ 5,619,697	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM)							
ARM-01 Capital Maintenance	\$ 250,000	\$ 129,595	\$ 250,000	\$ 250,000	\$ 907	\$ 250,000	\$ -
ARM-02 Furniture & Equipment	56,000	42,644	36,000	36,000	-	36,000	-
ARM-03 Computer Replacement Plan	151,000	150,042	250,000	250,000	43,205	250,000	-
ARM-04 Book Sorter Sinking Fund	400,000	159,837	350,000	350,000	-	350,000	-
ARM-05 IT Infrastructure Replacement	596,665	555,614	321,650	321,650	9,579	321,650	-
2016 Projects							
16-01 Lakewood Parking Lot	\$ -	\$ 7,355	\$ -	\$ -	\$ -	\$ -	\$ -
16-03 Evergreen AHU Rebuild	42,979	31,848	-	-	-	-	-
16-04 Wheat Ridge HVAC Replacement	41,600	41,599	-	-	-	-	-
16-10 Intranet/Records Management	79,000	27,718	120,000	171,282	-	171,282	-
16-12 IT Software Projects	11,809	11,809	-	-	-	-	-
16-13 III Database Server	5,560	5,560	-	-	5,560	5,560	(5,560)
16-14 High Availability Internet Redundancy	-	-	36,000	36,000	-	36,000	-
2017 Projects							
17-01 Evergreen HVAC Rebuild	\$ 135,000	\$ -	\$ -	\$ 57,536	\$ -	\$ 57,536	\$ -
17-02 Entry Door Replacement	36,800	-	18,600	18,600	29,605	36,800	(18,200)
17-03 Virtual Servers upgrades	91,000	18,351	-	-	-	-	-
17-05 Implement RFID/Self Check	315,740	264,736	-	-	-	-	-
17-08 Large Format Printer	10,000	4,477	-	-	-	-	-
17-09 JCPL Mobile Experience	15,700	-	-	-	-	-	-
17-10 Mobility Solution	25,000	1,300	-	-	-	-	-
17-11 Long-Range Facility Master Plan	78,600	47,640	-	30,960	26,160	30,960	-
17-13 Standley Lake Outdoor Learning Env.	-	2,467	-	-	-	-	-
2018 Projects							
18-02 Lakewood Fence Replacement	\$ -	\$ -	\$ 55,000	\$ 55,000	\$ -	\$ 55,000	-
18-03 Lakewood Public Restroom Expansion	-	-	120,000	120,000	-	120,000	-
18-04 Lakewood Admin Restroom Remodel	-	-	48,000	48,000	-	48,000	-
18-05 Evergreen Parking Lot	-	-	125,000	125,000	-	125,000	-
18-06 Sorter Replacement - 2 sites	-	-	500,000	500,000	-	500,000	-
18-07 LSC Garage & Loading Dock Planning	-	-	10,000	10,000	-	10,000	-
18-08 Bookmobile Replacement Sinking Fund	-	-	200,000	200,000	-	200,000	-
Multi-Year Construction Projects							
16-16 Columbine Library Remodel	\$ 4,536,773	\$ 3,738,431	\$ -	\$ 798,342	\$ 33,187	\$ 798,342	\$ -
17-07 Edgewater Library	160,000	37,369	2,600,000	2,722,631	208,937	2,722,631	-
18-01 Belmar Library Remodel	-	-	350,000	350,000	-	350,000	-
Total Capital Projects	\$ 7,039,226	\$ 5,278,392	\$ 5,390,250	\$ 6,451,001	\$ 357,140	\$ 6,474,761	\$ (23,760)

Book Sorter Sinking Fund Reserve							
Beginning Balance	\$ 200,000	\$ 200,000	\$ 500,000	\$ 500,000	\$ 850,000	\$ 850,000	
Source	400,000	459,837	350,000	350,000	-	-	
Use	-	(159,837)	-	-	-	-	
Balance	\$ 600,000	\$ 500,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	

Bookmobile Sinking Fund Reserve							
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Source	-	-	200,000	200,000	200,000	200,000	
Use	-	-	-	-	-	-	
Balance	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2018 BUDGET TO ACTUAL

Project	2018 Amended Budget	YTD Actual 02/28/2018	YTD Encumbrances 02/28/2018	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 907	\$ 127,780	\$ 128,687	\$ 121,313
ARM-02 Furniture & Equipment	36,000	-	-	-	36,000
ARM-03 Computer Replacement Plan	250,000	43,205	14,800	58,005	191,995
ARM-04 Book Sorter Sinking Fund	350,000	-	88,954	88,954	261,046
ARM-05 IT Infrastructure Replacement	321,650	9,579	106,168	115,747	205,903
16-10 Intranet/Document Management	171,282	-	40,920	40,920	130,362
16-13 III Database Server	-	5,560	-	5,560	(5,560)
16-14 High Availability Internet Redundancy	36,000	-	-	-	36,000
17-01 Evergreen HVAC Rebuild	57,536	-	57,536	57,536	-
17-02 Entry Door Replacement	18,600	29,605	-	29,605	(11,005)
17-11 Long-Range Facilities Master Plan	30,960	26,160	4,800	30,960	-
18-02 Lakewood Fence Replacement	55,000	-	-	-	55,000
18-03 Lakewood Public Restroom Expansion	120,000	-	-	-	120,000
18-04 Lakewood Admin Restroom Remodel	48,000	-	-	-	48,000
18-05 Evergreen Parking Lot	125,000	-	-	-	125,000
18-06 Sorter Replacement - 2 sites	500,000	-	-	-	500,000
18-07 LSC Garage & Loading Dock Planning	10,000	-	-	-	10,000
18-08 Bookmobile Replacement Sinking Fund	200,000	-	-	-	200,000
Multi-Year Projects Construction Projects					
16-16 Columbine Remodel	798,342	33,187	106,636	139,823	658,519
17-07 Edgewater Library	2,722,631	208,937	150,711	359,648	2,362,983
18-01 Belmar Library Remodel	350,000	-	-	-	350,000
Total Capital Projects	\$ 6,451,001	\$ 357,140	\$ 698,305	\$ 1,055,445	\$ 5,045,556

Columbine Library Remodel Project to Date - Budget to Actual

February 28, 2018

- | |
|--|
| Remodel of Columbine Library to include: <ul style="list-style-type: none"> • 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

<u>Budget</u>	
\$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>

<u>Contracts</u>	
\$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>	

<u>Actual Expenditures</u>	
\$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

2017 Budget of \$4,250,000 Approved by BOT on December 8, 2016 *see breakout of	
\$4,250,000	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>	

2018 Timeline

\$	798,342	Carry Forward from 2017
	33,187	2018 Actual Expenses
\$	<u>765,155</u>	<u>2018 Remaining Project Budget</u>

**Columbine Library Remodel
Project - Budget to Actual
Inception-to-Date
February, 2018**

	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												
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	79,998					87,571
Total 2017	487	381,772	-	27,415	2,761,149	114,477	454,793	-	-	-	1,302	3,741,394
2018 Actual												
January							1,543					1,543
February					23,975		7,669					31,644
Total 2018	-	-	-	-	23,975	-	9,212	-	-	-	-	33,187
Total Project-to-Date	99,514	381,772	-	27,415	2,785,124	114,477	464,005	-	-	-	1,302	3,873,608
Remaining Budget	\$ 286,286	\$ 104,008	\$ -	\$ (7,814)	\$ 35,434	\$ 5,754	\$ 44,758	\$ 44,862	\$ 205	\$ 4,000,000	\$ 248,698	\$ 762,192

Edgewater Library Remodel Project to Date - Budget to Actual

February 28, 2018

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
89,280	2017 Actual
<u>\$70,720</u>	<u>Remaining 2017 Budget</u>

2018 Timeline

\$ 2,722,631	2018 Project Budget
51,911	2017 Year-end charges
208,937	2018 Actual
<u>\$ 2,461,783</u>	<u>Remaining 2018 Budget</u>

**Edgewater Library Project
Project - Budget to Actual
Inception-to-Date
February 28, 2018**

	Design & Engineering	Owner's Requirements (Rep)	Construction	Permits, Utility Fees, Impact Fees & Resource Rights	FFE	Technology	Contingencies & Escalation	Total
Budget	\$ 210,900	\$ 205,403	\$ 1,343,500	\$ 23,693	\$ 319,500	\$ 387,703	\$ 269,301	\$ 2,760,000
								-
								-
Revised Budget	\$ 210,900	\$ 205,403	\$ 1,343,500	\$ 23,693	\$ 319,500	\$ 387,703	\$ 269,301	\$ 2,760,000
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	34,116	17,795					480	52,391
Total 2017	44,185	39,902	-	-	4,714	-	480	89,280
2018 Actual								
Jan	-	-	-	-	-	-	-	-
Feb	4,361	576	204,000					208,937
Total 2018	4,361	576	204,000	-	-	-	-	208,937
Total Expenditures	48,546	40,477	204,000	-	4,714	-	480	298,217
Remaining Budget	\$ 162,354	\$ 164,926	\$ 1,139,500	\$ 23,693	\$ 314,786	\$ 387,703	\$ 268,821	\$ 2,461,783

Operational Updates

Public Services

Project Monthly Update Report

Project Name:**Edgewater Public Library**

Wember Inc. Project Number:

EPL (2017.08)

Issue Date:

February 6, 2018

Purpose:

Project Update thru March 6, 2018

Dear Executive Director Pam Nissler

The purpose of this update is to report on the current status of the Edgewater Public Library.

Summary

Since the following report issued in February the project team has been focused on completing the 100% construction documents and the design of the furniture and fabrics.

- Project Successes
 - 100% Construction Document Drawings complete.
 - 100% Construction Documents submitted for permit.
 - General Contractor pricing has commenced.
 - Refinement of the owner budget.
- Project Challenges
 - Schedule. The Library project is on schedule and items related to construction efforts of the Civic Center continue to be coordinated.
 - Addition of exterior elements to the design are being reviewed, designed and priced. This includes the canopy over the exterior book drop area.

Schedule

- Major Milestones
 - 100% Construction Documents - 2/23/2018 - COMPLETE
 - Pricing Phase – 2/23/2018-3/30/2018
 - Submit packet to board for review – 4/3/2018
 - Board Meeting and recommendation of GC Pricing – 4/19/2018

Design

- 100% Construction Document drawings are complete and were submitted for permit. It has been determined that refinement of the shelving at the entry to the Children's area and the book drop at the exterior will be revisited but should not delay the schedule.
- The design team will be presenting the third round of furniture and shelving this Thursday, March 8th.

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. 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.
- Complete bidding of the project with Fransen Pittman General Contractors

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



Paul D. Wember, President, Wember

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TO: Pam Nissler, Executive Director

FROM: Julianne Rist, Director of Public Services, Padma Polepeddi, Manager Lakewood & Library to You, Kurt Jungwirth Facilities Operations Manager

DATE: March 6, 2018

RE: Library to You High Roof Cargo Van Request For Proposal (RFP)

History of Contract: Summit Bodyworks Specialty Vehicles – Library to You High Roof Cargo Van

A cargo van was budgeted for Library to You in the 2018 budget. This vehicle will support and supplement current library services outside library walls to Jefferson County residents who are not able to come to a physical library location. It will provide lobby stops to some locations on the current bookmobile route where most of the residents are no longer able to come on to the bookmobile. A lobby stop differs from a bookmobile stop where library materials are taken to facilities in the cargo van and brought into the building as opposed to having residents walk out to the vehicle. The van will also pilot stops to low income areas providing access to library materials and the summer reading program to children who may not be able to go to a library location. Finally the van will be a backup for bookmobile stops when the bookmobile is in for repairs.

Timeline

- August – September 2017 The Board was informed about the possibility of the purchasing a van in 2017. JCPL worked with Count Fleet to see if a van could be purchased in 2017. The timeline did not work for delivery and County Fleet suggested that the Library purchase the vehicle directly. The van is in the approved 2018 budget and the Board was informed an RFP would be posted early in 2018.
- January 10 – February 6 the RFP for the Library to You high roof cargo van posted.
- February 7 – March 6 the selection committee (Julianne Rist, Padma Polepeddi, Kurt Jungwirth, Cecilia LaFrance, Library to You Coordinator, Orlando Gallegos, Facility Supervisor) and JCPL Finance reviewed the RFPs, checked references, interviewed the vendor, confirmed specifications and negotiated a final price.
- March 8 & 15 the Board is informed about the results of the high roof van RFP, and asked to authorize Pam Nissler, the Executive Direct to enter into a contract.
- Delivery of vehicle to Summit Bodyworks September – October 2018
- Build out for JCPL 4-5 weeks
- Delivery of vehicle to JCPL October – November 2018

Recommendation

Summit Bodyworks Specialty Vehicles is located in Commerce City. They submitted a qualified proposal with two vehicle options one for front wheel drive and one for four-wheel drive. Summit has 25 years of experience building specialty vehicles. They build all Mac Tool trucks. Since 2014 they have built 10 library vehicles ranging from, vans similar to the one requested in our RFP, to walk on bookmobiles. In 2018 they are scheduled to build 10 library vehicles. During the interview Summit confirmed they have the resources to commit to our project. It is the recommendation from the committee that the four-wheel drive vehicle is the option chosen. The reasons for selecting this vehicle instead of the front wheel drive model include the following:

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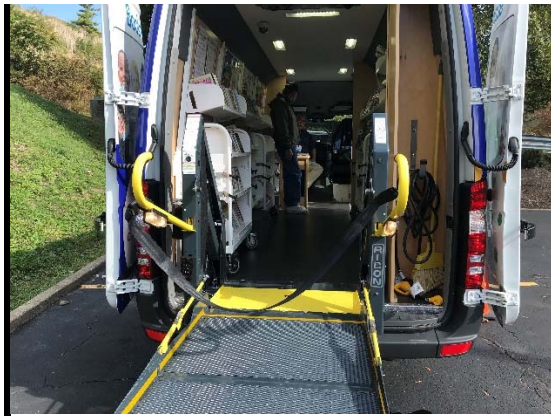
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- The chassis sprinter 3500 4x4 is one that Summit Body Works has already worked with and modified for other library systems for this same type of service.
- The van will be serving mountain communities.
- Four-wheel drive ensures that the vehicle will be able to serve city and mountain stops in inclement weather, ensuring that services to residents can continue in inclement weather.

Barbara Long, Finance manager, Padma Polepeddi, Manager Lakewood & Library to You, and Julianne Rist Director of Public Services held a conference call on February 28 with Laura Nederbragt of Summit bodyworks, going over the details of the bid line by line. Laura then went back to confirm the best option for delivery of a vehicle and any government discounts that might be available. Library staff researched to see if some items such as book trucks could be sourced directly from the vendor for a cost savings. After negotiating the price for the total project cost includes the following: vehicle, modifications to include a lift gate, book truck locking system, book trucks, insulation, invertor and power outlets for internet access, additional battery and LED lighting. Below is a picture from other library systems that shows what an outfitted vehicle looks like.



Total Cost:
\$104,980

Budget:

The 2018 budget has \$85,000 for the project in the Library to You account. Gloria Overholt (Finance Director) has been consulted and has identified money in the library's contingency which can be used to fund the additional \$19,980 needed for this project. The total cost for the van will be \$104,980

Action Requested:

The selection team is recommending [Summit Bodyworks Specialty Vehicles](#) to assist with the completion of this strategic initiative. We are asking the Library Board of Trustees to authorize the Executive Director to sign a contract for \$104,980 with the recommended vendor and transfer the additional funds of \$19,980 to complete this purchase.

Operational Updates

Facilities Department

administration

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To: Pam Nissler, Executive Director
From: Kurt Behn, Senior Assistant County Attorney,
(Steve Chestnut, Director of Facilities and Construction)
Date: March 6, 2018
RE: Wheat Ridge/RTD Bus Stop 18-0355

Steve & Pam:

The following is a summary of the options I laid out at the last Board of Trustees meeting regarding the proposal from Wheat Ridge to construct a bus stop that encroaches slightly onto the Wheat Ridge Library's property. The plans seem to indicate that the bus stop would encroach on Library property in about a 10' x 2' section. The proposed "right of entry" from Wheat Ridge does not address the ongoing use of the property; rather it refers only to the construction of the bus stop. As a threshold matter, I would not recommend that the Library permit Wheat Ridge/RTD to construct and use a bus stop on Library property without at least an easement. Options:

1. Convey the necessary property to Wheat Ridge. This could consist of conveying a strip of property running the length of that property line and wide enough to encompass Wheat Ridge's ongoing use, or it could consist of only the portion necessary for the bus stop. The advantage of this option are that once the property is conveyed, all issues related to liability, maintenance, or selling the property would be nonexistent. The disadvantage would be that the Library would lose some property, which could effect future use, or possibly resale value. It's also possible that Wheat Ridge is not interested in taking the property. Conversely, if Wheat Ridge is interested, the Library could ask for fair market value for the strip, although it's likely to be pretty minimal.
2. Grant Wheat Ridge an easement to use the property in perpetuity. The easement would need to require Wheat Ridge to release the Library from any liability arising out of the property, and specify roles and responsibilities regarding maintenance. The advantage here is that the Library still owns the property and could use the property so long as it does not interfere with the easement use. The disadvantage would be that, depending on the easement agreement, the Library may have some maintenance role. And questions of liability would rely on the language in the easement rather than the fact of ownership. Additionally, any future sale of the property would be subject to the easement.

Also, as I mentioned, I would recommend a temporary construction easement for the actual construction project. This would cover a large enough portion of the property to cover all construction activities and would require Wheat Ridge to release the Library from liability and to restore the property. The "right of entry" proposal by Wheat Ridge is inadequate in that respect. Our office drafts such documents regularly, so I could produce a draft without too much effort.

Please let me know if the above is insufficient for the Board's decision making purposes. Or if you have any additional questions or concerns about this project.

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To: Pam Nissler, Executive Director
From: Steve Chestnut, Director of Facilities and Construction
Date: February 27, 2018
RE: SECURTIY VENDOR CONTRACT

History of Contract: CITADEL SECURITY USA

As a result of increased need and costs for security services in 2017 JCPL issued an RFP to formalize a contract, based upon competitive bid, for security services at the Library. The RFP elicited responses from 3 firms. The firms were interviewed by a team comprised of Public Services and Facilities personnel. The team concluded that Citadel Security would best meet the needs of JCPL.

Total Cost:

For 2018 it is anticipated that we would need approximately \$155,000 to cover security services. That includes special events and also security services that will be shared by the City of Edgewater for the Edgewater Library (they will pay for their portion). The dollar amount is based upon an hourly rate not a set fee. The range of hourly rates for the 3 proposals was from \$18.97 per hour to \$26.74 per hour for unarmed services. Citadel's rate is \$19.37 per hour.

Budget:

The budget for this contract would fall under Facilities account 70006.433055. This budget will have to be supplemented with \$30,000 in 2018 since it is currently budgeted at \$125,000.

Action Requested:

The selection team is recommending Citadel Security USA be contracted to provide security services for the Library. At the March 15, 2018 Board Meeting, we will ask the Library Board of Trustees to authorize the Executive Director to sign a contract with the recommended vendor for those services and to authorize an additional \$30,000 to be transferred from contingency to the security budget to cover the 2018 contract costs.

Operational Updates

Information Technology

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TO: Pam Nissler, Executive Director

FROM: Patrick Klein, IT Director

DATE: March 6, 2018

RE: Inteconnex Security Camera Contract

History of Contract: Inteconnex Security Camera Contract – Replacement for Avant

Description of service/ project: Inteconnex will provide camera installation and maintenance

Short history of RFP – In 2016 JCPL went through the RFP process and selected Avant to install and maintain the library security camera system. Approximately half of the project was been completed in 2017. On February 27th, we were informed by Avant that they have filed for bankruptcy and would not be able to continue the project.

We contacted Panasonic, the equipment vendor and asked for their recommendation for a local vendor to complete the project and provide maintenance. They recommended Inteconnex, a company that we used for some work on our current, older systems. We have contacted them and they have provided all the necessary documentation and a quote that is slightly less than our original quote from Avant.

The County Attorney has agreed to help us with the contract for Inteconnex and that process has begun.

Total Cost:

The initial cost of the contract will be to complete installation in 2018. That cost is estimated to be \$151,927.87. Ongoing maintenance services are still being finalized.

Budget:

The budget for the installation is included in the IT Capital Projects budget for 2018. Ongoing maintenance cost are included in the operating budget: 70060.434375, Software Maintenance Agreement.

Next Actions:

The SMT has been briefed on the agreements. The next step is for the Board of Trustees to authorize the Executive Director to sign the contract when the County Attorney has completed the legal review of the contract.

**2019 Strategic Planning
Library Trends**

INTRODUCTION

Julia and Charles have asked that SMT talk to the Board about trends in public libraries in preparation for our strategic planning for 2019.

We reviewed the Aspen Institute Action Guide for Re-Envisioning Public Libraries, the training materials from the Harwood Institute for Public innovation, the PLDS data, and the Colorado Public Library Standards as starting points to begin identifying trends. Then we asked the Colorado Public Library Director's group about trends that they were responding to in their planning and we received number of thoughtful responses. Finally, at our two-day retreat, SMT had an in-depth discussion of the trends which affect each Director's area of expertise and responsibility.

The attached document is a distillation of what we learned in our research and of the trends that we believe will shape our planning for 2019 and beyond. At our March 15th meeting, we will discuss our reasons for selecting these particular trends with you, we will solicit your input and observations concerning how these trends fit with your Ends Statements, and finally we will ask about any trends that you feel we have missed and should respond to.

Board 2019 Strategic Planning

Board Ends and Goals – Scorecard Review

Trends in Public Libraries – Discussion of Big Drivers of Library Services for 2019 Strategic Planning

Access

- Pace of change with technology skills and devices
- Welcoming to All
- Library is Everywhere

Workforce

- Economy/Climate uncertainty
- Demographic shifts
- Generations at work

Facilities

- People First!
- Environmentally conscious
- Flexible and creative space

Community Engagement

- Aligning with community goals
- Advancing community outcomes
- Strategic Partnerships

Efficiency and Effectiveness

- Data driven decision-making and data visualization
- Using technology to work smarter

2019 Strategic Priorities for the Board – Discussion of possible 2019 strategic priorities for the Board

1. Executive Director recruitment
2. Facilities Master Plan implementation
3. Organizational Analysis implementation

Board Ends Review – Reflection on Board Ends in relation to 2019 planning and future road map

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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