BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
April 19, 2018

Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	**Thursday, April 19, 2018 – ARVADA LIBRARY MEETING ROOM**
1.	**Call to order & attendance (4.5.8)**
2.	**Pledge of Allegiance**
3. Action	**Approve Agenda** Call for motion and second
4. Action	**Approval of Minutes** Call for motion and second • March 8, 2018 Special Board Meeting Minutes • March 15, 2018 Board Meeting Minutes
5.	**Public Comment**
6. Information	• Foundation Report – Jo Schantz
7. Operational Updates Action as Needed	• **Executive Director Update** • **Finance Department –** Gloria Overholt ▪ Financial Reports ▪ Preliminary 2019 Budget Planning Calendar • **Public Services Department** ▪ Value Added Services Contract Authorization – Julianne Rist & Debbi Mikash Call for motion and second • **Employee Relations & Development –** Sandie Coutts ▪ Executive Director Recruitment • **Facilities & Construction Projects** ▪ Columbine Final Report – Steve Chestnut ▪ Edgewater Update – Paul Wember, Wember, Inc. ▪ Edgewater Library Phase II Notice To Proceed – Steve Chestnut Call for motion and second ▪ Landscaping Contract Authorization – Steve Chestnut Call for motion and second

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

8. Action as Needed	**Consent Agenda (4.3.4)** • Trustees Elect Board Officers Call for motion and second • Trustees vote on Bylaws Committee Recommendation Call for motion and second
9. Emerging Issues Action as Needed	
10. Action as Needed	**Ends** • **2019 Strategic Planning**
11. Action as Needed	**Governing Policies** • No items
12. Suggest Agenda Items	**BOARD SCHEDULE – NEXT MEETINGS** • May 10 – Study Session – 5:30 pm – Administration Conference Room • May 17 – Board Meeting – 5:30 pm – Columbine Library Meeting Room • June 14 – BCC & BOT Quarterly Meeting – 11:30-12:30 • June 14 – Study Session – 5:30 pm – Administration Conference Room • June 18 & 19 – Executive Director Recruitment – Final Interviews • June 21 – Board Meeting – 5:30 pm – Evergreen Library Meeting Room • July 12 – Study Session – 5:30 pm – Administration Conference Room • July 19 – Board Meeting – 5:30 pm – Golden 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** • Report of the Chair – Correspondence, Other • Other Announcements
16. Adjournment	

APPROVAL OF MINUTES

Minutes of the SPECIAL Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
March 8, 2018

CALL TO ORDER – REGULAR MEETING

The special meeting of the Jefferson County Public Library Board of Trustees was held in the Library Administration Conference room on March 8, 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, John Bodnar, and Brian DeLaet.

Trustees not present: Deborah Deal

Guests: Dan Bradbury, Jobeth Bradbury, Bradbury Miller Associates; and Nancy Tucker.

Staff present: 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.

APPROVAL OF AGENDA

> **MOTION:** Brian DeLaet moved that the Trustees approve the agenda as presented. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

EXECUTIVE DIRECTOR SEARCH COMMITTEE

The Chair advised the Board that Norma Anderson has withdrawn from the Executive Director Search Committee. The Chair appointed Nancy Tucker as her replacement. The Board expressed appreciation to Nancy Tucker for agreeing to serve on the committee.

Executive Director Recruitment – Bradbury Miller Associates

Sandie Coutts, Director of Employee Relations & Development introduced Dan and Jobeth Bradbury, Bradbury Miller Associates and provided an overview of their recruitment activities to date. The Board was provided with background information on Bradbury Miller Associates as well as the process and schedule for the recruitment. After some discussion, the following schedule was approved:

APPROVED SEARCH SCHEDULE TIMELINE

JEFFERSON COUNTY PUBLIC LIBRARY - EXECUTIVE DIRECTOR SEARCH

Activity	Target Date:
Consultant make first visit to Jefferson County; meet with Board, Search Committee, and staff; establish definitive work schedule and marketing plan	March 7 & 8, 2018
Advertisement is approved by Search Committee	March 16, 2018
Post ads, actively recruit candidate pool	Mar. 16 – May 6, 2018
Applications Close	May 6, 2018
All candidate documents sent to Search Committee	May 9, 2018
All pre-screening interviews (by consultants) completed	May 9, 2018
Meet with Search Committee and present the pool of candidates; select 6-8 semifinalists-2-hour meeting (consultant present in Jefferson County)	May 17, 2018 2:00pm-4:00pm
Semi-final Interviews on Site or via Skype w/Search Committee-(consultant present in Jefferson County)	May 22, 23 2018 9:00am – 1:00pm each day
Reference Reports to Board	June 14, 2018
Final Interviews (consultant present in Jefferson County)	June 18 & 19 2018
Negotiations Completed	June 25, 2018
New Executive Director Start Date	TBD

Bradbury Miller Associates will schedule the semifinal interviews with the Executive Search Committee. The entire Library Board of Trustees conducts the final interviews. The recommended structure for the final interviews includes setting up a series of activities the first day (round robin series, conversation with senior management team, combined management team, two general staff groups, touring two locations, and meeting with the executive director). The second day may include finishing any activities from the first day with the final activity being the interview with the Library Board. Additional information and recommendations on the process included:

- Bradbury Miller has a feedback mechanism for anyone who interacts with the candidates
- Public forum the first day, usually in the evening – a meet and greet reception
- Presentation on a topic 10-15 minutes; the final candidates sit as a panel and answer questions

- Once the search committee selects the finalists, Bradbury Miller gives the finalists 24 to 48 hours to opt in or to opt out. Finalists' names will be publically released.
- Recommendation that the names and resumes be on the library website.
- Recommendation that any offer be contingent on a successful background check.
- Recommendation that the search committee share regular updates with the full Board and with the staff.

In response to questions, the Board was advised that:

- The best-case scenario would indicate the hire would be complete by mid to late August.
- Bradbury Miller Associates typically recommend against having an overlap between the outgoing director and incoming director.
- All members of the Executive Search Committee are held to the same standards regarding Open Meeting Laws and Confidentiality.
- Bradbury Miller Associates have not experienced finalists opting out of the process because of the legal requirements to publicly list the names of final candidates
- The recruitment process begins almost simultaneously in terms of the timing and audience of the national announcement. Bradbury Miller Associates likes to start with, and alert, the appropriate state library as a courtesy. In addition, the announcement is shared with staff first. There is not a significant gap in time between the initial announcement and extending that announcement to the Mountain States Council and the Urban Libraries Council.
- Bradbury Miller Associates do not recommend having the current executive director participate as a member of the final interview team. Having the final candidates meet with the current executive director if they have questions can be part of the activity schedule. It is also acceptable for the Library Board to share the list of finalists with the current executive director and ask for input.
- Bradbury Miller Associates has completed the recruitment for the High Plains Library District.
- Bradbury Miller Associates will send the survey out to the Trustees again.
- What makes this position attractive is the funding/budget, desirability of living in Colorado, the size of the system, number locations are manageable, opportunity to build relationships and work with external partnerships, the system is not totally built out – there is opportunity to work on new facilities. What makes the position unattractive is that the system is not a true urban library with a downtown central library, JCPL is not a district library system, and the system is not broken and does not need to be fixed (there are candidates looking to fix a system).
- The current job market is more of a sellers' market than a buyers' market. There are many good candidates but there are many good opportunities. Executive Directors are aging out and the people in the second and third level positions are often of

similar age. Systems need to reach deeper into organizations to tap the talent or look to smaller libraries and take a leap of faith.
- Background checks take 3-5 days depending on where the candidate is from.

The Trustees reviewed the job requirements and considered the suggestions brought forward by Bradbury Miller Associates. In consideration of those suggestions, the Trustees agreed to the following adjustments:

- Remove the sentence "plus coursework in management or public administration is required"
- Adjust "10 years of public Library leadership" to "5 years of Library leadership"
- Adjust "Valid Colorado Driver's License" to "Able to acquire a valid Colorado Driver's License/Colorado State ID within statutory requirements"

The Trustees agreed that the job posting would list the salary from the starting point to the mid-point (Salary Minimum $116,811.17; Salary Mid-Range $151,854.52).

The Board expressed their appreciation to Dan and Jobeth Bradbury.

Public Services Department

Library to You High Roof Cargo Van

Julianne Rist, Director of Public Services, addressed the Board an introduced the topic. The Board was informed of the need for this vehicle in September 2017 when the library was working with County Fleet to bid a van. Due to budgeting requirements by County Fleet, the Library needed to take delivery of the van by December 15 2017. None of the bids could meet this timeline. After consultation with County Fleet, it was decided that the best course of action would be for the library to issue an RFP for the vehicle for delivery in 2018 and purchase it directly. 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 current bookmobile locations where most of the residents are no longer able to come on to the bookmobile.

In response to questions, the Board was advised that:
- Pictures showing what the inside of the van would look like are included in the March 15, 2018 Board Report.
- The interior would include locking book trucks, a lift gate on the back, a flat floor with a walking track in middle, electrical, and Wi-Fi to be able to connect to Sierra and check items in and out, and insulation to protect media from extreme temperatures. The exterior would include rails to lock the book trucks.

- There were no local manufacturers that could meet the high ceiling requirement. The high ceiling is necessary so staff is not bent over when loading and unloading the van. Additionally the recommended vendor is the only one who manufactured the van in 4-wheel drive.
- The $25,000 in additional funding will come from the contingency fund. The contingency fund is a separate line item. The funds would not come out of the fund balance or out of any other line item (i.e., books and materials).

Facilities Department

Security Vendor Contract

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board. Because 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 three firms. A team comprised of Public Services and Facilities personnel interviewed the firms. The team concluded that Citadel Security would best meet the needs of JCPL. For 2018, it is anticipated that the Library would need approximately $155,000 to cover security services. That includes special events and 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 budget for this contract would fall under Facilities and will have to be supplemented with $30,000 in 2018 since it is currently budgeted at $125,000. The $30,000 would come from the Library's contingency fund.

In response to questions, the Board was advised that:

- The hourly rate is inclusive.
- If there were a need to increase the hours beyond the contract the Library would negotiate for those additional hours.
- The Library does not make recommendations to vendors relative to their personnel practices.
- The Library tracks the contingency budget every month and any concerns with that budget would be brought before the Board.
- The Library evaluates the number of incidents, the severity of the incidents, escalating behaviors, and the number of threats (and if the threats are credible). However, it is difficult to predict how many hours of security will be needed.
- The Library has seen a sharp upward trend in the number of incidents.

The Chair acknowledged Commissioner Tina Francone and the Trustees expressed their appreciation to the Commissioner for attending the meeting.

ADJOURNMENT

The Board meeting was adjourned at 6:55 p.m.

Kim Johnson, Secretary

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
March 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 March 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: 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; 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.

APPROVAL OF AGENDA

MOTION: Brian DeLaet moved that the Library Board of Trustees approve the agenda as presented. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: Deborah Deal moved approval of the minutes of the February 8, 2018 Board Study Session. Seconded by Charles Naumer the minutes were approved by unanimous vote of all Trustees present.

MOTION: Brian DeLaet moved approval of the minutes of the February 15, 2018 Board meeting. Seconded by Pam Anderson the minutes were approved by unanimous vote of all Trustees present.

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. 2017 Financial highlights were presented. The March madness book sale is being held at the Columbine Library March 16 and March 17. The spring book sale will be held at the Jefferson County Fairgrounds June 1 through June 3.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update
Pam Nissler, Executive Director, provided an update to the Board. Several JCPL staff are presenting at the Public Library Association Conference in Philadelphia next week. Julianne Rist is part of a preconference panel on project outcome and how to use it in strategic planning and success measures. Donna Walker, Julianne Rist and Sandie Coutts are presenting a program titled Best Practices for Hiring to Your Culture. In response to questions, the Board was advised that:

- The Library will receive an estimated time for the April hearing with the BCC on Friday, April 6.
- The Library is scheduling another round of interviews for the Finance Director position.

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. Gloria introduced Barbara Long, the new Finance and Budget Manager. The Trustees welcomed Barbara to JCPL.

Financial Report
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 do a more detailed analysis of salary and benefits costs including projections of vacancy savings after the end of the first quarter.

The Chair reminded the Board that there is a standing item for review of the financial report on all Study Session agendas.

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 the first of the steel was put up today. Major milestones include 100% completion on the construction documents and they have been submitted for permitting. The pricing package is 90% complete and it is anticipated it will be presented to the Board for approval next month. In response to a question, the Board was advised that the project team does not see any issues with steel prices. The Library's side of the project is more tenant finish and the City has already ordered steel for the project.

Library to You High Roof Cargo Van

Julianne Rist, Director of Public Services, introduced the topic and provided a brief overview.

> **MOTION**: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to sign a contract for $104,980 with Summit Bodyworks Specialty Vehicles for the high roof cargo van. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Facilities & Construction Projects Department

Wheat Ridge/RTD Bus Stop

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and introduced the topic. The Board was provided with information from the County Attorney's office regarding the options available to them.

> **MOTION**: Pam Anderson moved that the Library Board of Trustees authorize the Library to work with the Senior Assistant County Attorney to prepare a draft agreement that conveys the necessary property to the City of Wheat Ridge with a temporary construction easement. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Security Contract

Steve Chestnut, Director of Facilities and Construction Projects, advised the Board that the Library continues to experience increasing incidents involving law enforcement.

> **MOTION**: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Citadel Security USA for security services at the rate of 19.37 per hour, with the understanding the cost is expected to be $155,000. Seconded by Pam Anderson voting on the motion was delayed for further discussion.

In response to questions, the Board was advised that:

- The Library evaluates the number of incidents, the severity of the incidents, escalating behaviors, and the number of threats (and if the threats are credible). However, it is difficult to predict exactly how many hours of security may be needed.
- It is the Library's practice to advise the Board when an expense item is projected to be over the budgeted amount (like the snow removal expenses last year).
- The Board does not have to authorize the transfer of contingency funds related to this expense item. The Board's Governance Policies allows budget transfers less than $50,000 between expense lines.

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Citadel Security USA for security services at the rate of $19.37 per hour, with the understanding the cost is expected to be $155,000. Seconded by Pam Anderson the motion passed by majority vote of all Trustees present with Brian DeLaet voting against the motion.

Information Technology Department

Inteconnex Security Camera Contract

Pat Klein, Director of Information Technology addressed the Board and provided an overview of the security camera contract. At the next Board meeting, the Trustees will be asked to authorize the Executive Director to sign the contract.

2019 Strategic Planning – Library Trends

Pam Nissler, Executive Director, introduced the topic and addressed the Board. As the Library began to plan for 2019, staff looked at trends that will impact JCPL. Staff reviewed the Aspen Institute Action Guide for Re-Envisioning Your Library, the training materials from the Harwood program that guides community outreach, the Colorado Public Library Standards, and the trend data from the Public Library Statistical Database. Staff solicited input from other Colorado Public Library directors on library trends that they were responding to in their planning. An input meeting was held to get feedback from the Combined Management Team. Using all the information that had been gathered, the Senior Management Team developed its trends list during a two-day retreat in February. The result is the list that was provided in the March Board report. The Executive Director outlined the Library's strategic planning process:

- Staff always start with looking at the 4th quarter report on the previous year…what has been accomplished, what has been partially accomplished, and what has been deferred and needs to be carried forward. These findings help us to begin to build the plan for the next year.

- Creating the new strategic plan begins with the Ends statements. They define the long term goals and expectations that the Board of Trustees desires. They guide the work of the library staff.

- It is the Staff's job to bring forward initiatives that align with and deliver progress toward achievement of the Ends. To be relevant to the Board, they must articulate the desired outcomes and the measures that will define success.

- In 2018, the Board identified key initiatives to be the focus of the Board. They are:
  To continue development of the Master Facility Plan
  To attract and retain an executive director
  To complete construction of the Edgewater Library
  To ensure proper staffing levels

- In its strategic planning for 2019, the Board will need to identify the key initiatives that they want to focus on in the new year. Other initiatives in the 2019 strategic plan will be operational in nature and will fall within Staff accountabilities.

- In addition to monitoring the Board's key initiatives, it will be important for the Board and our staff to monitor the Scorecard. It presents the high-level success measures that we use to tell us if we are making progress toward excellence.
  The first page presents the key performance measures that tell us how we are performing in comparison to our peers. The second page contains The Edge, Impact and PLA Outcome Measures that are focused on community impacts and outcomes. We are an early adopter in using these measures that allow us to track our performance and value to the community in comparison to a growing group of nationwide libraries.

The Board was advised that each of the Directors would speak to trends in their areas of expertise and describe how these trends can affect their strategic planning. As each area is covered, the Board will be asked to share what they have seen and what resonates in terms of high-level trends shaping libraries. Sandie will facilitate these discussions.

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

Pat Klein addressed the Board and provided trend information in IT. As part of the Organization Study and recommendations, IT is proposing to change the focus of IT to be more Patron focused. This will permit the Library to provide support and resources that bring new technology skills to our patrons. Focus will be on:

- Connection to the world through technology
    - Privacy through Safe Web Browsing (VPN, Passwords, Safe Sites)
    - Personalization of resources
    - Understanding Artificial Intelligence (AI) (Amazon, Self-driving Cars, etc.)
    - Utilizing and experimenting with new technology (Virtual Reality, Drones, Internet Of Things)
- Internet of things
    - The use of the Internet to manage smart devices in and around your home, such as Hot Tub, Thermostats, Audio and TV Systems, Sprinklers, Alarm Systems, etc.)
    - With this knowledge individuals will be more likely to practice 'Safe Internet Browsing' -- Security!

Donna Walker, Director of Public Services, presented the following trend information to the Board: Access: Increase access, availability & awareness of library resources.

<u>Welcoming to all</u>
When we think about trends in Access to information, resources, ideas and technology and support in using these resources, we see public libraries across the country finding new ways to be welcoming to all. Diversity and Inclusion are words resonating with new meaning throughout our profession. Libraries faced with new challenges to make our spaces safe, are bringing in social workers to support staff and our diverse clientele.
Here at JCPL, we are adding a social worker in 2018 and will pilot, monitor and expand those services as needed in 2019 with support from our staff specifically trained in Diversity and Inclusivity practices. We are revamping our proactive customer service model to be even more "radically welcoming," in the words of author Dave Eggers. We will continue our conversation about our fine policy to reduce or remove barriers to access to library materials.

<u>The Library being everywhere.</u>
We see this expectation for virtual and remote service points in the larger marketplace as well. "Outreach" is shifting to this broader concept of the library being available at a patron's point of need – which sometimes is not in a physical building. Many patrons only enter the library's doors through a computer or phone. What this means for us is that In 2019 we will continue to test the limits of our new website and monitor analytics to create the personalized experience patrons are coming to expect from the library. We will also begin construction on a new bookmobile to extend the library's reach beyond our brick and mortar buildings.

In response to questions, the Board was advised that:

- The Library has several methods for assisting patrons in the use of digital media services. Patrons can receive assistance from staff in the library, via telephone through the Call Center or make an appointment through book-a-librarian for one-on-one assistance.
- The Library provides feedback information and suggestions to vendors regarding their digital media services.
- To determine patron satisfaction regarding a welcoming environment, the Library utilizes patron surveys and had Orange Boy conduct a secret shopper test. Orange Boy is considered an educated observer; when they come in to the Library they know what should be happening and compare their experience to a standard.

Sandie Coutts, Director of Employee Relations and Development provided the following trends regarding workforce to the Board: Workforce: Attract, develop & retain a highly skilled and well-qualified workforce.

1. Economic & Legislative Changes - Climate uncertainty
Global trends include
- Tax reform
- Healthcare reform
- Fair Labor Standards Act proposed changes
- Immigration Law changes

Local trends include
- Historically low unemployment – saturated labor market
- Cost of housing/housing shortage

JCPL will continue to focus on recruitment efforts in 2019.

2. Diversity
Global trends include
- Demographic shifts – aging population
- Multi-Generational workforce
    - Aging Baby Boomers – brain drain, succession planning
    - Millennials – turnover, training & development, wellness & recognition programs as retention strategies

JCPL will continue to focus on development, leadership development and succession planning. Particular attention will be paid to retention strategies.

Library trends include
- Increasing numbers of men in workforce
- 50% of workforce in part time, non-benefitted positions

JCPL will address this issue through implementation of the Organizational Analysis recommendations.

3. Volunteers
Global trends include

- Despite explosion of non-profit organizations worldwide, volunteerism is flat
- Millennials becoming largest group in workforce = need for meaningful work and opportunities to give back (more than sorting donated books)

Library trends include

- Service mandates – schools and employers
- Special project requests
- Corporate volunteerism

JCPL will expand and enhance volunteer opportunities to provide meaningful assignments and leverage these new opportunities.

In response to questions, the Board was advised that:

- Regarding finding additional flexibility in terms of pay for our people, all the Library's positions go through the County's pay plan. The County benchmarks annually to market. Additionally the library performs compensation ratio analyses.
- The Library does have some staff at the maximum of their salary range
- Exit interview information indicates that the Library is an employer of choice and the reasons staff leave are not because they don't like working at JCPL

Julianne Rist, Director of Public Services, presented the following trend information to the Board: Ends #2: All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

Facilities: maintain and improve facilities, equipment, grounds and IT systems.
Next month you will hear about our recommendations for the implementation of the facility master plan. We will be taking the lessons learned from CL & ED and duplicating the successes as we plan for future remodels and expansions. One of the major trends is

<u>1. People First</u>
People first is welcoming to all old, young, all walks of like, this is shown in being accessible to all not just ADA compliance, family or gender neutral bathroom spaces for different uses, conversation, quiet, collaborative.

More space for people, areas for people to collaborate work together, books are still part of the design but now the collection is laid out around the people space instead of the people

space laid out around the collection. This philosophy moves into the resources provided, tables where people can work alone or in groups, study room space that can be used by entrepreneurs or students. The library becomes the third place: first place is home, second is work, the third is where you go to feel connected to the community, meeting friends or even work alone with others around.

2. Flexible & Creative spaces

Flexibility in multi-use – occupied and used a higher percentage of the time like the meeting room at Columbine where the glass wall can be opened up and the space is used for seating when a program is to being presented. The space is used for additional seating when a program is not being presented. Dual role of structures or shared spaces, like the new Edgewater where the library is in the community center, but we also share meeting room space, infrastructure and building services such as cleaning and security. Creatives spaces that are more than makerspaces and technology, but are also meeting rooms with good AV, art wall for local art exhibits, even artist in residences teaching the community not only how art is made, but how to create it themselves.

Steve Chestnut addressed the Board and provided the following information:

3. Environmental Stewardship

As part of the ends on spaces and places and being good stewards we will also desire inclusion of beneficial environmental practices into our operations and building designs in 2019. The trend towards environmental stewardship and sustainability is being driven primarily for 2 reasons;

1) The communities that the libraries serve are demanding sensible and sustainable use of resources while protecting the environment they live in.
2) Energy efficiency, repurposing/reusing and taking advantage of renewable energy sources is a cost effective way for JCPL to contain budget costs.

The beauty of these two drivers is that any effort in one produces results in the other also. Some of the current items that are may be incorporated into building processes and designs now are:

- Increased use of windows and skylights to obtain as much natural light as possible
- Increased use of sustainable building materials
- Repurposing and reuse of materials already on hand
- Paperless office
- Incorporation of high efficiency equipment used for HVAC
- Use of LED lighting to reduce energy and take advantage of rebates offered by utilities
- Environmentally friendly and green products used by our vendor services
- Building construction that is intentionally designed to reduce energy costs

- Charging stations for electric vehicles

In response to questions, the Board was advised that:

- There are solar powered libraries
- The Library has held discussions regarding alternative service delivery models and staff attending the PLA conference will be looking at vendors offering holds lockers.

Donna Walker addressed the Board and provided the following information: Ends #3 Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

Foster Community Engagement: Support community aspirations and advance community outcomes. Future-focused libraries are embracing the idea of aligning services and programs with community goals as key to achieving their mission. Outcomes and Impact are words taking on deeper meaning. We have been cultivating this external view for some time. It is a key tenet of our model for patron service. To that end, in 2019 we will assist the Board as they plan community meet-and-greets as part of the onboarding process for the new Executive Director. We will also hold community input meetings for the Belmar Library remodel and our South County expansion.

One of the ways we will advance Community Outcomes in 2019 is through our support of grade-level proficiencies and workforce development with a system-wide STEM competition.

We see libraries stretching themselves in new ways with Strategic Partnerships in the community. We have been actively engaged with our strategic partners as the way we do business as a library. There is much more opportunity here for us libraries across the country find new ways to demonstrate value to key stakeholders.

In 2019, we'll continue participation in current partnerships, such as R1 schools, Jeffco's Child and Youth Leadership Commission (CYLC), TRIAD Early Childhood Council, Jefferson Success Pathway, and Communities that Care. We are excited to see how our collaboration with Gold Crown in Edgewater grows with our expanded presence in that community. There is much more opportunity here for libraries.

Gloria Overholt introduced the topic and provided the following information: Ends #4 All Jefferson County residents receive maximum return on their shared investment in library services.

Improve the efficiency and effectiveness of Library services.
1. Using data-driven decision-making and data visualization

- A key responsibility of governments is to develop and manage programs, services and their related resources as efficiently and effectively as possible and to communicate the results to stakeholders.
- By using data we currently have available through our benchmarking and surveys we can use the data gleaned from these sources to develop performance measures that at a minimum contain by program, the goals, inputs, outputs, efficiency and outcome measures. Integrating the performance measures into future budget and strategic planning processes will facilitate decisions regarding the efficient use of resources and service delivery – both in dollars and personnel.
- Finance will request a senior accountant in 2019 to begin this process.

2. Using technology to work smarter

- Document management systems that can eliminate the need to keep hard copies of documents, reports and other materials is method by which technology can play a part. Tagging documents for easy retrieval is a huge time-saver as well as reducing the amount of paper, ink, and staff resources needed to manage paper files, as well as physical storage space needed. It also allows multiple users' access to the same documents – ensuring the information is timely and accurate.
- Funds are budgeted in 2018 to fund the software needed to implement the DMS.

Summary

The Executive Director advised the Board that the next step would be for the Board to identify the Key Initiatives that require Board attention and focus in 2019. Some key initiatives emerge naturally because of the following recommendations of our consultants:

- The recruitment and onboarding of the new Executive Director
- Implementing Phase 1 of the Facilities Master Plan (that will be a topic for your consideration at the April Board Meeting)
- Implementing the next phase of hiring staff

The Board may want to add more key initiatives as they consider this discussion and their priorities. Then the next question for you to consider is whether the current Ends statements accommodate the trends and key initiatives that have been discussed or do they need to be tweaked. The Senior Management Team is inspired by the current Ends and they serve us well; however, the Board must agree that they accurately reflect the purpose of the library and their high-level expectations. The Board was asked to come to the April Session ready to discuss the Key 2019 Initiatives and to bring forward any changes in the Ends statements. Staff will be adding operational initiatives to the strategic plan document that will move the library forward in 2019.

After some discussion, the Chair and Vice-Chair agreed to develop a formatted document that the Board could use to provide their thoughts and information on the 2019 strategic plan and the Ends Statements.

CONSENT AGENDA

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 are Charles Naumer for Vice-Chair, and Kim Johnson for Secretary. After some discussion, the Trustees were asked if they had reached consensus and accepted the nominations as presented for voting at the April 19, 2018 Board meeting. The Trustees indicated acceptance of the nominations for officers as presented. The Board will hold a vote for Board officers at the April 19, 2018 Board Meeting.

Bylaws Committee report to the Board

Trustees Pam Anderson and Kim Johnson, members of the Bylaws Committee, advised the Trustees that the recommendation of the Bylaws Committee is that there are no changes to the Bylaws. The Board will vote on that recommendation at the April 19, 2018 Board Meeting.

BOARD SCHEDULE – NEXT MEETINGS

- 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

ANNOUNCEMENTS / GENERAL INFORMATION

There were no announcements.

ADJOURNMENT

The Board meeting was adjourned at 7:13 p.m.

Kim Johnson, Secretary

FOUNDATION REPORT

JEFFERSON COUNTY LIBRARY FOUNDATION
EXECUTIVE DIRECTOR REPORT

MARCH 2018 (FEBRUARY 16 – MARCH 15)
By Jo Schantz

1) Executive Director's Notes

Although the JCLF Board is aware of our financials, I have previously not included this information in my monthly report. However, and in order to keep the Library Trustees apprised, I want to recap the amazing success that the Foundation has had in fundraising this last year.

Here are some of the highlights:

As of December 31, 2017:

- Total revenues $569,099
  Total expenses $470,620
  NET INCOME $98,479
- Our spring and fall Whale of a Used Book Sales altogether **earned $21,000 more than we budgeted.**
- JCLF grants hit an all-time high. Grants submissions (actual dollars requested) totaled more than $256,000. **Grants that were approved totaled nearly $90,000** – a 35% return on our solicitations, which is above average.
- JCLF supplied **$108,177 in grants, sponsorships and designated donations to the Library.** This is $27,395 more than we had budgeted for Library contributions in 2017.
- Due to this fundraising surplus, our organization has been able to set aside **$20,000 in an emergency fund** – the first time JCLF has been in a financial position to do so.
- Our organization recently contributed $40,000 to the endowment held at Community First Foundation. We are taking advantage of a bonus of $.25 on each dollar we put into the endowment this year, meaning that JCLF will have another $10,000 added to our main endowment. **In other words, we are able to place a total of $50,000 into the endowment in 2018. This means our endowment will grow to nearly $600,000 this year.**

In addition, and thanks to large contributions from two of our major donors, JCLF was able to forward **$45,200 to the Library this February in support of the new Outdoor Learning Environment at Standley Lake Library.**

Many thanks to our donors, sponsors and grantors, plus the JCLF Board, staff and volunteers and our colleagues at the Library, for helping us have such a remarkable year!

2) Upcoming events

a) **March Madness book sale** – Thurs/Fri, March 16/17, 9 a.m. to 4 p.m. at Columbine Library
b) **New Board Member Orientation –** Wednesday, April 4, 9:30 a.m. to noon at FirstBank headquarters in Lakewood
c) ***MURDER, SHE WRITES! --*** former 9NEWS/KUSA investigative television reporter Paula Woodward will be our featured guest at a luncheon and benefit for JCLF. The event will provide an interactive conversation with our audience regarding Paula's award-winning book, ***We Have Your Daughter – the Unsolved Murder of JonBenét Ramsey, Twenty Years Later***
   - Friday, April 27, 11:30 a.m. to 1:30 p.m.
   - Rolling Hills Country Club
   - Tickets: $65 per person. Sponsorships available.

d) **Good News Breakfast** – Tuesday, April 24, 7 a.m., Jeffco Fairgrounds
   - JCLF is a sponsor of this event
   - JCPL's Girls in STEM program is one of the honorees at this year's event!

e) **Spring Whale of a Used Book Sale** – June 1-3, Jeffco Fairgrounds
   - Friends-only Preview Night – Thursday, May 31, from 6 to 8 p.m.

f) Meetings and networking

This past month, I hired two new contract employees to assist JCLF with planned giving and social media.

- ✓ Virgil Scott, a fundraising consultant, has been hired on a short-term contract to help us launch our planned giving efforts. We haven't had this part of our fundraising plan in place previously, and this will be an expansion that will hopefully help us garner more bequests from our donors.

- ✓ Kaitlyn Holeman (owner of Hummingbird Media) has signed a contract with JCLF to oversee and produce our social media – Facebook and Instagram – accounts. Kaitlyn is also assisting with our website updating and management. In addition, she has provided us with a hands-on training session for WordPress.

I recently met with our major donors, Warren Roeske and Allison Brigham (father/daughter), to bring them up to speed on the progress of the Outdoor Learning Environment at Standley Lake Library. They are very pleased by the concept designs and eager to see the project underway. I have also forwarded the design to our anonymous donor (who contributed $35,000 to the project), and I continue to call him on the phone to follow up, answer any questions and thank him for his generous support.

I was glad to participate in the 2018 International Women's Day luncheon and awards ceremony on Thursday, March 8. As part of the advisory committee, I worked with JCPL Trustee and JCLF Board member Deb Deal to help produce the event and canvass for event sponsorships. At the luncheon, I was pleased to publicly thank the Verizon Foundation for a grant of $10,000 in support of the Girls in STEM program, and – along with JCPL Trustee Julia Hill-Nichols – present two $500 checks to Bell Middle School honoring the winners of this year's competition.

Accompanied by Lizzie Gall (from the Golden Library), I attended a luncheon on March 12 hosted by the Golden Civic Foundation recognizing grantees for 2018 funding. JCLF submitted a proposal requesting support of the Golden Library's Early Childhood Literacy programming and the DIY/Makerspace, and received a gift of $4,500. That evening, I attended a reception and presentation by award-winning author Tony Kushner held at the Newman Center on the DU campus. Board members Sally Reed and TJ Bowen joined me at the event. JCLF was the honored nonprofit featured at this event due to JCLF being selected as a recipient of a $5,000 grant from the Pen & Podium series, which is sponsored by the Denver Post Community Fund.

In February, I participated in a meeting with JCPL staff members Debby Ridgell (Volunteer Coordinator), Lizzie Gall (supervisor from the Golden Library) and Donna Walker (Public Services Director) to review the budget for the Verizon Foundation grant. We met to review ensure that our expenditures are in line with grant parameters. Pam Nissler and I had our semi-monthly, 1-1 meeting on Friday, March 9.

This past month, I have had several conference calls with Paula Woodward, our keynote speaker for the ***Murder, She Writes!*** fundraising event that will be held on April 27. Board member Neal Browne (a former coworker of Paula's at KUSA-TV) also joined in the conversation to help us brainstorm on event planning and marketing. Neal has agreed to be our emcee at the luncheon.

Rebecca Ocholwa-Barker (our representative from Community First Foundation) met with me on February 16 to discuss our main endowment and explain the matching incentive grant. Our JCLF bookkeeper (Allison Lausten)

and I attended the annual investment seminar on March 1 provided by Community First Foundation to learn more about how our endowment funds are being invested.

I had a breakfast meeting on February 23 with Denise Delgado, ED of the Jeffco Schools Foundation, to discuss fundraising and Board member development. On February 26, I participated in JCPL's Combined Management Team meeting. That evening, Board member Sally Reed and I attended a fundraising dinner hosted by Spay Today, Neuter Now held at the Lakewood Elks Lodge. I also participated in the monthly Board meeting for the Jefferson County Community Services Advisory Board held on February 20.

g) Grants and Sponsorships

Grants recently submitted:

- Kinder Morgan Foundation -- $5,000 for 2018 Summer Reading
- Arvada Vitality Alliance -- $5,000 for the Outdoor Learning Environment at Standley Lake Library

Sponsorships

- I'm continuing to solicit for Friends Community Partnership sponsors (which will provide these donors with year-round recognition for supporting Friends activities). To date, we have commitments from five sponsors.
- I'm currently soliciting new supporters (ranging from $250 to $1,000) for the ***Murder, She Writes!*** fundraiser in April.

JEFFERSON COUNTY LIBRARY FOUNDATION
EXECUTIVE DIRECTOR REPORT
APRIL 2018 (MARCH 16 – APRIL 19)
By Jo Schantz

1) This month's fundraising update

a) $5,000 unrestricted gift received from award-winning playwright, Tony Kushner (a match to the funds received in 2017 from The Denver Post Community Fund's Pen & Podium series)
b) $5,000 restricted gift received from major donors Allison Brigham and Warren Roeske, for outdoor musical instruments at Standley Lake Library's Outdoor Learning Environment
c) $3,950 earned at the March Madness book sale (held March 16/17 at Columbine Library)
d) $6,627 is the amount we've tallied up at the end of March via our Jeffco Friends online book sales. Don Dubé (our warehouse coordinator) has already brought in more than 33% of our 2018 annual sales goal!

OUR NEW ONLINE BOOK SALES VENDOR -- JCLF has signed on a new used book sales vendor -- Alysia and Howie Farmer (Farm for Books). The Farmers will take the place of Ben and Heather Mack (High Country Books) who canceled their contract in March. We have negotiated a different kind of working arrangement, in that Farm for Books will provide JCLF with a flat, monthly fee of $5,000 ($60,000 each year) for the books that we will provide them. This is three times the amount that we previously budgeted for High Country Books' annual online sales. The agreement launched April 1.

We will continue to sell rare and collectible books via our Jeffco Friends online storefront, and we will still set aside ample book donations and ex-library books to supply our semi-annual Whale of a Used Book Sales, our holiday and pop-up sales and the gift shop at Belmar.

2) Upcoming events

a) ***MURDER, SHE WRITES! --*** former 9NEWS/KUSA investigative television reporter Paula Woodward will be our featured guest at a luncheon and benefit for JCLF. The event will provide an interactive conversation with our audience regarding Paula's award-winning book, ***We Have Your Daughter – the Unsolved Murder of JonBenét Ramsey, Twenty Years Later***
    - Friday, April 27, 11:30 a.m. to 1:30 p.m.
    - The Club at Rolling Hills in Golden
    - Tickets: $65 per person. Sponsorships available.
b) **Good News Breakfast** – Tuesday, April 24, 7 a.m., Jeffco Fairgrounds
    - JCLF is a sponsor of this event
    - JCPL's Girls in STEM program is one of the honorees at this year's breakfast!
c) **Spring Whale of a Used Book Sale** – June 1-3, Jeffco Fairgrounds
    - Friends-only Preview Night – Thursday, May 31, from 6 to 8 p.m.

d) Meetings and networking

Last month, on March 15, our Board member and incoming Board Vice President, TJ Bowen, met with me and Office Coordinator Ali Egbers to explore possibilities for a new JCLF fundraising database. We are in the market for a more up-to-date and user-friendly database that will grow along with our organization, plus one that will help us track our volunteer connections and service hours more efficiently. We are grateful to TJ for his assistance!

Regarding databases, our new Planned Giving contract employee, Virgil Scott, referred his colleague, Diana Hoyt from MatchMaker, to me. Diana scheduled a time on April 9 to walk Ali Egbers and me through an online tutorial

of MatchMaker. I will also be looking at other databases, such as CiviCRM and eTapestry, as we make a decision on which software will best fit JCLF's fundraising needs.

On March 21, Ali Egbers and I had lunch with Caleb Amyot, a representative from CenturyLink. Caleb is interested in JCLF Board membership, and I have forwarded his name to the Nominating Committee. Caleb was also instrumental in securing a new sponsor (Front Range Workplace IT) for our ***Murder, She Writes!*** benefit.

JCLF hosted a new Board member orientation on Wednesday, April 4, at FirstBank headquarters in Lakewood. There were six new JCLF Board members in attendance: Sally Reed, Deb Deal, Neal Browne, Jessica Nichols, Ron Benson and Tim Rogers. Two guest speakers assisted in the orientation: TJ Carney (a former JCPL Trustee and JCLF Board president), who spoke about the history of JCLF, and Laurie Romer (acting Executive Director of the Denver Library Friends Foundation) who told us more about the relationship between DPL and the Friends Foundation, and discussed her Foundation's fundraising efforts and used book sales.

In my role as a member of the Steering Committee for the 2018 Good News Breakfast, I wrote the event script for Board member Neal Browne (who will serve as emcee for the Breakfast). This event takes place on April 24.

JCLF hosted an added meeting of our Finance Committee on March 23, where Committee members Ana Rojas-Artica and Ron Benson reviewed and discussed new policies that will soon be sent forward for a vote by the full Board of Directors. One policy focuses on the return/percentage-of-return regarding unrestricted JCLF funds to the Library. The Committee is also reviewing a slate of new gift acceptance policies, outlining the way JCLF may or may not choose to accept non-cash contributions, such as gifts of real estate, donations of artworks, etc.

Our JCLF Program & Events Committee members (Tami Bandimere, Neal Browne and Jamie Tafoya) met with me and Dinosaur Ridge Executive Director Jeff Lamontagne on March 28 to discuss a possible fundraising walk/run that we are hoping to schedule in 2019. Following on that meeting, two Committee members met with me and Jeff on April 5 to map out logistics of the walk/run from Bandimere Speedway to Dinosaur Ridge, and to discuss other added activities (such as a pancake breakfast, children's activities, a car show, etc.). This event is still being discussed at this time, but if it moves forward, the plan is for the walk/run to help us raise monies (and greater public awareness) in support of both Dino Ridge and JCLF (with a focus on JCPL STEM/STEAM programming).

I recently met with JCPL representative Cindy Jaye and the JCPL Volunteer Coordinator Debby Ridgell to discuss possible grants and grant funding in support of several upcoming JCPL programs – Teen and Tween Coding Camps, STEM Kids and Drone Camps. On April 5, I met with members of JCPL's Senior Management Team (SMT) to discuss topics such as the JCLF volunteer application process and other potential grant opportunities for 2018 and 2019.

I attended a day-long, government grants workshop produced by the Colorado Collaborative for Nonprofits on Thursday, April 12. On April 17, I participated in the monthly Jefferson County Community Services Advisory Board meeting, and on April 18, I joined the JCLF Finance Committee to review the March financials in preparation for the April 19th Board meeting.

e) Grants and Sponsorships

Grants recently approved:

- Kinder Morgan Foundation – We are approved for a sponsorship of the 2018 Summer Reading program (amount unknown at this time)

Grants denied:

- Arvada Vitality Alliance -- $5,000 for the Outdoor Learning Environment at Standley Lake Library

Sponsorships

- We currently have seven sponsors (ranging from $250 to $500) for the ***Murder, She Writes!*** fundraiser.

Operational Updates

Executive Director Update

Jefferson County
PUBLIC LIBRARY

MEMORANDUM

TO: **Library Board of Trustees**

FROM: **Pam Nissler, Executive Director**

RE: **April 2018 Board Report**

In addition to the regular meetings that I attend each month, here are the special meetings that I participated in:

- The second round of interviews with the Finance Director candidates
- The briefing regarding adding library staff in 2018 with the Board of County Commissioners
- A memorial event for Shirley Amore, the late Director of Denver Public Library
- The CASA annual fundraising breakfast

The regular monthly meetings included:

- The West Chamber Board of Directors meeting
- The breakfast meeting with Julia and Charles
- The Elected Officials Personnel meeting
- The Children and Youth Leadership Commission (CYLC)

Operational Updates

Finance Department

memorandum

Jefferson County
PUBLIC LIBRARY

to: Pam Nissler, Executive Director

from: Gloria Overholt, Interim Director of Finance & Budget

re: March Financial Tables

2019 Budget Calendar

Date: April 12, 2018

A. Budget to Actual Tables

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

B. 2019 Budget Calendar

Attached is the Board of Trustees 2019 Budget Calendar. Upcoming important dates for the Board are:

- May 10 Study Session – Review of the 5 & 10 Year Financial Plan to include assumptions used in the calculations including assessed valuation assumptions and mill levy amounts.
- May 17 Board Meeting – Discussion with the Board on the proposed 2019 Budget.
- June 14 Study Session – Presentation of the proposed 2019 Budget.
- June 21 Board Meeting – Board approves the proposed budget and authorizes Executive Director to submit 2019 proposed Budget to County.

memorandum

Jefferson County
PUBLIC LIBRARY

to: Pam Nissler, Executive Director

from: Gloria Overholt, Interim Director of Finance & Budget

re: Finance Monthly Report - Budget to Actual Tables

date: April 19, 2018

A. <u>Budget to Actual Tables</u>

The Budget to Actual Tables for March are attached. March revenue shows significant property tax receipts which had been expected by the end of the first quarter. Property tax receipts will continue for the next few months and most of the annual revenue from property tax will be received by the end of June. Separate line items are now displayed in Table 3 for Library Foundation revenue and E Rate revenue.

Revenue and expenses for 2017 have been updated and these updated numbers are included in the March tables. At this point, all 2017 transactions and adjustments have been recorded. The numbers now include the accrual of all appropriate expense transactions back to 2017 and year-end adjustments to revenue from prior year cancellations and urban renewal. These updates did not impact the broader trends identified in January's summary of the 2017 financial performance. Year-end numbers will be final when the County's financial audit is completed and the Comprehensive Annual Financial Report is published, usually in June, but changes are not likely.

At the end of the first quarter, operating expenses are mostly on track or under budget. Capital expenses are under $500,000 in total but expected to pick up in the next few months, especially with the Edgewater project moving into the construction phase.

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 03/31/2018	$ Variance 2018 Budget	Budget to Actual %
Sources of Funds	**4.500**		**4.000**			
Revenues						
Taxes						
Property Tax - Operating	$ 34,728,137	$ 34,631,343	$ 35,613,839	$ 14,884,805	$ (20,729,034)	-58%
Property Tax - Capital	1,664,831	1,668,527	1,673,653	701,418	(972,235)	-58%
Total Taxes	**$ 36,392,968**	**$ 36,299,870**	**$ 37,287,492**	**$ 15,586,223**	**$ (21,701,269)**	**-58%**
Federal & State Grants	$ 130,000	$ 131,272	$ 133,000	$ 130,042	$ (2,958)	-2%
Fines & Fees	792,970	692,908	530,850	124,997	(405,853)	-76%
Other Revenue	546,220	705,809	329,400	127,725	(201,675)	-61%
Total Other Revenues	**$ 1,469,190**	**$ 1,529,989**	**$ 993,250**	**$ 382,765**	**$ (610,485)**	**-61%**
Sub Total Revenues	**$ 37,862,158**	**$ 37,829,859**	**$ 38,280,742**	**$ 15,968,988**	**$ (22,311,754)**	**-58%**
Fund Balance Activity						
Transfer from FB - Operating	$ -	$ -	$ -		$ -	NA
Transfer from FB - Capital Projects	2,173,025		3,946,044	-		NA
Transfer to Fund Balance		(672,267)	-	(7,813,152)		NA
Total Sources of Funds	**$ 40,035,183**	**$ 37,157,592**	**$ 42,226,786**	**$ 8,155,836**	**$ (34,070,950)**	**-81%**
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 12,592,392	$ 12,430,918	$ 13,566,138	$ 3,221,642	$ (10,344,496)	-76%
Benefits	3,793,380	3,640,853	4,213,500	916,886	(3,296,614)	-78%
Total Salaries & Benefits	**$ 16,385,772**	**$ 16,071,770**	**$ 17,779,638**	**$ 4,138,528**	**$ (13,641,110)**	**-77%**
Library Books & Materials	$ 8,349,727	$ 8,296,242	$ 8,297,386	$ 2,019,078	$ (6,278,308)	-76%
Supplies	1,287,301	1,105,821	1,460,309	156,719	(1,303,590)	-89%
Operating Capital	12,000	-	120,000	-	(120,000)	-100%
Other Services & Charges	3,784,203	3,197,461	4,883,271	824,060	(4,059,211)	-83%
Internal Transactions /Cost Allocation	1,599,551	1,599,493	1,748,514	530,305	(1,218,209)	-70%
Total Operating Expenditures	**$ 31,418,554**	**$ 30,270,788**	**$ 34,289,118**	**$ 7,668,690**	**$ (26,620,428)**	**-78%**
Financing & Debt Service	**$ 1,548,403**	**$ 1,519,238**	**$ 1,486,667**	**$ -**	**$ (1,486,667)**	**-100%**
Capital Development Fund	**$ 7,068,226**	**$ 5,367,566**	**$ 6,451,001**	**$ 487,146**	**$ (5,963,855)**	**-92%**
Total Uses of Funds	**$ 40,035,183**	**$ 37,157,592**	**$ 42,226,786**	**$ 8,155,836**	**$ (34,070,950)**	**-81%**

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

	2017 Budget	2017 Actual	2018 Budget	YTD Actual 03/31/2018	Year End Projected Fund Balance
Beginning Fund Balance	**$ 13,779,031**	**$ 17,491,968**	**$ 13,779,031**	**$ 18,164,234**	**$ 18,164,234**
Revenues	$ 36,197,327	$ 36,161,332	$ 36,607,089	$ 15,267,570	$ 36,607,089
Capital Funding	1,664,831	1,668,527	4,558,946	701,418	4,558,946
Total Revenues	**$ 37,862,158**	**$ 37,829,859**	**$ 41,166,035**	**$ 15,968,988**	**$ 41,166,035**
Expenditures					
Operating Expenditures	$ 31,418,554	$ 30,270,788	$ 34,289,118	$ 7,668,690	$ 34,289,118
Debt Service	1,548,403	1,519,238	1,486,667	-	1,486,667
Capital Projects	7,068,226	5,367,566	6,451,001	487,146	6,451,001
Total Expenditures	**$ 40,035,183**	**$ 37,157,592**	**$ 42,226,786**	**$ 8,155,836**	**$ 42,226,786**
Increase/(Decrease) in Fund Balance	**$ (2,173,025)**	**$ 672,267**	**$ (1,060,751)**	**$ 7,813,152**	**$ (1,060,751)**
Ending Fund Balance	**$ 11,606,006**	**$ 18,164,234**	**$ 12,718,280**	**$ 25,977,386**	**$ 17,103,483**

Fund Balance Policy Calculation

	2017 Budget	2017 Actual	2018 Budget		
16% - Current Year Budgeted Revenues	$ 6,057,945	$ 6,052,777	$ 6,586,566		
9% - Current Year Budgeted Revenues - Uncertainty	3,407,594	3,404,687	3,704,943		
Total Minimum F/B Reserve Requirements (FLOOR)	**$ 9,465,539**	**$ 9,457,465**	**$ 10,291,509**		
50% of Current Year Budgeted Revenues	$ 18,931,079	$ 18,914,930	$ 20,583,018		
Total Maximum F/B Reserve Requirements (CEILING)	**$ 18,931,079**	**$ 18,914,930**	**$ 20,583,018**		
Above/(Below) Minimum (FLOOR)	**$ 2,140,467**	**$ 8,706,769**	**$ 2,426,771**		
Above/(Below) Maximum (CEILING)	**$ (7,325,073)**	**$ (750,695)**	**$ (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 03/31/2018	Projected Year-End 2018	Variance 2018 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	$ 35,331,413	$ 35,409,860	$ 35,518,639	$ 14,885,642	$ 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	(837)	26,668	-
Total Taxes	**$ 34,728,137**	**$ 34,631,343**	**$ 35,613,839**	**$ 14,884,805**	**$ 35,613,839**	**$ -**
Federal & State Grants	$ 130,000	$ 131,272	$ 133,000	$ 130,042	$ 130,042	$ (2,958)
Library Fines	639,500	567,005	395,800	96,008	395,800	-
Charges for Services	153,470	125,903	135,050	28,989	135,050	-
Investment Income	149,200	345,733	241,400	248	241,400	-
Library Foundation	200,000	103,653	30,000	60,300	75,201	45,201
Contributions from Private Sources	-	128	-	1	1	1
E Rate Revenue	197,020	237,343	58,000	63,698	119,048	61,048
Other Revenue	-	18,952	-	3,478	3,478	3,478
Total Revenues	**$ 36,197,327**	**$ 36,161,332**	**$ 36,607,089**	**$ 15,267,570**	**$ 36,713,859**	**$ 106,770**
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 11,398,213	$ 10,691,940	$ 12,268,624	$ 2,738,613	$ 12,223,702	$ (44,922)
Awards & Bonuses	100,000	-	120,000	-	120,000	-
Termination Pay	-	42,066	-	44,922	44,922	44,922
Temporary Salaries	1,946,245	1,695,666	2,063,934	438,086	2,063,934	-
Overtime	13,900	1,246	14,130	21	14,130	-
Vacancy Savings	(865,966)	-	(900,550)	-	(900,550)	-
Benefits	3,793,380	3,640,853	4,213,500	916,886	4,213,500	-
Total Salaries & Benefits	**$ 16,385,772**	**$ 16,071,771**	**$ 17,779,638**	**$ 4,138,528**	**$ 17,779,638**	**$ -**
Library Books & Materials	$ 6,900,603	$ 6,307,632	$ 6,902,000	$ 1,254,794	$ 6,902,000	$ -
Library Computer Materials	1,317,744	1,860,275	1,263,506	637,800	1,263,506	-
Library Periodicals	131,380	128,335	131,880	126,483	131,880	-
Sub-Total Library Collections	8,349,727	8,296,242	8,297,386	2,019,077	8,297,386	-
Supplies	$ 1,287,301	$ 1,105,821	$ 1,460,309	$ 156,719	$ 1,460,309	$ -
Other Services & Charges	3,784,203	3,197,461	4,883,271	824,060	4,883,271	-
Operating Capital	12,000	-	120,000	-	120,000	-
Direct Internal Charges	178,688	175,573	140,762	34,045	140,762	-
Indirect Cost Allocation	758,653	758,653	929,085	232,271	929,085	-
Intra County Transactions	662,210	665,267	678,667	263,989	678,667	-
Total Supplies and Other	**$ 15,032,782**	**$ 14,199,017**	**$ 16,509,480**	**$ 3,530,161**	**$ 16,509,480**	**$ -**
Total Uses of Funds	**$ 31,418,554**	**$ 30,270,788**	**$ 34,289,118**	**$ 7,668,690**	**$ 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 03/31/2018	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 03/31/2018	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	$ 701,418	$ 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	-	3,699,039	285,293	1,346,044	1,346,044	1,346,044	-
Total Sources of Funds	**$ 1,664,831**	**$ 5,367,566**	**$ 4,558,946**	**$ 5,619,697**	**$ 4,647,462**	**$ 5,619,697**	**$ -**
Uses of Funds							
Annual Replacement & Maintenance Program (ARM)							
ARM-01 Capital Maintenance	$ 250,000	$ 124,470	$ 250,000	$ 250,000	$ 1,757	$ 250,000	$ -
ARM-02 Furniture & Equipment	56,000	42,644	36,000	36,000	-	36,000	-
ARM-03 Computer Replacement Plan	151,000	154,776	250,000	250,000	43,205	250,000	-
ARM-04 Book Sorter Sinking Fund	400,000	159,837	350,000	350,000	84,507	350,000	-
ARM-05 IT Infrastructure Replacement	596,665	551,075	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	-	-	-	-	-
16-09 Implement Wireless Upgrade	-	539	-	-	-	-	-
16-10 Intranet/Records Management	79,000	27,178	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	49,605	(31,005)
17-03 Virtual Servers upgrades	91,000	20,899	-	-	-	-	-
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.	-	7,592	-	-	-	-	-
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	$ 3,772,952	$ -	$ 798,342	$ 36,945	$ 146,581	$ 636,286
17-07 Edgewater Library	160,000	89,281	2,600,000	2,722,631	249,828	2,722,631	-
18-01 Belmar Library Remodel	-	-	350,000	350,000	-	350,000	-
Total Capital Projects	**$ 7,039,226**	**$ 5,367,566**	**$ 5,390,250**	**$ 6,451,001**	**$ 487,146**	**$ 5,612,805**	**$ 838,196**

Book Sorter Sinking Fund Reserve							
Beginning Balance	$ 200,000	$ 200,000	$ 440,163	$ 440,163	$ 790,163	$ 790,163	
Source	400,000	400,000	350,000	350,000	-	-	
Use	-	(159,837)	-		(84,507)	(350,000)	
Balance	**$ 600,000**	**$ 440,163**	**$ 790,163**	**$ 790,163**	**$ 705,656**	**$ 440,163**	

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 03/31/2018	YTD Encumbrances 03/31/2018	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	$ 250,000	$ 1,757	$ 127,780	$ 129,537	$ 120,463
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	84,507	88,954	173,461	176,539
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	36,945	106,636	143,581	654,761
17-07 Edgewater Library	2,722,631	249,828	150,711	400,539	2,322,092
18-01 Belmar Library Remodel	350,000	-	-	-	350,000
Total Capital Projects	**$ 6,451,001**	**$ 487,146**	**$ 698,305**	**$ 1,185,451**	**$ 4,915,550**

Edgewater Library Remodel
Project to Date - Budget to Actua

March 31, 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
$2,760,000	Total Project Budget

2017 Timeline

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

$160,000	2017 Budget
$89,280	2017 Actual
$70,720	Remaining 2017 Budget

2018 Timeline

$ 2,600,000	Board of Trustee approved the 2018 Proposed Budget at the June 15, 2017 Board Mtg.
$122,631	Board of Trustees approved $122,631 in project carryover at the Feb 15, 2018 Board Mtg.
($51,911)	Pending budget adjustment: project carryover did not include 2017 accrued expenses
$ 2,670,720	2018 Project Budget
249,828	2018 Actual Expenses
$ 2,420,892	Remaining 2018 Budget

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
March	32,540	8,351						40,891
Total 2018	**36,901**	**8,927**	**204,000**	**-**	**-**	**-**	**-**	**249,828**
Total Expenditures	81,086	48,829	204,000	-	4,714	-	480	339,108
Remaining Budget	$ 129,814	$ 156,574	$ 1,139,500	$ 23,693	$ 314,786	$ 387,703	$ 268,821	$ 2,420,892

Columbine Library Remodel
Project to Date - Budget to Actual

February 28, 2018

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
$4,635,800	Total Project Budget

2016 Timeline

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

$385,800	2016 Budget
$99,027	2016 Actual Expenditures
$286,773	Carry Forward from 2016 to 2017

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
$4,536,773	2017 Project Budget

	* 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.
$4,000,000	
250,000	JCPL Contingency
$4,250,000	

2018 Timeline

$ 798,342	Carry Forward from 2017
36,945	2018 Actual Expenses
$ 761,397	2018 Remaining Project Budget

$125,111	Expected Expenses
$ 636,286	Projected Project Ending Balance

Columbine Library Remodel
Project - Budget to Actual
Inception-to-Date
March 28, 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
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	30,607	1,690	79,998					118,178
Total 2017	**487**	**381,772**	**-**	**27,415**	**2,791,756**	**114,477**	**454,793**	**-**	**-**	**-**	**1,302**	**3,772,001**
2018 Actual												
January							1,543					1,543
February					23,975		7,669					31,644
March		383				3,375						3,758
Total 2018	**-**	**-**	**-**	**-**	**23,975**	**-**	**9,212**	**-**	**-**	**-**	**-**	**36,944**
Total Project-to-Date	**99,514**	**381,772**	**-**	**27,415**	**2,815,731**	**114,477**	**464,005**	**-**	**-**	**-**	**1,302**	**3,907,973**
Remaining Budget	**$ 286,286**	**$ 104,008**	**$ -**	**$ (7,814)**	**$ 4,827**	**$ 5,754**	**$ 44,758**	**$ 44,862**	**$ 205**	**$ 4,000,000**	**$ 248,698**	**$ 727,827**

JCPL
2019 Budget Development Calendar

	Task	
April 2018		**Date(s)**
	Trustee Board Meeting - Board of Trustees Input and Approval of Dates	April 19
	Budget submittals Due from Library Business Units	April 13
May 2018		
	Board Study Session - 5 & 10 Year Financial Plan	
	Trustee Board Meeting - Update to Board on Budget Process	May 17
June 2018		
	Board Study Session- present Operating, 5 year CIP, & Budget Guidelines from County	June 14
	Trustee Board Meeting - BOT authorize CIP & Budget to be submitted to County	June 21
July 2018		
	Budget Transmittal to County	July 20
	Salaries & Employee Benefits Budgets Developed	
August 2018		
	County budget meetings by Department	
October 2018		
	2019 Proposed County Budget submitted to Board of County Commissioners	
	Public Hearing on 2019 budget	
November 2018		
	Final Salaries & Employee Benefits Budgets	
December 2018		
	Board of County Commissioners adopts 2019 budget and establishes mill levy	Dec 4
	Trustee Board Meeting - Board of Trustees adopts 2019 Budget	Dec 13

Operational Updates

Employee Relations & Development

EXD Search Committee activity and decision making – Summary for BOT

February 2018

- Arrange initial Bradbury Miller visit, finalize schedule
- survey to staff and BOT/Search Committee
- draft search schedule shared – **need BOT input**
- *Green Sheets to JCPL employees – introduce Bradbury Miller, invitation to participate in focus groups*

March 2018

- 2 day visit completed – meeting with BOT
- approved search schedule shared
- draft position announcement shared and approved
- brochure finalized and approved
- adjusted search schedule approved
- position go live
- survey results shared
- ideas for final interviews schedule shared – **need BOT input**
- *Green Sheets to JCPL employees – share search schedule, brochure and job announcement*

April 2018

- *Green Sheets to JCPL employees – share survey results*
- 11 nominees and 5 completed applications received
- 9 completed applications received

DRAFT AGENDA - EXECUTIVE DIRECTOR INTERVIEWS

Activity Day One	Date
Meeting with senior management team	June 18
Meeting with managers/other staff/community stakeholders	June 18
Benefits review with Human Resources	June 18
Public forum – open to all stakeholders/staff	**June 18 - evening**
Activity Day Two	**Date**
Guided tours of select library branches	June 19
Interview with Full Board of Trustees	June 19

Operational Updates

Public Services

ADMINISTRATION
10200 W. 20th Ave.
Lakewood, CO 80215
303.235.5275

jeffcolibrary.org

Jefferson County
PUBLIC LIBRARY

TO: Pam Nissler, Executive Director

FROM: Debbi Mikash, Collection Services Manager

DATE: April 6, 2018

RE: Print Vendor Recommendation

History of Contract: Baker and Taylor, Primary Print Vendor
In 2014 the number of staff members in Collection Services were reduced and those positions were moved to the libraries. An RFP was published for a primary print vendor that could deliver books in a cost effective and timely manner as well as provide value added services. These services need to be fully functional with our Integrated Library Service provider and our catalog utility. Value added services could include but are not limited to: automatic order plans, opening day collections, Spanish print materials, web based bibliographic resources, selection lists, and physical processing. Services should also include a dedicated project coordinator/manager.

In July 2014, the board authorized JCPL to sign a contract with Baker & Taylor for print material and value added services. This contract expires in July 2018.

We published a new RFP for print materials on February 9, 2018. Two companies responded: Brodart and Baker & Taylor. A team that includes selection librarians, a cataloger, the lead receiver processor, the two collection services supervisors and myself evaluated the proposals. The group met on April 3rd to determine based on the individual evaluations which print vendor to recommend. Utilizing the criteria set in the RFP the team unanimously choose to recommend Baker & Taylor as JCPL's print vendor. For most of the criteria the companies were fairly equal but the team determined that Baker & Taylor's purchasing and ordering software was much easier to use and had functionality that Brodart's software did not offer. In addition Baker & Taylor's pricing was considerably lower. By choosing Baker & Taylor there will be no need to expend staff time on setting up specifications as we are familiar with and have a good working relationship with the team that handles all aspects of our account currently.

Pricing for catalog record and complete processing

Vendor	Price per Original item	Price per Added Copy
Baker and Taylor	$3.40	$2.50
Brodart	$3.62	$3.62

Total Cost
The Board of Trustees annually sets the Books and Materials budget for JCPL. The cost of this contract will not exceed the annual Books and Materials budget authorized by the Jefferson County Public Library Board of Trustees.

Budget:
70082.426430 - Books and Materials

ADMINISTRATION
10200 W. 20th Ave.
Lakewood, CO 80215
303.235.5275

jeffcolibrary.org

Jefferson County
PUBLIC LIBRARY

Action Requested:
The selection team is recommending Baker & Taylor be awarded a five year contract, renewable annually, to be JCPL's primary vendor for print materials and value added services. We are asking the Library Board of Trustees to authorize the Executive Director to sign a contract with the recommended vendor within the approved 2018 budgeted amount.

Operational Updates

Facilities Department

COLUMBINE LIBRARY FINAL REPORT

EXECUTIVE SUMMARY

The Columbine Library renovation was the first large-scale construction project completed by the Library since the Arvada Library in 2006. Since that time there have been significant changes in staffing, community needs, and Library management. Additionally, our service model changed dramatically, and Columbine was the first implementation of our New Service Model since the 2015 pilot at the Golden Library.

These changes inspired innovative ideas and brought unique design challenges to the project of upgrading a 1989 building to a 21st Century Library. The service model heavily influenced the design process of the renovation, and with its implementation continues to demonstrate its effectiveness. Overall, the renovation was a great success as demonstrated by community feedback and use statistics.

The information in this report was developed by 1) conducting meetings with staff, vendors, contractors, owner's reps and architects all in the same room and contributing their perspectives, and 2) both verbal and written feedback from the community. While there were several operational items discussed, this report focuses on the items that had significant impact on the project.

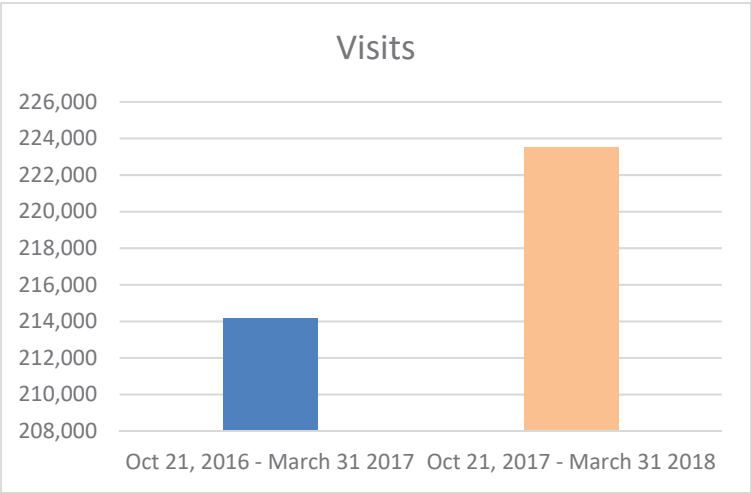
The success of the Columbine's remodel can be seen partially by the increase of use statistics (output measures). We have about a five month time frame (Oct 21 – March 31) that we can use to compare use of the old Columbine Library to the newly remodeled Columbine Library. Because we wanted to show the use of the building the following measures were chosen to track:

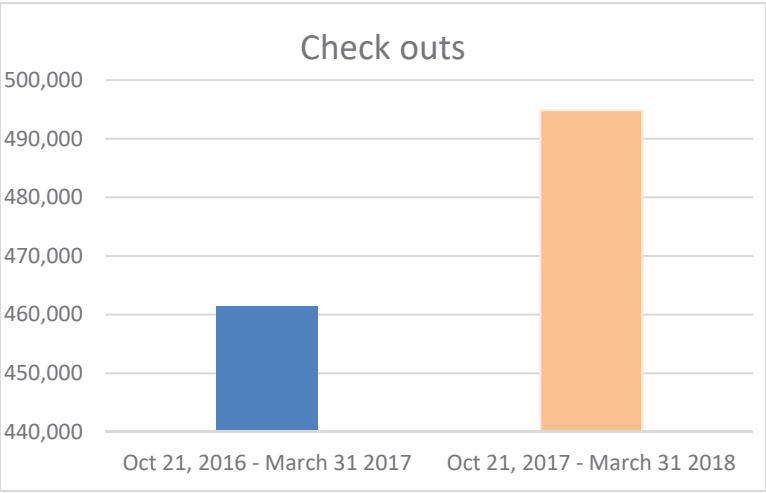
- Visits
- Check outs were chosen instead of Circulation (which includes renewals), since this measures the physical items that were checked out from the building.
- Number of programs
- Program attendance

The remodeled Columbine is outperforming the old in all but one measure. And the decrease is intentional. The program audit in 2017 focused on providing fewer programs that were better attended and had more impact.

Total for timeframe	Visits	Check outs	Programs	Program Attendance
Oct 21, 2016 - March 31 2017	214,169	461,366	537	18,211
Oct 21, 2017 - March 31 2018	223,497	494,835	513	24,133
Change	9,328	33,469	-24	5,922
Percentage of Change	4.36%	7.25%	-4.47%	32.52%

Program numbers without the grand opening. (Grand opening on October 21, 2017 was 4350 people)	Programs	Program Attendance
Oct 21, 2016 - March 31 2017	537	18,211
Oct 21, 2017 - March 31 2018	512	19,783
Change	-25	1,572
Percentage of Change	-4.66%	8.63%





RECOMMENDATIONS

A summary of the recommendations follow. Details and documentation of the summary can be found in the body of both areas where there is opportunity for improvement and areas where the results warrant continuing with a practice/process.

1. Improve the RFP process to reduce costs.
2. Coordinate work tasks under one area of responsibility if possible.
3. Bring sorter vendor into the fold early in the design process.
4. Improve budget reporting process for multi-year projects.
5. Enhance change order process to contain schedule.
6. Continue to use and refine the New Service Model in future projects.
7. Continue engaging community in the design process.
8. Continue using cost modeling for cost projections.

POTENTIAL IMPROVEMENT AREAS

- *IMPROVE RFP PROCESS*
  It appears likely that costs could have been reduced by selecting our Architect on qualifications and then negotiating the fee schedule when design and desires are better defined. Without a more refined design and process model a firm must provide a cost that is elevated to cover the unknown aspects of the project.
  RECOMMENDATION
  Dennis Humphries of Humphries Poli Architects has offered to meet with our legal department to help us work out contract language that would provide reasonable assurances of performance and reduce costs. This could be used in future contracts.

- *COST SAVINGS ISSUES*
  In an effort to reduce costs JCPL attempted to contract and manage certain aspects of the project (e.g., data, security, move, etc.). We found that managing and integrating those processes and subs were much more difficult than if we had just let the GC manage it. In the end it appears that the money that was saved by JCPL managing a task was likely negatively offset by the amount of time and reworks of those specific scopes. Moreover, if something doesn't function as it should, determining who is responsible for correction is sometimes difficult in multi-managed projects.
  RECOMMENDATION
  In future projects we should thoroughly assess whether management outside of the GC makes sense and whether that work has a positive return both in capital and staff resources.

- *SORTER*
  The sorter ended up taking a little more coordination and work than was initially expected. It also required some modifications to accommodate the number of items processed. Though it appears we've found a solution to address the issues, there were efficiencies to be gained.
  RECOMMENDATION
  The consensus of the group was that including the sorter manufacturer in the early design meetings would have been advantageous to all.

- *PROJECT BUDGET*
  The project budget was rolled over from 2016 to 2017 and was not properly quantified nor approved. This resulted in discrepancies between what was planned and what was actually in the budget.
  RECOMMENDATION
  The Director of Facilities needs to assure that the phasing of multi-year construction projects are well defined and quantified so that year-to-year budget numbers align with the actual costs of the project. This could have helped establish a better analysis of the impacts of the contracts that extended into multiple years without overinflating budgets.

- *CABLE MANAGEMENT FOR FURNITURE/FIXTURES*
  We found that the cable management in specific pieces of furniture could be improved. IT had to improvise methods of assuring that the electrical cords and data cables for computer equipment remained out of the way of patron feet and curious children.
  RECOMMENDATION
  Carefully evaluate furniture and fixtures prior to purchase to assure that it is engineered with the intent of integrating cable management into the piece.

- *POWER MANAGEMENT IN PUBLIC AREAS*
  It has become clear that the floor boxes that were spec'd for the project are not adequate for the type of use we anticipated. This creates a condition where they either aren't used at all or are broken because the public doesn't understand how they work.
  RECOMMENDATION
  JCPL will re-evaluate the type and uses of floor boxes in the library for ease of use to reduced breakage and for ease of access. Stanchions that elevate the power as well as furniture with built desktop power should be used where possible.

- *CHANGE ORDER PROCESS*
  The language of contracts for the project placed some constraints on the change order process and therefore, on the construction schedule itself. When the term "not to exceed" is contained in the executed contract without any provision for the change order process that is a part of any large construction project, every change must be brought back to the Board for approval regardless of the dollar value. This can create a condition where construction is delayed until the next Board meeting because approval of the change is needed to proceed.
  RECOMMENDATION
  Explore the possibility of including contractual language that would allow the JCPL project manager to authorize change orders up to a percentage or a set amount. This amount would be determine by the BOT and could be stipulated at the time of contract acceptance to adjust for project type and scope.

- *DRIVE UP*
  It was discovered that the design of the drive up did not consider all the different physiological differences, driving abilities and vehicle sizes that would influence the ability of patrons to put books into the drive up.
  RECOMMENDATIONS
  Mock up the book drive up and complete a number of test drive ups with different vehicles and persons so that the design incorporates as many different physical characteristics as possible. Extend Columbine book drop so that it is more useful.

POSITIVE OUTCOMES THAT SHOULD BE REPEATED

- *COMMUNITY MEETINGS AND CHARRETTES*
  The charrettes and meetings with the community stakeholders were a critical link in both affirming New Service Model design inputs and also meeting patron needs and expectations.
  RECOMMENDATION
  Continue to use this process in future designs.

- *COST MODELING*
  Fransen Pittman has a cost modeling process where they bring in their subs at the DD phase and work through different scenarios to do value engineering as well as determine if design is within the budget parameters.
  RECOMMENDATION
  This process was extremely helpful and brought the project within 1% of the prediction. Recommend that we use this model or something similar for all future projects.

- *DESIGN TEAM METHODOLOGY*
  We utilized a methodology of expanding or contracting the design team who was needed to make the specific decisions at each phase of the design process. This allowed us to limit the number of questions created and manage the process with greater efficiency.
  RECOMMENDATION
  Continue to use this methodology by defining the team, their functions and the point in the process they are needed to make the most efficient use of resources.

- *REUSE AND REPURPOSING OF MATERIALS*
  Where possible we reused materials that were already owned. This included items such as reupholstering chairs, cutting down existing end panels for reuse in the new design and recovering the flipper doors and tack boards for office furniture. This resulted in significant cost savings over new materials and affirmed our desire to be good stewards of the tax dollar.
  RECOMMENDATION
  Continue to look for opportunities in future projects for reusing, renewing, repurposing or refurbishing existing materials.

- *ENERGY EFFICIENCY*
  We made efforts in the design to incorporate energy saving equipment and lighting wherever possible. All the interior lighting is now computer controlled LED lighting, which not only allowed us to receive a $25,000 rebate from the utility company but is demonstrating a monthly cost savings of approximately 25% over previous billings. This number equates to nearly $10,000 in energy savings per year and reduces our carbon footprint as a system.
  RECOMMENDATION
  Continue to strive towards energy efficiency in both operations and materials (provided there is sufficient ROI) to reduce our costs, reduce our carbon footprint and enhance our public image by being good environmental stewards within our community.

- NEW SERVICE MODEL

  The remodel created service points throughout the building, including placing catalog computers within the collection. This allows staff to help patrons where they are instead of having to walk them back to a service desk. The collection layout was arranged to ensure good sight lines so that staff can easily see where help is needed. Space is flexible and meets the needs of the user at the time, such as the movable walls in the meeting room and maker space.

  RECOMMENDATION

  Continue to utilize smaller service desks with good sightlines for the space. Increase the number of catalogs in the collection so that staff and patrons can find the help they need where they are. Continue to create a customized experience that is flexible throughout the day or life of the building. Two examples of this at Edgewater are: the quiet space with a movable wall so the space can be used for quiet reading or expanded in to a programming space, and the children's room where the same area for Story Times in the morning will be set up for after school use.

PROJECT COST AND BUDGET

A budget of $385,600 was authorized in 2016 to begin the planning process for the renovation. During 2016 a total of $99, 027 was spent for those planning costs. It was the desire of JCPL to contain the total cost of the project to $4 M while maintaining a $250k contingency for unforeseen issues that could arise. Therefore, the design and FF&E teams were given a budget number that would allow that goal and it was accomplished. The project came in on time and under the allocated budget.

As noted in the chart below all costs, including the owners rep, architect, vendors and construction contractor, were contained to the $4M budget without having to use the $250k contingency we had established. We also realized a rebate of $25k that brought the total unused funding to $661k.

ITEM	APPROVED BUDGET	ACTUAL EXPENDITURE	DELTA
2016 PRECONSTRUCTION	**$385,600**	**Paid for in construction budget**	
2017 CONSTRUCTION	**$4,260,000***	**$3,999,514**	
TOTAL	**$4,635,800 ** **	**$3,999,514**	**$636,286**
ENERGY REBATE			**$25,502**
		UNUSED ALLOCATED FUNDS AND ENERGY REBATE	**$661,788**

***Note – This number includes a $250,000 JCPL contingency and there may be a need to utilize some of the JCPL contingency to modify the drive up book drop. The design is being determined at the time of this report.**

**** Note – This does not include sorter costs of $244,343 that was relieved under Book Sorter Sinking Fund Account #770011-457490. This fund had an authorized budget of $250k.**

WEMBER

7525 South Jasmine Court
Centennial, CO 80112
303-378-4130

www.wemberinc.com/blog
facebook.com/Wemberinc
wemberinc.com

Project Monthly Update Report

Project Name:	**Edgewater Public Library**
Wember Inc. Project Number:	EPL (2017.08)
Issue Date:	April 6, 2018
Purpose:	Project Update thru April 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 obtaining the building permit and finalizing the design of the furniture and fabrics.

- Project Successes
  - General Contractor pricing complete, fixed price contract amendment prepared for approval.
  - 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 element at the book drop to be designed and priced. This includes the canopy over the exterior book drop area.
  - Changes to the Architectural and General Contractor staff.

Schedule
- Major Milestones
  - 100% Construction Documents - 2/23/2018 - COMPLETE
  - Pricing Phase – 2/23/2018-3/30/208 – COMPLETE
  - Permit to be received – 4/10/2018
  - Submit packet to board for review – 4/10/2018
  - Board Meeting and recommendation of GC Pricing – 4/19/2018

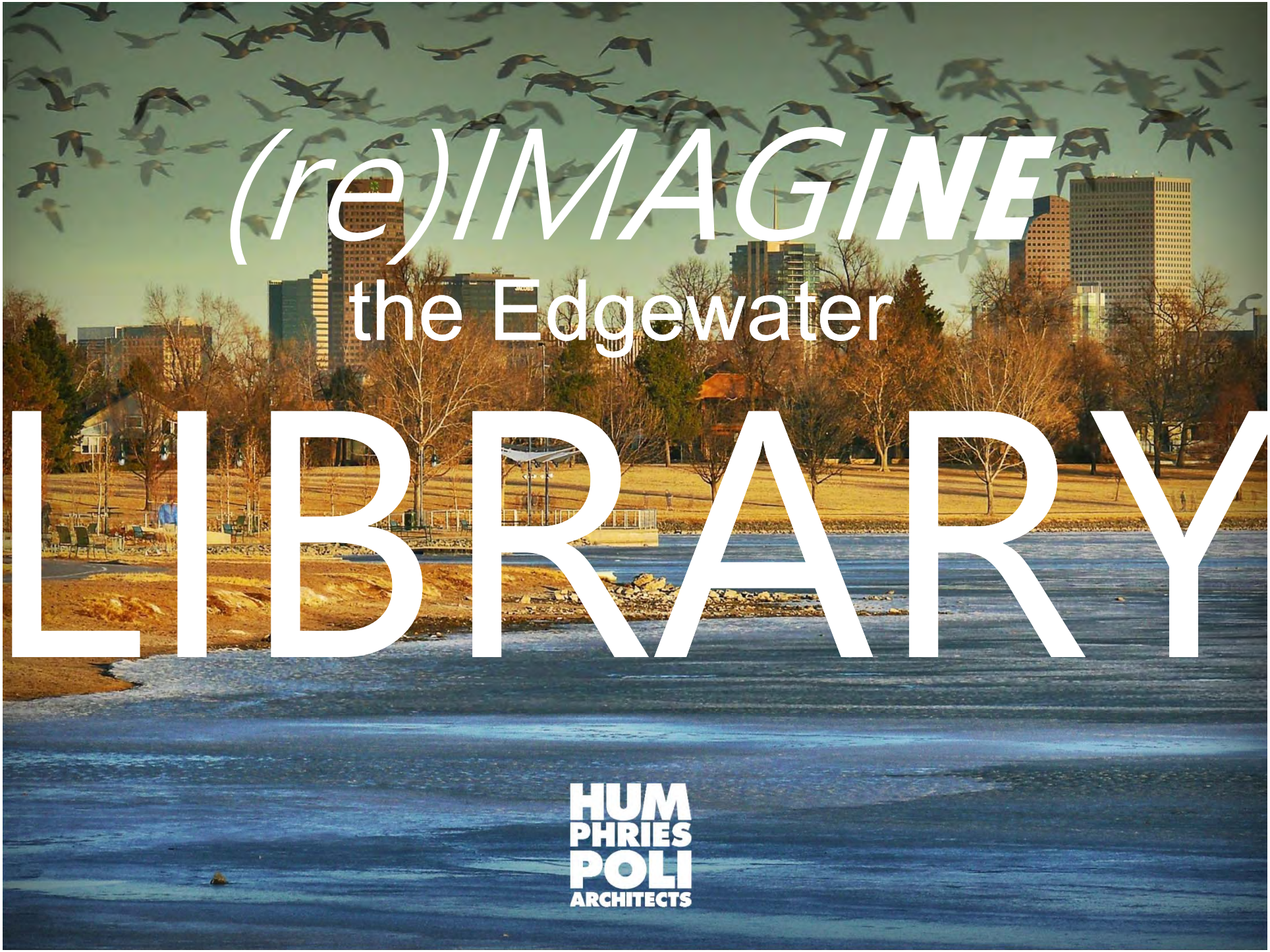
Design
- Complete. Refinement to the Childrens Shelving design and exterior book drop area are being resolved.
- Team met to discuss the electrical design to reduce costs on the project.
- The design team will be presenting the fifth round of furniture and shelving April 11th.

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, Wember and Fransen Pittman at this time.

Next Steps
- Continue with Design with advancement of finishes and final furniture and shelving layouts.
- Pending Board approval and authorization from Pam Nissler Fransen Pittman is to mobilize to commence construction on Friday 4/20/2018.

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

Paul D. Wember, President, Wember



(re)IMAGINE the Edgewater LIBRARY

HUMPHRIES POLI ARCHITECTS

Edgewater Library

Jefferson County Public Library

Board of Trustees Meeting

19 April 2018

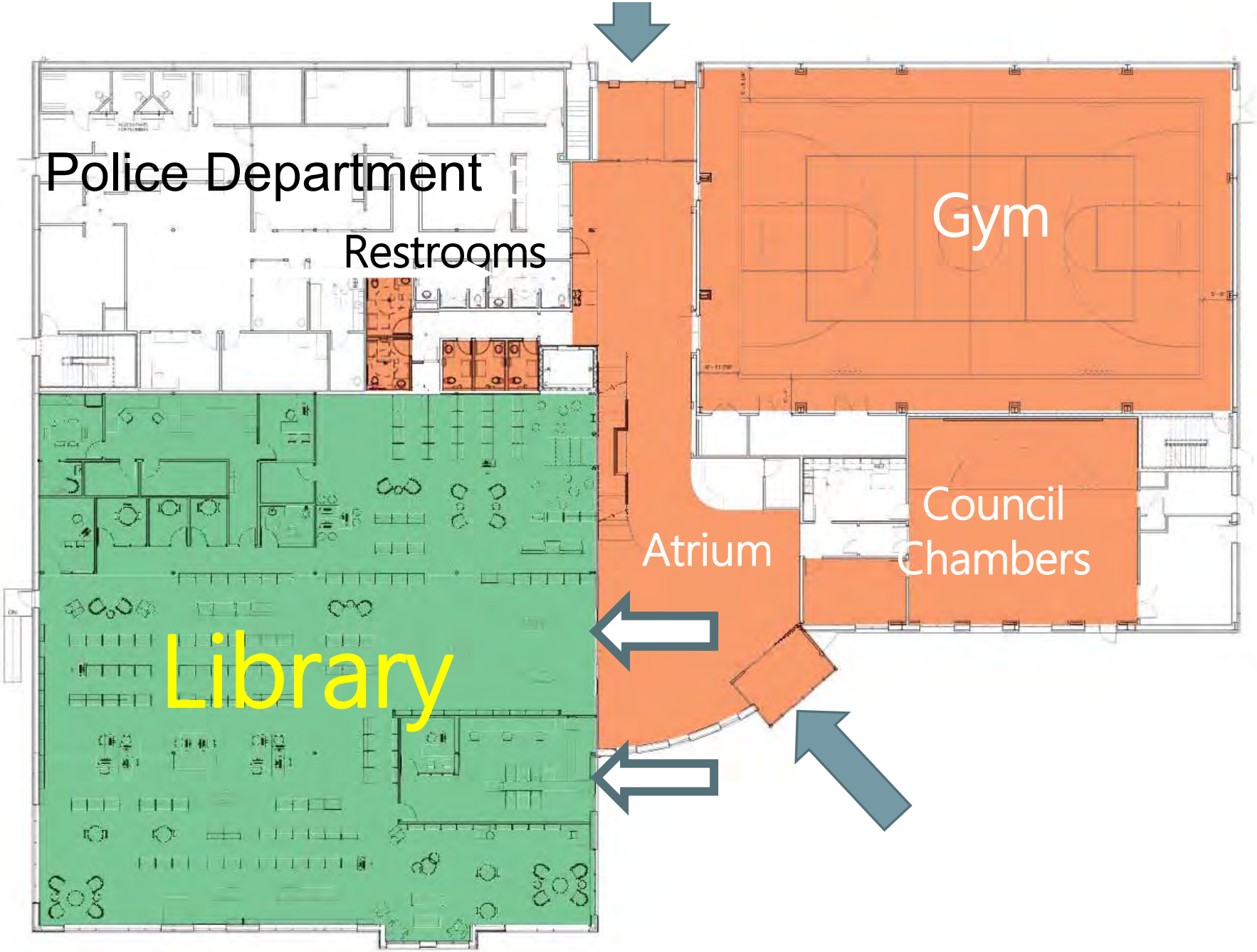
Jefferson County PUBLIC LIBRARY

HUMPHRIES POLI ARCHITECTS

Site Context

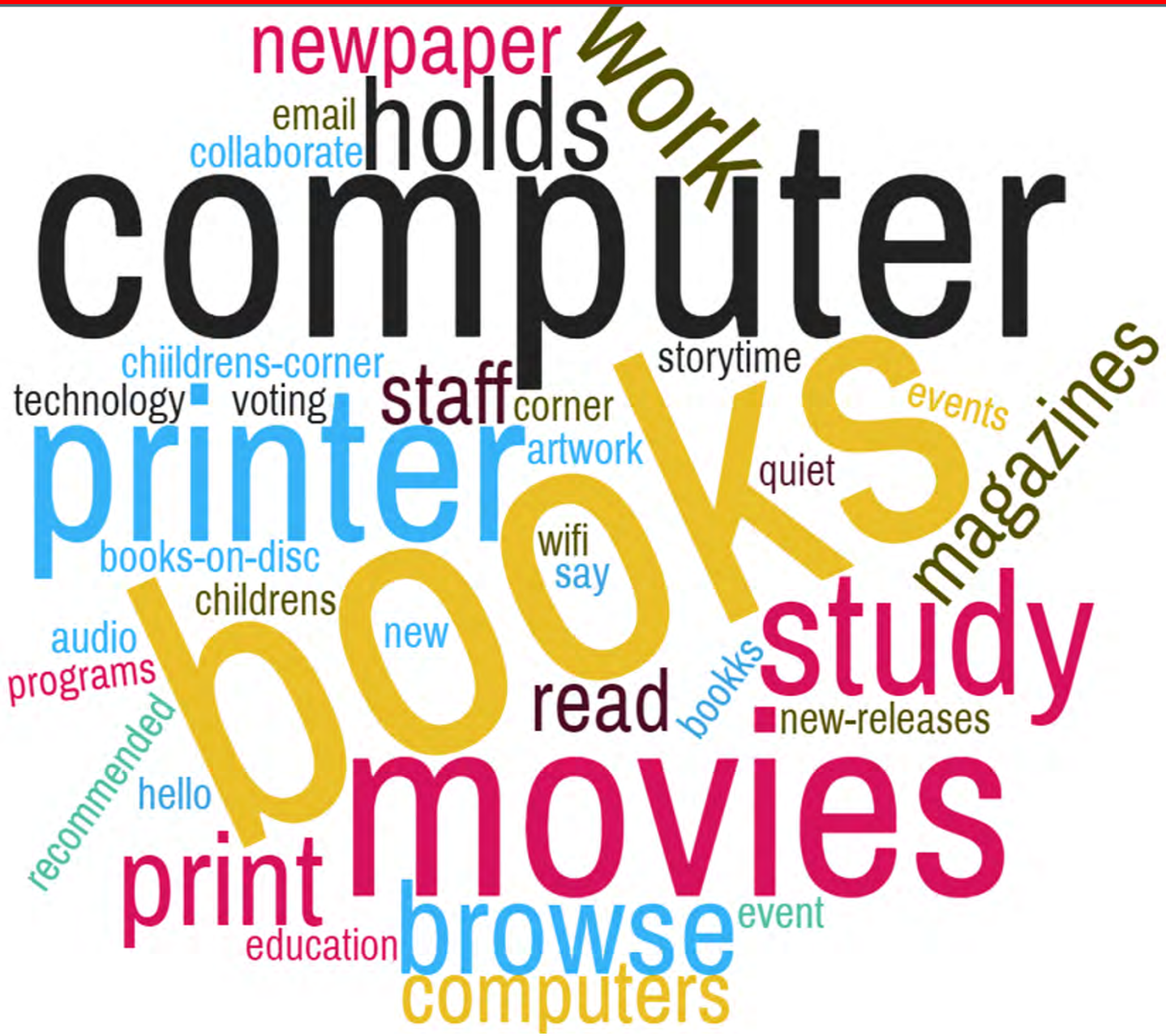
N

EDGEWATER CIVIC CENTER



Civic Center Floor Plan

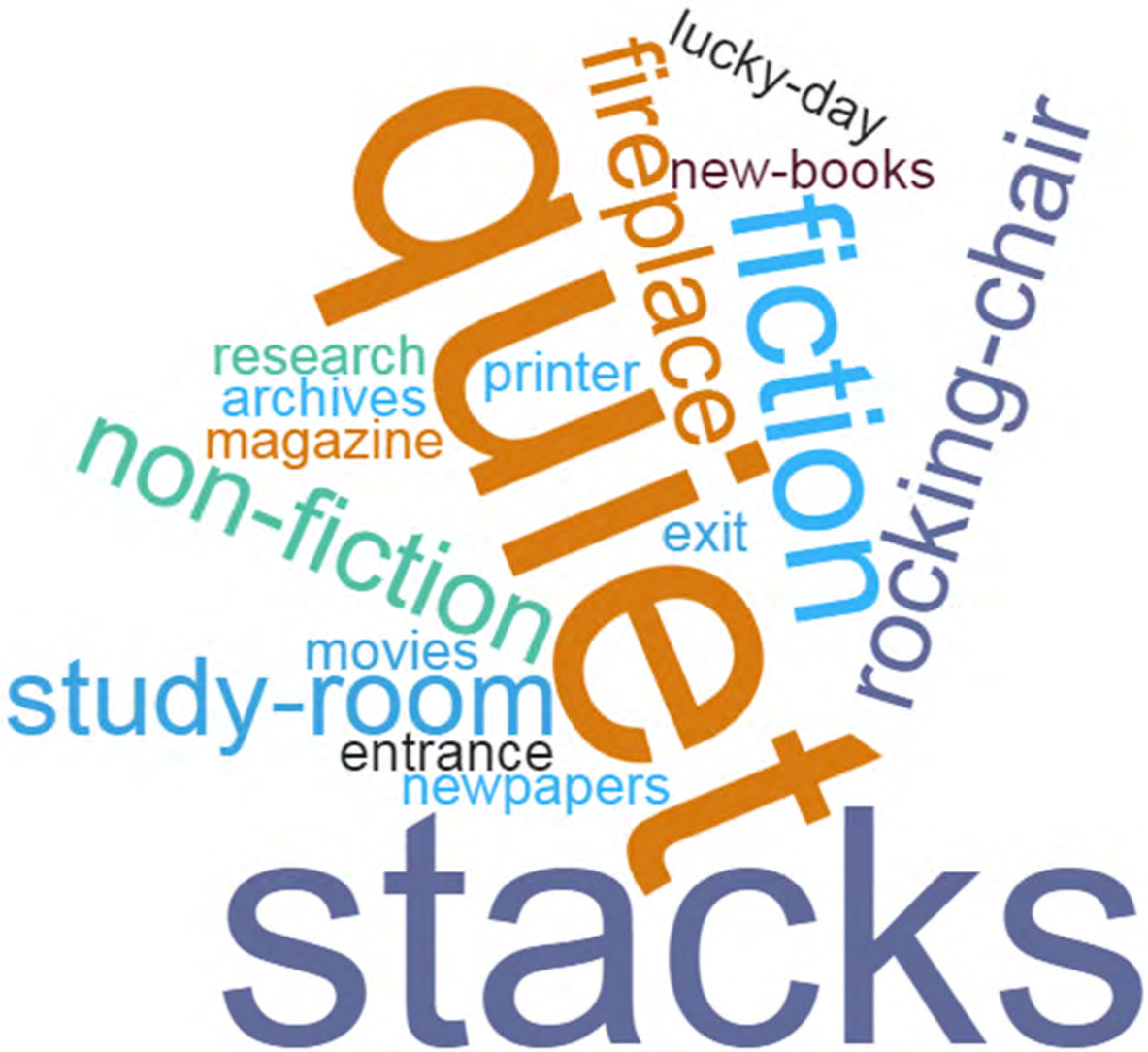
What do you do when you visit the Library?



How should the Library feel?

What do you do value about the Library?

What is your favorite place in the Library?

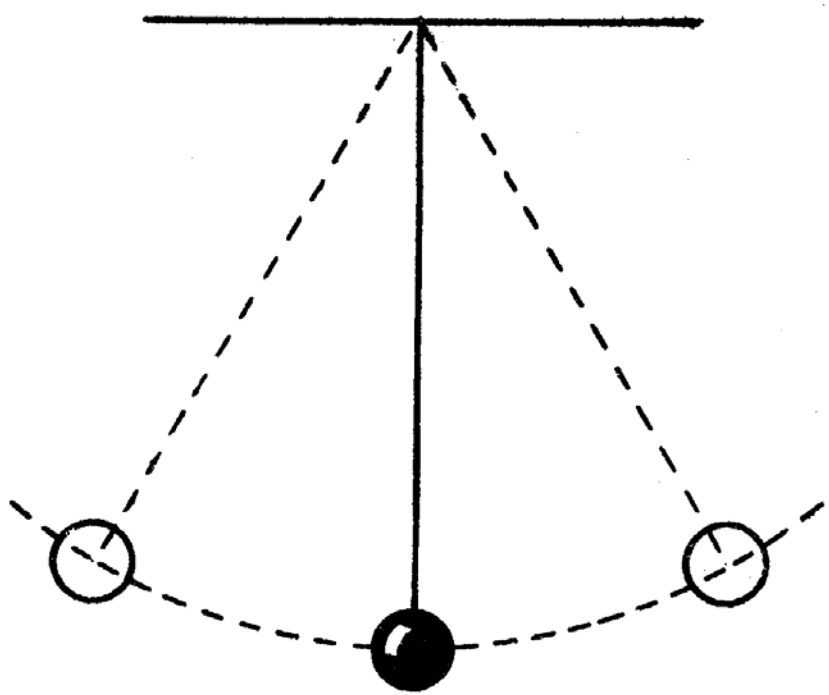


WAVES OF TIME

“Waves of Time”

Celebrating the Wave Makers

Past



Future

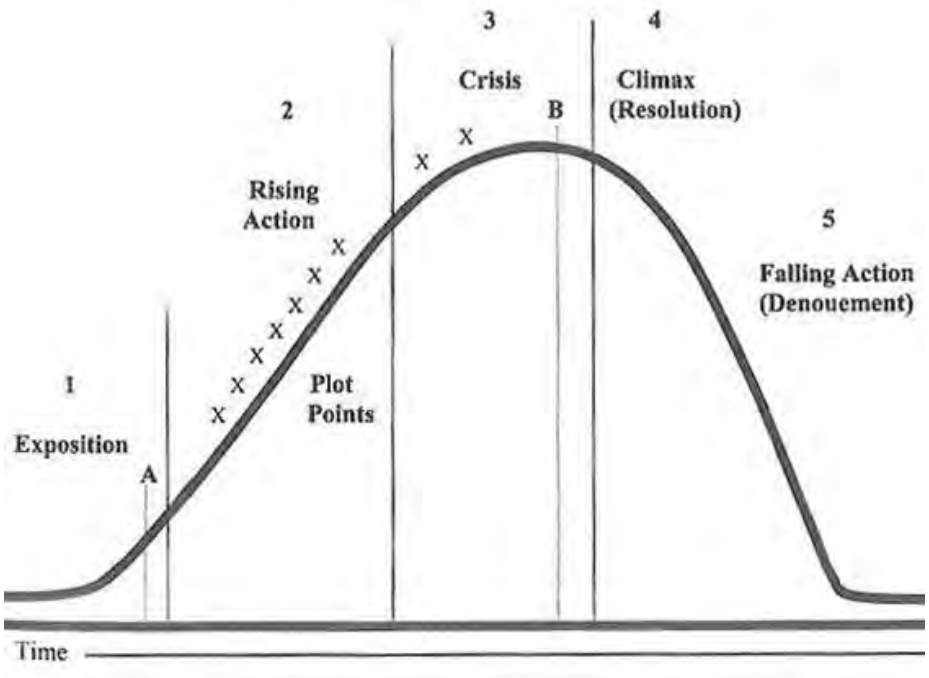
Pendulum Swing

Recognizing Common Energy Between Past and Present to Inform the Future

History – Momentum - Time

“Waves of Time”

Celebrating the Wave Makers



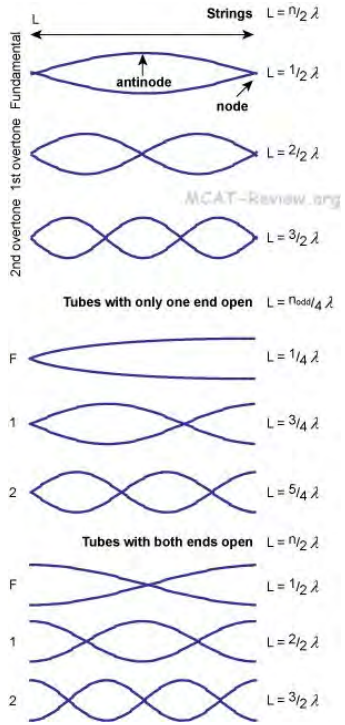
Story Arc

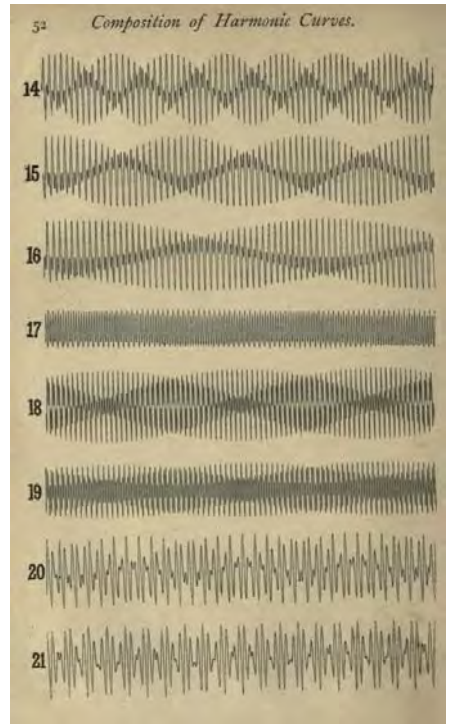
Understanding and Relating to Our Shared Stories

Entertainment – Empathy – Imagination

“Waves of Time”

Celebrating the Wave Makers





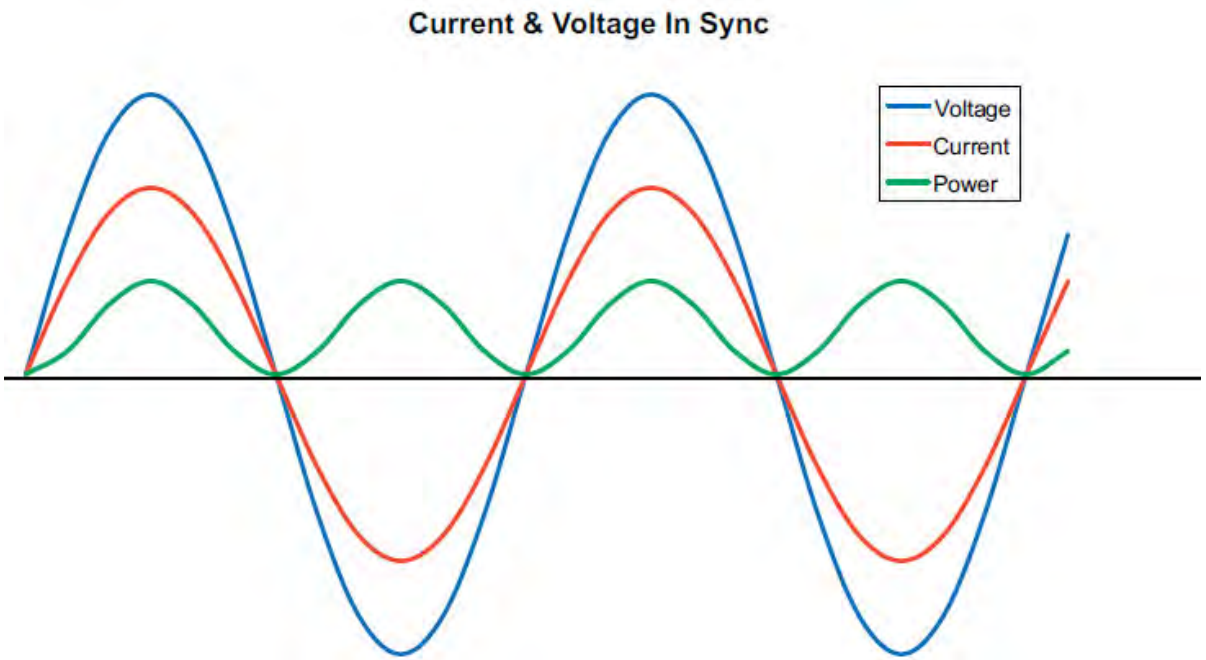
Mathematical Waves

Quantifying Truth through Observation and Documentation

Technology – Progress – Learning

“Waves of Time”

Celebrating the Wave Makers



Electrical Power

The Harnessing and Direction of the Energy Around Us

Drive – Motivation – Gumption

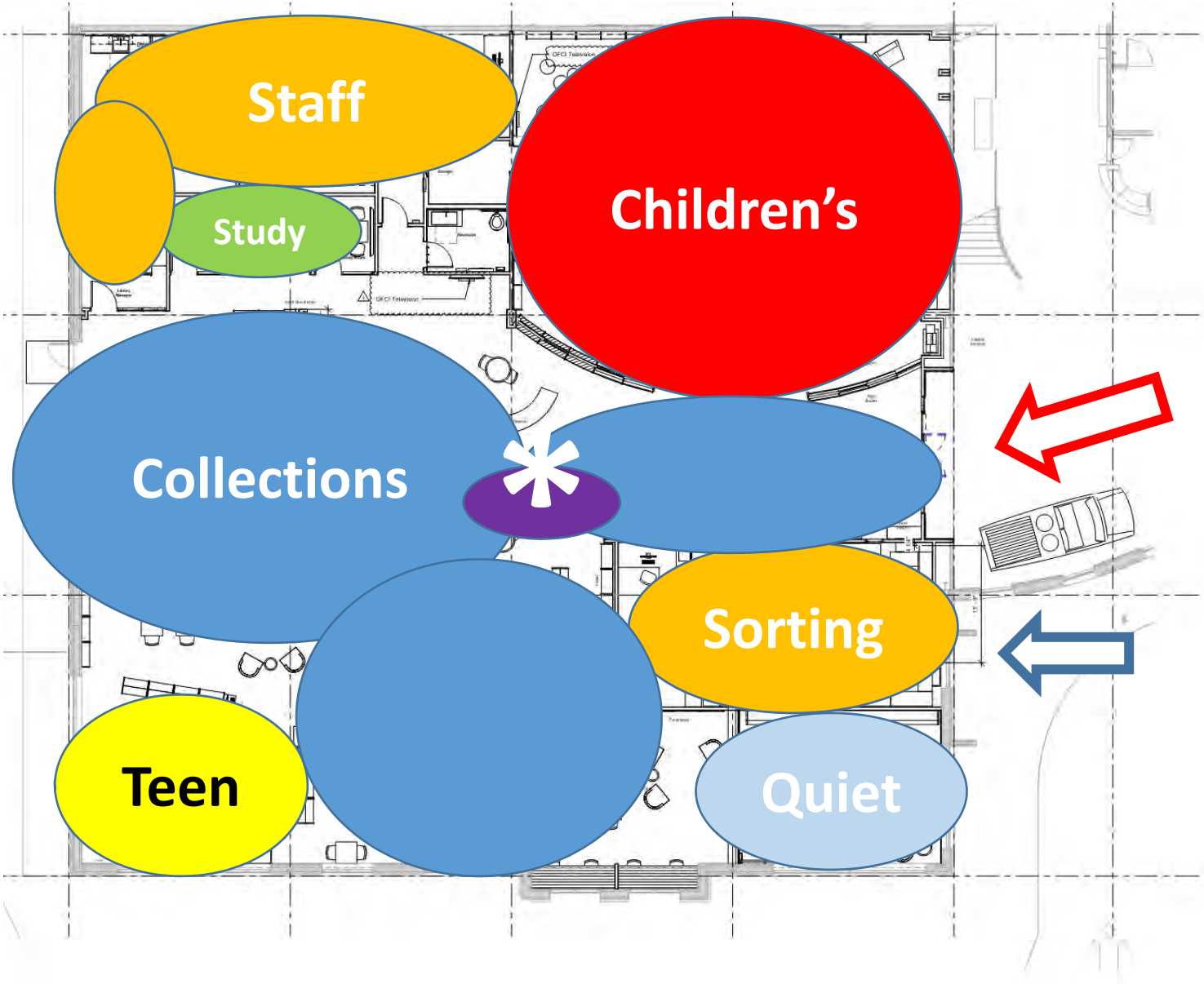
“Waves of Time”

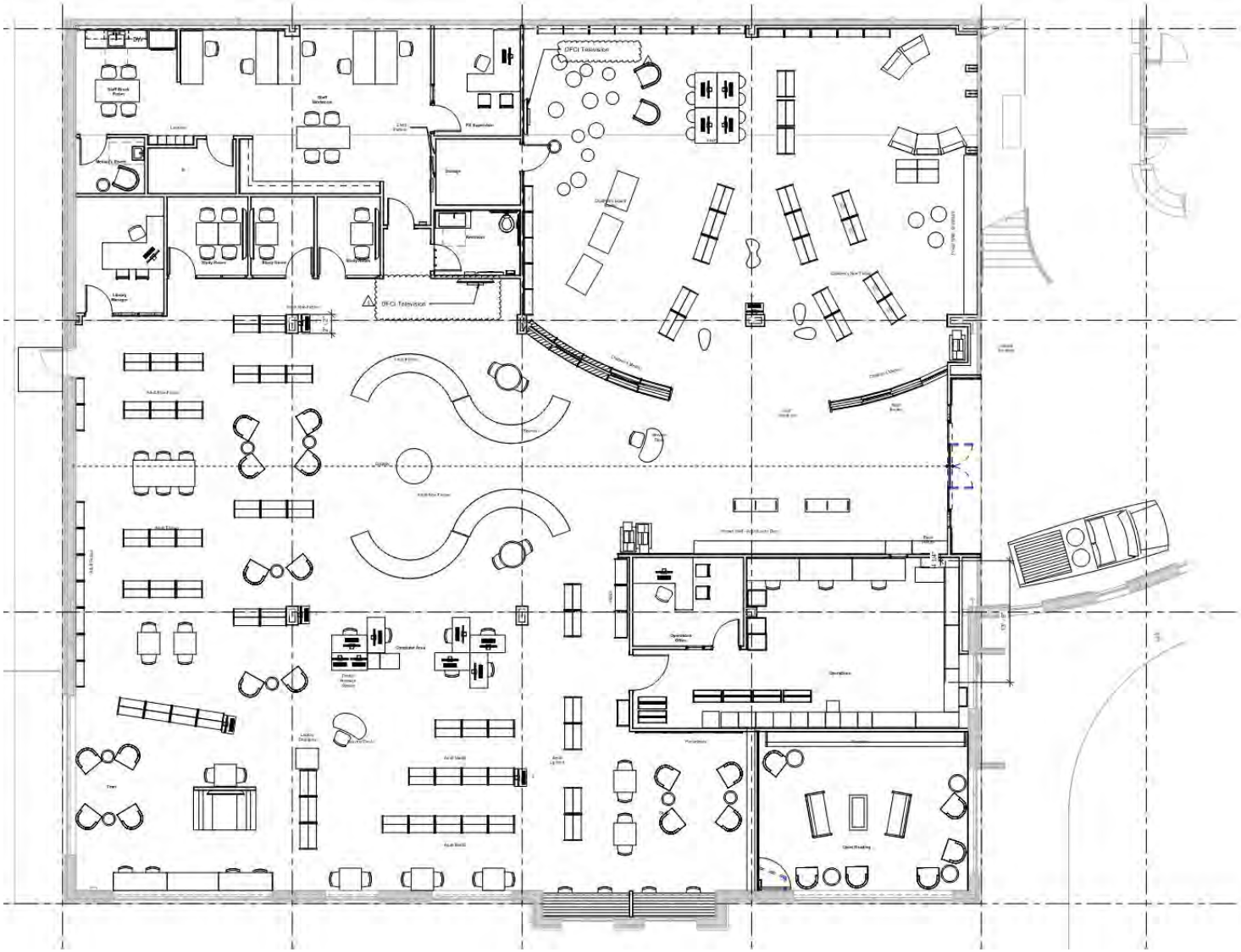
Celebrating the Wave Makers

Water

Ancient Presence Which Captures and Amplifies Surrounding Energy

Calm – Guiding – Metitative

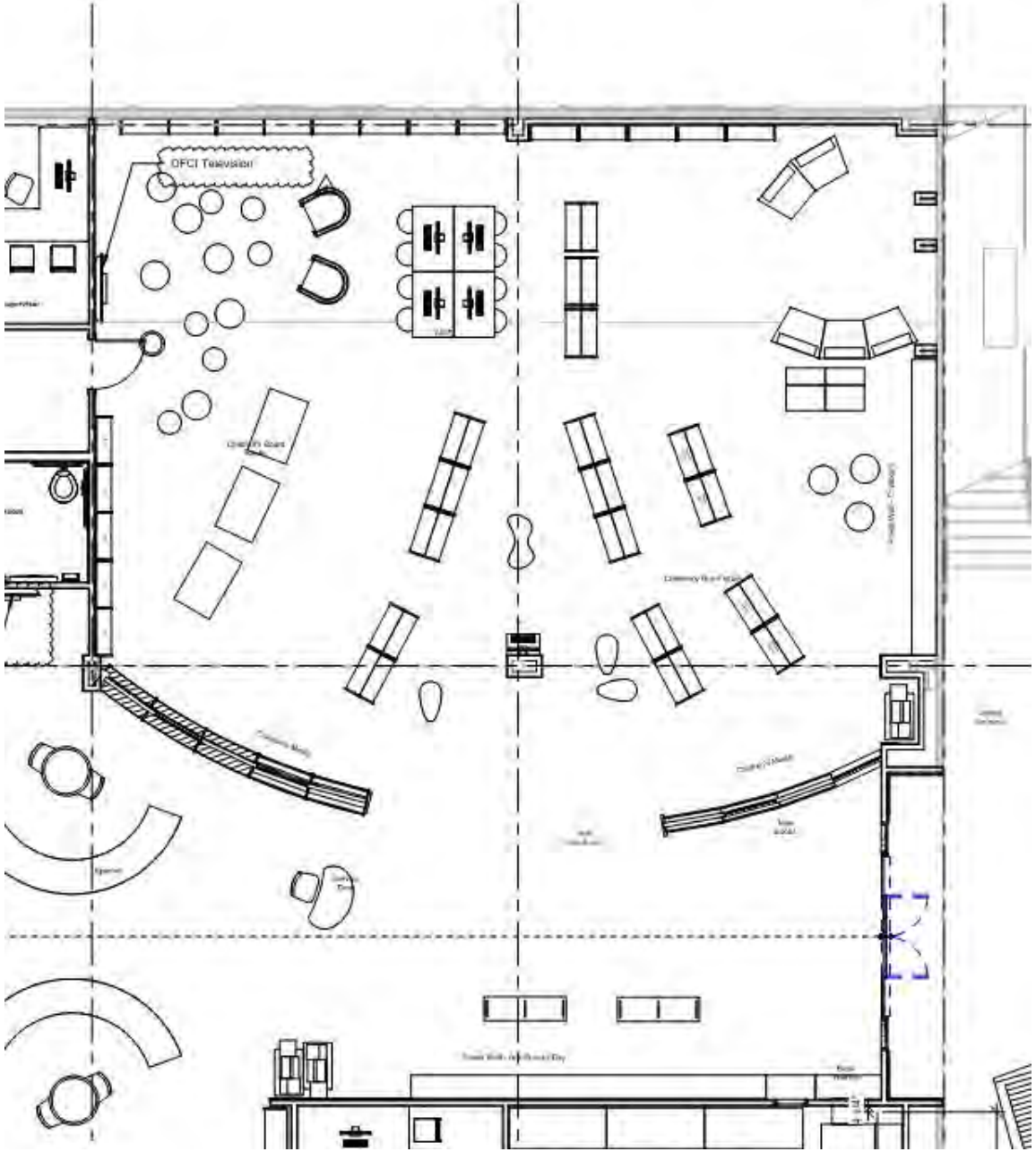

Staff
Study
Children's
Collections
*
Sorting
Teen
Quiet


DFCI Television
DFCI Television

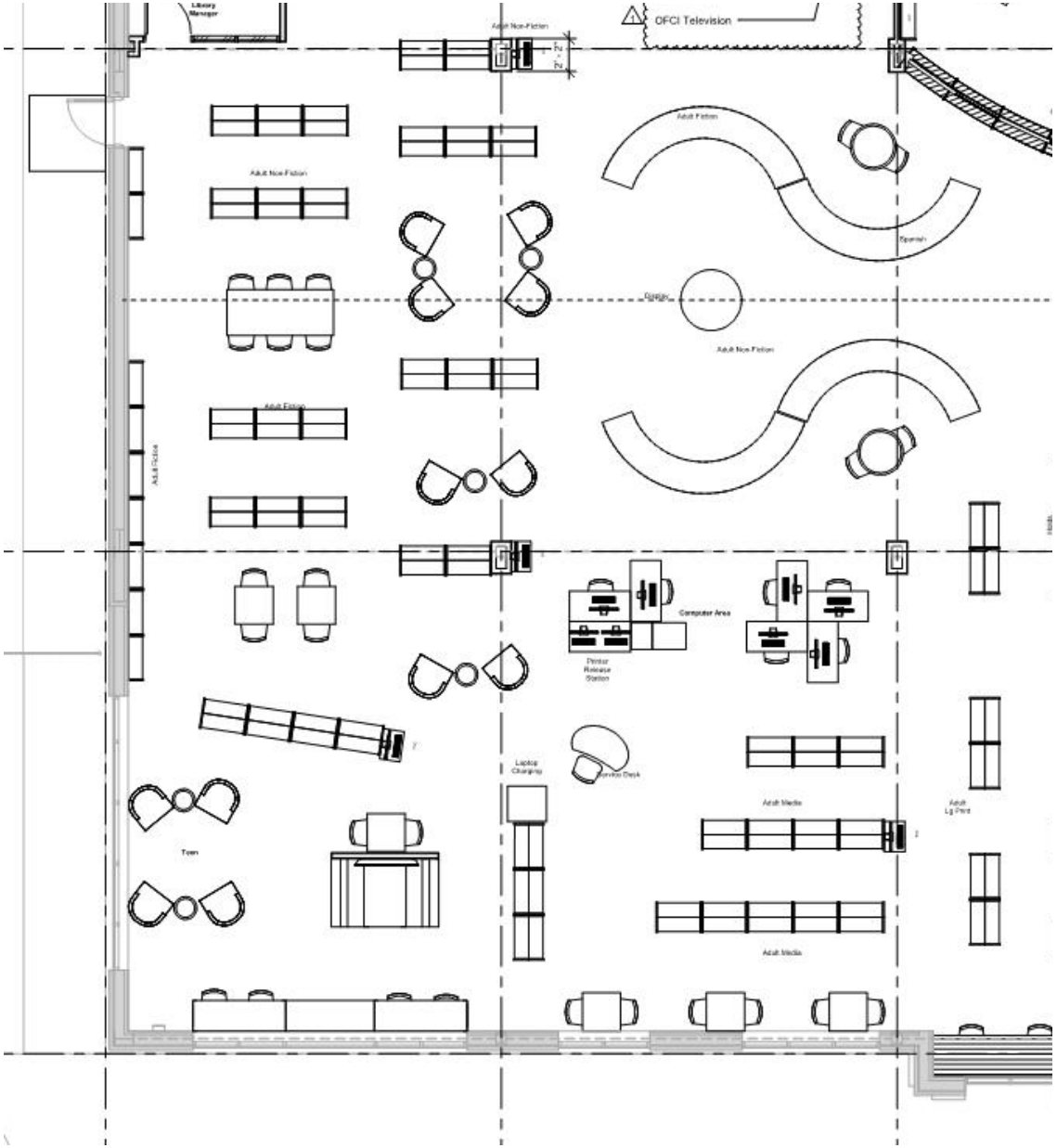
HOLDS & RETURNS

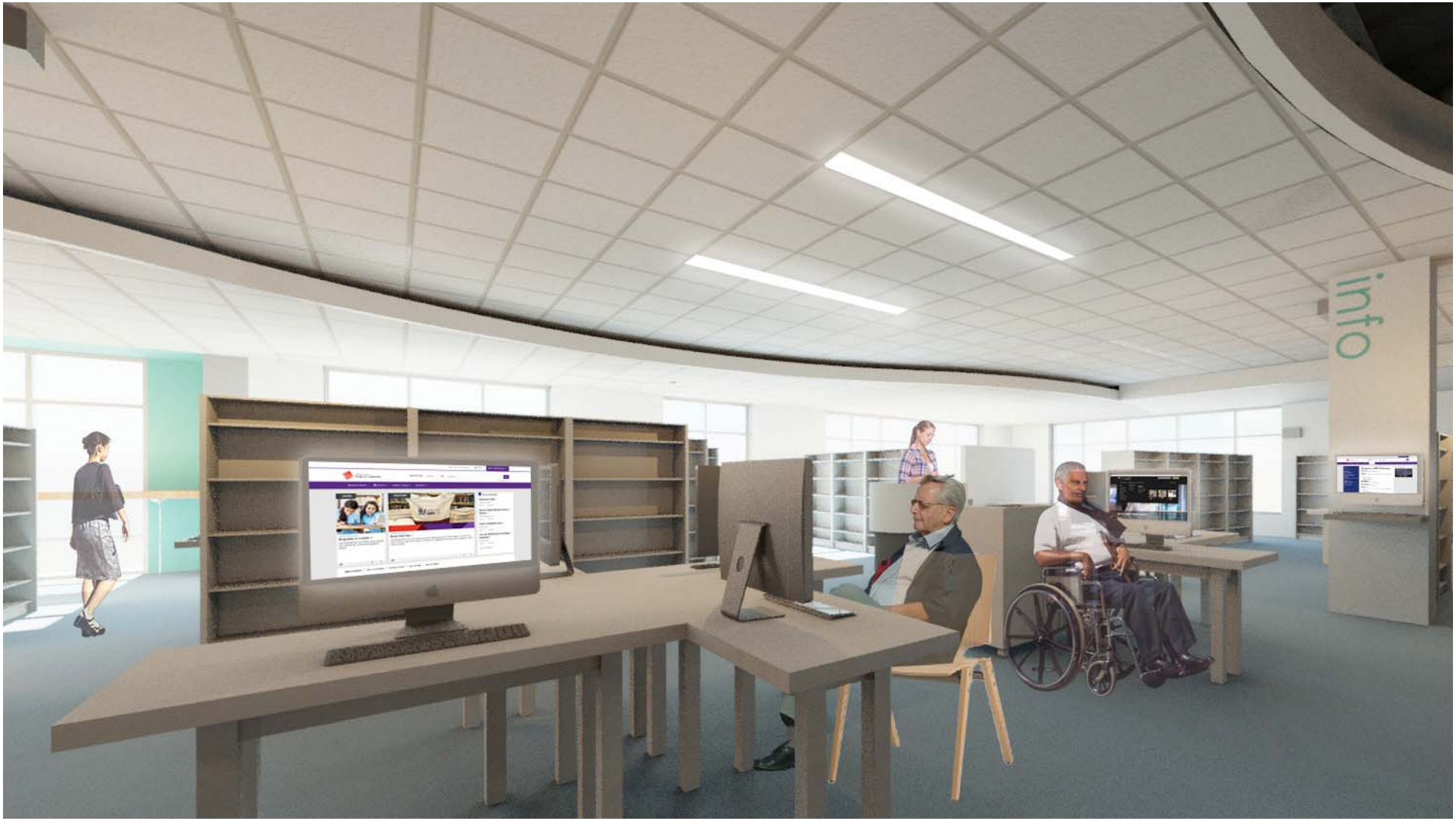
edgewater
PUBLIC LIBRARY

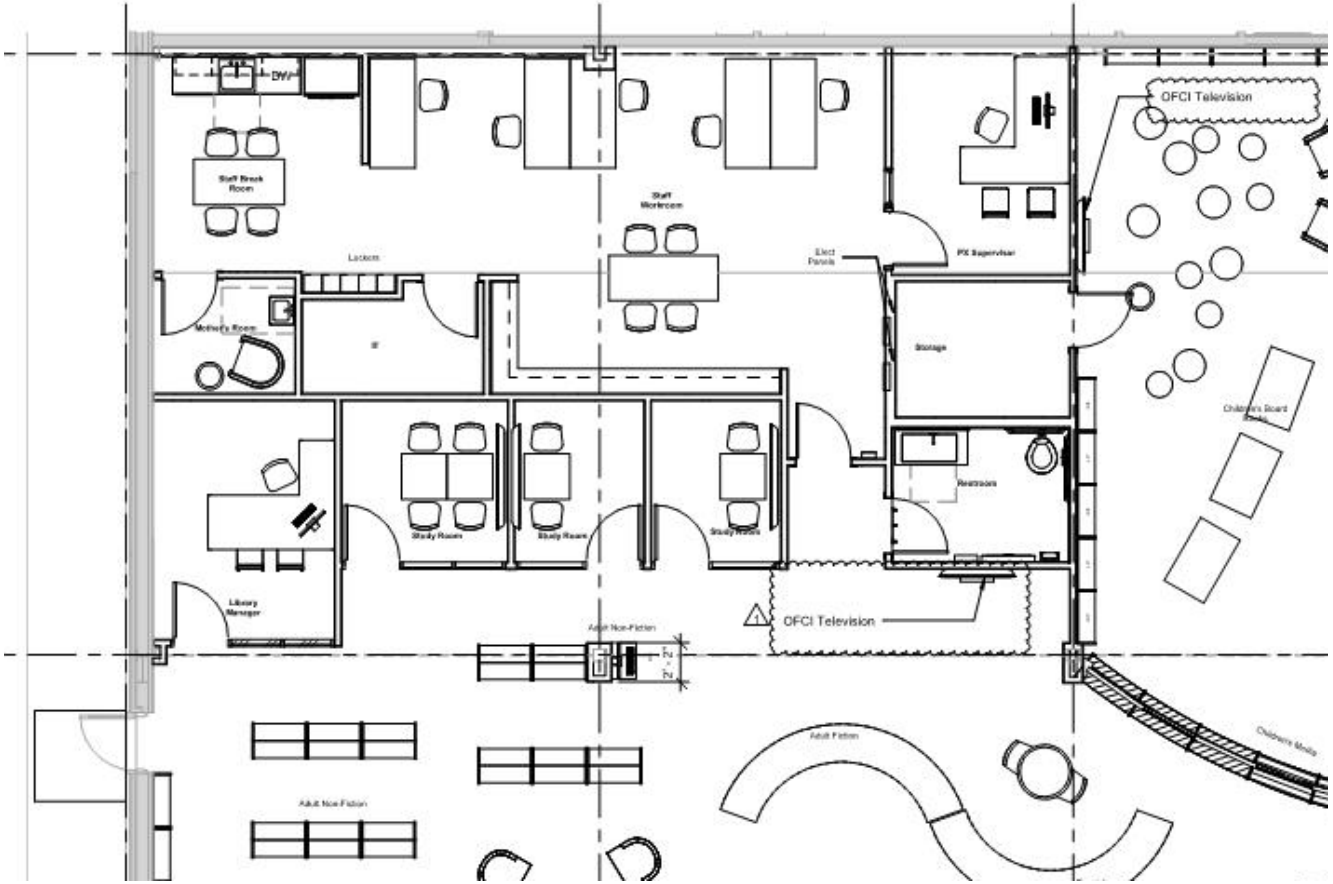
hola!
BONJOUR


OFCI Television

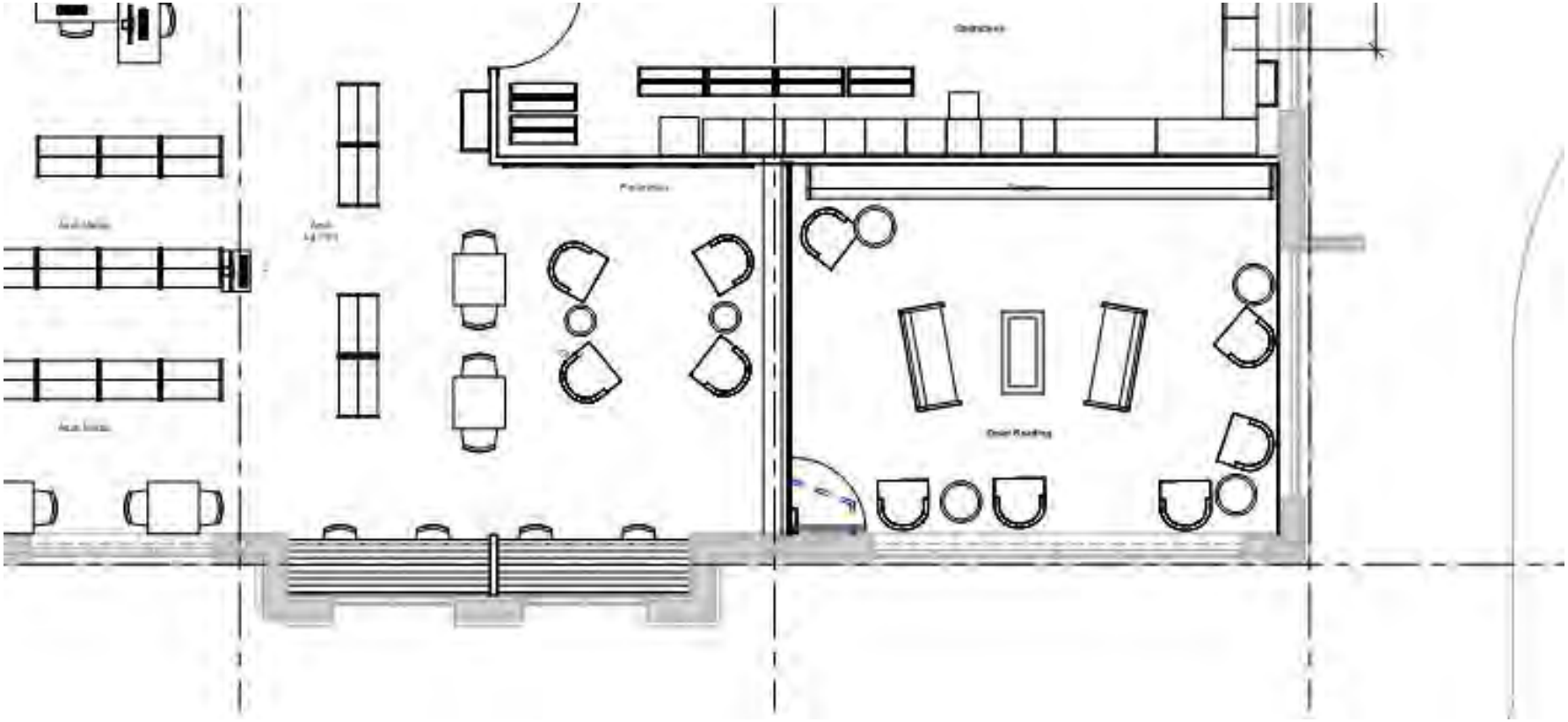
ABCDEFGHIJKMNOPQRSTUVWXYZ


Library Manager
Adult Non-Fiction
OFCI Television
Adult Fiction
Adult Non-Fiction
Spanish
Adult Non-Fiction
Adult Fiction
Adult Fiction
Computer Area
Printer Release Station
Laptop Charging
Service Desk
Adult Media
Adult Lg Print
Teen
Adult Media

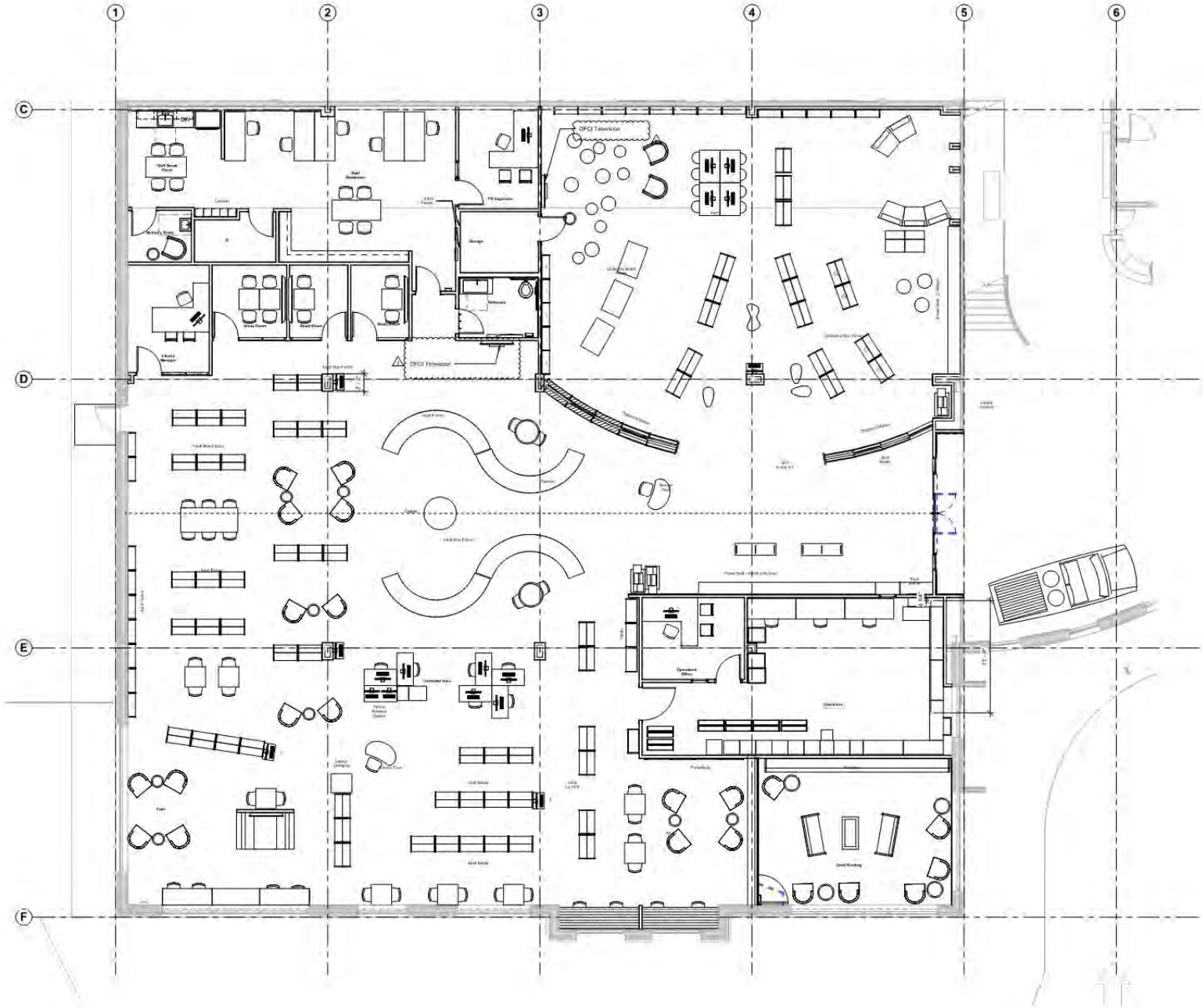

info


OFCI Television
Staff Break Room
Staff Workroom
Lockers
Elect Panels
PX Supervisor
Storage
Mother's Room
Children's Board Room
Restrooms
Study Room
Study Room
Study Room
Library Manager
OFCI Television
Adult Non-Fiction
Adult Fiction
Adult Non-Fiction
Children's Media

WWW
TEAM
Four Of Steps For Business Strategy



EDGEWATER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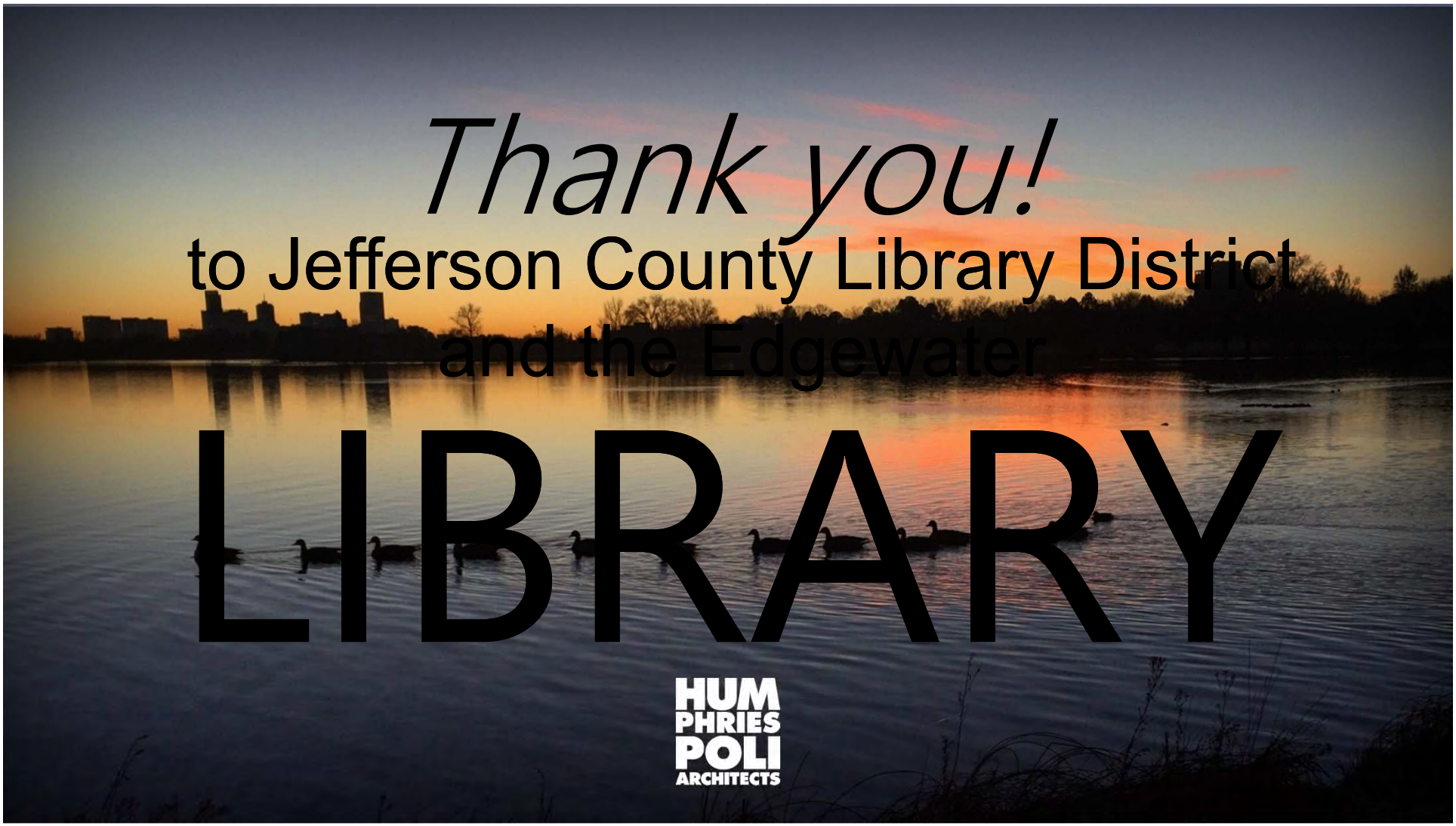
OFCI Television
OFCI Television


Thank you!
to Jefferson County Library District
and the Edgewater
LIBRARY
HUM
PHRIES
POLI
ARCHITECTS

administration
10200 W. 20th Ave.
Lakewood, CO 80215
303.235.5275
jeffcolibrary.org

Jefferson County
PUBLIC LIBRARY

To: Pam Nissler, Executive Director
From: Steve Chestnut, Director of Facilities and Construction
Date: April 9, 2018
RE: EDGEWATER LIBRARY CONSTRUCTION NOTICE TO PROCEED

History of Contract: Fransen Pittman General Contractors – 17-07 Edgewater Library - General Contractor at Risk (CMaR)

At the October 12th Study Session the Board was presented with a staff memo detailing the process used to select the General Contractor for the Edgewater project. Request for Proposals was issued and nine proposals were submitted. Proposals were reviewed and interviews were held on Oct 3rd.

The selection team recommended and contracted with Fransen Pittman General Contractors, with Board Approval to assist with the pre-construction services related to the construction of the 10,000 square foot library.

Pre-construction services have been performed and a contract Notice to Proceed with Phase II construction fixed price amount is required to move forward with construction.

Total Cost:
17-07 Edgewater Library - Funds are budgeted in the 2018 proposed budget in the amount of $2,600,000 for overall project.

Budget:
Funds were budgeted in the 2017 budget in the amount of $160,000 to cover the preconstruction costs for the architect and the owner's representative, and other approved costs as they occur.

Action Requested:
I will be asking the Library Board of Trustees to authorize you, the Executive Director, to issue a Notice to Proceed with Phase II of the Edgewater Library Construction as specified in the contract executed on October 25th 2017 with Fransen Pittman General Contractors. The requested dollar amount for Phase II is $1,207,718.

FRANSEN PITTMAN
GENERAL CONTRACTORS

April 6, 2018

Edgewater Public Library

Fixed Price Summary for
100% Construction Documents
Prepared by Humphries Poli Architects
Drawings Dated 03/26/18

100% CD Fixed Price Estimate Total - $1,207,718

Structural Steel at Operable Partition Allowance Included - - - - - - - - - - - - - - - - $8,000
Children's Entry Millwork Allowance Included - $27,000
Custom Periodical Shelving ROM Excluded - $14,110

Proposed Subcontractors:

Division 6 Carpentry – Sun Construction
Division 8 Doors, Frames, and Hardware – Architectural Concepts
Division 8 Glass and Glazing – Cutting Edge Glass
Division 9 Drywall – Drywall Partitions Division 9
Ceilings – Drywall Partitions Division 9 Flooring –
ReSource
Division 9 Paint – Southwest Company
Division 10 Specialties – Dynamic Specialties
Division 10 Operable Partition – ABS
Division 10 Fireplace – Fireplace Warehouse Division
12 Window Coverings – Royal Textile Division 15
Mechanical – Frontier Mechanical Division 15 Fire
Sprinkler – Fire and Safety Solutions Division 16
Electrical – J&R Electric
Division 16 Low Voltage – Team Linx

Edgewater Library

100% CD Estimate

FRANSEN PITTMAN GENERAL CONTRACTORS

ESTIMATE DATE: 04/19/18
BUILDING AREA IN SQ FT: 10043
DRAWINGS PREPARED BY: Humphries Poli
DRAWINGS ARE DATED: 2/23/2018

DIV NO	DIVISION RECAP		DIVISION TOTAL	$ PER S.F.	% OF TTL
1	General Conditions		93,778	$9.34	7.8%
2	Demolition & Sitework		0	$0.00	0.0%
3	Concrete		0	$0.00	0.0%
4	Masonry		0	$0.00	0.0%
5	Metals		8,000	$0.80	0.7%
6	Carpentry		102,633	$10.22	8.5%
7	Moisture Protection		1,611	$0.16	0.1%
8	Doors, Windows & Glass		51,101	$5.09	4.2%
9	Finishes		326,366	$32.50	27.0%
10	Specialties		45,840	$4.56	3.8%
11	Equipment		0	$0.00	0.0%
12	Furnishings		7,058	$0.70	0.6%
13	Special Construction		0	$0.00	0.0%
14	Conveying Systems		0	$0.00	0.0%
15	Mechanical		212,950	$21.20	17.6%
16	Electrical		280,293	$27.91	23.2%
		DIRECT COST	1,129,628	$112.48	93.5%
	State & Local Tax	0.00%	0	$0.00	0.0%
	Use Tax		0	$0.00	0.0%
	Permit & Plan Review Fee	Allow	10,398	$1.04	0.9%
	Overhead & Profit	3.2%	38,647	$3.85	3.2%
	Construction Contingency	0.00%	0	$0.00	0.0%
	Design Contingency	0.0%	0	$0.00	0.0%
	Performance & Payment Bonds	LS	9,964	$0.99	0.8%
	Insurance	1.58%	19,082	$1.90	1.6%
		TOTAL COST	$1,207,718	$120.25	100.0%

ADMINISTRATION
10200 W. 20th Ave.
Lakewood, CO 80215
303.235.5275

jeffcolibrary.org

Jefferson County
PUBLIC LIBRARY

TO: Pam Nissler, Executive Director

FROM: Kurt Jungwirth, Facilities Operations Manager

DATE: April 09, 2018

RE: 2018 JCPL Landscape Management Service Contract Authorization

At the April 12, 2018 Study Session of the Library Board, information was presented on the JCPL Landscape Management Service RFP. The Board was advised that the Library had made a vendor selection and was proceeding with final contract negotiations with Environmental Designs Inc.

The recommendation from the team working on this project and the Director of Facilities and Construction is to request Board authorization for the Executive Director to enter into a one-year contract with Environmental Designs Inc. for landscape services in the amount of $82,080, with the option to renew for up to four additional years.

CONSENT AGENDA

Bylaws for the Jefferson County Public Library Board of Trustees
PROPOSED: April 19, 2018

ARTICLE I: NAME

The name of this organization shall be the Jefferson County Public Library Board of Trustees, (Library Board) and existing by virtue of the provisions of the "Colorado Library Law", Section 24-90-101 et. Seq. C.R.S., and, established by the action of the Jefferson County Board of County Commissioners (Board of County Commissioners).

ARTICLE II: PURPOSE

The purpose of the Library Board shall be to govern the affairs of the Jefferson County Public Library according to the applicable statutes and laws, and the duties assigned by the Board of County Commissioners to "establish policies, employ an Executive Director, adopt a strategic plan, recommend a budget and dispense funds, and acquire and oversee libraries and library assets."

ARTICLE III: LIBRARY BOARD

Section 1. Trustees of the Library Board are those who have been duly appointed by the Board of County Commissioners.

Section 2. Ethics. Trustees shall observe these Bylaws, and the Governing Policies of the Library Board, which shall address expectations as to conduct and ethics of the Board.

Section 3. Terms and Reappointments. Length of term and number of terms shall be determined by the Board of County Commissioners.

Section 4. Vacancies. Vacancies shall be filled pursuant to the Colorado Library Law and the policies of the Board of County Commissioners.

Section 5. Removal. A Trustee may be removed only by a majority vote of the Board of County Commissioners and only upon a showing of good cause. Good cause shall include, but not be limited to: Failure to attend, without justification, three consecutive regular monthly meetings of the Board, or violating the Library Board's Governing Policies.

ARTICLE IV: OFFICERS

Section 1. Number of Officers. The officers of the Library Board shall be a Chair, Vice Chair, and a Secretary.

ARTICLE V: ELECTION OF OFFICERS

Section 1. Date of Election. The officers shall be elected annually at the regularly scheduled Library Board meeting in March by a majority vote of attending Trustees. The nominating committee will be appointed at the January Board meeting, and present a slate of officers at the February Board meeting.

Section 2. Term of Office. The Vice Chair and Secretary shall assume their duties upon election and shall serve for terms of one year or until their successors are elected. The Chair shall assume their duties upon election and shall serve for a term of two years or until their successor is elected.

Section 3. Number of Terms of Office. A trustee shall not be eligible to serve more than two consecutive terms in the same officer position, except by an affirmative majority vote of attending Trustees at the meeting at which the election is held.

Section 4. Vacancies. A vacancy occurring in the office of Chair shall be filled for the unexpired term by the Vice Chair. A vacancy occurring in the office of Vice Chair or Secretary shall be filled for the unexpired term by a trustee elected at a regular meeting, notice of such election having been given five days in advance of the meeting by the highest-ranking officer.

Section 5. Removal of Officer. Any officer may be removed from office for failure to discharge his/her duties by an affirmative by a majority vote of attending Trustees at a regular meeting. The Trustees seeking such action shall give written notice to the officer 5 days prior to voting on such issue at a regular meeting.

ARTICLE VI: DUTIES OF THE OFFICERS

Section 1. Chair. The Chair of the Library Board shall be its chief governing officer. The Chair shall preside at all meetings of the Library Board, and shall fulfill other responsibilities as may be designated from time to time by the Library Board. The Chair shall be the representative of the Library Board to other governmental units on such matters as have been approved and designated by the Library Board; shall submit the annual budget prepared by the Library Board to the Jefferson County Board of County Commissioners; shall submit an annual report to the Jefferson County Board of County Commissioners.

Section 2. Vice Chair. In the absence of the Chair, or in event of the Chair's inability or refusal to act, the Vice-Chair shall perform the duties of the Chair and when so acting, shall have all the powers of the Chair and shall be subject to all the restrictions upon the Chair. The Vice-Chair shall perform any other duties as may be prescribed by the Library Board.

Section 3. Secretary. The Secretary shall record, or cause to be recorded, the minutes of all meetings of the Library Board and shall perform such other duties as may be

delegated by the Library Board, such as acting as temporary Chair in the absence of the Chair and Vice chair.

Section 4. General Duties. All officers shall perform the duties as prescribed in these Bylaws, and as may be further enumerated in the Library Board's Governing Policies.

ARTICLE VII: MEETINGS

Section 1. Regular Meetings. Regular meetings of the Library Board shall be held at least once a month at a place within Jefferson County selected at least two weeks in advance by the Library Board. Meeting notices and agendas will be posted in all libraries. The date, time and place of any regular or special meeting of the Library Board may be set or changed by a majority vote of attending Trustees at a regular meeting.

The Library Board may cancel a regular meeting if no pressing issues warrant a meeting, or in the event of an unforeseen circumstance.

The Chair shall set the agenda in advance for each regular meeting of the Library Board, adhering to the adopted Governing Policies. A copy will be sent to each Trustee in advance of the regular meeting. Minutes from previous meetings and documentation supporting agenda items will be sent to each Trustee as part of the agenda packet.

All meetings, votes, and deliberations of the Library Board shall be open to the public, unless otherwise provided by law. The Library Board may determine to hold additional meetings and study sessions. These meetings will be governed by these Bylaws and the Library Board's Governing Policies. All proceedings and records, including meeting minutes taken at each Library Board meeting will be recorded and made available to the public unless otherwise provided by law.

Section 2. Special Meetings. The Chair, or any three (3) Trustees, may call a special meeting of the Library Board at any time with 24 hours prior notice to all Trustees and with adequate advance notice to allow for the public posting of the meeting notice in compliance with CRS 24-6-402(2)(c) full and timely notice to the public.

Section 3. Quorum, Regular Meeting. Four Trustees shall constitute a quorum for the transaction of business at any regular meeting. Proxy votes will not be allowed.

Section 4. Quorum, Special Meeting. Four Trustees shall constitute a quorum at any special meeting. Proxy votes will not be allowed.

Section 5. Votes on Motions. Votes on motions shall be recorded in the minutes as approved or disapproved by voice vote or by roll call when requested by a Trustee. All Trustees, including the Chair, may vote on motions.

Section 6. Public Participation. In addition, there will be an agenda item at each Library Board meeting for the public to address the Library Board. Those wanting to address the

Library Board must sign on the form provided at the door. Those who failed to sign up, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board. Speaking time may be limited with the consent of the Library Trustees, to ensure the most effective conduct of the meeting. The opportunity to address the Library Board does not include a question and answer session or response. Additionally, the Library Board does not respond to anonymous questions or comments. If questions are submitted in writing a response may be provided, in writing, at the Board's discretion.

ARTICLE VIII: BOARD COMMITTEES

The Library Board may establish such committees as deemed necessary to assist in its work. The resolution establishing any such committees shall state the purpose, timeline, composition and authority of each such committee. The adopted Governing Policies will guide the establishment and work of all committees. In the absence of any other method of selection in the resolution, the Chair shall make appointments to any committee.

ARTICLE IX: PARLIAMENTARY AUTHORITY

Robert's Rules of Order, revised, latest edition may be invoked by majority vote of a quorum present at a Library Board meeting, or by the Chair.

ARTICLE X: EXECUTIVE DIRECTOR AND STAFF

Section 1. Executive Director. The Library Board shall employ an Executive Director to serve as chief executive officer of the Jefferson County Public Library. The Executive Director shall supervise the Library's day-to-day operations in accordance with these Bylaws and the Library Board's Governing Policies then in effect. The selection, removal, determination of salary and other terms of employment of the Executive Director shall require the affirmative vote of a majority of the Library Board. The Executive Director shall serve as a non-voting member of the Library Board.

Section 2. Staff. As specified in CRS 24-90-109 (1)(c), and the Personnel Rules of Jefferson County, all other Library employees shall be appointed by the Executive Director, in accordance with approved personnel rules and budgeted staffing plans.

ARTICLE XI: POLICIES AND ADMINISTRATION

Section 1. Governing Policies. The Library Board shall adopt and revise, at any regular meeting, Governing Policies to set forth additional guidelines and values for the Library Board's own conduct, and to govern the Executive Director in conducting the operational affairs of the Jefferson County Public Library. These policies shall be available to the public.

ARTICLE XII: FINANCES

Section 1: Budget Approval and Management. The Library Board's Governing Policies shall direct the Executive Director to prepare an annual budget proposal that is consistent

with the guidelines adopted by the Board of County Commissioners, and consistent with the objectives and guidelines adopted by the Library Board. The proposed budget schedule will provide for public input and Library Board review and revision, for the Library Board's resolution. Library Board approval of the proposed budget is required prior to submittal to the Board of County Commissioners. Library Board adoption is required prior to the beginning of a fiscal year.

ARTICLE XIII: AMENDMENTS

Section 1. The Bylaws shall be reviewed annually by a committee appointed by the Chair. Proposed changes will be presented to the Library Board at a regular, scheduled meeting.

Section 2. Amendment by Vote. The Bylaws may be amended by an affirmative vote of a majority of the Library Board of Trustees. Amendments to these Bylaws shall be submitted to the Trustees at least 14 days prior to their proposed adoption.

Section 3. Automatic Amendment. The Bylaws shall conform to the prevailing governing statutes. Amendments as a result of changes to a governing statute shall be automatic, and the subsequent changes shall be given to the Trustees, in writing, as soon as possible.

Announcements/General Information Sharing

2018 LIBRARY OF THE YEAR NOMINEE

CONTACT: Pam Nissler, Executive Director
Jefferson County Public Library
10200 W. 20th Ave.
Lakewood, CO 80215
Pam.Nissler@JeffcoLibrary.org
303-275-2200

INFORMATION PRESENTED

Introduction

Creativity and Innovation

1. Transforming Jefferson County Public Library's Service Model
   A. Community Inputs
   B. Community-focused Collection
   C. Innovative Staffing Model
   D. Dynamic Programming
   E. Access to Technology and Digital Resources
   F. Welcoming Spaces
   G. Outreach and Partnerships
   H. Emphasis on Community Outcomes

Service to the Community

1. Aligning with Community Aspirations
2. Advancing Community Outcomes
   A. Kindergarten Readiness
   B. Grade-level Proficiencies
   C. High-school Graduation Rates
   D. Workforce Readiness
   E. Business and Entrepreneurial Success
   D. Healthy Behaviors
   E. Aging Well
3. Partnering for Success
4. Practicing Effective Stewardship
5. Improving Service Levels

Leadership in Creating Programming

1. Presenting Innovative Programming & Program Delivery
   A. Experiential
   B. Aspirational
   C. Signature
   D. Innovative Program Delivery

Conclusion

INTRODUCTION

First established in 1952, Jefferson County Public Library (JCPL) quickly grew into a technologically progressive and service-oriented library system. We are now the third-largest public library in the state of Colorado, serving more than 571,000 Jefferson County residents. We deliver our services through 10 libraries, a bookmobile, home services, an engaging website, and proactive outreach services to kids, families, teens, adults, and underserved populations.

From 2009-2015, JCPL operated within critical financial constraints. Funded by a mill levy set in 1986 (more than 30 years ago), JCPL's revenue growth had not kept up with growth in population and demand for library services.

The 2008 recession added fuel to that fire, and from 2009 through 2015, we suffered crushing budget challenges. Revenues we're slashed by $3.4 million -- and we had to reduce our investment in books and materials, reduce service hours, eliminate 79 FTE positions, delay technology updates and defer capital maintenance projects -- just to survive. By the end of 2014, we were operating at or below the 50th percentile in key performance measures (when compared to similarly sized peers) – and in some cases, we ranked in the bottom quartile of performance.

Despite severe financial and operational challenges, JCPL never lost its passionate commitment to providing exceptional service to our patrons and communities. During our most challenging years, we continued to take steps to improve and enhance Library services:

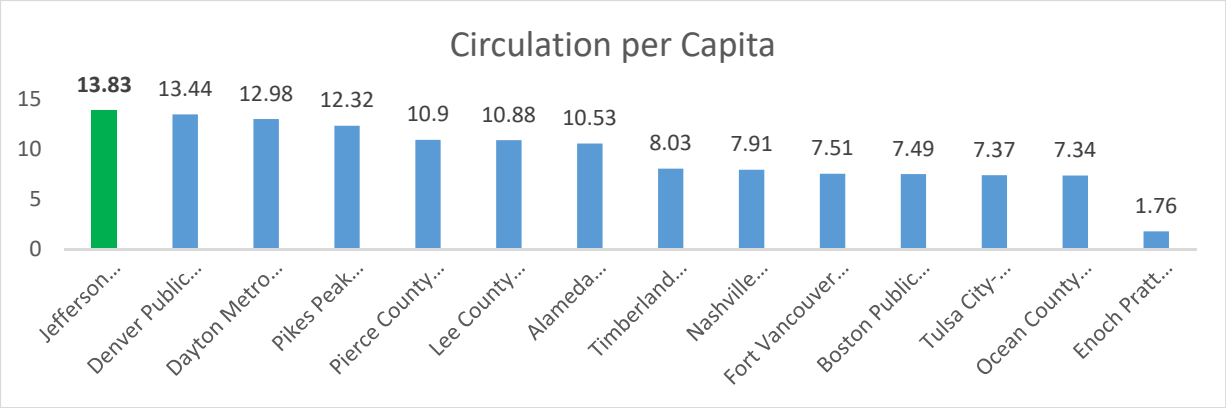
- we adopted an outward focus and sought to identify and understand community challenges;
- we embraced evidence-based decision-making and enhanced our strategic planning processes;
- we introduced a new service model to meet the evolving demands of our patrons and communities; and
- in 2015, our Board of Trustees launched a successful mill levy initiative, securing the future of the Library.

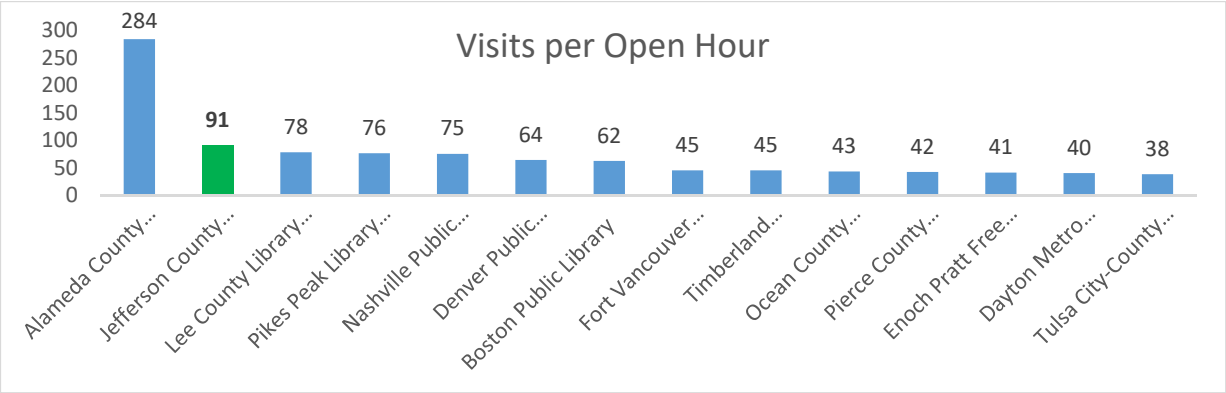
These actions enabled us to establish a solid foundation from which to launch an exceptional future.

When Jefferson County residents voted to approve a mill levy increase for the library, we set ourselves a near-term goal to meet or exceed the 50th percentile in key performance measures. Then, we went to work.

For the past two years, we've worked hard to restore and stabilize Library services by increasing our investment in books and materials, expanding service hours, updating our technology infrastructure, and beginning to catch up on delayed capital maintenance projects.

Based on latest available benchmarking data (2016), we now exceed the 50th percentile on a number of key service measures when compared to peers; in fact, in 2016, we ranked #1 in circulation per capita and #2 in library visits per public service hour.





We are now poised to reclaim our rightful place as a best-in-class library, with the goal of meeting or exceeding the 75th percentile in a majority of key performance indicators within the next few years.

CREATIVITY AND INNOVATION

Transforming JCPL's Service Model

In 2013, JCPL began the implementation of an innovative service model to better position JCPL to provide 21st century programs and services. We imagined a great library, where:

- Library service begins and ends with a deep understanding of our patrons and communities;
- We offer access to the materials and services our patrons want and need;
- We employ expert staff, trained to help patrons navigate the increasingly complex world of information and technology;
- We provide dynamic programming that creates engaging and impactful patron experiences;
- We offer access to evolving technologies and digital resources;
- We update our facilities to make them more open, inviting, and accessible; and
- We place an increased emphasis on community partnerships, outreach and outcomes.

While there's still work to do, we've made significant progress in creating a progressive, modern library that responds to community needs, provides exceptional customer service and delivers favorable results in comparison to its peers. Here's how:

Structured Community Inputs: We begin with a deep understanding of our communities. We gain this understanding through structured community inputs and industry data to support evidence-based decision-making.

Representative inputs include:

- **County-wide Resident Survey**: In 2010, this survey was mailed to 4,000 randomly selected Jefferson County Households, and a statistically significant sample (924 completed surveys) was returned. Residents responded to questions related to the core purpose of the Library, an evaluation of the Library's contribution to the community and support for or opposition to various possible service expansions or reductions. This helped us establish a baseline for the planning and delivery of future library services.
- **Community Input Interviews**: We completed two ambitious surveys of Jefferson County thought leaders.
    - In 2012, we interviewed more than 70 key community leaders, including elected officials, city managers, major employers, and key stakeholders in early literacy, education and economic development. We used these confidential interviews to solicit input on the greatest challenges facing our county and communities, and to solicit feedback on ways JCPL could help to address those challenges. We also asked how we ought to think about measuring and demonstrating success, and how to keep libraries at the center of community life. We integrated feedback from these interviews into planning for our new service model, outreach, partnerships, and our evolving emphasis on measuring and delivering community impacts and outcomes.
    - In 2014, we went back to interview more than 90 key leaders to inform them of our financial challenges and seek feedback on service priorities.

- **Shared Community Outcomes:** In 2015, we utilized inputs from a consortium of Colorado non-profits, including Mile Hi United Way, The Piton Foundation, Jeffco Schools, Jefferson County Economic Development Corporation, Jefferson Success Pathway, Jefferson County's Aging Well initiative and others, to identify shared community aspirations the Library could support.

- **Orange Boy Market Analysis:** In 2016, we completed a comprehensive market analysis with Orange Boy, Inc., which overlaid demographic data with patron usage data from our Integrated Library System to help us understand patron and non-patron behaviors at the County, community and Library level. The results of this analysis are informing our service planning and delivery as we go forward.

- **Other recent inputs include:**

  - **Annual Benchmarking Analysis**. Every year we compare JCPL's performance to a basket of similarly sized public library peers. Peers are selected from the Public Library Statistical Database (PLDS) using the following criteria: +/- 20% in LSA Population and +/- 20% in Revenue per Capita. We also add local peers of interest, including Pikes Peak Library District and Denver Public Library.

  - **PLA's Project Outcome.** JCPL was an early adopter of this initiative. It is designed to help us measure outcomes to compliment more quantitative output KPIs. Outcome measures were added to our performance scorecard in 2018.

  - **Urban Library Council's Edge Initiative.** This technology analysis, first completed by JCPL in 2016, enables us to benchmark our technology offerings against other public libraries to inform technology planning.

  - **University of Washington's Impact Survey.** This annual survey helps us measure how residents are benefitting from our technology offerings.

  - **Annual Customer Satisfaction Survey.** Offered by Counting Opinions, this annual survey allows us to compare our customer satisfaction ratings with other public libraries.

  - **Community Input Meetings.** We utilize community meetings to inform and solicit feedback from residents on key topics of interest. Most recently, we've held community meetings to report on how we're delivering on promises we made to stakeholders in the mill levy campaign, and to solicit community input on the 2017 Columbine Library remodel and on the new 2018 Edgewater Library construction

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Community-Focused Collection. Another key tenet of our new service model is providing a collection that reflects the demonstrated interests of our communities. We base our materials selection on rigorous ongoing analysis of customer usage and circulation trends to assess customer interests and identify high-interest materials.

Recent changes to our collection include:

- More popular materials, best sellers and perennial favorites
- More children's materials, including picture books, Story Time to Go kits (in English and Spanish) and other literacy resources
- More digital resources, including free online access to Consumer Reports, the New York Times, Mango Languages, Lynda.com and more
- Technology for check-out, including laptops and wireless hotspots
- Better merchandising and displays to showcase high-demand materials

These efforts have enabled us to maintain or grow our circulation stats while industry trends reflect a decline.

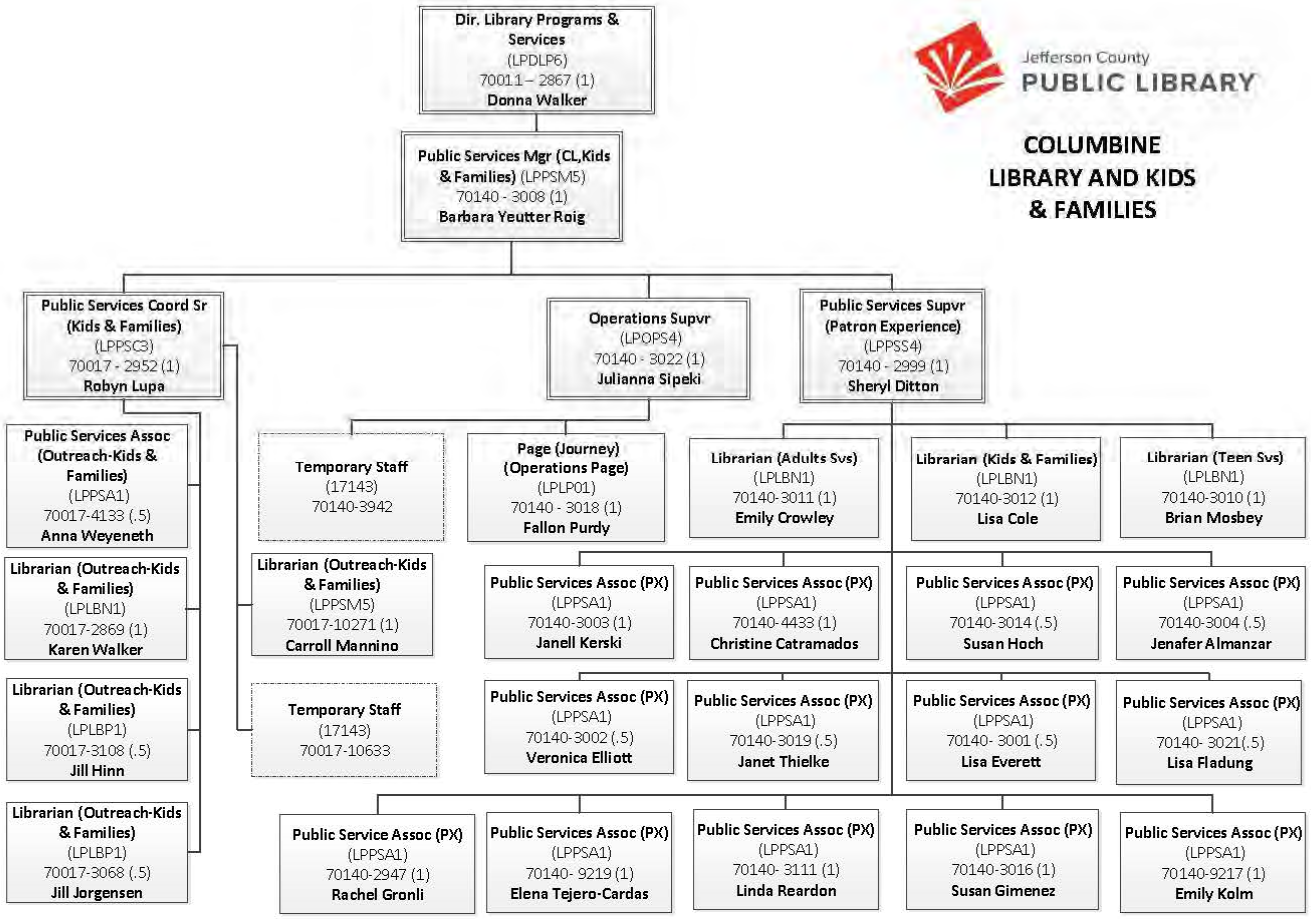
Innovative Staffing Model

Key to JCPL's transformation was the implementation of a new staffing model. New staff roles were defined to create better staff alignment and construct clear lines of accountability. Teams were created to support core services, including Kids and Families, Teen Services, Adult Services, Digital Experience, Diversity and Inclusion, Library to You, Programming, Patron Education, Patron Experience, Statistics and Data, Collection Services and Operations. We separated front-of-the-house and back-of-the-house accountabilities, and we allocated more resources to Outreach. Nearly every position was changed or updated in some way, with some of our more innovative, high-impact changes highlighted below:

- **Library/Core Service Managers** In addition to managing a physical location or department, library managers also took on accountability for a core service area. This staffing approach fosters a more collaborative environment across teams, allows library managers to utilize specific areas of interest and expertise, and sharpens our focus on system-wide results.
- **Coordinators:** New coordinator positions support core services. Working with their manager and staff across JCPL, coordinators are subject matter experts in the design, development and implementation of core service programs, services, and resources system-wide.
- **Supervisors:** Patron Experience Supervisors support library managers in front-of the house functions, with accountability for scheduling floor staff and ensuring a quality patron experience – from the way our materials are displayed to a more proactive approach to customer service, using a roving model. Operations Supervisors handle back-of-the-house operations, including cash management, materials handling, shelving, facilities follow up and volunteer coordination.
- **Librarians:** Library managers are supported by two types of Librarian positions.
    - **Location-based Librarians, specializing in services to kids and families, teens, or adults,** are embedded in their communities and available onsite at library locations to assist patrons. They mentor paraprofessional staff to improve competencies and service levels.
    - **Outreach and Specialist Librarians** concentrate their time on outreach into the community and designing programs and services in core service areas. They support community initiatives and outcomes referenced elsewhere in this report, including early literacy, grade-level proficiencies, high-school graduation, workforce

development, support to small businesses, Spanish services, digital content creation and duration and digital literacy.

Here's a sample organization chart:



This new staffing model has unleashed the expertise, creativity and effectiveness of JCPL employees. It redirects considerable staff energy to reaching out and engaging with our communities, and supporting and advancing shared community outcomes.

Recent Staffing Enhancements:

- **Enhanced focus on bi-lingual staff:** When we began to restore staffing levels in 2016 to support expanded hours (post mill-levy) we sharpened our focus on bi-lingual employees. We now have a Spanish-speaking staff person available every open hour at five locations with high Spanish populations and the Call Center.
- **Enhanced focus on technical competencies:** In 2013, we identified technical competencies required to assist patrons with current and emerging technologies. We also implemented training to assist staff in acquiring these technical competencies. We expect to expand this by additional technical support to patrons from IT employees, beginning in 2019.

- **2017 Organizational Analysis**: JCPL still ranks in the bottom quartile of peer performance in FTEs per 1,000 capita. When the mill levy passed, we focused on restoring patron services first, using our ultra-lean staffing model to support expanded hours. We have yet to restore all of the positions we lost during the recession. In 2017, we contracted with Government Performance Solutions to complete a comprehensive Organizational Analysis to make sure we have sufficient resources and the right structure to meet our organizational objectives. We expect to phase in staffing additions over the next few years as resources and capacity allow.

Dynamic Programming

In 2016, JCPL completed a system-wide programming audit, with the goal of transforming Library programming to provide bigger, better programs based on community interests; offer patrons the opportunity to create and collaborate; foster the exchange of ideas; extend our impact via strategic partnerships; and increase our support of community outcomes. You can read more about the results of these efforts on pages 33 - 38 of this narrative.

Access to Technology and Digital Resources

At JCPL, we want to ensure that every Jeffco resident has access to current and emerging technology and is supported in using technology resources. We've taken the following steps to help us meet that goal:

- In 2014, we completed a comprehensive analysis of our aging technology infrastructure. After years or fiscal constraints, we had deferred technology replacement cycles and delayed the acquisition of new technologies. This analysis helped us establish a roadmap for updating and stabilizing our infrastructure.

- In 2016, we began a two-year process to fix our infrastructure by updating our networks, replacing critical servers, enhancing security, expanding bandwidth, updating patron and staff computers, enhancing wireless access in all library locations, and installing Windows 10 and Office 2016 on all library computers.

- In 2016, we participated in Urban Library Council's Edge Initiative, and in 2017, we launched our inaugural Impact Survey. Based on survey results, we identified and/or implemented the following new initiatives in patron technology:

    - Installed additional security cameras at targeted library locations
    - Provided presentation equipment (e.g., projectors, speakers, microphones, assistive hearing technology, etc.) for in-library public use at four libraries
    - Implemented a new Library website, with enhanced features and functionality
    - Enhanced online access to government documents and provided online guides and group trainings

- **Planned for 2018:**

  - Update Edge Initiative and Impact Survey
  - Complete system-wide update of security cameras
  - Install photo editing software, video/audio recording and editing software for patron use
  - Implement an enhanced employee Intranet

Welcoming Spaces

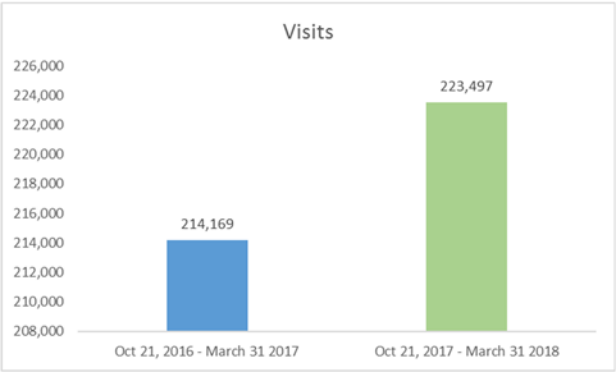
Our new service model also called for transforming library buildings to make them more open and inviting. New features include:

- lower shelves and more open sightlines
- powerwalls and displays to showcase popular materials
- more space for people with flexible seating areas that encourage collaboration and conversation
- intentional spaces for kids and families, teens, and technology access (including Makerspaces)
- quiet reading areas for adults
- meeting and study rooms equipped with collaborative technologies
- maximum use of natural light
- inviting outdoor spaces for discovery and play

After years of deferred capital maintenance, we have taken the following steps to update our facilities:

- **Updated the Golden Library.** In 2015, we partnered with the City of Golden to update to Golden Library to conform to the new service model. Their shared investment in this initiative enabled us to present a showcase for our new service model.

- **Updated the Columbine Library.** In 2017, we completed a $4.5 million update of the Columbine library, a 30,000-square-foot library ranked number one in the county for items circulated and number two for patron visits. Community response to the remodel has been exceedingly positive, and since the remodel, we've seen year-over-year increases in visits and checkouts.



- **Planned for 2018:**

  - **New Library in Edgewater.** We're partnering with the City of Edgewater to build a new 10,000 square foot Library in their new civic center, planned for opening in the fall of 2018. The existing Edgewater Library is only 1,500 square feet, so the new Library will be able to offer many of the amenities of a modern, progressive Library.

  - **Update the Belmar Library.** We'll also hold community meetings and develop a plan for a major remodel of our Belmar Library. At 31,500 square feet, it's our second largest library, and vies with Columbine for top rankings in visits (first) and circulation (second) with the Columbine Library.

  - **Expanded Services in South County.** Finally, we'll begin to explore options to build or lease a new 30,000 sg ft. library space in South County.

  - **Master Facilities Plan.** This is still an area of opportunity for JCPL. In 2016, we still ranked in the bottom quartile of performance in square-feet per capita. After years of fiscal constraints, we're behind on our facilities update cycle, and we have identified a number of underserved areas. To help us address these issues, we recently worked with Group 4 Architects to compete a comprehensive Master Facilities Plan to help us phase in library remodels and expansions over the next decade.

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Outreach and Partnerships

Integral to our new service model is our evolving emphasis on partnerships and outreach. Our new staffing model led to the hiring of multiple outreach librarians system-wide, and this has strengthened our presence in and value to the community. Following is a brief introduction, and we have included a more detailed discussion of JCPL partnerships and collaborative management initiatives on pages 26 - 29 in the Community Services section of this narrative.

Our core service and outreach teams attend a wide range of community events, including:
- Back-to-School nights
- Other school visits
- City Council meetings
- Chambers of Commerce meetings
- Local fairs and festivals
- Partner meetings and events
- Head Start classrooms
- Community committee meetings
- Others

Our Diversity and Inclusion and Library to You Core Service Teams offer great examples of the impact of these outreach initiatives.

- **Diversity and Inclusion.** This core service team is charged with ensuring appropriate programs and services and a welcoming environment for our Spanish-speaking populations, people with disabilities, people experiencing homelessness and our LGBTQ

community. They are accountable for programming, services and training, advocacy and outreach. Here's a sampling of their Spanish initiatives:

- **Spanish Programming.** This team arranges for programming targeting subjects of interest to Spanish speakers, including:
  - Cuentacuentos Spanish Story Time
  - English Conversation Tables
  - Hispanic Heritage Month
  - Dia de los Niños
  - Dia de los Muertos
  - Bi-lingual Summer Reading Programs

- **Spanish Services:** They also assist with the following:
  - Building the Spanish language collection, including Spanish Story Time Kits to go
  - Implementing Spanish language phone service and notifications
  - Managing translations of marketing and collateral
  - Developing and delivering Diversity and Inclusion training for all staff

- **Spanish Outreach:** Members of the team work to build relationships with others, including but not limited to:
  - Parent nights at ESL Schools
  - Grupo Vida
  - Colorado Statewide Parenting Coalition (& PASO)
  - Centro Dones mental health and wellness
  - Mi Casa Resource Center

- **Library to You.** Our 'Library to You' core service team exists to enhance and create equal opportunity for JCPL residents with barriers to accessing library services. They facilitate access to library materials resources outside physical library walls through the library bookmobile, home services and mail services. In addition to providing outreach services to the elderly in senior and retirement centers and to those who are homebound, this team provides outreach services to other underserved locations.

  - Every Saturday, the bookmobile provides library services and monthly programming for residents in the southern part of the county currently without a library location nearby.

  - Library To You also serves three incarcerated locations within its service area: a low security encampment at a federal prison, a men's transitional facility for County inmates, and the women's counterpart. Support at each facility is provided through bookmobile visits twice per month, with collection and staff support for ordering and advisory. Staff and volunteers place hundreds of hold requests for inmates and, in the cases of fines and poor account standing, expunge and reestablish patron accounts. The bookmobile visits support 250 inmates per month with nearly 2000 items circulated

  - **Programming:** This team has partnered with the Lighthouse Writers Workshop to introduce an innovative writing program, Writing to Be Free, for the women residents of ICCS-West in Lakewood. You can read more about this innovative programming on page 35 of this narrative.

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Emphasis on Community Outcomes

Our enhanced focus on advancing shared community outcomes is also foundational to our new service model. You can read more about our partnerships and outcomes on pages 14 - 29 of this narrative.

SERVICE TO THE COMMUNITY

Over the past few years, JCPL has worked hard to align with community aspirations, solicit community input, expand our outreach into the community, develop key partnerships, and ignite the power of collective impact to advance shared community outcomes.

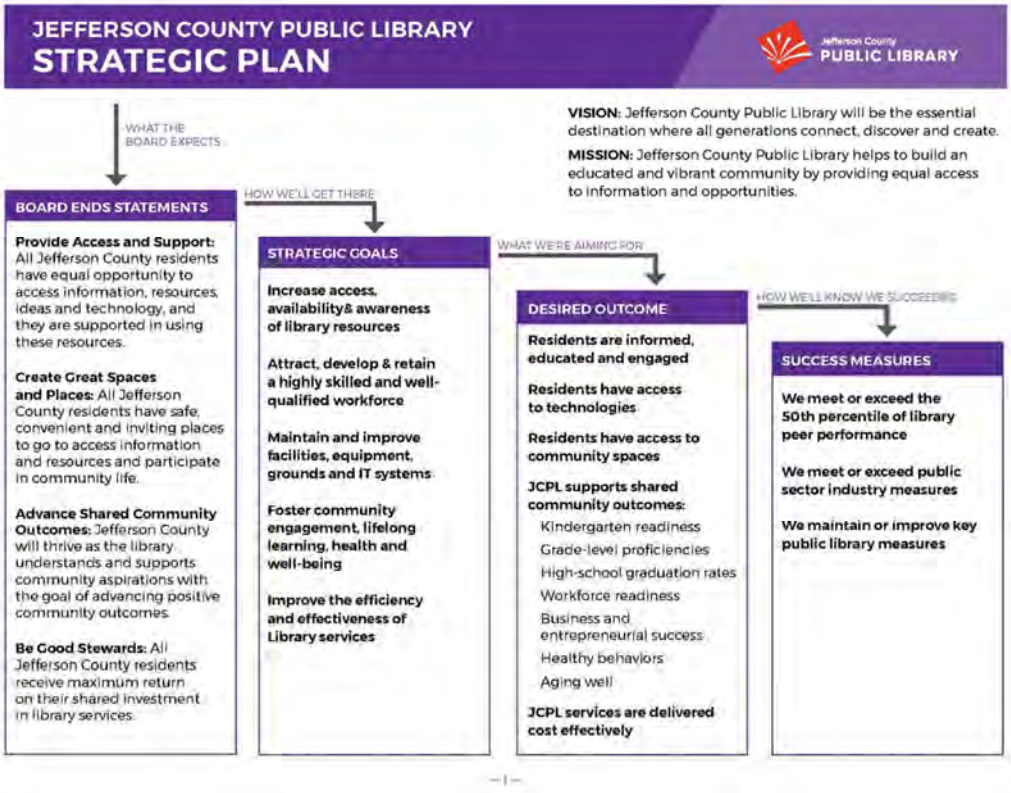
1. Aligning with Community Aspirations

In 2015, we utilized inputs from a consortium of Colorado non-profits, including Mile Hi United Way, The Piton Foundation, Jeffco Schools, Jefferson County Economic Development Corporation, Jefferson Success Pathway, Jefferson County's Aging Well initiative and others, to identify shared community aspirations the Library could support.

Currently we focus on advancing the following community outcomes:

- Kindergarten Readiness
- Grade-level Proficiencies
- High-school Graduation Rates
- Workforce Readiness
- Business and Entrepreneurial Success
- Healthy Behaviors
- Aging Well

These desired outcomes are now fully integrated into our strategic plan.



2. Advancing Shared Community Outcomes

2-A Kindergarten Readiness

According to latest available data from the Denver Regional Council of Governments (DRCOG), there are more than 30,300 children under five years old in Jefferson County -- and in some Jefferson County Schools, fewer than 50 percent of children enter kindergarten with the skills they need to be ready to read.

We're working to change that!

Research tells us that if children are not ready to read when they enter kindergarten, they risk falling behind their peers and have a hard time catching up. Low literacy levels in a child's early academic years can contribute to a cycle of failure that continues into adulthood.

JCPL is uniquely positioned to address the early literacy needs of children from birth to five, offer resources and support to their caregivers, and instill a love of books and reading in every child. This is a major area of focus at JCPL; over time, we'd like to see every child enter kindergarten with the skills they need to be ready to read. To that end, we offer a number of opportunities for our youngest residents and their parents and caregivers to practice important pre-reading skills that set the stage for success in life.

Representative programs include:

- **Story Times:** for babies, toddlers, preschoolers and families, (including Spanish Story Times). Our Story Times, based on a national curriculum developed by specialists in early literacy and child development (Every Child Ready to Read), are designed to give children and their caregivers practical experience in important pre-reading skills. In 2017, JCPL hosted 6,639 Story Times for 163,483 participants. This represents a 32 percent increase in Story Time attendance from 2014.
- **Outreach Story Times:** In 2017, we visited a total of 49 outreach locations bringing Story Times and early literacy resources to nearly 2,950 children and their caregivers.
    - **Head Start and Preschool Outreach Story Times** This important outreach program enhances the early literacy experiences and skills of pre-school aged children. Once a month, our Kids and Families Librarians visit local Head Start, Title One and Jeffco pre-school classrooms with a high percentage of children from families with low income, to deliver book deposit collections and Story Time programs. In addition, trained volunteers make monthly Story Time visits to other Jeffco preschools.
    - **Child Care Outreach** Beginning in 2014, through an innovative partnership with TRIAD Early Childhood Council and Red Rocks Community College's Child Care Innovations, we expanded our outreach to targeted child-care centers. Every year, TRIAD identifies child-care centers with a high percentage of families who qualify for the Child Care Assistance Program (CCAP). We help boost the development of early literacy skills by bringing programming, materials and other early literacy resources to staff, parents and caregivers onsite. With this, we are helping to support the Language and Literacy curriculum standard of the Colorado Shines quality rating and

improvement system. When TRIAD began this program, only two percent of Jefferson County child-care centers qualified for a quality rating. Now, 57 percent of child-care centers qualify for a level 2 or higher quality rating.

- **Raise a Reader events:** These events, launched as a pilot program in 2016 and expanded in 2017, are designed to connect parents and caregivers with activities they can share with their children to promote early literacy as well as other community resources throughout Jefferson County. In 2017, we hosted these events at all 10 Library locations (plus the bookmobile) and served nearly 1,400 patrons.

- **1,000 Books Before Kindergarten:** In 2016, JCPL piloted a new program to encourage all families and caregivers to read at least 1000 books with their babies, toddlers and preschoolers before they enter Kindergarten. According to the American Academy of Pediatrics (AAP), reading regularly with young children stimulates optimal patterns of brain development and strengthens parent-child relationships at a critical time in child development, which, in turn, builds language, literacy, and social-emotional skills that last a lifetime. In 2017, we expanded this program to all 10 libraries, reaching more than 900 Jeffco residents.

- **Books for Babies:** We provide a free picture book, caregiver resources and information about Library materials and programs to babies and toddlers in Jefferson County. Through ongoing partnerships with area Head Starts, Lutheran Medical Center, the Jefferson County Nurse Family Partnership, area WIC clinics and Reach Out and Read clinics, we were able to distribute 1,779 books in 2017.

- **One Book 4 Colorado** For the sixth year in a row, JCPL partnered with the State of Colorado to distribute free books to four-year-olds. In 2017, we distributed 4,750 books, in English and Spanish, to local families with pre-schoolers.

- **Other programs** JCPL hosts a number of other programs to promote early literacy, including:
  - Let's Dance
  - Discovery Play
  - Wee DIY
  - Family Fun Nights
  - Wee Create

- **Online and Technology Resources:**

  - **Early Literacy Stations™ from AWE Learning:** JCPL provides access to 20 Early Literacy Stations throughout its ten libraries. These computer stations are designed specifically for our youngest patrons ages 2-8 and features over 4,000 localized learning activities. They include fun, interactive and engaging content that spans all seven curricular areas: math, science & nature, social studies & geography, reading, art & music, writing & computer skills, and reference. Studies show that the integration of blended learning into early childhood education can increase literacy, improve school readiness, and prepare young learners for STEM-based curriculum.

- **TumbleBooks:** An online collection of animated, talking picture books designed to teach children the joy of reading in a format they'll love. TumbleBooks are created by taking existing picture books, adding animation, sound, music and narration to produce an electronic picture book which children can read or have read to them.

- **BookFlix:** Scholastic BookFlix is an online literacy resource that pairs classic video storybooks with related nonfiction eBooks to build a love of reading and learning. Designed for children in grades PreK-3, this engaging resource can be accessed from home to help early readers develop and practice essential reading skills.

- **New in 2018:**

  - **Story Time Excellence:** After extensive research, our Kids & Families core service team revamped JCPL's Story Time program. Adapting the *Supercharged Storytime* planning and evaluation model, all JCPL staff are being retrained to strengthen Story Times by being more intentional about including Every Child Ready to Read skills and practices.

  - **Edgewater Family Place:** In 2018, JCPL is partnering with the City 0f Edgewater to build a new, 10,000 square foot Library as part of the city's new civic center. We plan to include a designated Family Place – the first of its kind in Jefferson County. Based on a model of comprehensive family-centered services, a Family Place Library is a Center for early childhood information, parent education, early literacy, socialization and family support. Family Place Libraries redesign the library environment to be welcoming and appropriate for children beginning at birth; connect parents with resources, programs and services offered at the library and other family service agencies; and reach out to non-traditional library users.

- **Standley Lake Outdoor Learning Environment:** In 2018, JCPL is installing an innovative outdoor learning environment at its Standley Lake Library. We know that play is the work of childhood, and that through unstructured play, children learn important skills in socialization, fine motor skills, gross motor skills and creativity. We also know that there are significant health benefits connected to spending time outside. Kids need daily exercise for their physical and emotional health. To that end, we've designed a three phase installation to support outdoor learning.

In 2018, we'll be installing the first phases of this exciting initiative, to include the following elements:

- Willow dome
- Fairy Stumps
- Benches
- Sensory Garden
- Loose Parts (wood, pine cones, other tactile items)
- Log Steppers
- Balance Log
- Log Tunnel
- Insect Hotel and Nests
- Outdoor Musical Instruments

We are beyond excited to extend our early learning opportunities to a natural, outdoor environment. Depending on the success of this initiative, we hope to create outdoor learning environments at other JCPL locations.

2-B Grade-level Proficiencies

According to DRCOG, there are nearly 85,800 school-aged children (ages 5-18) in Jefferson County, many of whom may not have access to books or computers at home. More than 40,000 Jeffco residents live in poverty and more than 27,000 Jeffco School students qualify for free-or-reduced lunch.

Maintaining key grade-level proficiencies is an important predictor of academic and economic success. Research suggests a strong correlation between students' reading skills in third grade and high-school graduation. In Colorado, the READ Act, passed in 2012, requires that by the end of third grade, children in public schools are to be fluent readers with a full range of reading strategies. Other proficiency milestones, as defined by Mile High United Way, the Piton Foundation and Jefferson Success Pathway, include fifth-grade reading and math, eighth-grade reading, writing and math, and high-school graduation rates. JCPL offers a range of resources, programs and services to support academic success.

Representative examples include:

- **Summer Reading** Jefferson County Public Library has been offering a Summer Reading program for kids and teens since the mid-1970s. We know that children who don't read over the summer can lose up to three months of reading progress. For students from low-income families, summer reading loss can be quite significant in comparison to their higher-income counterparts. This regression could result in two years of reading loss by the time they reach sixth grade. By high school, the gap may have widened to three or more years of reading loss. At JCPL, we'd love to see every student participate in our Summer Reading program to help them maintain grade-level reading proficiencies. In 2017, nearly 44,000 residents participated in the program and read a collective 37 million minutes! More importantly, 87 percent of parents and caregivers who participated in the program reported that their child maintained or increased their reading skills.
- **Summer Reading School and Community Contests.** In 2015, we introduced innovative school- and community- contest components to our Summer Reading program. Thanks to contributions from the Library Board of Trustees and Jefferson County Library Foundation, we were able to offer incentives to school and community participants. Participating Jeffco schools competed for cash prizes (one for each designated category, including pre-school, elementary school, middle school, high school and special) to support their school library or a literacy program in their school. Winners were selected on the basis of total program finishers as a percentage of total school enrollment. We also offered to donate a cash prize to Foothills Animal Shelter if we could reach a community wide target for the total number of minutes read. These contests have been wildly popular, and they have helped to drive a 60 percent increase in Summer Reading participation from 2014-2017.
- **Summer Reading Outreach:** The Kids & Families outreach team partners with Jeffco Schools and the Jeffco Schools Foundation's Jeffco Summer of Early Literacy (JSEL), an intervention to prevent summer literacy loss amount struggling readers. We bring JCPL's Summer Reading program, Story Times and literacy experiences to over 600 school-aged kids. These experiences are also brought to School Age Enrichment (SAE) sites and camps for school-aged kids living in impoverished areas of Jeffco. In 2017, five SAE and seven JSEL sites were visited, reaching nearly 1,030 kids.

- **Teen Volunteers for Summer Reading:** For the past few years, we've encouraged our teen patrons to volunteer to help sign people up for Summer Reading. Career skill building is part of the process. Teens must complete an application and training; they must commit to working a specific time slot; they are on how to dress professionally and engage people in the library, and they receive input on general skills that apply to volunteering or entering a job. In 2017, more than 300 teens volunteered for this opportunity.

- **PAWS for Reading.** JCPL partners with Animals 4 Therapy to give young readers the encouragement they need to improve their reading skills. This program, offered at five JCPL library locations, allows children to read aloud to a therapy dog. Research shows that these programs are particularly helpful for reluctant readers. They tend to be much more comfortable reading to dogs than to people because there's no stress and no judgment. In addition, parents have reported that children participating in the program turn to reading more at home, show a greater willingness to read aloud at school, and are more disposed to venturing into increasingly difficult reading materials. In 2017, 742 young readers participated in this program.

- **LibLabs.** LibLabs provide fun STEM activities for school-aged children (ages 4-7 and 8-11). Activities provide hands-on learning opportunities in fundamental principles of acoustics, aeronautics, engineering, forensics, physics, robotics, and more. In 2017, more than 1,300 children benefitted from our LibLab programs.

- **DIY/Maker Labs.** In 2016, the Golden Library piloted DIY programs, demos and open labs to introduce residents to a wide range of tools and equipment, including sewing machines, soldering irons, cutters, 3D printers, Arduino boards and more. Workshops help kids, teens and adults explore and gain competencies in STEAM-related activities, including (but not limited to) robotic, electronics, circuits, and programming. In 2017, we expanded this program to the Columbine Library's new Makerspace, and system-wide, more than 2,557 patrons participated in these programs in 2017.

- **STEM Girls.** Despite nearly two decades of concerted efforts to attract girls and women to the fields of engineering and computing, the numbers haven't improved. According to a 2015 study by the American Association of University Women (AAUW), only 12 percent of engineers are women, and the number of women in computing has fallen from 35 percent in 1990 to just 26 percent in 2013. Our Golden Library partners with Bell Middle School's Girls in iSTEM club to offer an innovative STEM Girls program. Weekly STEM events provide girls with the chance to engage with fundamental STEM concepts in an open and nonjudgmental atmosphere.

- **Girls-in-STEM Challenge:** First offered in 2016, the 2017 Girls-in-STEM competition, sponsored by Jefferson County Public Library | Golden and Verizon Wireless, challenged Jefferson County girls in grades five through eight to use science, technology, engineering or math (STEM) to create innovative solutions to everyday problems. This year, more than 60 girls participated, entering 27 projects, ranging from *Ocean Clean Up* to *Bomb Shelters in Syria*. Projects were judged by six DECTech students from Colorado School of Mines, and winners were honored on Thursday, March 8 at the annual International Women's Day Luncheon, sponsored by IX Power Foundation and the City Of Golden. In recognition of the first place winners, Verizon Wireless donated $1000 to Bell Middle School. In 2017, JCPL received a **Library Community Partnership Award** from the Colorado Association of Libraries for our partnership with Bell Middle School, and Colorado School of Mines DECTech.

- **Tutoring Help:** At the Golden Library, volunteers from Phi Gamma Delta Fraternity, Gamma Kappa Chapter, Colorado School of Mines, help local students learn from some of the brightest engineering students in the country. For over 16 years, for several hours every week, a study table in the Golden library has been reserved for one or more members of the Phi Gamma Delta Fraternity from Colorado School of Mines. Every week, like clockwork, volunteer tutors from Phi Gamma Delta show up to help local schoolchildren (grades 1-12) master everything from beginning reading to advanced calculus. In 2017, 55 Phi Gamma Delta volunteers donated 48 volunteer hours to help Jeffco students succeed. We also offer tutoring at our Lakewood Library.

- **Kids and Teen Writing Groups:** These are offered at multiple library locations to encourage kids and teens to practice and share their writing in a number of different formats.

- **Drone Boot Camp:** This year, we will offer three Drone Boot Camps to teens ages 10-12. In addition to learning how to fly a drone, teens will learn about drone pilot career opportunities, weather, aviation and software.

- **Other Resources:** jeffcolibrary.org has excellent online resources for kids and teens, including:

  - **HelpNow!** - offering live, online tutoring to students in grades K through college from 2-11 p.m. MST Monday through Friday. Offers support for nearly every subject, from basic math and reading to chemistry and calculus. Language tutors also available. In 2017, more than 8,000 patrons accessed HelpNow!

  - **Learning Express Library** offers GED prep in English and Spanish, support and practice tests for college and graduate school entrance exams, and occupational training and test prep.

  - **Lynda.com** offers "how to" videos and certifications on subjects from software to digital photography. In 2017, nearly 1,300 Jeffco residents accessed Lynda.com, and nearly 650 residents received certifications!

  - **Mango Languages** offers video tutorials to give you a boost with that foreign language class.

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2-C High-school Graduation Rates

Graduating from high school is an increasingly critical milestone on the road to future success. In Jefferson County, more than 16 percent of high-school students failed to graduate last year.

At JCPL, we'd like to see every student graduate from high school ready for college or career. To that end, we provide programs and resources to help elementary, middle and high school students achieve academic success. In addition to the programs presented above, JCPL provides specialized college and career prep programs, as well as targeted online resources to support Jeffco students' academic success.

Representative programs include:

- College Admissions 101
- College Financial Aid 101
- College Prep: Athletic Recruiting
- What You Need to Know About College and the SAT

Representative Online Resources Include:

- The Rosen Learning Center offers online coding support
- MAS Ultra: offers full text for periodicals, including popular magazines, and reference books on a variety of topics as well as primary sources, images and biographies.

2-D Workforce Readiness

According to *Skills to Compete Colorado*, middle-skill jobs—career and technical positions that may require education beyond a high school diploma but not a four-year college degree—account for 47 percent of all current jobs in Colorado, and a substantial share of projected future job openings. Only 36 percent of Colorado's workforce has the educational credentials to fill these positions, posing a risk of worker shortages in crucial industries like health care and information technology that could put the state at a disadvantage in an increasingly competitive regional, national and global economy. This is an issue in Jefferson County as well. JCPL supports Career and Technical Education via a number of programs and resources.

Representative programs include:

- **Coding Programs and Classes:** Experts predict that coding will be the most important skill for jobseekers in the near future. A recent report from Burning Glass, a job-market analytics firm, found that in 2015, there were as many as 7 million job openings in occupations related to coding. They also found that programming jobs overall are growing 12 percent faster than the market average. The Jefferson County Economic Development Council and local employers have identified this as a priority issue for Jefferson County as well. In response, JCPL identified an opportunity to support the development of skilled computer programmers in the workforce, and we now offer a robust schedule of coding classes and programs, including:

    - **Teen and Tween Coding Camps**: In 2015, with the help of a skilled volunteer, JCPL began offering a two-week coding camp for teens with 26 teens attending. We have since expanded these coding camps to engage and educate teens and tweens, ages 10 to 18, in the field of computer programming and technology. Our inaugural camp, open to students ages 14-18, gave students instruction in the basics of computer coding with HTML and CSS languages and had them work in groups with an expert mentor to build a basic webpage. During the two-week period, guest lecturers from the tech industry came to speak with these students, to introduce them to a variety of career possibilities and paths, including digital mapping, game development and cyber security. Since then we have expanded our coding camps. In 2017, we hired a professional instructor and hosted seven one-week camps for 84 participants. Eighty three percent of respondents reported that they increased their understanding of computer programming and the path for a coding career. In addition, we have expanded, coding programming to include workshops, drop in events and other programs, including Girls Who Code, Get Cracking on Code, Get Your Code On, Coding Clubs and more. In 2017, approximately 218 Jeffco residents attended coding programs at JCPL.

- **Real Life / Real Skills:** In this series of programs, designed for teens 13-18, we partnered with community groups (including JoAnn Fabrics, Home Depot, The Colorado Master Gardener Program and Warren Tech/Red Rocks Community College) we offered kids a taste of multiple real-life skills including robotics, photography, auto maintenance, sewing, photography, gardening and more.

- **Teen Job Fair** In 2017, JCPL partnered with the Jefferson County Business and Resource Center (formerly the American Job Center in Jefferson County) to help connect teen patrons to local businesses, including all of the armed forces, Chick-fil-a, Home Depot, Elitch Gardens, Bandimere Speedway and others, and 174 teens participated.

- **Computer and Internet Training:** JCPL considers digital literacy a high priority for our patrons. During the recession, this was especially important, as we saw dozens of companies downsize and older patrons coming to us to reskill as they sought employment. We continue to offer a robust schedule of basic foundational classes, Internet classes and Microsoft Office classes. We also help patrons with more advanced topics, such as searching for and applying for jobs online, accessing government documents, searching newspapers and magazine articles online, researching genealogy on the Internet, and navigating JCPL's online library and catalog. In 2017, more than 3,150 patrons participated in our computer and Internet classes.

- **Mobile Computer Classroom (MCC):** To expand our outreach to the un- and under-employed, we deploy a mobile computer training lab. Equipped with eight computer stations and staffed by a knowledgeable instructor, the MCC provides job seekers and others with basic computer and Internet training as well as online access to databases and employment web sites. Initially funded in part by the Jefferson County Workforce Center, the MCC takes computer classes to non-profit agencies and other interested groups throughout the county. It not only brings valuable resources to those in the midst of a career search, but it also supports local businesses by providing growth opportunities to job seekers. Users of the MCC can also use the Internet to access other County departments and services. In 2017, the MCC served 189 patrons in 48 locations throughout the County.

- **New Connections:** N.E.W. stands for Networking Experienced Workers. This weekly program offers camaraderie and support for job seekers, employers, and entrepreneurs. Participants help each other prepare for and make meaningful, successful career connections. In 2017, we hosted their meetings; in 2018, we partnered with them to make this an official JCPL program. Through March of this year, 97 people have attended.

- **Free Legal Self-Help Clinic:** this monthly legal self-help clinic is offered in partnership with the Virtual Pro Se Clinic (VPC) Program. A volunteer lawyer is available via video link to answer questions, help complete forms and explain the process and procedure for all areas of civil litigation, including family law, property law, probate law, landlord-tenant law and much more. In 2017, 123 patrons availed themselves of this service.

- **Online Resources**

    - Lynda.com: offers patrons the chance to brush up on job kills, with access to more than 4200 video courses taught by industry professionals. Available topics include software like Microsoft Office and Adobe Creative Suite, computer programming, web design, photography, video, job and career skills and more!

    - Learning Express Library: provides practice tests and test prep for multiple careers, including law enforcement, military, cosmetology, civil service, and more.

- Optimal Resume: offers guidance in creating resumes and cover letters, practicing for interviews and creating an online portfolio to share with employers.

- JobNow**:** provides live online help for job seekers. Library patrons can log in between 2 pm - 11pm for expert help with preparing, searching, applying and interviewing for jobs. You can also submit your resume for feedback from a trained job coach. Nearly 300 residents accessed JobNow in 2017.

2-E Business and Entrepreneurial Success

Business services, as well as resources available (online and in print), provide non-profits, entrepreneurs, and small-business-owners opportunities to develop and expand businesses, study demographic trends, conduct market and competitive analysis, and research funding resources.

- **Book A Librarian Service:** This service, first developed in 2014, provides one-on-one reference service by appointment. Patrons can make a 30-minute appointment anywhere in the county with one of our expert staff for personalized help with technology, job search assistance, small business help, genealogy and more. Individuals have used this service to learn how to download eBooks and resources, and businesses have used it to find potential clients, learn how to create marketing materials, and identify local businesses to support a feasibility study regarding transportation within the West Corridor. We are now averaging well over 200 appointments a month for this service.

- **Launch!** This is an eight-week start up program offered in partnership with the Jefferson County Business Resource Center. Members of our Adult Services Core Service Team teach market research in the first class so that the students are prepared for the rest of the sessions. By the end of the program, attendees have a business plan and many are ready to start a business if they haven't already started.

- **Online resources:**

  - **Reference USA**: Find area competitors and create lists of potential customers (consumers and businesses). Access information about 24 million US businesses and 260 million consumers.

  - **Demographics Now:** Identify household income, age, race, education and household spending for any given area in the U.S.

  - **Business Source Premier:** Read the latest issue of Harvard Business Review and find Fortune 500 SWOT analysis and company profiles.

  - **Regional Business News:** Thousands of regional business papers and journals from around the country and local, including ColoradoBiz.

  - **Gale Virtual Reference Library**: Dozens of full-text online business books including the Business Plans Handbook.

  - **New York Times**: Provides full text of the New York Times From 1851 to the present. Full text of NYT Book Review and Magazine from 1997 to the present.

- **Digital Magazines:** Access business-related magazines on your computer, tablet, mobile phone or other smart device. Titles include The Economist, Forbes, Money Magazine, and Bloomberg Businessweek.

2-F Healthy Behaviors

This desired outcome goes beyond supporting personal health and wellness; it also extends to supporting the health of the community. During World War II, Franklin D. Roosevelt described libraries as "essential to the functioning of a democratic society." JCPL builds on this foundation by providing free access to information and by promoting opportunities to learn about, and engage in, personal and community issues and opportunities.

Representative programs supporting health and wellness for individuals include:

- Naturally Arvada 2017: This summer series, offered in partnership with a local Farmer's Market, presented a number of topics related to healthy eating, with sessions on herbs, onions and garlic, melons, healthy lunches and more.
- Finding Health Information Online
- Colorado Outdoor Series
- Cravings, Weight Gain and the Blood Sugar Rollercoaster
- Immune Support 101
- Meditation and Yoga series
- Front Range Fire Preparedness
- Self Defense for Woman and Teens
- Bike to Work

We also host a number of programs to foster civic and community engagement and support the health of the community. Representative programs include:

- **Great Decisions.** JCPL hosts Great Decisions foreign policy discussion groups using a curriculum from the Foreign Policy Association (www.fpa.org). Great Decisions discussion groups represent the longest-running civic education program devoted to public affairs in the United States. It empowers readers to discuss global issues shaping U.S. foreign policy and the world. The curriculum provides historical background, current U.S. policy and alternative policy options, informative maps and detailed graphs, and suggested readings and resources. Past topics have covered some of the most thought-provoking foreign policy challenges facing Americans today ranging from global health issues, to Russian foreign policy, to US global engagement and the military, to foreign policy and the media. More than 600 patrons participated in this program in 2017.

- **Media Literacy: Making Sense of News in the Digital Age:** This program was designed to get people thinking critically about the news they consume and share. Through a series of exercises, participants learned how to discern legitimate news from fake news, satire, opinion pieces, and other types of skewed or fabricated stories. They were also introduced to straightforward, evaluation criteria and reliable fact-checking websites.

- **Election Information.** All JCPL Libraries make election information available, and three libraries serve as voting locations, allowing citizens to participate in democratic decision-making locally and nationally at the Library.

- **Intercambio/Language Exchange.** According to the Jefferson County Economic Development Corporation, the vast majority of Jefferson County's population is white (81 percent); however, the next largest demographic is Latino and/or Hispanic (14 percent). To help Spanish language populations participate fully in our communities, we offer a robust schedule of Intercambio/Language Exchange programs to allow patrons to improve Spanish/English skills in an informal setting.

- **Book discussion groups.** Many of our libraries host book discussion groups so that neighbors can get together and explore books.

- **Volunteer Opportunities.** JCPL provides rich volunteer opportunities that help people feel connected and valued. Teen volunteers learn important personal and professional skills by volunteering with our Summer Reading program, and adults volunteer in multiple capacities, from shelving books, to speaking publicly about the Library. In 2017, 307 volunteers contributed 27,811 volunteer hours to JCPL.

- **Library meeting rooms** are used to host meetings with city council members and other community leaders and organizations as JCPL strives to strengthen social and political capital in our communities. Local organizations used Jefferson County Public Library meeting rooms 1,062 times in 2017. Representative groups include: AARP, Connect for Health Colorado, Colorado Secretary of State (Elections), Lakewood Bilingual Families Meetup Group, Jeffco Schools and Denver Family Therapy Center, Transamerica Financial Advisors, Inc., Colorado Romance Writers, Colorado Care Yes, Girl Scouts of Colorado, Golden Running Academy, Boy Scouts, Golden Eagle Financial, Jeffco League of Women Voters, ROAR - Regional Officers of Admission of the Rockies, Colorado Department of Education, Jeffco Student Engagement Office, Jeffco Homeschoolers, Metro Denver Digital Photographers, MCPN (Metro Community Providers Network), City of Arvada, Coding with Kids, Support Jeffco Schools, Clear Creek Land Conservancy, Young People in Recovery and more…

2-G Aging Well

The number of people 60 years and older in Jefferson County is expected to double in the next 20 years. Jefferson County Public Library participates in a countywide Aging Well Project – a strategic planning project focusing on what Jefferson County needs to do to prepare for the increase in seniors in the next 20 years. As part of this effort, JCPL participates in a task force on Social and Civic Engagement and utilizes inputs to help deliver targeted programs to seniors.

Representative programs include:

- **Tax Help:** Through an ongoing partnership with AARP, qualified AARP volunteers provide free counseling and preparation assistance to all taxpayers, with special attention to those ages 60 and older. In 2017, nearly 1,600 Jeffco residents accessed this service.

- **Memory Café:** This series of monthly programs presented by the Alzheimer's Association invites patrons to gather to relax and socialize with others while enjoying a cup of coffee, participate in a fun activity or hear a brief presentation. In 2017, 236 people participated in this program.

- **Classes to promote life-long learning:** JCPL also offers adults ongoing opportunities in life-long learning, with classes on Medicare, Advanced Directives, Investment Strategies, Book Clubs, Discussion Groups and more.

- **Proactive Outreach.** Finally, we maintain a proactive outreach program to serve patrons who may be homebound or living in Senior facilities and communities. In 2017, our Library to You home services team delivered library items to 220 individuals with disabilities through volunteer delivery and mail delivery. In addition, 28 assisted living and nursing care facilities received monthly custom collections, some also using the library collection to support their activities programs. Twice a month, our Bookmobile delivers library resources to 31 retirement communities, independent-living and assisted-living facilities throughout the county. In 2017, our Bookmobile served 13,600 patrons and circulated nearly 53,000 items. In 2017, call-in programming allowed offering 20 programs over the phone for residents with barriers to attending physical locations, including book discussions, presentations, and classes.

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3. Partnering for Success

When we did our community input interviews in 2013 and 2014, we heard overwhelming support for the power of partnerships to enhance service delivery. Stakeholders suggested we pursue taking a collaborative approach to expand our reach and contribute to positive community outcomes. Consequently, this is a key component of our new service model and a priority for JCPL.

We now have dozens -- if not hundreds -- of partnerships with others to help deliver programming and cross promote library resources and events. We also proactively participate in a number of collaborative management initiatives to support the advancement of shared community outcomes.

Representative partnerships include:

- **Jefferson Success Pathway:** JCPL has partnered with Jefferson Success Pathway for the past three years. This ambitious collective impact initiative is a coalition of community members, nonprofit organizations, county agencies and Jeffco Schools' staff devoted to seeing all kids in the 80214 zip code succeed from cradle to career. This zip code includes portions of southeastern Wheat Ridge, Edgewater and northeastern Lakewood, and has the highest percentage of residents living below the poverty line in Jefferson County. Edgewater Elementary, Lumberg Elementary, Molholm Elementary and Jefferson Junior/Senior High School are all Title I schools within this zip code.

  Goals of the initiative include:
  - **Kindergarten Readiness:** Students will be prepared for kindergarten
  - **3rd Grade Reading:** Students will read at grade level by the end of 3rd grade
  - **5th Grade and 8th Grade Math:** Students will demonstrate grade level math skills by the end of 5th and 8th grades.
  - **College and Career Success:** Students will graduate high school confident and competent for college or career

We've supported a number these goals through proactive outreach to area schools, including the Summer Reading Outreach/Sumer Enrichment of Learning program referenced on page 18. As a result, we're seeing modest increases in the number of residents who have library cards, the average number of items they check out from the Library, and participation in literacy-promoting library programs such as Summer Reading.

New in 2018: This year, we're partnering with Jeffco Public Schools to measure readiness for kindergarten, using results of the DIBELS (Dynamic Indicators of Basic Early Literacy Skills) test that kindergarten students take at the beginning of the school year. We established a baseline last year, and we'll be comparing scores this year to see if we're having a measurable impact. In addition, we look forward to the potential positive impact of our new Edgewater Library, with its designated Family Place, scheduled for opening in the fall of 2018.

- **Jeffco Schools:** JCPL and Jeffco Public Schools collaborate in several ways. Our most intensive collaboration is to get library cards in the hands of as many students as we can.

  - We've convinced many schools to put a library card on their school supply list, which motivates kids to get to their local library over the summer to get a card.

  - For the past two years, we've partnered with the Jeffco Action Center to sign students up for library cards at their annual School Supply Distribution Event. This weeklong event is held to distribute backpacks of school supplies to children from low-income families, and over the past two years, we've signed up more than 900 students for library cards.

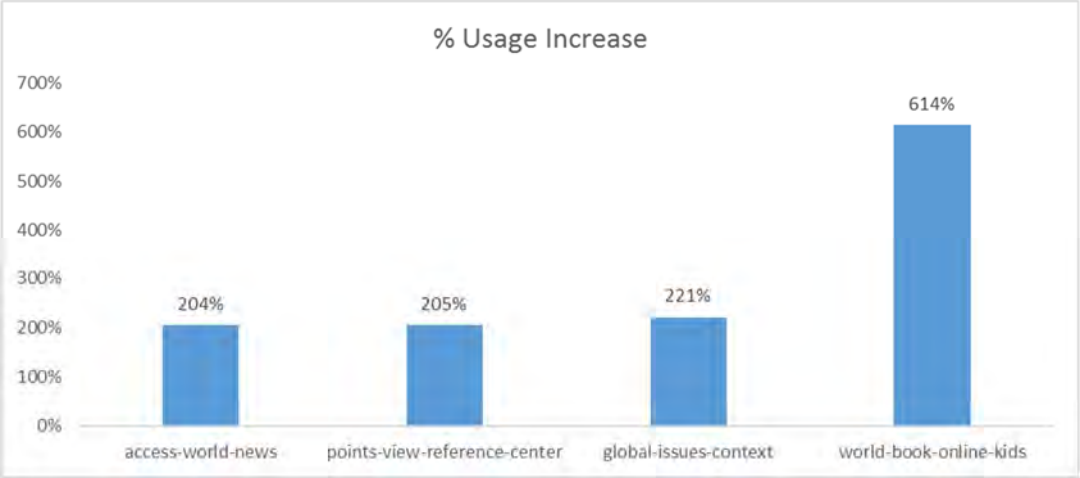
  - As mentioned above, the Kids & Families outreach team partners with Jeffco Summer of Early Literacy (JSEL) sites and School Age Enrichment sites to bring JCPL's Summer Reading program, Story Times and literacy experiences to over 1,000 struggling readers.

  As a result of these and other programs, 55,389 school-aged children, or 65 percent of the County's total school-aged population, have library cards.

- We also support Jeffco Schools through the cross promotion of Library resources.

  - Outreach librarians from our Kids and Families and Teens Core Service teams visit teacher/school media specialists meetings at the beginning of the school year to promote library services. They continue to provide outreach throughout the year, to promote our Summer Reading program and other Library resources.

  - Representatives from JCPL and Jeffco School's digital teacher librarians (DTLs) meet monthly to determine how JCPL can best support Jeffco School students. One of the initiatives we've undertaken is to send a monthly email to all Jeffco DTLs, promoting library programs and resources related to subjects they're studying during that timeframe. You can see a point-in-time sampling of the impact of these communications below. This graph shows the latest year-over-year increase in usage stats for databases we promoted via DTL emails in 2017.



- Finally, we also partner to support specific Jeffco Schools' initiatives.
    - In 2016, JCPL partnered with the Jeffco Schools Foundation to install Learning Ally on computers at all 10 library locations. This specialized software is designed to help readers struggling with dyslexia and other disabilities. Now, challenged readers who may not have access to a computer at home can access this software at our libraries during out-of-school hours.

- **Other initiatives.** JCPL also participates in a number of other key partnerships, including:
    - **Jeffco's Health in Early Childhood Collaborative.** The goal of this collaborative is to align and coordinate efforts across organizations to improve the health and well-being of Jefferson County's youngest children, as well as their families and caregivers. In April 2017, JCPL partnered with them to host three screenings of *Raising of America,* a documentary series designed to change the conversation about early childhood. More than 100 community members viewed the screening and participated in facilitated discussions about the importance of early childhood education. We live streamed the discussions and contributed to a video that was produced about the events.

    - **Jefferson County's Child Youth Leadership Commission.** This collaborative management program is currently comprised of 23 family-serving entities and jurisdictions within the county, who strive to develop innovative and collaborative initiatives to support desired outcomes. JCPL currently participates in a number of subcommittees, including child welfare, heading home, and education and prevention. We have supported a number of collaborative programs, most notable the Safe Sleep Initiative by providing information about this issue throughout our Libraries.

    - **Communities that Care (CTC).** This is a collective-impact initiative that began in Jefferson County in 2017. It is an evidence-based process that helps prevent problems before they start. The process guides the community through the process of matching risk factors evident in community data with proven methods for addressing those risks. CTC provides a mechanism to address multiple youth problems in a

coordinated effort, including delinquency, depression, school dropout, substance abuse and violence. The CTC process results in healthier communities that use positive youth development to help children grow up with more hope, opportunity and better outcomes. JCPL participates on the Key Leader group, the Community Board, as well as the resource assessment workgroup and represents the sector for youth-serving organizations.

- **The Jefferson County Prosperity Project**: The Jeffco Prosperity Project is a collaborative between the Jefferson County Department of Human Services, specifically Arvada Head Start, The Action Center, Jeffco Schools Foundation and other community organizations, including JCPL. This project assesses, improves and realigns existing systems of care for low-income families to break generational cycles of poverty.

  The program also aims to give classroom teachers relevant and timely resources with which to address the effects of poverty on student learning, development and behavior, and aims provide additional professional development to Pre-K or Kindergarten teachers as toddlers transition to Jeffco schools. JCPL was involved in the beginning and interim stages of this collaborative as it found its footing. The library offered computer classes, support during parent meetings, and other resources to families in the project.

- **Jewish Family Services:** During the summer, we provide host locations for Lunch Box Express: a program sponsored by Jewish Family Services offering free lunches for kids 18 and under, at libraries close to Title 1 schools. In 2017, Lunchbox Express served 4638 meals to children in need.

- **Initiatives to combat homelessness:** JCPL partners with others in the community to address some of the systemic issues surrounding poverty and homelessness in Jefferson County. Examples include Heading Home, a County-based organization formed to end homelessness in JeffCo. We also support the County's Point in Time survey by hosting magnet events at Jeffco libraries.

- **Jefferson County's Aging Well Initiative:** JCPL has been involved in this initiative since its inception, assisting in the development of programs and resources to support civic and social engagement.

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5. Practicing Effective Stewardship

At JCPL, we're emerging from an era of severe privation and significant financial constraints.

In 2015, our Board placed a mill levy initiative on the ballot, and Jeffco voters approved a mill levy increase for the Library – increasing the maximum allowable mill levy from 3.5 mills to 4.5 mills. This secured the future of the Library and gave us access to the revenue we need to begin to restore and enhance library services.

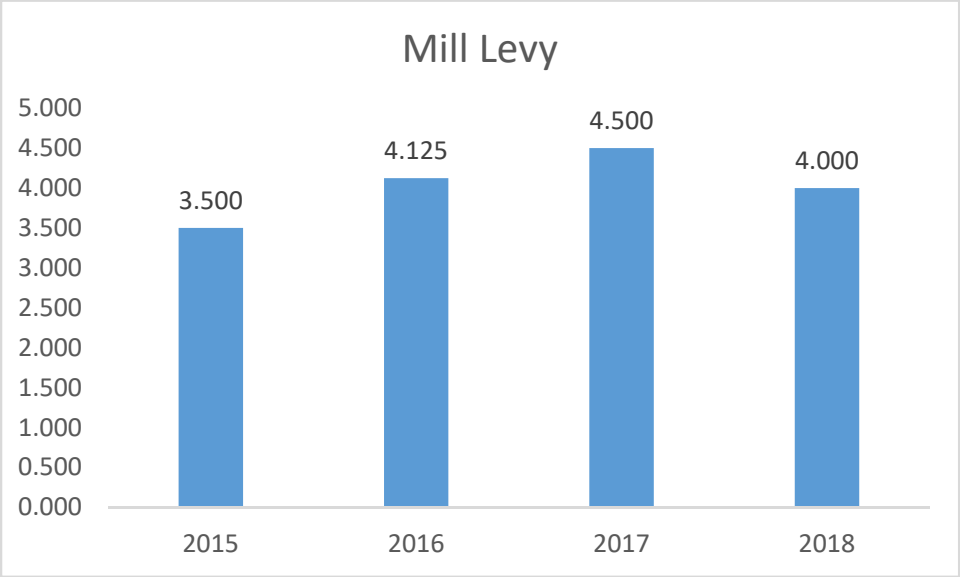
When the mill levy passed, we made a promise to Jeffco residents that we'd only ask for what we need -- no more, no less.

In 2016, we adopted a number of financial policies, designed to support effective stewardship of taxpayer dollars, including:

- Capital and Controlled Asset Management Policy
- Library Books and Materials Budget Policy
- Fund Balance Policy
- Capital Project Funding Internal Guideline

These policies hold us to maintaining a minimum and maximum fund balance -- to make sure we're investing our resources appropriately and not saving more than we need, and that we allocate 4.5 percent of revenue to fund capital projects, with the goal of paying for capital improvements out of annual operating funds versus taking on debt.

As a result of these policies, JCPL has been able to make significant improvements to operations and facilities, while asking for a mill levy well below the allowed maximum in two out of three of the last budget years (2016 and 2018).



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6. Achieving Improving Service Levels

Since Jeffco voters passed the mill levy in 2015, we've delivered improving service levels on a majority of key performance indicators, with increases in:

- Annual Service Hours
- Items in the Collection
- Programs Offered
- Program Participants

We registered a slight dip in Library Visits in 2017, due to the Columbine Library remodel – one of our largest and busiest libraries. During the remodel, the Columbine Library was closed for seven months, and while we offered alternative services in a neighboring storefront location during the closure, we weren't able to accommodate our normal traffic. This placed downward pressure on visits in 2017

Finally, some measures will take time to restore to the 50th percentile and above, including average open hours per week, items per capita and FTEs per 1,000 capita. These measures will require significant investment over the next few years to expand library facilities and restore appropriate staffing levels. We are addressing these issues by integrating findings of our 2017 Organizational Analysis and recent Master Facilities Plan into our five-year plan and ten-year forecast, and we expect to see continuing improvement in a majority of these service levels as we go forward.

New in 2018:

This year, we've added impact and outcome measures to our performance scorecard. We have attached the entire 2018 scorecard below.

JEFFERSON COUNTY PUBLIC LIBRARY
2018 STRATEGIC PLAN SCORECARD

Jefferson County PUBLIC LIBRARY

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* 50TH	75TH
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 Importance	2016 Satisfaction	2017 Importance	2017 Satisfaction	JCPL Ranking vs. Peers Importance	JCPL Ranking vs. Peers 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 12.13 and visits/capita increased from 3.75 to 3.82. *** EC Personnel Plus Survey (April)

—2—

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 1142 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

V. LEADERSHIP IN CREATIVE PROGRAMMING

Presenting Innovative Programming & Program Delivery

Trends in Library services tell us that more and more people are accessing the Library to engage with others and participate in Library programming. Pew research shows that the public wants their library to offer programming and that place-based learning is a vital component of life-long learning, particularly for those with lower levels of education and income.

Nationally, public library programming has been steadily climbing upwards, with the breadth, variety and number of programs increasing substantially. An IMLS study on public libraries reported an increase in programing of 44.6 percent between 2004 and 2010. The latest IMLS study reports a 6.6 percent increase from 2012 to 2013, and an increase in program attendance of 28.6 percent between 2006 and 2013. The 2017 PLDS trend report noted that over the last 5 years library programs per capita have grown 6.3 percent.

To keep up with this growing demand, in our Programming Core Services Team undertook a system-wide programming audit in 2016. We are now in the process of implementing an innovative programming model that includes the following elements:

- An annual program plan that sets system-wide programming goals aligned with our Mission, Vision, Values, Ends Statements, Goals and Strategic Initiatives.

- A range of programs and events to meet a wide variety of needs – programs that break down barriers to experiential learning, programs to help Jefferson County achieve community aspirations, and high interest programming

- System-wide participation in the design and delivery of programs:

    - Core Service Coordinators for Adult Services, Teen Services, Kids and Families, Diversity and Inclusion and Patron Education set parameters for the annual plan in their respective core services.

    - The annual plan also includes programming offered by location librarians and other location staff to respond to individual community interests and needs.

- An enhanced focus on partnerships (both locally and system- wide) to utilize subject matter experts, support community engagement and interaction with the Library, extend the reach of our programming and ensure a maximum return on investment.

- Programs fall into one of three categories:

  - **Experiential Programs** break down barriers and provide access to experiences, information, resources, ideas and technology, and in many cases provide an opportunity for hands on learning. Experiential programs accounted for 13.4 percent of total 2017 programs and 16.6 percent of 2017 total program attendance.

  - **Aspirational Programs** have the strongest likelihood of directly impacting community aspirations, such as school readiness, student test scores and assessments, and employment success in Jefferson County**.** Aspirational programs accounted for 85.5 percent of total 2017 programs and 77.2 percent of total program attendance,

  - **Signature Events** are multifaceted experiences, which often attract multiple audiences. Signature Events are system-wide and designed to attract kids, teens, and adults. They accounted for less than one percent of total programs and 7.2 percent of total program attendance in 2017.

Program planning begins at an annual programming summit hosted by the Programming Cores Services Team. This inclusive process has unleashed the power of our core service teams and other staff to design and implement a number of creative and innovative programs for the residents of Jefferson County.

A representative sample is included below:

Experiential Programs. Research shows that median- and upper-income families spend seven times as much on enrichment activities as their lower-income counterparts. This includes activities like going to museums, theater, tutoring, after school enrichment programs, art/language classes, ballet, and camps. In a study prepared for the Pennsylvania Library Association concluded that, in addition to literacy related activities, children in library programs benefit academically from less structured events as well. Given the ever-widening income gap in the US, JCPL is committed to providing equal access to high-quality experiences at the Library.

Outstanding experiential programs completed in 2017 include:

- **Culture Pass:** At JCPL, Library cardholders are able to book a specific date to visit participating cultural institutions using the Library's membership. Participating institutions include Colorado State Parks, the Butterfly Pavilion; Denver Firefighter's Museum; Denver Museum of Nature Miniatures, Dolls and Toys; Denver Museum of Nature and Science; Dinosaur Ridge; Foothills Art Center; Golden History Museums; History Colorado Center; Museum of Contemporary Art (MCA Denver); Molly Brown House; Platte Valley Trolley; and the Rocky Mountain Quilt Museum. In 2017, JCPL distributed 7,536 Culture Passes for two or more attendees.

- **The Great American Eclipse.** On Monday, August 21, hundreds of Jefferson County residents gathered to view the great eclipse at JCPL libraries. We handed out special glasses to support safe viewing and offered supplemental programming, including DIY programs to make pinhole eclipse viewers and featured speakers from the Denver Astronomical Society, Lookout Mountain Nature Center and local businesses.

- **Prom Swap.** This annual event, spring invites teens to trade unwanted formalwear and accessories for a dream prom outfit. For each dress tuxedo/suit, pair of shoes, or accessory donated, participants receive tickets to trade for new-to-them items. They can "buy" tickets with canned goods too. Food donations benefit Florence Crittenton High School and the Jeffco Action Center. The Prom "store" is open from 10am to 4pm and an onsite seamstress helps with needed alterations. In 2017, 100 teens participated in this event.

- **Writing to be Free.** Our Library to You team has partnered with Lighthouse Writers Workshop to offer an innovative writing program, Writing to Be Free, to women residents of ICCS-West, a transitional residential facility housing inmates placed at ICCS prior to their sentence discharge, release to parole, or release to the Inmate Intensive Supervision Program. Twice a month, an instructor from Lighthouse holds a writing lesson and workshop with a bibliotherapy intent. Library staff supports the workshops with related collection items and builds relationships with participants to link them to library services. An anthology of writing submissions, as well as postings on a blog, give the writers an audience and publishing outlet. Female inmates participating in the writing workshops expressed that participating in these writing workshops have been cathartic, liberating and empowering. Recently, two of the program participants were selected to be winners of the Voices from the Edge contest, sponsored by Lighthouse. Their works will be shared at an upcoming Voices from the Edge, sponsored by Denver Arts & Venues Cultural Partner Program and will be held April 6 at the McNichols Civic Center Building. Performers from Stories on Stage will act out works written by community members experiencing homelessness, transitioning out of incarceration, or otherwise facing challenging times.

- **New in 2018:**

  - **Hard Times at Arvada.** Based on the success of Writing to Be Free, in 2018 we joined with Lighthouse to offer Hard Times at Arvada, a weekly writing a workshop held at the Arvada Library targeting people experiencing homelessness or hard times. The Arvada program is proving to be very successful, with the room regularly filling to capacity. Five Arvada attendees have also been selected to have their works presented at the Voices from the Edge program.

Aspirational Programs. These are programs designed to support shared community outcomes. A summary of these programs was included above, on pages 14-26.

Signature Programs. A key component of the annual programming plan is the development and delivery of Signature Programs. These are system-wide programs designed to support community outcomes and/or create exceptional experiences for our patrons.

Employees across the system are invited to present ideas for Signature Programs at the annual programming summit, in a format similar to ABC's Shark Tank television series. Ideas are judged by a panel consisting of members of JCPL's Senior Management Team. This format sparks an impressive number of innovative program ideas every year.

In 2017, we offered the following Signature Programs:

- **Summer Reading**: This annual program runs from June 1 through July 31. You can read a summary of this aspirational program on page 18 of this narrative.

- **Raise A Reader**: Held in September 2017, this aspirational program was designed to support kindergarten-reading readiness. You can read a summary of this program on page 15 of this narrative.

- **Stouts and Stories, Ales and Tales**: This innovative program held in October 2017, was an outstanding success. Designed to connect with millennials and other under-represented JCPL populations, it also helped to increase awareness of and support for small businesses (craft brewers) throughout Jefferson County. This was a multi-faceted event, with things going on in libraries, breweries, and event centers throughout Jefferson County during a six-week period. Program elements included:

    - **Talk and Tap:** At this adult-only kick-off event, held at Arvada's Lamar Street Center, patrons sampled some of Jefferson County's best craft brews, rocked to music from local band Half Pint and the Growlers, and listened to TED-style talks from Colorado's best brewers.

    - **Beer Passport Tour**. JCPL partnered with 12 craft brewers throughout Jefferson County, who each offered special discounts (buy one get one free, special giveaways, other) to program participants who visited their establishment during the six week period. Participants received a program passport and had them stamped when they visited brewery locations. Three stamps earned participants a free koozie or bottle opener. Six stamp earned them the final prize of a custom etched pint glass.

    - **Tap Parties** JCPL also partnered with four area brewers to hold Tap Parties across Jefferson County offering pub trivia, giveaways, and special Stouts and Stories, Ales & Tales photo props. Each hosting brewery announced and tapped a beer made just for the event.

- **In-Library programs. We also offered a robust schedule of related programming, including:**

  - Active Minds/The Story of Beer
  - Beer Pint Glass etching
  - Sip and Spell – Adult Spelling Bee
  - Make Something: Bottle Cap Craft
  - Coaster Making
  - Presentations and more

- **Social Media Contest** We also hosted several easy-to-play social media contests (for adults 21 and older) on JCPL's Facebook, Instagram, Pinterest and Twitter accounts. Participants were invited to post selfies or comments, unscramble words, fill in the blanks to certain phrases, and share their touring journey with the hashtag #stoutsandstories. Those who participated were entered into a weekly prize drawing for beer swag and a final drawing for the grand prize of an annual Colorado State Parks pass.

  Results of the program were an unqualified success!
  - 4,000 passports were distributed
  - 370 people attended Library events
  - 519 people attended at off-site events
  - 216 people participated in our social media contests

Western Reboot Held in February 2018, this was another stellar event. Billed as a celebration of modern authors of the American West, it consisted of an author panel of contemporary western authors, including Margaret Coel, Manuel Ramos, Mark Stevens, Kevin Wolf and Barbara Nickless. Best-selling NY Times author and creator of the Netflix Longmire Series Craig Johnson provided a reading from his works and an extended Q&A. Book sales and author signings were available as well. 685 patrons attended the author events.

Innovative Program Delivery

Live Streaming: Western Reboot sold out within days of its announcement, As a result, we used this event to test live streaming the author talk and panel to make it accessible to a much larger audience. This too, was an extreme success. Participants listened live from as far away as New Zealand, and hundreds more accessed online videos following the event. With live streaming, were able to reach more than 6,100 patrons with this event!

Coming in 2018:

- Summer Reading – June 1 thru July 31, 2018
- Fandom Ball – Winter 2018
- Expanded County-wide Stem Challenge (November 2018 – January 2019)

Conclusion

The JCPL brand promise is a simple one:

"We will always be here to connect you to the people, ideas and inspiration for whatever's next in life. Define your destination and we'll help you get there. So you can always be learning. Always be creating. And always be discovering something new."

Imagine how painful it was for us when we were reducing services due to budget constraints. Those were terrible, dark days for all of us.

Now imagine an energized team of passionate community advocates – with the resources we need to offer Jeffco residents access to books and materials, current and emerging technologies, dynamic programming, open and welcoming community spaces, and committed professionals to help them along the way.

Imagine an organization committed to:

- providing resources and services based on demonstrated community needs;
- utilizing evidence-based decision-making;
- advancing shared community outcomes;
- delivering measurable results that compare favorably to our peers; and
- providing a maximum return on investment to the residents of Jefferson County.

Now imagine a community where all children are ready to read when they enter school. Where all students achieve academic success, and graduate from high school ready for college or career. Where adults can find satisfying work and/or build successful businesses. Where residents live healthy lives and engage with others and their communities in healthy ways. And where seniors learn, create and discover new things every day.

That's where we're going.

Watch us.

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jeffcolibrary.org

Jefferson County
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