

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

July 19, 2018



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, July 19, 2018 – GOLDEN LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2.	Pledge of Allegiance
3. Action	Approve Agenda Call for motion and second
4. Action	Approval of Minutes Call for motion and second <ul style="list-style-type: none"> June 14, 2018 Board Study Session Minutes June 21, 2018 Board Meeting Minutes
5.	Public Comment
6. Information	<ul style="list-style-type: none"> Foundation Report – Jo Schantz
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> Executive Director Update Finance Department – Barbara Long, Interim Director of Budget & Finance Facilities & Construction Projects <ul style="list-style-type: none"> Edgewater Update – Paul Wember, Wember, Inc. Temporary Construction Easement LSC & City of Wheat Ridge – Barbara Long - Call for motion and second Public Services – 2018 Mid-Year Report - Donna Walker <ul style="list-style-type: none"> 2018 Strategic Priorities – 1st Half 2018 Statistics Report
8. Action as Needed	Consent Agenda (4.3.4) <ul style="list-style-type: none"> No items
9. Emerging Issues Action as Needed	
10. Action as Needed	Ends <ul style="list-style-type: none"> 2018 Strategic Plan Highlights (Provided in Public Services Operational Updates)
11. Action as Needed	Governing Policies <ul style="list-style-type: none"> No items

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

12. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS <ul style="list-style-type: none">• August 9 – Study Session – 5:30 pm – Administration Conference Room• August 16 – Board Meeting – 5:30 pm – Standley Lake Library Meeting Room• September 13 – BCC & BOT Quarterly Meeting – 11:30 – BCC Board Room• September 13 – Study Session – 5:30 pm - Administration Conference Room• September 20 – Board Meeting – 5:30 pm – Belmar Library Meeting Room• October 11 – Study Session – 5:30 pm – Administration Conference Room• October 18 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. Adjournment	

APPROVAL OF MINUTES

Jefferson County Public Library Board of Trustees
Study Session
June 12, 2018 – 5:30 p.m.
Administration Conference Room

TOPICS:

- Operating, 5 Year CIP & County Budget Guidelines
 - 5 & 10 Year Financial Plan
- Executive Director Recruitment Update
- South County Alternative Services
- Roof Assessment AD/LK, BL, LSC – Information
- Belmar Owner’s Representative – Phase II Information
- Edgewater Sorter Contract Information
- Edgewater Naming Agreements Information
- Serial RFP Information
- Midwest Tape Renewal Information
- Financial Review
- 2020 Strategic Planning – Board

Call to Order

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

Other Trustees present: Charles Naumer (Vice-Chair), Pam Anderson, John Bodnar, Deborah Deal and Brian DeLaet.

Trustees not present: Kim Johnson.

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

Topics

The Chair advised the Board that two topics would be added to the agenda for the Study Session, Belmar Owners Representative - Phase II Information and Edgewater Sorter Contract Information.

2019 Proposed Budget: Operating, 5 Year CIP & County Budget Guidelines

Barbara Long, Interim Director of Finance and Budget, addressed the Board and presented an overview of the detailed budget information included in the information packet for the Study Session.

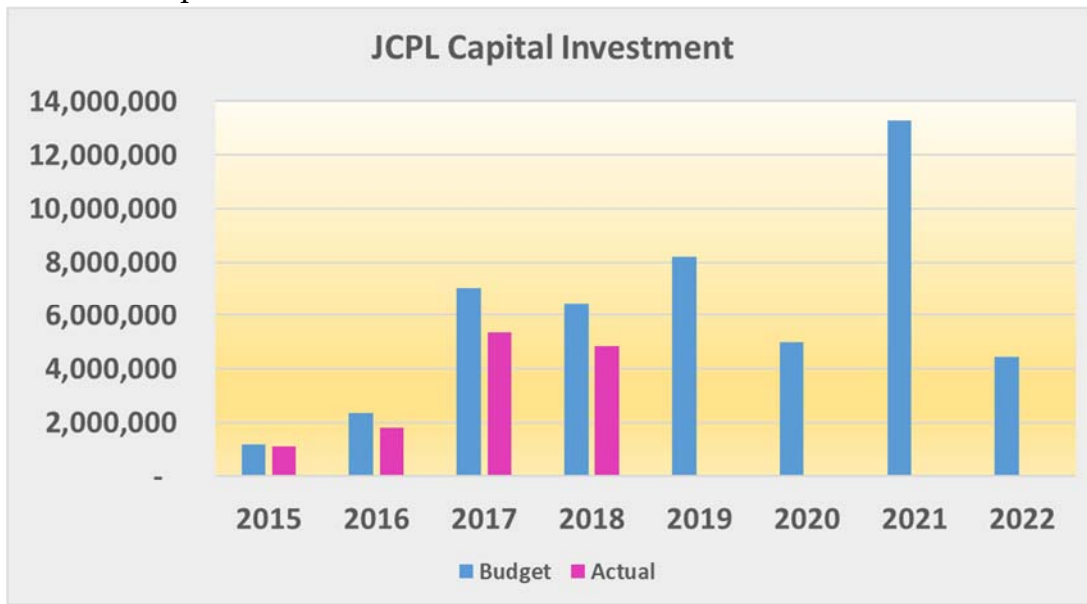
County Budget Guidelines have not been received and some assumptions were made to develop the budget. Updated information from the County on 2019 assessed value has been used to determine 2019 property tax revenue. Increase in salary cost is estimated at 3% and health insurance cost increase is estimated at 10%. The five and ten year financial model is based on 4.5 mills and 10% valuation increase. Expenditures include a phased implementation if the staffing plan and facility master plan. The Board's fund balance policy was applied throughout the plan.

The Big Picture – 5 & 10 Year Financial Model

5 & 10 Year Plan Summary	Actual 2017	Projected Actuals 2018	Proposed Budget 2019	Projected Budget 2020	Projected Budget 2021	Projected Budget 2022
Revenue	37,829,859	38,280,742	43,447,461	47,653,379	47,686,966	52,373,843
Operating Expense	30,270,787	33,779,003	36,280,026	38,296,718	38,664,067	41,011,661
Debt Service	1,519,238	1,486,667	1,448,432	1,410,421	621,818	621,944
Capital Investment	5,367,567	4,846,240	8,190,500	4,986,000	13,286,000	4,456,000
Total Uses of Funds	37,157,592	40,111,910	45,918,958	44,693,139	52,571,885	46,089,605
Change to Fund Balance	672,267	(1,831,168)	(2,471,497)	2,960,240	(4,884,919)	6,284,238

5 & 10 Year Plan Summary	Actual 2017	Projected Actuals 2018	Proposed Budget 2019	Projected Budget 2020	Projected Budget 2021	Projected Budget 2022
Beginning Fund Balance	17,491,968	18,164,235	16,333,067	13,861,570	16,821,810	11,936,891
Total Sources	37,829,859	38,280,742	43,447,461	47,653,379	47,686,966	52,373,843
Total Uses	37,157,592	40,111,910	45,918,958	44,693,139	52,571,885	46,089,605
Ending Fund Balance	18,164,235	16,333,067	13,861,570	16,821,810	11,936,891	18,221,129
Minimum Fund Balance	9,457,465	9,570,186	10,861,865	11,913,345	11,921,742	13,093,461
Maximum Fund Balance	18,914,930	19,140,371	21,723,731	23,826,690	23,843,483	26,186,922
Available Fund Balance	8,706,770	6,762,881	2,999,705	4,908,466	15,150	5,127,668

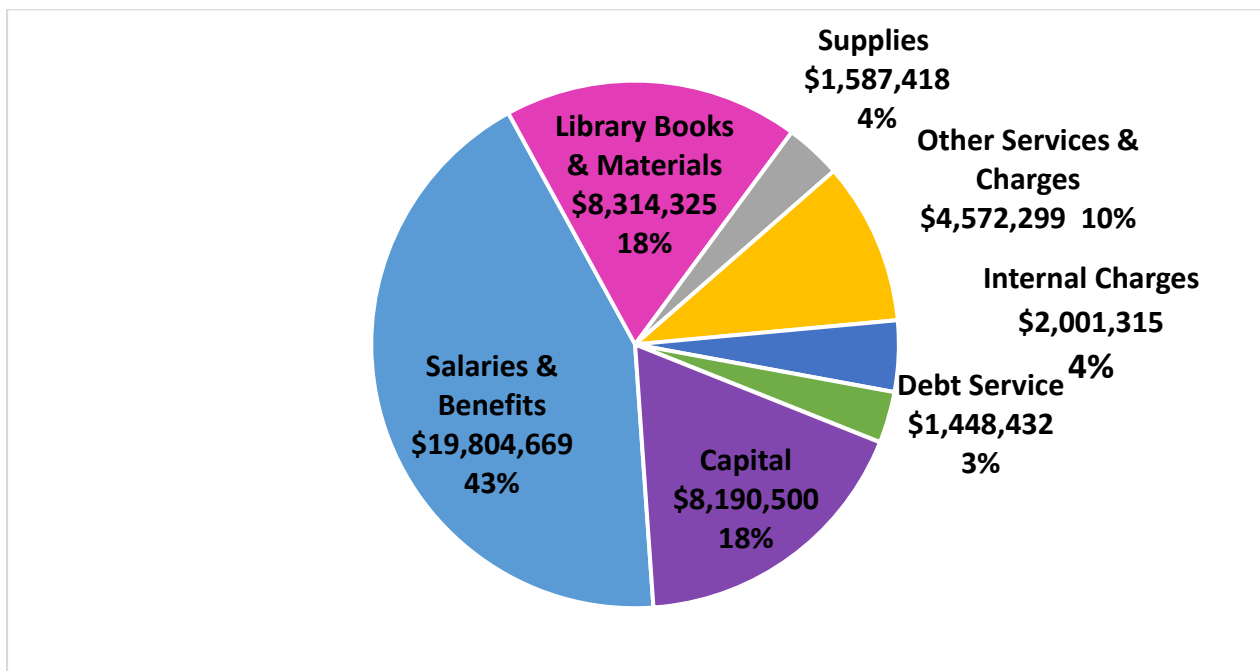
Focus on Capital Investment



2019 Total Projected Revenue

The Library's 2019 revenue projection is \$43,447,461. Property tax makes up 98% of revenue. Other revenue includes Library fines at \$365,800; investment income \$241,000; federal and state grants \$130,000; other fees \$135,050, E Rate \$88,000; and contributions from private sources \$85,000.

2019 Total Projected Expenses



2019 Capital Investments

The focus is on capital investment, implementing the facility master plan and maintenance of capital assets.

Annual Replacement Plan	
ARM-01 Capital Maintenance	\$ 200,000
ARM-02 Furniture & Equipment	36,000
ARM-03 Computer 5-year Replacement Plan	250,000
ARM-04 Book Sorter Replacement – Golden	250,000
ARM-05 IT Infrastructure Replacement	200,000
Total ARM	\$ 936,000
5-Year Capital Improvement Plan	
16-14 High Availability Internet Redundancy	36,000
18-01 Belmar Library Remodel	6,773,500
18-07 LSC Garage & Loading Dock	150,000
18-08 Bookmobile Replacement	200,000
19-05 Standley Lake Clerestory Roof Replacement	35,000
19-06 Document Management System	60,000
Total CIP	\$7,254,500
Total 5-Year Capital Plan	\$8,190,500

Additional items of note in the presentation included budgeting to replace one sorter a year instead of utilizing a sinking fund and a significant reduction in debt service in the year 2021.

In response to questions, the Board was advised that:

- The Library checked in with the Assessor's Office and they felt the 10% revenue assumption was reasonable and conservative.
- The Library will always have capital maintenance projects as long as there are properties and assets to maintain and protect. The capital projects are a one-time big expense. Operating and maintenance costs will continue. Capital expenses will start to level out as the Library addresses overdue capital projects through the remodels and/or annual replacement and maintenance program. There were discussions about a ten-year refurbishment schedule however, nothing was decided.
- The other services expenditure category includes heat and power, janitorial security, snow removal, grounds maintenance, etc. The Library will provide a complete list of these expenditures to the Board.

- The Board has the opportunity to reevaluate the five and ten year financial model every year to make adjustments and respond to changing economic conditions and/or opportunities.
- The budget for the Belmar Library remodel includes many capital infrastructure items that were not needed at the Columbine Library. The budget does not include space expansion which is not anticipated at Belmar. The budget does reflect the actual cost experience the Library gained during the Columbine remodel.
- The estimated health insurance increase includes all benefits (dental, vision, retirements, etc.).

The Trustees were advised to send any questions about the proposed 2019 budget to Barbara Long. The Board will be asked to authorize the Executive Director to submit the budget to the County at the June 21, 2018 Library Board meeting.

Executive Director Recruitment Update

Sandie Coutts, Director of Employee Relations and Development advised the Board that a memo is included in the information packet that notes an anticipated need for the Board to call a special meeting to announce the hiring decision at a public meeting. This anticipated timeline for the special meeting is prior to July 12, 2018. The Chair noted that the meeting will be called to address this specific topic and would not be of long duration.

Charles Naumer, Vice Chair, and a member of the Executive Director Search Committee, advised the Board that there were many good candidates and the Committee was comfortable with the quality of the candidates and the recruitment process. The finalists for the position of Executive Director are: Midori Clark, Roberta Phillips, Laurel Prysiazny and Donna Walker. More information on the finalist candidates will be sent to the Board by Bradbury Miller Associates. The deadline for the Board to make any suggestions on the interview questions is Sunday evening, June 17. Any suggestions should be emailed to Jobeth Bradbury with Bradbury Miller Associates.

The Board was advised that a document with more detailed information on the public forum was included in their red folder documents. The public forum will be held on Monday, June 18, 2018 from 6:30pm to 8:00pm at the Lakewood Cultural Center.

The Board expressed appreciation to the members of the Executive Search Committee.

South County Alternative Services

Donna Walker, Director of Public Services, addressed the Board. The Library reviewed the five and 10-year plans including the Belmar remodel and the timeline for the South County project. A full white paper on the types, trends, opportunities, and costs of Alternative Services is being developed. In order to meet timelines and requirements for the 2019 budget, the Library is bringing forward a recommendation for expanded alternative services to South County on an accelerated timeline. The recommended approach is a stop-gap measure that will double the number of people currently served with a small investment of resources.

Padma Polepeddi, Manager of the Lakewood Library and Library-To-You, greeted the Trustees and provided information on JCPL's current alternative services and recommendations for expanded alternative services. JCPL currently offers these alternative services in South County

- Weekly Bookmobile service
- Kids and Families programs during Bookmobile hours
- Book-A-Librarian appointments
- Community Story times at Ken Caryl Ranch
- Summer Reading
- Home Delivery Services (for patrons with a medical condition)
- Mail Delivery Services (for patrons with a medical condition)

Through these services, JCPL offers convenient physical access to materials, material requests, materials returns, holds pick-up, professional consultation, early childhood literacy and programming to approximately 300 patrons per month in South County.

Recommended expansion of alternative services in South County include:

- Expanded Bookmobile hours
- Free Mail Delivery (expanding criteria to include geographic distance as a barrier)
- 24/7 Library Book Drop
- Community Computer classes
- Book-A-Librarian appointments
- Kids and Families programs during Bookmobile hours
- Community Story times at Ken Caryl Ranch

- Summer Reading
- Home Services (for patrons with a medical condition)

Through these expanded alternative services, we can offer convenient, expanded physical access to materials, material requests, holds pick-up, materials delivery options, and 24/7 materials returns through expanded bookmobile hours. This expansion also will offer professional instruction through community computer classes, professional consultation, and programming to approximately 600 patrons each month in South County.

In response to questions, the Board was advised that:

- Mail delivery services currently uses criteria relative to medical conditions that prevents patrons from coming to a physical location. The proposed mail delivery pilot would be based on geographical distance criteria.
- All alternative services expenses are included in the 2019 budget.
- There are no fees – the services are free to the patrons
- The Library receives a special postal rate from the state for patrons qualified under the State blind and handicapped criteria. Approximately one-quarter of JCPL's patrons receiving mail delivery services qualify under a Federally funded special rate program that is administered by the State.
- Last May there were 167 patrons on mail delivery services – now we are at 300. The Library expects to see continuing increases along with the aging population in Jefferson County.
- For the pilot program, the Library is looking at South County and will be developing and testing the geographic criteria.

Roof Assessment Information – Administration/Lakewood, Belmar and the Library Service Center (LSC)

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided information on the status of the hail damage claims from May 2017. There have been two different adjusters working with County Risk over the last year to evaluate what needed to be replaced or repaired. There's been some back and forth between the adjusters, the roof experts and County Risk as to the extent of the damage that requires replacement/repair. Following are the status updates for Lakewood/Administration, the LSC and Belmar.

Lakewood Library/Administration Building

There is significant disbonding of the EPDM membrane from the rigid insulation underneath. The structural integrity of the insulation seems to be intact but with

damage to the bond of the membrane could result in separation in high winds. (This is exactly what happened to Standley Lake when the roof membrane started separating from the wind and we developed leaks.) There is some discussion about adding a new hard deck on the old membrane and installing a new membrane on top of that. The Library asked for an engineering analysis from our roofing consultant to determine if that is 1) feasible from a weight perspective and 2) effective/desirable from a practicality perspective. Some of the flashing and surface items will need to be replaced.

Library Service Center (LSC)

The sheet metal roof at LSC will require replacement. The Library does not have information on the insurance dollar value and the recommendation is to delay any decision since the structural integrity remains intact.

Belmar

The small amount of EPDM (mostly over the staff area on the S/E side) on the building will likely need replacement. The big question is the copper flashing that was damaged. It has yet to be determined if and how much insurance will cover on that because of the expense of the product.

The Library is waiting for a final report from the insurance carrier. In addition, since the County will receive one lump sum for the storm, it is not known what amount will be distributed to the Library. The Library will advise the Board when the final report is received. In response to questions, the Board was advised that the Library will contact County Risk and ask for copies of the appraisals.

Belmar Owner's Representative Phase II Contract Information

Steve Chestnut addressed the Board and provided information on Phase II of the NV5 contract. On August 8, 2016, JCPL entered into a contractual agreement with NV5 for Owners Representative Services. The agreement outlined a description of services in two Phases. Phase I was to provide services for the Columbine remodel which has been completed. Phase II was for an additional project that NV5 would give us a proposal for labor rates based upon the project Scope of Work (SOW). The contract stipulates that if the conditions are acceptable to the Library, the Library will issue a notice to proceed with Phase 2 Services.

The Library was satisfied with the services received from NV5 on the Columbine project and finds the cost proposal/labor rates that they have submitted for Phase II (Belmar) to be customary and acceptable. This will be a multi-year budget as follows:

2018 - \$62,000; 2019 Estimated costs (estimated because schedule has not be solidified) are \$150,000. These costs are included in the Belmar project budget for 2018 and 2019. (2018 Capital Projects Budget, Belmar Remodel 18-01: \$350,000 in 2018 for soft costs to initiate design, engineering, owner services and consulting.)

This will allow us to move forward with planning and design of the Belmar remodel slated for 2019.

The Library will ask the Board to authorize the Executive Director to execute the Notice to Proceed to NV5 as stipulated in the August 2016 contract between JCPL and NV5 at the June 21, 2018 Library Board meeting.

In response to questions, the Board was advised that:

- The Library did go out for bid in 2016 and NV5 was the selected vendor.
- It is difficult to put a number to an imaginary design. The Library will issue an RFP for architectural services and design. When the Library receives the design schematics, a schedule and detailed costs are anticipated by the end of this year (2018).

Edgewater Sorter Contract Information – PV-Supa

Danny Lagage, Information Technology Operations Manager, addressed the Board and introduced the topic. The contract is for the Edgewater Library sorter and includes installation and maintenance. In 2016 JCPL went through the RFP process and selected PV-Supa to install and maintain the Columbine sorter. To maintain consistency, JCPL prefers to stay with the same vendor and equipment. PV-Supa has been very responsive to our needs.

The initial cost of the contract will be to complete installation in 2018 and is included in the construction budget. The cost of the sorter is \$225,219.00. Ongoing maintenance services will be addressed in the 2019 maintenance services budget with an amount of \$17,041.92. The budget for the installation is included in the Edgewater building budget. The Library will ask the Board to authorize the Executive Director to sign the contract with PV-Supa at the June 21, 2018 Library Board meeting.

In response to a question, the Board was advised that as part of the scheduled review of maintenance contracts, the Library would look into cost savings associated with combining PV-Supa sorter maintenance agreements.

Edgewater Naming Agreements Information

Rebecca Winning, Director of Communications, introduced the topic and advised the Board that the Library will ask for approval of the naming agreements at the June 21, 2018 Library Board meeting.

Serial RFP Information

Julianne Rist, Director of Public Services and Debbi Mikash, Collection Services Manager addressed the Board and provided information on the Subscription Services Vendor contract. Jefferson County Public Library (JCPL) sought a qualified vendor to provide periodicals and subscription services. An RFP for subscription services was published on April 18th and proposals were due May 7th. Only one qualified vendor responded, EBSCO, who is JCPL's current vendor for subscription services. EBSCO will provide periodical subscriptions published in the U.S. and abroad, including local magazines, and newspapers. Subscriptions services will include basic subscription order, renewal and related administrative services which include placing new and renewal orders for periodical subscriptions to publishers, and claiming missing or damaged issues. This five-year contract will be fully executed for fiscal year 2019, with preparation and ordering to begin in 2018. The cost of this contract will not exceed \$200,000 annually.

The Library will recommend that the Board Of Trustees authorize the Executive Director to enter into a contract with EBSCO for the purchase of periodicals and subscription services with up to five annual renewals, at the June 21, 2018 Library Board meeting.

Midwest Tape Renewal Information

Julianne Rist and Debbi Mikash addressed the Board and provided information on the MidWest Tape contract renewal. In 2016, the library entered into an RFP process to ensure we were receiving the best value for materials and processing, as well as streamlining our workflow by using a primary vendor for audiovisual material. In July of 2016, the Board of Trustees authorized Jefferson County Public Library to make MidWest Tape our primary vendor for media, DVDs, CDs and Audiobooks. The approved contract allows us to renew it annually for four additional years. The first renewal of this contract was in 2017. MidWest Tape continues to provide us with a quality product and the services outlined in the contract. This contract has a "not to exceed" amount of \$3,000,000

The Library will recommend that the Board of Trustees authorize the Executive Director to renew the contract for an additional year at the June 21, 2018 Library Board meeting.

Financial Review

There were no questions from the Board on the financial report that was presented at the May Library Board meeting.

2020 Strategic Planning – Board

Charles Naumer, Vice Chair, provided an overview of the Board's strategic planning work. In 2016 the Board modified bylaws to include a role for the Board in strategic planning and taking a more deliberate process to look at the ends statements. Setting 2020 as the goal for the Board to be more fully engaged with strategic planning, discussions were started in 2018. Those discussions included looking at the ends statements, working with the Senior Management Team on library trends and completing a survey and discussion the Board's opinions about the ends statements. The recommendation for going forward is to schedule time at each study session. At the August Study Session, the Board will select and discuss a topic. For example, the Board could select an issue around who we are actually serving (who the target audience is). Should we look to serve everybody (all the taxpayers)? Trustees Bodnar and DeLaet suggested narrowing it to the people using the library. The Board needs to know who our objective audience is. Another potential topic is the Aspen Study. If the Board schedules time at the August, September and October Study Sessions, in November the Board could address the ends statements and make specific recommendations. With three study sessions and three topics, the Board could come to consensus on what our strategic priorities would be for 2020.

There was wide ranging discussion, questions, responses and statements including:

- In response to a question about the goal of reevaluating the ends statements being an agreement that the ends statements are good or need to be rewritten, the Vice-Chair noted that the thought process is that the Board wasn't as deliberate as it should be in evaluating the ends and should spend more time on the thinking behind those ends statements.
- In response to a request for clarification regarding the role of the new Executive Director and the Board's role and in consideration that there were not a lot of deltas in the Trustees responses to the survey, the Chair noted that setting 2020 as the target date gives the new executive director time to get involved. The Chair noted that there are some legitimate questions and in the past the Board didn't own the ends statements and that discussion is essential.

- In response to the Executive Director's suggestion that Donna Walker and Julianne Rist, and their knowledge of the demographic studies, would be resources for the Board's target audience discussions, the Vice-Chair noted that the discussions would be more philosophical than looking into the data.

The Chair noted that it would be important for the Vice-Chair to provide the framework for the discussions. The Board reached consensus that the Vice-Chair should pick the topics for discussion at the Study Sessions.

ADJOURNMENT

The study session was adjourned at 7:09 p.m.

Kim Johnson, Secretary

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
June 21, 2018

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Evergreen Library meeting room on June 21, 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, Deborah Deal and Brian DeLaet.

Trustees not present: All Trustees were present.

Guests: None.

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; Barbara Long, Interim Director of Finance and Budget; Gloria Overholt, Consultant; Pat Klein, Director of Information Technology; Steve Chestnut, Director of Facilities and Construction Projects; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

MOTION: Deborah Deal moved that the Library Board of Trustees approve the amended agenda as presented. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: John Bodnar moved approval of the minutes of the May 10, 2018 Study Session. Seconded by Kim Johnson the minutes were approved by unanimous vote of all Trustees present.

MOTION: Kim Johnson moved approval of the minutes of the May 17, 2018 Board meeting. Seconded by Pam Anderson the minutes were approved by majority vote of all Trustees present with Trustee Bodnar abstaining.

PUBLIC COMMENT

There was no public comment.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. The Executive Director advised the Board that this would be Gloria Overholt's last Board meeting. The Trustees expressed appreciation to Gloria for her many contributions to the Library and her service to the citizens of Jefferson County.

Budget and Finance Department

Barbara Long, Interim Director of the Finance and Budget Department presented information on the activities of the Budget and Finance Department.

2019 5-Year Capital Plan

MOTION: Brian DeLaet moved that the Library Board of Trustees authorize the Executive Director to submit the 2019 5-Year Capital Plan request to the Board of County Commissioners (4.2.5 C). Seconded by Deborah Deal the motion passed by majority vote with Trustee Bodnar voting against the motion.

Trustee Bodnar noted that he objected to the placeholders for the projects.

2019 Proposed Budget Plan

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to submit the 2019 Proposed Budget Plan to the Board of County Commissioners (4.2.5 C). Seconded by Pam Anderson the vote was delayed for further discussion.

Trustee Bodnar restated his objection to the placeholders for projects. Trustee Bodnar noted that he does not want to see a placeholder that high. Trustee DeLaet stated that if we give them a \$6.5 million budget they will spend to that budget.

The Executive Director advised the Board that the Library does not provide the budget in the Requests for Proposals (RFPs).

Trustee DeLaet noted that the budget for Belmar is \$2 million more than Columbine and the infrastructure items were only \$1 million so where is the other \$1 million. Trustee Bodnar noted that if he was a contractor and saw the \$6 million budget I would know that is what I could spend. The budget information is public so they would see that number. It was noted that they have to look out for the public trust.

Steve Chestnut, Director of Facilities and Construction projects addressed the Board and noted that the sorter and infrastructure items like the boiler, chiller, AHU and parking lot are included in the Belmar project budget. Alternative services during the Columbine

closure were \$2,000 per month and it is unlikely the Library will find lease space for that amount for the Belmar area. Belmar has underground heating and piping and there may be some remediation work due to a coolant leak under the floor. At Columbine, the Library reused many materials and none of the items that were utilized at Columbine will be available for Belmar. The Library looks out for the public trust just as much as the Board.

Trustee Anderson noted that seeing the Belmar budget proportionally much more than the Columbine budget, and the budget presentation slide did not add up to \$2 million, and that may be where the difficulty is with Board understanding. Trustee Anderson stated that she understands the perspective about the placeholder; however, there is a policy perspective if you go over budget. It is much worse to say we went over budget because we did not budget enough. Trustee Anderson noted that she is comfortable with the budget amount.

The Chair advised the Board that there is a motion before them and called for a vote.

2019 Proposed Budget Plan

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to submit the 2019 Proposed Budget Plan to the Board of County Commissioners (4.2.5 C). Seconded by Pam Anderson the motion passed by majority vote of all Trustees present with Trustees Bodnar and DeLaet voting against the motion.

The Chair stated that she felt compelled to say to the Board and to the Executive Director, that she has the utmost respect for the staffs' desire to do their very best for the citizens of Jefferson County, and also feels compelled to say that she believes that the various partners the Library has used for Columbine and Edgewater have really done their best for the Library and she has never felt that the Board was being hoodwinked.

Financial Report

Barbara Long, Interim Director of Finance and Budget, addressed the Board and provided an overview of the financial report for May 2018. Operating expenses are on schedule for this time of year and there were significant property tax receipts. Salaries, benefits, and other operating costs are on budget or under budget. There will be some increases in supplies for the Summer Reading program that will be reflected next month. Progress on the Library's capital projects are reflected. At the beginning of June, there will be some large construction draws. The Library will be monitoring salaries very closely as it adds new positions.

Public Services

Serial Contract Authorization

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to sign a contract with EBSCO within the approved 2019-budgeted amount. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

Serial Contract Authorization

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign a renewal of the contract with MidWest Tape within the approved 2018/2019 budgeted amount. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Facilities and Construction Projects

Edgewater Sorter – PV-Supa Contract

Pat Kline, Director of Information Technology, addressed the Board and noted that the costs are listed separately because they are allocated in two different budgets. However, the contract is negotiated with both costs. The Board was advised that in general, sorter maintenance contracts are negotiated as a percentage of the cost of the sorter. Those maintenance costs are typically 12 to 15 percent. The Library's sorter maintenance on this contract was negotiated at 8 percent.

MOTION: Deborah Deal moved that the Library Board of Trustees authorize the Executive Director to sign the contract with PV-Supa for the Edgewater Library sorter including maintenance within the approved 2018/2019 budgeted amount. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Belmar Library – Owner's Representative Authorization for Phase II

Steve Chestnut, Director of Facilities and Construction Projects, advised the Board that information on the NV5 Owners Representative services contract was presented at the June 14, 2018 Study Session.

In response to questions, the Board was advised that:

- The costs will be reflected in a multi-year budget with \$62,000 budgeted for 2018 and estimated costs for 2019 at \$150,000.
- It is not an hourly rate contract.
- The costs are based on a schedule and will depend upon whether the schedule lengthens or shortens.
- The total estimated cost is \$212,000

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to execute the Notice to Proceed to NV5 as stipulated in the August 2016 contract within the approved 2018/2019 budgeted amount. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

In response to questions, the Board was advised that:

- The brick planters at the Lakewood Library/Administration building are being removed because they are structurally unsound.
- The Library's facilities staff are performing the work on the Lakewood planters.
- The brick seating area near the front entrance of the Library Administration building is scheduled to be removed as it is also structurally compromised.
- The Evergreen hillside project is complete. There will be some maintenance involved related to the retaining pond that will be performed by Library facilities staff.

Communications Department

Edgewater Naming Agreement – Mariola

MOTION: John Bodnar moved that the Library Board of Trustees approve the Donation and Naming Agreement between Margaret Mariola, the Jefferson County Library Foundation and the Jefferson County Public Library, in the amount of \$5,000 for a small study room in the new Edgewater Library. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

Edgewater Naming Agreement – Anonymous

MOTION: Kim Johnson moved that the Library Board of Trustees approve the Donation and Naming Agreement between the anonymous donor, the Jefferson County Library Foundation and the Jefferson County Public Library, in the amount of \$7,500 for the large study room in the new Edgewater Library. Seconded by Brian DeLaet the passed by unanimous vote of all Trustees present.

2020 Strategic Planning

The Chair noted that the 2020 Strategic Planning discussions are scheduled for Board Study Sessions beginning in August 2018.

BOARD SCHEDULE – NEXT MEETINGS

- July 12 – Study Session – CANCELLED – Administration Conference Room
- July 19 – Board Meeting – 5:30 pm – Golden Library Meeting Room
- August 9 – Study Session – 5:30 pm – Administration Conference Room
- August 16 – Board Meeting – 5:30 pm – Standley Lake Library Meeting Room
- September 13 – BCC & BOT Quarterly Meeting – 11:30 – BCC Board Room

- September 13 – Study Session – 5:30 pm - Administration Conference Room
- September 20 – Board Meeting – 5:30 pm – Belmar Library Meeting Room

Employee Relations and Development

Executive Director Recruitment

Sandie Coutts, Director of Employee Relations and Development, advised the Board that the recruitment process is on schedule and the two-day interview portion was completed. There were more than 100 people at the public forum event and feedback has been positive.

ANNOUNCEMENTS / GENERAL INFORMATION

There were no announcements.

CALL FOR EXECUTIVE SESSION

MOTION: At 6:06 pm John Bodnar moved to adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session pursuant to CRS 24-6-402(4) (e) (I) Determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

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

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

MOTION: At _____ p.m. _____ moved to adjourn the Executive Session and reconvene the regular meeting. Seconded by _____ the motion passed by unanimous vote of all Trustees present.

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

The Library Board of Trustees met in Executive Session pursuant to CRS 24-6-402(4) (e) (I) to discuss positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators. The Trustees held that discussion and this summary is provided as required by Colorado Statute.

ADJOURNMENT

The Board meeting was adjourned at _____ p.m.

Kim Johnson, Secretary

FOUNDATION REPORT

JEFFERSON COUNTY LIBRARY FOUNDATION
EXECUTIVE DIRECTOR REPORT
July 2018 (June 22 – July 18)
By Jo Schantz

1. Our 2017 Audit

I'm pleased to say that JCLF's 2017 financial audit has concluded, and the Board of Directors reviewed the documents and voted to approve the audit at our June Board meeting. Our 990 is now underway and should be available within the next few weeks.

Highlights from our 2017 audited financial statements

- **Our net assets increased by 25%** (from \$677,048 in 2016 to \$855,077 in 2017)
- **2017 overall contributions more than doubled** -- \$199,907 in 2017, compared to \$99,111 in 2016
- **Total expenses for 2017 decreased by nearly 10%** (from \$510,021 in 2016 to \$465,518 in 2017)
- And finally, in 2017, **the support the Foundation provided Jefferson County Public Library was *nearly nine times* the in-kind support that JCPL provided to the Foundation.** (Please see the independent auditor's letter, attached.)

2. Meetings, activities and networking

We have been working with JCLF Board member TJ Bowen to research various databases, and we have selected eTapestry as our new Foundation database. This will replace the current Access software, which hasn't been able to provide us with the services we need – such as the ability to e-blast multiple donors or constituents straight from the database, auto-population of information fields (needed for donor and volunteer data), the ability to create communiques via the database and broadcast these to our supporters, etc.

This new application will also allow us to better track donations and grant funding, easily update key information, and improve donor communications. We anticipate having the new database up and running sometime in August.

I was pleased to be invited to attend the New Scholar Celebration dinner hosted by the Daniels Fund on June 23. This event was held at the Hyatt Regency in Denver.

On June 26, our warehouse coordinator, Don Dubé, and I met with Alysia Farmer (Farm for Books) to discuss our working relationship with this new used book sales vendor. The partnership is working well for both JCLF and Farm for Books, so we will be signing a new contract that will continue the Foundation's current income stream of \$5,000 per month via this collaboration. This new arrangement has boosted our budgeted income line from \$20,000 (which was based on our previous contract with Buffalo Mountain Books) to \$45,000 this year -- *more than double the anticipated revenues for this 2018 budgeted line item.*

On June 27, I attended the Golden Executive Director's Roundtable at Colorado School of Mine's Campbell Field. This group offers opportunities to collaborate with other Golden-area nonprofits and provides support for nonprofit executive leaders. Earlier that day, I participated in the Library's Combined Management Team meeting with JCPL staff members.

Debra Walsh, the new social worker hired by JCPL, visited Foundation offices for a tour on June 28 to see how our operations run, and to meet with our JCLF staff members and volunteers.

We are gearing up for our upcoming benefit, *Stouts & Stories/Ales & Tales*, that will launch on Thursday, September 27 with a kick-off event at Lamar Street Center in Arvada. I have recruited Kirstin Kraig, our Whale of a Used Book Sale event planner, to assist with this fundraiser, and we met with Dana Russell (the liaison for our lead sponsor, Westerra Credit Union), on July 10. The Foundation has also enlisted three key volunteers -- Laura Kepler, Kay Rowland and Sharon Edwards -- to assist us in canvassing for participation by local craft breweries.

Along with this huge fundraising activity, we are also gearing up for our Volunteer Appreciation picnic that will be held on July 27. JCLF is hosting this event at Fruitdale Park in Wheat Ridge, from 11:30 a.m. to 1:30 p.m., and our office coordinator Ali Egbers is in charge of the games and celebration activities. This year, we are having the picnic catered by Frank's Bar-b-Que, and we will be honoring key volunteers who have assisted us at our Whale of a Used Book Sales, the Gift & Book Shop at the Belmar Library, and at our Foundation office and warehouse.

I met with long-time JCPL and JCLF supporters, Tom and Alice Atkins, on July 11 to discuss our new planned giving campaign, and to enlist their support for this initiative. I met with Julianne Rist and Rebecca Winning from JCPL on July 12 to continue mapping out our approach for capital funding to these potential funders: the Buell Foundation, El Pomar Foundation, Boettcher Foundation and the Gates Family Foundation. We will be requesting support in return for naming opportunities at the new Edgewater Library, and proposals will be sent later this summer.

I attended an event hosted by Leadership Golden (at the Old Capitol Grill) in Golden on July 12, and I met with our newest Board member, Caleb Amyot, on Friday, July 13, for a Board member 1-1 meeting to discuss fundraising and networking involvement. I signed up for a webinar hosted by the Nonprofit Learning Lab focused on gaining new corporate sponsorships and applying new strategies for Giving Tuesdays. The training occurred July 16.

3. Upcoming events

✓ **Foundation Volunteer Picnic –**

Friday, July 27, 11:30 a.m. to 1:30 p.m.; Fruitdale Park in Wheat Ridge

✓ **JCLF/JCPL Joint Meeting –** Sept. 20, 5 p.m., Belmar Library Meeting Room

✓ **Stouts & Stories/Ales & Tales Kickoff event –** Thursday, September 27, 5:00 to 9:00 p.m., Lamar Street Center in Arvada. Tickets: \$15 general admission; VIP tickets and private tour of the Cool Car Collection, \$25.

✓ **Fall Whale of a Used Book Sale –** October 19-21, Jeffco Fairgrounds. Friends Preview, Oct. 18, 6 to 8 p.m.

4) Grants and Sponsorships

Grants update:

- Vectra Bank (Wheat Ridge Branch) -- **\$250 received** for teen programming at Wheat Ridge Library
- City of Wheat Ridge -- \$1,310 (for 2019 teen programming at the Wheat Ridge Library)
 - ✓ The Committee recommended our request for funding at the full amount; City Council members will vote on this at their October meeting
- Verizon Foundation – **\$10,000 received** for two Library programs serving Jeffco girls in grades 6-9: STEM Kids/Girls in STEM and Girls Who Code

Grants pending:

- Rose Community Foundation -- \$5,000 (educational toys/manipulatives for new Edgewater Library)
- Buell Foundation -- \$22,500 (\$10,000 for **1,000 Books Before Kindergarten** program and \$12,500 for structures and the playscape in Edgewater's Family Place Library™)
- Theda and Tamblin Clark Smith Family Foundation -- \$5,000 (educational toys/manipulatives, Edgewater)
- Best Buy Foundation -- \$7,902 to hire temporary instructors for JCPL's 2019 Teen/Tween Coding Camps
- AJL Charitable Foundation -- \$5,000 submitted via an initial Letter of Inquiry (for **1,000 Books Before Kindergarten**)

Grants denied:

- BAE Systems – \$7,902 to hire temporary instructors for JCPL's 2019 Teen/Tween Coding Camps



June 25, 2018

Jefferson County Library Foundation
10790 W. 50th Avenue, #200
Wheat Ridge, CO 80033

Dear Jo Schantz:

You had requested additional information in regards to the support the Foundation gives to the Jefferson County Public Library (the "Library"). For the years ended December 31, 2017 and 2016, the Foundation reported total expenses of \$465,518 and \$510,021, respectively. For the years ended December 31, 2017 and 2016, the Library provided in-kind in to the Foundation in the amount of \$79,895 and \$78,851, respectively. This in-kind was for facilities, goods and services.

Additionally, it is very common for the supported organizations, such as the Library, to provide in-kind contributions such as rent, information technology, human resources, and other program services to the related foundation.

Total expenses for the years ended December 31, 2017 and 2016, excluding the Library's in-kind amounted to \$390,995 and \$449,234, respectively. Such amounts are considered the support the Foundation provided back to the Library as the Foundation's entire mission is to provide aid, assistance and financial support to the Library.

For the years ended December 31, 2017 and 2016, the Foundation also received support from volunteers that was valued at \$317,612 and \$249,680, respectively. Such amounts were the result of 12,864 and 10,343 donated hours and was valued using the hourly rate of \$24.69 and \$24.14 provided by Independent Sector, respectively.

Accordingly, total support the Foundation provided the Library during 2017 and 2016, was \$708,607 and \$698,914, respectively. In summary, the support the Foundation provided the Library for 2017 and 2016 was nearly nine and eight times, respectively, the in-kind that the Library provided the Foundation.

Your Truly,

JDS PROFESSIONAL GROUP
Certified Public Accountants, Consultants and Advisors

Jill E. Korenek, CPA
Partner

Members:

American Institute of Certified Public Accountants • Colorado Society of Certified Public Accountants

10303 E. Dry Creek Road, Suite 400 • Englewood, CO 80112 • 303 771 0123 • 303 771 0078 fax

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Operational Updates

Executive Director Update

MEMORANDUM



TO: Library Board of Trustees

FROM: Pam Nissler, Executive Director

RE: July 2018 Board Report

In preparation for selecting a site in South County, we have accepted the pro bono offer by Tim Rogers, a commercial realtor with Genesee Commercial Group, to look for land or a facility that would meet the Library's needs in South County. His listing agreement has been reviewed and approved by the County Attorney and signed by both parties. I signed for the library. It is in effect for 12 months and can be renewed for an additional 12 months. We will keep you informed as the process proceeds.

I was out of the office for a week, so my list of activities is shorter this month. I participated in the following meetings:

- A special briefing on child abuse for CYLC and the Child Welfare Committee
- The monthly West Chamber Board of Directors meeting
- The Elected Officials Personnel Board meeting
- CYLC (the Children and Youth Leadership Commission)

I have begun briefing Donna Walker on library matters and work in progress that she will want to have knowledge of. I have also begun introducing her to groups that I have participated in so that her transition as the new Executive Director will be a smooth one.

Operational Updates

Finance Department

memorandum

to: Pam Nissler, Executive Director
from: Barbara Long, Interim Director of Finance & Budget
re: June Financial Tables
Date: July 9, 2018

A. Budget to Actual Tables

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



Jefferson County
PUBLIC LIBRARY

memorandum

to: Pam Nissler, Executive Director
from: Barbara Long, Interim Director of Finance & Budget
re: Finance Monthly Report - Budget to Actual Tables
date: July 19, 2018

A. **Budget to Actual Tables**

The Budget to Actual Tables for June are attached. Property tax revenue has not increased over last month due to the timing of receipts from the County. Investment income has exceeded the amount budgeted for the year and E-rate revenue has also exceeded the 2018 budgeted amount.

Operating expenses are on track for this time of year. Some expenses for summer reading supplies and programming are reflected in the June financial statements and the remaining costs for summer reading will continue into July and August. The projection of vacancy savings is now being updated monthly and the Library is on track to meet the vacancy savings requirement of \$900,550 (5% of total salary and benefit costs) which is included in the 2018 budget.

Projections of savings from capital projects have been refined now that we are halfway through the year and are shown on Table 5. The Library is projecting just over \$1.3M in savings from 2018 capital projects with the largest amount of savings (over \$600K) from the Columbine Library remodel project which wrapped up earlier this year. The Book Sorter Replacement Sinking Fund has been removed from Table 5 for consistency with the presentation of the 2019 budget as the Library's long term financial projections show sufficient funding to support the replacement of two sorters each year. The projections of capital expenses displayed in Table 5 assume that a new sorter is installed at Edgewater as part of that project and that one more sorter is replaced in 2018.

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 06/30/2018	\$ Variance 2018 Budget	Budget to Actual %
<i>Sources of Funds</i>	4.500		4.000			
Revenues						
Taxes						
Property Tax - Operating	\$ 34,728,137	\$ 34,631,343	\$ 35,613,839	\$ 25,061,999	\$ (10,551,840)	-30%
Property Tax - Capital	1,664,831	1,668,527	1,673,653	1,181,096	(492,557)	-29%
Total Taxes	\$ 36,392,968	\$ 36,299,870	\$ 37,287,492	\$ 26,243,095	\$ (11,044,397)	-30%
Federal & State Grants	\$ 130,000	\$ 131,272	\$ 133,000	\$ 130,042	\$ (2,958)	-2%
Fines & Fees	792,970	692,908	530,850	251,902	(278,948)	-53%
Other Revenue	546,220	705,809	329,400	491,013	161,613	49%
Total Other Revenues	\$ 1,469,190	\$ 1,529,989	\$ 993,250	\$ 872,957	\$ (120,293)	-12%
Sub Total Revenues	\$ 37,862,158	\$ 37,829,859	\$ 38,280,742	\$ 27,116,052	\$ (11,164,690)	-29%
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	-	11,000,270		NA
Total Sources of Funds	\$ 40,035,183	\$ 37,157,592	\$ 42,226,786	\$ 16,115,782	\$ (26,111,004)	-62%
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 12,592,392	\$ 12,430,918	\$ 13,566,138	\$ 6,221,822	\$ (7,344,316)	-54%
Benefits	3,793,380	3,640,853	4,213,500	1,845,952	(2,367,548)	-56%
Total Salaries & Benefits	\$ 16,385,772	\$ 16,071,770	\$ 17,779,638	\$ 8,067,774	\$ (9,711,864)	-55%
Library Books & Materials	\$ 8,349,727	\$ 8,296,242	\$ 8,273,586	\$ 3,869,736	\$ (4,403,850)	-53%
Supplies	1,287,301	1,105,821	1,469,809	466,269	(1,003,540)	-68%
Operating Capital	12,000	-	120,000	-	(120,000)	-100%
Other Services & Charges	3,784,203	3,197,461	4,860,782	1,774,953	(3,085,829)	-63%
Internal Transactions /Cost Allocation	1,599,551	1,599,493	1,748,514	992,633	(755,881)	-43%
Total Operating Expenditures	\$ 31,418,554	\$ 30,270,788	\$ 34,252,329	\$ 15,171,364	\$ (19,080,965)	-56%
Financing & Debt Service	\$ 1,548,403	\$ 1,519,238	\$ 1,486,667	\$ 103,880	\$ (1,382,787)	-93%
Capital Development Fund	\$ 7,068,226	\$ 5,367,566	\$ 6,487,790	\$ 840,539	\$ (5,647,251)	-87%
Total Uses of Funds	\$ 40,035,183	\$ 37,157,592	\$ 42,226,786	\$ 16,115,782	\$ (26,111,004)	-62%

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

	2017 Budget	2017 Actual	2018 Budget	YTD Actual 06/30/2018	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	\$ 25,934,956	\$ 36,607,089
Capital Funding	1,664,831	1,668,527	4,558,946	1,181,096	4,558,946
Total Revenues	\$ 37,862,158	\$ 37,829,859	\$ 41,166,035	\$ 27,116,052	\$ 41,166,035
Expenditures					
Operating Expenditures	\$ 31,418,554	\$ 30,270,788	\$ 34,252,329	\$ 15,171,363	\$ 34,252,329
Debt Service	1,548,403	1,519,238	1,486,667	103,880	1,486,667
Capital Projects	7,068,226	5,367,566	6,487,790	840,539	6,487,790
Total Expenditures	\$ 40,035,183	\$ 37,157,592	\$ 42,226,786	\$ 16,115,782	\$ 42,226,786
Increase/(Decrease) in Fund Balance	\$ (2,173,025)	\$ 672,267	\$ (1,060,751)	\$ 11,000,270	\$ (1,060,751)
Ending Fund Balance	\$ 11,606,006	\$ 18,164,234	\$ 12,718,280	\$ 29,164,504	\$ 17,103,483

Fund Balance Policy Calculation

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

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

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Amended Budget	YTD Actual 06/30/2018	Projected Year-End 2018	Variance 2018 Budget
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Taxes	\$ 35,331,413	\$ 35,409,860	\$ 35,518,639	\$ 25,065,479	\$ 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	(3,480)	26,668	-
Total Taxes	\$ 34,728,137	\$ 34,631,343	\$ 35,613,839	\$ 25,061,999	\$ 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	188,586	395,800	-
Charges for Services	153,470	125,903	135,050	63,316	135,050	-
Investment Income	149,200	345,733	241,400	307,805	315,000	73,600
Library Foundation	200,000	103,653	30,000	81,668	85,000	55,000
E Rate Revenue	197,020	237,343	58,000	85,378	106,378	48,378
Other Revenue	-	19,080	-	16,162	16,162	16,162
Total Revenues	\$ 36,197,327	\$ 36,161,332	\$ 36,607,089	\$ 25,934,956	\$ 36,797,271	\$ 190,182
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 11,398,213	\$ 10,691,940	\$ 12,268,624	\$ 5,285,000	\$ 12,210,233	\$ (58,391)
Awards & Bonuses	100,000	-	120,000	-	120,000	-
Termination Pay	-	42,066	-	58,391	58,391	58,391
Temporary Salaries	1,946,245	1,695,666	2,063,934	878,216	2,063,934	-
Overtime	13,900	1,246	14,130	215	14,130	-
Vacancy Savings	(865,966)	-	(900,550)	-	(900,550)	-
Benefits	3,793,380	3,640,853	4,213,500	1,845,952	4,213,500	-
Total Salaries & Benefits	\$ 16,385,772	\$ 16,071,771	\$ 17,779,638	\$ 8,067,774	\$ 17,779,638	\$ -
Library Books & Materials	\$ 6,900,603	\$ 6,307,632	\$ 6,907,000	\$ 2,975,408	\$ 6,907,000	\$ -
Library Computer Materials	1,317,744	1,860,275	1,234,706	767,645	1,234,706	-
Library Periodicals	131,380	128,335	131,880	126,682	131,880	-
Sub-Total Library Collections	8,349,727	8,296,242	8,273,586	3,869,736	8,273,586	-
Supplies	\$ 1,287,301	\$ 1,105,821	\$ 1,469,809	\$ 466,269	\$ 1,469,809	\$ -
Other Services & Charges	3,784,203	3,197,461	4,860,782	1,774,953	4,860,782	-
Operating Capital	12,000	-	120,000	-	120,000	-
Direct Internal Charges	178,688	175,573	140,762	74,052	140,762	-
Indirect Cost Allocation	758,653	758,653	929,085	464,543	929,085	-
Intra County Transactions	662,210	665,267	678,667	454,038	678,667	-
Total Supplies and Other	\$ 15,032,782	\$ 14,199,017	\$ 16,472,691	\$ 7,103,590	\$ 16,472,691	\$ -
Total Uses of Funds	\$ 31,418,554	\$ 30,270,788	\$ 34,252,329	\$ 15,171,364	\$ 34,252,329	\$ -

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 06/30/2018	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	47,411	94,823	-
Principal - Refunding Series 2013	632,740	632,740	608,264	-	608,264	-
Interest - Refunding Series 2013	116,772	116,772	91,544	56,468	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	\$ 103,880	\$ 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 06/30/2018	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	\$ 1,181,096	\$ 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	\$ 5,127,140	\$ 5,619,697	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM)							
ARM-01 Capital Maintenance	\$ 250,000	\$ 124,470	\$ 250,000	\$ 250,000	\$ 133,419	\$ 250,000	\$ -
ARM-02 Furniture & Equipment	56,000	42,644	36,000	36,000	7,159	36,000	-
ARM-03 Computer Replacement Plan	151,000	154,776	250,000	250,000	51,258	250,000	-
ARM-04 Book Sorter Replacement	400,000	159,837	350,000	350,000	84,507	350,000	-
ARM-05 IT Infrastructure Replacement	596,665	551,075	321,650	351,650	62,428	351,650	-
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	22,200	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	\$ 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	30,960	30,960	-
17-13 Standley Lake Outdoor Learning Env.	-	7,592	-	45,200	1,260	45,200	-
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	2,684,220	317,702	2,684,220	-
18-01 Belmar Library Remodel	-	-	350,000	350,000	-	350,000	-
Total Capital Projects	\$ 7,039,226	\$ 5,367,566	\$ 5,390,250	\$ 6,487,790	\$ 840,539	\$ 5,149,594	\$ 1,338,196

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 06/30/2018	YTD Encumbrances 06/30/2018	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 133,419	\$ 50,876	\$ 184,295	\$ 65,705
ARM-02 Furniture & Equipment	36,000	7,159	-	7,159	28,841
ARM-03 Computer Replacement Plan	250,000	51,258	-	51,258	198,742
ARM-04 Book Sorter Sinking Fund	350,000	84,507	4,448	88,955	261,045
ARM-05 IT Infrastructure Replacement	351,650	62,428	80,175	142,603	209,047
16-10 Intranet/Document Management	171,282	22,200	25,720	47,920	123,362
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	30,960	-	30,960	-
17-13 Standley Lake Outdoor Learning Envir.	45,200	1,260	-	1,260	43,940
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	93,061	130,006	668,336
17-07 Edgewater Library	2,684,220	317,702	150,697	468,399	2,215,821
18-01 Belmar Library Remodel	350,000	-	62,000	62,000	288,000
Total Capital Projects	\$ 6,487,790	\$ 840,539	\$ 404,977	\$ 1,245,516	\$ 4,892,274

Edgewater Library Remodel Project to Date - Budget to Actual

June 30, 2018

Project Description

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

Project Budget

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

2017 Timeline

Contracts

\$117,803 Wember - Owners Rep 04/10/2017
94,750 Humpries Poli - Architect 07/27/2017

\$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) May Budget adjustment: project carryover did not include 2017 accrued expenses
\$13,500 May Budget adjustment: Edgewater Family Place

\$ 2,684,220 2018 Project Budget
317,702 2018 Actual Expenses
\$ 2,366,518 Remaining 2018 Budget

**Edgewater Library Project
Project - Budget to Actual
Inception-to-Date
June 30, 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	\$ 282,801	\$ 2,773,500
Revised Budget	\$ 210,900	\$ 205,403	\$ 1,343,500	\$ 23,693	\$ 319,500	\$ 387,703	\$ 282,801	\$ 2,773,500
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
April		7,079				11,840		18,919
May	5,034	3,761	4,943					13,738
June		5,796			29,421			35,217
Total 2018	41,935	25,563	208,943	-	29,421	11,840	-	317,702
Total Expenditures	86,121	65,465	208,943	-	34,135	11,840	480	406,982
Remaining Budget	\$ 124,779	\$ 139,938	\$ 1,134,558	\$ 23,693	\$ 285,365	\$ 375,863	\$ 282,321	\$ 2,366,518

Operational Updates

Facilities Department

Project Monthly Update Report

Project Name: Edgewater Public Library
Wember Inc. Project Number: EPL (2017.08)
Issue Date: July 9, 2018
Purpose: Project Update thru July 9, 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 June the project team continues to make progress on the projects shop drawings, finalizing the furniture purchasing, and final signage design.

- Project Successes
 - Signage design 95% complete
 - Weekly meetings on the construction site in place
 - Civic Center Structure progressing, exterior skin of the building is progressing
 - Steel Stud framing is complete to where rooms are visible
 - Ductwork is being installed
 - Furniture bidding award
- Project Challenges
 - The Civic Center has lost their lead superintendent and with him some time/progress on the project.
 - The Civic Center was required to add fire proofing to the steel structure, this work has been completed but pushed the project schedule back.

Schedule

- Major Milestones
 - Slab pour was completed
 - Fire proofing of the structure is complete
 - Grand Opening is targeted to be in sync with Civic Center in the fall of 2018.
- Project Progress
 - Steel stud framing is nearly complete. Despite the delay caused by the addition of fire proofing to the Civic Center structure the contractor has been able to hold the revised schedule.
 - Electrical rough in is slightly behind the revised schedule at this time.
 - The exterior skin of the building is to be in place prior to installing drywall. Fransen Pittman will install temp window protection to allow progress to be made until the windows can be installed by the Civic Center team.

Design

- Final colors and material selections are being approved by the designer and Library team through the shop drawing process. These are being posted to the online project management software.
- The design team has progressed on the signage which is 95% complete and has been coordinated with the civic center design.

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 for consultant work has been received and processed including two payments to the general contractor.
- The furniture bids have come in on budget
- The project has increased its initial budget contingency which will be utilized as the project progresses and items are to be resolved.

Project Accounting		Budget		
		A Initial Budget	B Budget Changes	C Current Budget A+B
▶ A	Design & Engineering	\$130,900.00	(\$27,077.00)	\$103,823.00
▶ B	Owner's Requirements	\$121,803.00	\$0.00	\$121,803.00
▶ C	Construction	\$1,589,900.00	(\$122,325.97)	\$1,467,574.03
▶ D	Permits, Utility Fees, Impact Fees & Resource Rights	\$0.00	\$0.00	\$0.00
▶ E	Fixtures Furnishings & Equipment	\$319,500.00	\$0.00	\$319,500.00
▶ F	Technology	\$406,812.00	\$0.00	\$406,812.00
▼ G	Contingencies & Escalation	\$31,085.00	\$149,402.97	\$180,487.97
	G.1 Contingency--Design	\$0.00	\$0.00	\$0.00
	G.2 Contingency--Construction	\$31,085.00	\$149,402.97	\$180,487.97
	Total	\$2,600,000.00	\$0.00	\$2,600,000.00

Next Steps

- Complete signage design and procurement
- Complete furniture procurement
- Continue submittal and review of shop drawings

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



Paul D. Wember, President, Wember

memorandum



To: Pam Nissler, Executive Director JCPL
From: Steve Chestnut, Director of Facilities and Construction
Re: RTD STOP AT THE SERVICE CENTER
Date: July 9, 2018

Hi Pam,

As you recall we were approached by the City of Wheat Ridge who wanted to install an RTD stop as well as some sidewalk on the north and east side of our lot at the Service Center. As a result of that request we asked Kurtis Behn from the County Attorney's Office to attend a Board meeting and advise the Board of Trustees on how we could best accommodate that request and also protect Library interests.

Mr. Behn indicated that if the Board did not find the loss of the small strip of property detrimental to the operation of the Library then conveying that property to the City would preclude any future maintenance and liability issues for the Library. Mr. Behn also advised the BOT that he recommended a Temporary Construction Easement for the actual improvements.

At the City's expense, the property they wish to obtain has been surveyed and a deed has been drafted which would convey the strip of property to the City of Wheat Ridge. Both the Temporary Construction Easement and the Deed are attached and have been reviewed by Mr. Behn.

It is my opinion that conveying the small strip of property will not adversely affect operations at the Service Center and that the addition of the bus stop and sidewalk would not negatively affect the future value of the property.

I would recommend that you request authorization from the Board to sign the Sale Deed as submitted. Please let me know if you require more information or if I can assist you further.

TEMPORARY CONSTRUCTION EASEMENT

THIS TEMPORARY CONSTRUCTION EASEMENT (this "Easement") is dated for reference purposes only March 26, 2018, by and between the JEFFERSON COUNTY PUBLIC LIBRARY, a body politic and corporate, whose address is 10200 W. 20th Avenue, Lakewood, Colorado 80215 (the "Library"), and the CITY OF WHEAT RIDGE, Colorado, a body politic and corporate, duly organized and existing under and by virtue of the laws of the State of Colorado, whose address is 7500 W. 29th Ave., Wheat Ridge, Colorado 80033 (the "Grantee") (the "Grantee").

RECITALS

- A. The Library is the owner of certain real property located in Jefferson County, Colorado, more particularly described in Exhibit A attached hereto (the "Library's Property").
- B. The Grantee desires to construct a public bus stop on Grantee's property abutting the Library's Property, as described in Exhibit B attached hereto (the "Project").
- C. In order facilitate the Project, the Library has agreed to grant a temporary construction easement to the Grantee for use in connection with the Grantee's construction activities and in accordance with the terms and provisions of this Easement.

NOW, THEREFORE, in consideration of \$1.00 and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. Grant of Easement.

- 1.1. Library hereby declares, grants, quit claims and conveys to the Grantee, upon and subject to the terms and conditions hereinafter set forth, a temporary non-exclusive easement for use, by the Grantee, in connection with its Project (the "Easement") over, across and under that portion of the Library's Property legally described and depicted on Exhibit C attached hereto (the "Easement Area").
- 1.2. The Easement shall include a non-exclusive easement in favor of the Grantee for the passage of vehicles on, over and across the driveway areas of the Library's Property, as the same may from time to time be constructed and maintained by Library, for access to the Easement Area.
- 1.3. The Easement shall automatically expire upon the first to occur of (a) the completion of the construction activities undertaken by Grantee in connection with the Project, or (b) December 31, 2018.
- 1.4. The Library reserves the right to use and occupy the easement for any purpose consistent with the right and privileges above granted and which will not interfere with the Grantee's use thereof.

2. Obligations of Grantee. The Grantee shall:
 - 2.1. Conduct its activities on the Easement Area in a safe and workmanlike manner in accordance with standard engineering and construction practices;
 - 2.2. Maintain the Easement Area in good condition and repair; and
 - 2.3. Conduct its activities on the Easement Area in compliance with all applicable governmental rules, regulations and requirements, including without limitation, all regulatory bodies exercising jurisdiction over the Grantee.
 - 2.4. The Grantee agrees to obtain such permits, licenses or other authority as may be required from federal, state, county, city or other governmental agencies or units exercising jurisdiction over the activities to be conducted by the Grantee in connection with this Easement.
3. No Liability. There shall be no liability on the Library, its successors and assigns and persons occupying or lawfully present on the Easement Area for damage, if any, which may be caused by normal and reasonable use of the Easement Area.
4. Indemnification. The Grantee shall release the Library, its agents and employees, from any claims, demands and any liability whatsoever resulting from or arising out of this Easement, or the presence of the Grantee, its agents or representatives on the Library's Property, or use of the Easement Area. By agreeing to this paragraph, it is the intention of the parties hereto that no additional risk or liability be incurred by the Library by reason of the grant of any rights or privileges hereunder.
5. No Liens. The Grantee shall not permit any mechanics', materialmen's or other liens to stand against the Library's Property or any part thereof for work or materials furnished the Grantee in connection with the Easement.
6. Insurance. The Grantee shall purchase and maintain such insurance in a company or companies licensed to do business in the State of Colorado as will protect them from claims which may arise out of or result from any activities related to this Easement, whether such operations be by themselves or by any contractor, or by anyone for whose acts any of them may be liable. The Grantee shall provide insurance as required in Exhibit D, attached hereto and incorporated herein by reference. The Grantee shall furnish Library with evidence of such coverage before commencing any use or occupancy of the Easement Area, and upon request from time to time thereafter.
7. Survival. Notwithstanding anything to the contrary, the parties understand and agree that all terms and conditions of this Easement which may require continued performance or compliance beyond the termination date of this Easement shall survive such termination date and shall be enforceable as provided herein in the event of a failure to perform or comply by a party to this Easement.

8. Waiver. No term or condition of this Easement shall be deemed to have been waived by either party unless the waiver is in writing and signed by both parties or their duly authorized representatives.
9. Counterparts. This Easement may be executed in several counterparts, each of which shall be deemed an original, and all of which together shall constitute one and the same instrument.
10. Assignability. This Easement is granted specifically to the Grantee and it does *not* run with the land. This Easement is not transferable or assignable without the express written permission of the Library.

[The remainder of this page is intentionally left blank.]

IN WITNESS WHEREOF, the parties hereto have executed this Easement.

JEFFERSON COUNTY PUBLIC LIBRARY

By: _____
Pamela Nissler, Executive Director

STATE OF COLORADO
COUNTY OF JEFFERSON

The foregoing Contract was acknowledged before me this _____ day of _____, 2018, by Pamela Nissler, Executive Director of Jefferson County Public Library for the County of Jefferson, State of Colorado.

WITNESS my hand and official seal.

Notary's official signature

APPROVED AS TO FORM:


Kurtis D. Behn
Assistant County Attorney

CITY OF WHEAT RIDGE:

By: _____
Bud Starker, Mayor

STATE OF COLORADO
COUNTY OF JEFFERSON

The foregoing Bargain and Sale Deed was acknowledged before me this _____ day of _____, 2018 by Bud Starker, as Mayor of the City of Wheat Ridge, as Grantee.

WITNESS my hand and official seal.

Notary's official signature

Exhibit A

Library Property

See attached.

no fee

Recorded at _____ o'clock _____ M., _____

Reception No. _____

RECORDED IN
COUNTY OF JEFFERSON
STATE OF COLORADO
RECEPTION NO. 87094947
07/23/87 10:55 .00

RECORDER'S STAMP

THIS DEED, Made this 17th day of July
19 87, between CENTRAL BANK AND TRUST COMPANY, dba
CENTRAL BANK OF DENVER, a banking corporation

a corporation duly organized and existing under and by virtue of the laws
of the State of Colorado, of the first part, and Board of Trustees
of the Jefferson County Public Library

whose legal address is 10200 West 20th Avenue, Lakewood,
Colorado 80215

of the _____ County of Jefferson
and State of Colorado, of the second part;

WITNESSETH, That the said party of the first part, for and in consideration of the sum of
THREE HUNDRED THOUSAND AND NO/100----- Dollars,
to the said party of the first part, in hand paid by the said party _____ of the second part, the receipt whereof is
hereby confessed and acknowledged, has granted, bargained, sold and conveyed and by these presents does grant,
bargain, sell, convey and confirm unto the said party _____ of the second part, its heirs and assigns
forever, all the following described ~~XXXXXX~~ parcels of land, situate, lying and being in the
County of Jefferson and State of Colorado, to wit:

See attached Legal Description -- Exhibit A.

also known as street and number 10500 West 38th Avenue, Wheatridge, Colorado 80033

Together with all and singular the hereditaments and appurtenances thereunto belonging, or in anywise apper-
taining, and the reversion and reversions, remainder and remainders, rents, issues and profits thereof; and all the
estate, right, title, interest, claim and demand whatsoever, of the said party of the first part, either in law or equity,
of, in and to the above bargained premises, with the hereditaments and appurtenances; TO HAVE AND TO HOLD,
the said premises above bargained and described with the appurtenances, unto

its heirs and assigns forever.

And the said party of the first part, for itself and its successors covenants and agrees to and with the said
party _____ of the second part, its heirs and assigns, the above bargained premises in the quiet and
peaceable possession of the said party _____ of the second part, its heirs and assigns against all and every
person or persons lawfully claiming or to claim the whole or any part thereof, by, through or under the said party of
the first part, TO WARRANT AND FOREVER DEFEND.

IN WITNESS WHEREOF The said party of the first part has caused its corporate name to be hereunto subscribed
by its _____ President, and its corporate seal to be hereunto affixed, attested
by its _____ Secretary, the day and year first above written.

Terry D. Martin, Assistant Secretary.

CENTRAL BANK AND TRUST COMPANY, dba
CENTRAL BANK OF DENVER, a banking
corporation
By _____
Joseph R. Lincoln President.

NOTARY PUBLIC
STATE OF COLORADO,
County of Denver } ss.

The foregoing instrument was acknowledged before me this 17th day of July

19 87 by Joseph R. Lincoln as President and Terry D. Martin, Assistant Secretary
of Central Bank and Trust Company, dba Central Bank of Denver, a banking corporation.

My commission expires 2-4-91
WITNESS my hand and official seal.

Notary Public.
1515 Arapahoe Street
Denver, Colorado 80292

STATE DOCUMENTARY FEE
no document
JUL 23 1987

5902144

EXHIBIT A

Addendum to Special Warranty Deed dated this 17th day of July, 1987
between: CENTRAL BANK AND TRUST COMPANY, dba CENTRAL BANK OF DENVER, a banking
corporation and Board of Trustees of the Jefferson County Public Library.

2

Parcel I:

The west 210 feet of the north 260 feet of
the east 36 rods of the NW 1/4 of the NE 1/4
of Section 28, Township 3 South, Range 69
West of the 6th P.M. County of Jefferson,
State of Colorado

Parcel II:

That part of the N 1/2 NW 1/4 NE 1/4 of Section 28, Township 3 South, Range 69
West, described as follows: Beginning at a point 594 feet West of the
Northeast corner of the NW 1/4 NE 1/4 of said Section 28, thence West 140
feet; thence South 134 feet; thence East 40 feet; thence South 222 feet;
thence East 100 feet; thence North 356 feet to point of beginning, except all
instruments describing property as described in Book 878, Page 408, County of
Jefferson, State of Colorado.

A PARCEL OF LAND LYING IN THE NW1/4 OF THE NE 1/4 OF SECTION 28,
TOWNSHIP 3 SOUTH, RANGE 69 WEST OF THE 6th PRINCIPAL MERIDIAN,
CITY OF WHEAT RIDGE, COUNTY OF JEFFERSON, STATE OF COLORADO

LEGAL DESCRIPTION

A parcel of land lying in the NW ¼ of the NE ¼ of Section 28, Township 3 South, Range 69 West of the 6th Principal Meridian, City of Wheat Ridge, County of Jefferson, State of Colorado, being described as follows:

Commencing at the Northwest Corner of the Northeast Quarter of said Section 28, monumented by a 3.5" brass cap stamped by PLS #13212 in a range box, from whence the Northeast Corner of said Section 28 monumented as a 3.5" brass cap stamped by PLS #13212 in a range box bears N89°12'50"E a distance of 2642.66 feet, with all bearings herein related thereto;

Thence on and along said section line N89°12'50"E a distance of 875.67 feet; thence S00°47'10"E a distance of 30.00 feet to a point lying on the southerly Right-of-Way line of West 38th Avenue, said point also being the TRUE POINT OF BEGINNING;

Thence on and along said southerly Right-of-Way line N89°12'50"E a distance of 58.67 feet to a point lying on the westerly Right-of-Way line of Moore Street;

Thence on and along said westerly Right-of-Way line S00°21'24"E, a distance of 62.39 feet;

Thence S89°38'36"W, a distance of 5.00 feet;

Thence N00°21'24"W, a distance of 51.59 feet to a point of curve to the left having a radius of 10.04 feet, chord bearing of N45°34'17"W, chord length of 14.25', and a central angle of 90°25'47"; Thence Northwesterly along the arc a distance of 15.85 feet;

Thence S89°12'50"W, a distance of 17.55 feet;

Thence S00°43'52"E, a distance of 4.28 feet;

Thence S89°12'50"W, a distance of 26.00 feet;

Thence N00°43'52"W, a distance of 4.92 feet to the TRUE POINT OF BEGINNING.

Containing 480 square feet or 0.0110 acres, more or less.

A PARCEL OF LAND LYING IN THE NW1/4 OF THE NE 1/4 OF SECTION 28,
TOWNSHIP 3 SOUTH, RANGE 69 WEST OF THE 6th PRINCIPAL MERIDIAN,
CITY OF WHEAT RIDGE, COUNTY OF JEFFERSON, STATE OF COLORADO

POINT OF COMMENCEMENT

NW COR. NE $\frac{1}{4}$ SEC. 28,
T3S, R69W, 6th P.M.

NE COR. SEC. 28,
T3S, R69W, 6th P.M.

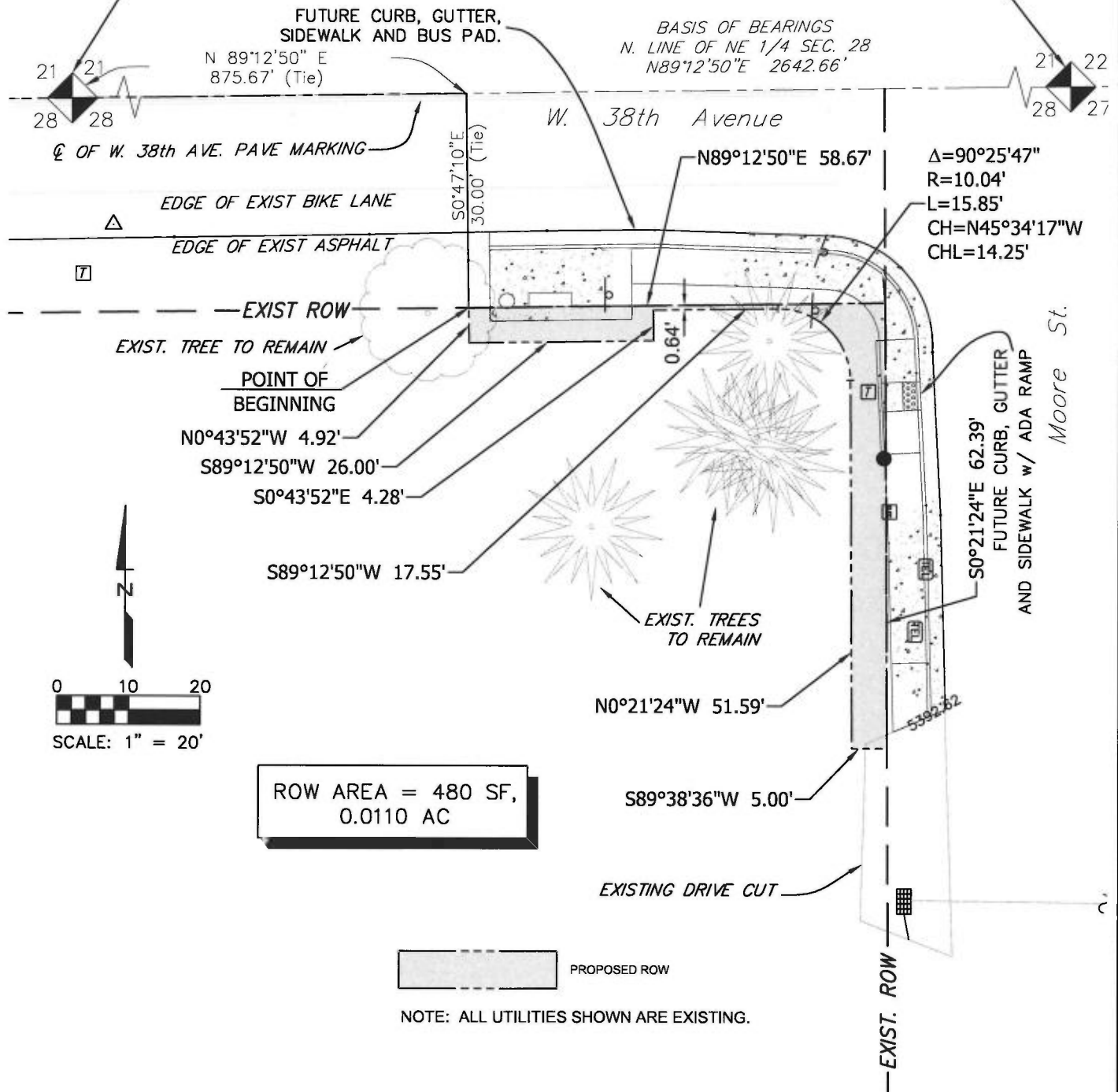


Exhibit B

Project Plans

See attached.

A	REVISIONS	DATE	INIT.
1	PRELIMINARY DESIGN	10-5-17	JCD
2	FINAL DESIGN	4-25-18	JCD
B			
C			
D			
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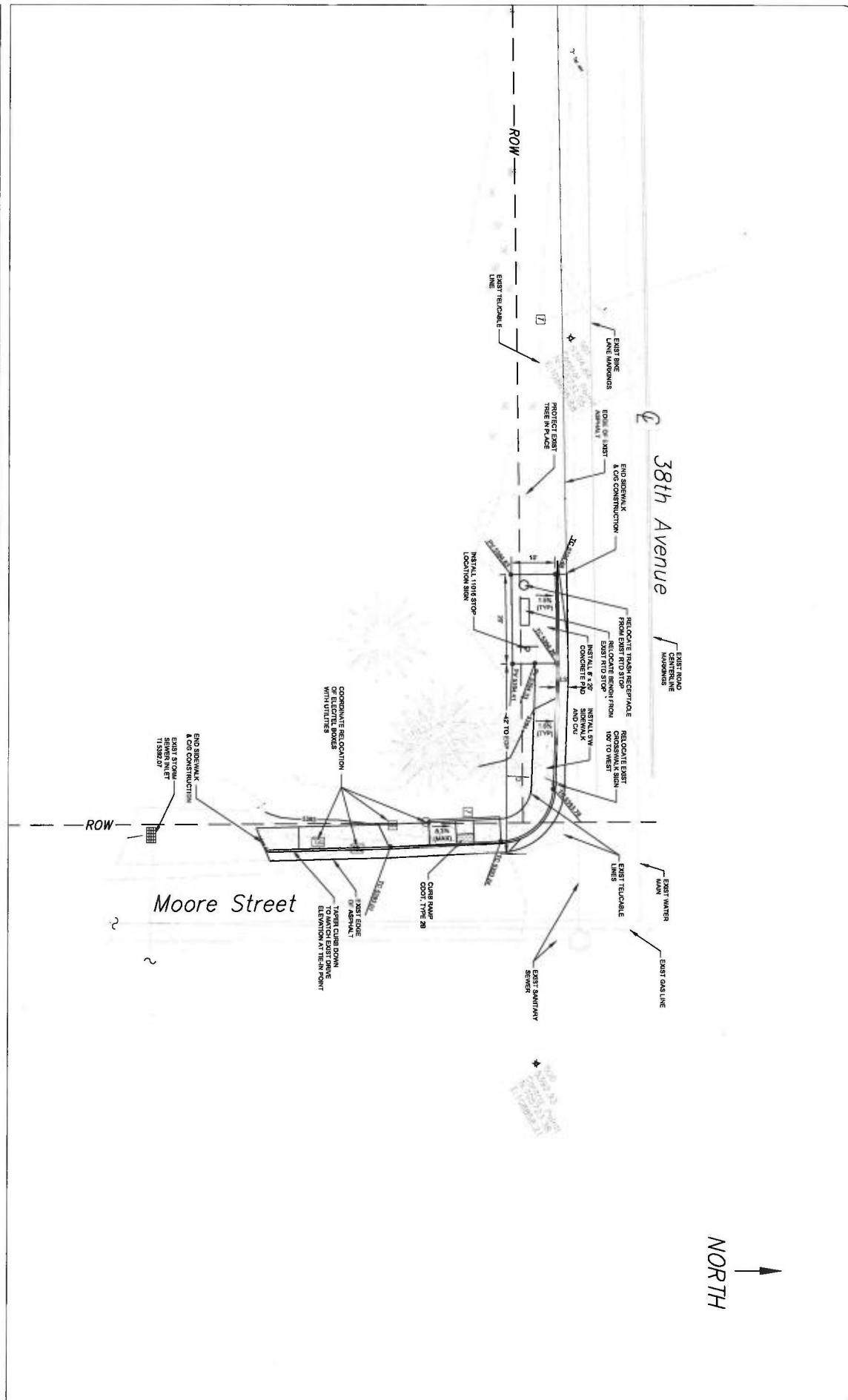


Exhibit C

Easement Area

A TEMPORARY CONSTRUCTION EASEMENT LYING IN THE NW1/4 OF THE NE 1/4 OF
SECTION 28, TOWNSHIP 3 SOUTH, RANGE 69 WEST OF THE 6th PRINCIPAL
MERIDIAN, CITY OF WHEAT RIDGE, COUNTY OF JEFFERSON, STATE OF COLORADO

LEGAL DESCRIPTION

A parcel of land lying in the NW ¼ of the NE ¼ of Section 28, Township 3 South, Range 69 West of the 6th Principal Meridian, City of Wheat Ridge, County of Jefferson, State of Colorado, being described as follows:

Commencing at the Northwest Corner of the Northeast Quarter of said Section 28, monumented by a 3.5" brass cap stamped by PLS #13212 in a range box, from whence the Northeast Corner of said Section 28 monumented as a 3.5" brass cap stamped by PLS #13212 in a range box bears N89°12'50"E a distance of 2642.66 feet, with all bearings herein related thereto;

Thence on and along said section line N89°12'50"E a distance of 873.67 feet; thence S00°47'10"E a distance of 30.00 feet to a point lying on the southerly Right-of-Way line of West 38th Avenue, said point also being the TRUE POINT OF BEGINNING;

Thence on and along said southerly Right-of-Way line N89°12'50"E a distance of 60.67 feet to a point lying on the westerly Right-of-Way line of Moore Street;

Thence on and along said westerly Right-of-Way line S00°21'24"E, a distance of 64.39 feet;

Thence S89°38'36"W, a distance of 7.00 feet;

Thence N00°21'24"W, a distance of 53.59 feet to a point of curve to the left having a radius of 8.04 feet, chord bearing of N45°34'17"W, chord length of 11.41', and a central angle of 90°25'47"; Thence Northwesterly along the arc a distance of 12.69 feet;

Thence S89°12'50"W, a distance of 15.55 feet;

Thence S00°43'52"E, a distance of 4.28 feet;

Thence S89°12'50"W, a distance of 30.00 feet;

Thence N00°43'52"W, a distance of 6.92 feet to the TRUE POINT OF BEGINNING.

Containing 735 square feet or 0.0169 acres, more or less.



A TEMPORARY CONSTRUCTION EASEMENT LYING IN THE NW1/4 OF THE NE 1/4 OF SECTION 28, TOWNSHIP 3 SOUTH, RANGE 69 WEST OF THE 6th PRINCIPAL MERIDIAN, CITY OF WHEAT RIDGE, COUNTY OF JEFFERSON, STATE OF COLORADO

POINT OF COMMENCEMENT

NW COR. NE 1/4 SEC. 28,
T3S, R69W, 6th P.M.

NE COR. SEC. 28,
T3S, R69W, 6th P.M.

FUTURE CURB, GUTTER,
SIDEWALK AND BUS PAD.

BASIS OF BEARINGS
N. LINE OF NE 1/4 SEC. 28
N89°12'50"E 2642.66'

21 21
28 28

N 89°12'50" E
873.67' (Tie)

21 22
28 27

Q OF W. 38th AVE. PAVE MARKING

W. 38th Avenue

N89°12'50"E 60.67'

Δ=90°25'47"
R=8.04'

L=12.69'

CH=N45°34'17"W
CHL=11.41'

EDGE OF EXIST BIKE LANE

EDGE OF EXIST ASPHALT

EXIST ROW

EXIST. TREE TO REMAIN

POINT OF
BEGINNING

N0°43'52"W 6.92'

S89°12'50"W 30.00'

S0°43'52"E 4.28'

S89°12'50"W 15.55'

EXIST. TREES
TO REMAIN

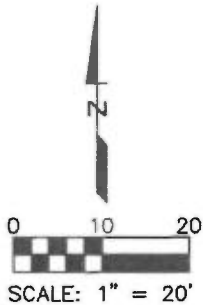
N0°21'24"W 53.59'

S89°38'36"W 7.00'

EXISTING DRIVE CUT

Moore St.
FUTURE CURB, GUTTER
AND SIDEWALK w/ ADA RAMP

S0°21'24"E 64.39'



EASEMENT AREA
735 SF, 0.0169 AC



EASEMENT EXTENT

NOTE: ALL UTILITIES SHOWN ARE EXISTING.

EXIST. ROW

Jefferson County Insurance Requirements

Certificate Holder must read: Jefferson County, Colorado 100 Jefferson County Parkway Golden, CO 80419	Required
Workers Compensation - statutory limits provided by an insurance carrier that is licensed to do business in Colorado. Employer's liability - \$100,000 each accident \$500,000 disease policy limit \$100,000 disease each employee	Required
Commercial General Liability - on an Occurrence Form The policy must not exclude or reduce coverage for mobile equipment, personal injury; blanket contractual; and death. Personal injury coverage must have the employee exclusion deleted.	Required Limits \$1M per occurrence \$2M general aggregate
Commercial Automobile Liability - <i>if autos are used in the performance of work under this agreement.</i> Combined single limit for bodily injury and property damage including hired and non-owned vehicles	Required Limits \$1M CSL per accident
Additional Insured- Jefferson County, its officers, employees and volunteers must be added as an additional insured to general liability, auto liability, and any excess liability policies.	Required
Waiver of Subrogation- Workers compensation and Commercial General Liability Policies must include a waiver of subrogation on behalf of Jefferson County.	Required

Important Information:

- Prior to the commencement of any work the vendor shall forward certificates of insurance to the department specified in the award document.
- The insurance requirements specified by the county shall remain in effect for the full term of the contract and/or agreement and any extension thereof. Updated Certificates of Insurance shall be sent to the county during the full term of the contract and/or agreement and any extension thereof.
- The county reserves the right to reject any insurer it deems not financially acceptable on insurance industry resources. Property and liability insurance companies shall be licensed or approved to do business in Colorado and shall have an A.M. Best rating of not less than A-/VII. Additionally, the county reserves the right to reject any insurance with relatively large deductibles or self-insured retentions (SIRs), deemed by the county to pose too high a risk based on the size of the contractor, financial status or rating of the contractor, or based on the size or type of the project and the exposure.
- Any deviations below the standards given above must be approved by Jefferson County Risk Management
- Any subcontractors must meet the same insurance requirements for the contract or purchase order unless Risk Management has approved a deviation

BARGAIN AND SALE DEED

THIS BARGAIN AND SALE DEED is by and between the Jefferson County Public Library, a body politic and corporate, whose address is 10200 W. 20th Avenue, Lakewood, Colorado 80215 (the "Grantor") and the City of Wheat Ridge, Colorado, a body politic and corporate, duly organized and existing under and by virtue of the laws of the State of Colorado, whose address is 7500 W. 29th Ave., Wheat Ridge, Colorado 80033 (the "Grantee"). In consideration of \$1.00 and other good and valuable consideration the sufficiency of which is hereby acknowledged, the Grantor does hereby sell and convey unto the Grantee the following described parcel of real property located in Jefferson County, Colorado:

See Exhibit A attached hereto and incorporated herein by this reference (the "Property").

TOGETHER with all and singular hereditaments and appurtenances thereunto belonging or in anywise appertaining, and the reversion and reversions, remainder and remainders, rents, issues and profits thereof, and all the estate, right, title, interest, claim, and demand whatsoever of the Grantor, either in law or equity, of, in, and to the Property, hereditaments, and appurtenances thereunder appertaining.

IN WITNESS WHEREOF, the Grantor has executed this Bargain and Sale Deed as of the date set forth below.

JEFFERSON COUNTY PUBLIC LIBRARY

By: _____
Pamela Nissler, Executive Director

STATE OF COLORADO
COUNTY OF JEFFERSON

The foregoing Contract was acknowledged before me this _____ day of _____, 2018, by Pamela Nissler, Executive Director of Jefferson County Public Library for the County of Jefferson, State of Colorado.

WITNESS my hand and official seal.

Notary's official signature

Commission expiration date

APPROVED AS TO FORM:


Kurtis D. Behn
Assistant County Attorney

THIS BARGAIN AND SALE DEED IS ACCEPTED BY THE GRANTEE

CITY OF WHEAT RIDGE:

By: _____
Bud Starker, Mayor

[illegible]

The foregoing Bargain and Sale Deed was acknowledged before me this ____ day of _____, 2018 by Bud Starker, as Mayor of the City of Wheat Ridge, as Grantee.

WITNESS my hand and official seal.

Notary's official signature

Commission expiration date

A PARCEL OF LAND LYING IN THE NW1/4 OF THE NE 1/4 OF SECTION 28,
TOWNSHIP 3 SOUTH, RANGE 69 WEST OF THE 6th PRINCIPAL MERIDIAN,
CITY OF WHEAT RIDGE, COUNTY OF JEFFERSON, STATE OF COLORADO

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Thence S89°38'36"W, a distance of 5.00 feet;

Thence N00°21'24"W, a distance of 51.59 feet to a point of curve to the left having a radius of 10.04 feet, chord bearing of N45°34'17"W, chord length of 14.25', and a central angle of 90°25'47"; Thence Northwesterly along the arc a distance of 15.85 feet;

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Containing 480 square feet or 0.0110 acres, more or less.

EXHIBIT
A
SHEET
2 OF 2

Operational Updates

Public Services



Jefferson County
PUBLIC LIBRARY

2018 Strategic Plan – Midyear Update

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JEFFERSON COUNTY PUBLIC LIBRARY STRATEGIC PLAN



WHAT THE
BOARD EXPECTS

BOARD ENDS STATEMENTS

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

Create Great Spaces and Places: All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

Advance Shared Community Outcomes: Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

Be Good Stewards: All Jefferson County residents receive maximum return on their shared investment in library services.

HOW WE'LL GET THERE

STRATEGIC GOALS

Increase access, availability & awareness of library resources

Attract, develop & retain a highly skilled and well-qualified workforce

Maintain and improve facilities, equipment, grounds and IT systems

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

Improve the efficiency and effectiveness of Library services

WHAT WE'RE AIMING FOR

DESIRED OUTCOME

Residents are informed, educated and engaged

Residents have access to technologies

Residents have access to community spaces

JCPL supports shared community outcomes:

Kindergarten readiness
Grade-level proficiencies
High-school graduation rates
Workforce readiness
Business and entrepreneurial success
Healthy behaviors
Aging well

JCPL services are delivered cost effectively

HOW WE'LL KNOW WE SUCCEEDED

SUCCESS MEASURES

We meet or exceed the 50th percentile of library peer performance

We meet or exceed public sector industry measures

We maintain or improve key public library measures

VISION: Jefferson County Public Library will be the essential destination where all generations connect, discover and create.

MISSION: Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

JEFFERSON COUNTY PUBLIC LIBRARY

2018 STRATEGIC PLAN SCORECARD



2018 PRIORITY STRATEGIC INITIATIVES:

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

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

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

CUSTOMER SATISFACTION SURVEY

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

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

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

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

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

% RESPONDENTS USING TECHNOLOGY*

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

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

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

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

* Latest available data

ENDS 1: Provide Access and Support

Goal I - To increase access to, availability & awareness of library resources	Initiatives	Responsibility	Milestones	2018 Success Measures
In order that all Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources we will:				Public Service hours per 1000 capita Circulation per capita Program attendance per 1000 capita Customer Satisfaction Ratings Improvement in Edge ratings
*Improve the collection of materials for download and checkout so that it is of sufficient size, has broad appeal and is easy to access	Digital Discovery: Increase access to online resources and the library catalog through implementation of digital discovery and engagement tools	DX	Q2 Evaluate mobile experience; 6 month evaluation of content model; make decision about Spanish catalog experience for 2019 budget. Milestones met. Q3 Decide go/no go on app development; Q4 Take action if “go”; evaluate connection to change in use of other library services	Maintain circulation per capita

*Increase knowledge of library materials and services through more informed staff, better tools, and more effective promotion and marketing of resources.	Shelving: Improve display and merchandising of physical materials to improve ease of access.	PS	Q2 Plan completed, staff communication about change management planned Milestones met. Q3 Evaluate placement of segments of the collection at each location Q4 Locations begin phased implementation of plan	Milestones met
	Branding: Continue brand rollout	Comm	Internal Roll Out: Q1 Engage brand personality traits with CMT; complete internal roll out timeline; complete brand training with Brand Ambassadors and key stakeholders; complete brand inventory and develop schedule for graphics updates Q2 – Q4; begin phased implementation of graphics updates; implement internal roll out. Milestones met.	Milestones met
	Market Analysis: Continue data tools rollout	PS/Comm	Q2 Decide on choice of market analysis tool for 2019 budget deadline. Milestone met.	Milestone is met
*Provide access to current and emerging technology	Sustainable Tech: Continue Edge and Impact	IT/PS	Q2 Evaluate Edge Milestone met. Q2 Decision made about texting solution. Milestone partially met – solution evaluation underway. Q4 Implement texting solution; Impact Survey	Improvement in Edge ratings

ENDS 1: Provide Access and Support

Goal ii - To attract, develop & retain a highly skilled, well qualified workforce	Initiatives	Responsibility	Milestones	2018 Success Measures
In order to support Jefferson County residents in using information, resources, ideas and technology we will:				Customer Satisfaction Ratings Meet or exceed public sector industry measures for staff turnover FTEs/1000 capita
* Execute a Leadership Succession Plan	Executive Director Recruitment: Attract and retain an Executive Director for JCPL	BOT	Q1 Retain the services of an Executive recruiter Q2 Recruiter facilitates a nationwide talent search Milestones met. Q3 New Executive Director is selected Q4 Onboarding of new Executive Director in process	Milestones met.
* Develop current and future leaders	Leadership Development: refine Covey All Access Pass program; fully partner with County HR on 2018 Jeffco Leadership Academy	ERD	Q1 Celebrate 2017 CAAP graduates Finalize and market 2018 CAAP program Begin collaboration on 2018 Jeffco Leadership Academy (JCLA) Q2 Develop & facilitate JCLA classes Q2-4 Provide IEQ coaching for participants Milestones met. Mentor JCLA work groups	75% completion rate Training evaluation feedback

*Increase staff training in key areas	All Staff Conference: Provide a full day of professional development opportunities/training to all staff annually	ERD	Q1 Project team assembled Q2 Content developed Milestones partially met – content development underway. Q3 Event scheduled and planned Q4 Event completed and evaluated	75% employee attendance Completion and ratings from online evaluation survey
	Diversity & Inclusiveness: Continue foundational training to build all staff knowledge and competency to deliver culturally competent service	Special Pops/ERD	Q3 Training begins Q3 JCPL staff attend Diversity & Inclusion Summit Q4 Supervisors have taken training Q4 Process for integrating foundational training into NEO is established	75% of current supervisors have completed training Finalized plan for new hire training developed by deadline date
*Enhance non-traditional employee benefits	Wellness : Expand program to include Non-benefit eligible employees & increase system wide participation	ERD	Q1 Wellness program in place Milestone met. Q3 Participation and evaluation data gathered	20% increase in staff participation and satisfaction ratings from online evaluation survey
*Improve tools, systems & processes to maximize employee productivity	Fully implement new Staff Intranet	IT/DX	Q1 Engage staff; Complete documentation & governance Q1 Complete communication & change Management process Q2 & Q 3 Training & implementation Milestones partially met – content development underway.	Milestones met. 75% of current staff have completed training
Identify and Improve Critical IT Systems	IT systems upgrades: Complete Security Camera Upgrades (Phase II)	IT	Q2 Cameras are replaced at EV, GN, SL, WR & LSC Milestones partially met – cameras installed at GN & EV. Supply chain issues causing delays.	All Analog cameras are replaced and new locations are covered.

ENDS 2: Create Great Spaces and Places

Goal iii - To maintain and improve buildings, grounds, facilities and IT systems	Initiatives	Responsibility	Milestones	2018 Success Measures
In order that Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life we will:				Square Footage/capita Public Service hours per 1000 capita 98% uptime Replacement schedules are met (4 years for user equipment and 7 years for servers) Bandwidth utilization between 50% and 79% Customer Satisfaction Ratings
*Update Library facilities to new service model	Plan for Expansion or Remodel: facility will be determined after the completion of the facility master plan	PS/FAC	Q3 RFP's completed for architect Q4 2019 remodel budget is approved, design schematic completed, community meetings held Q4 RFP for General Contractor, design development completed, alternative service plan completed	Vendor is secured through RFP process Design and permitting phase completed and construction phase begins on time
*Expand service in underserved areas	Complete construction of the Edgewater Library	PS/Facilities	Q1 Construction documents completed, timeline for construction integrated with City's construction timeline. Milestone met. Q2-3 Construction Milestone met - construction has begun Q3 Library opening	Increase square Footage/capita Increase Public Service hours per 1000 capita

* Address Safety and Security issues	Evaluate systems and staffing to support enhanced Safety and Security	Facilities/ERD/PS	Q2 Provide MSW support for PS locations Milestone met. Evaluate scope of contract for security services Q2 Provide management support Recruitment delayed to Q3. Q4 Implement some security & safety recommendations	Increased staffing for safety and security for patrons and employees
*Develop and execute annual facilities maintenance plans	Facilities Maintenance: Complete planned capital repairs and maintenance	Facilities/IT	Q2 LK fence Initiative removed EV parking lot Engineering underway Q2 Plan sorter replacements for two locations Milestone met. Q4 Two sorters replaced TBD Library Doors	Completion of projects on time and within budget

ENDS 3: Advance Shared Community Outcomes

Goal iv – To foster community engagement, lifelong learning, health and well-being	Initiatives	Responsibility	Milestones	2018 Success Measures
In order to support community aspirations and advance community outcomes we will:				PLA Project Outcome ratings against reporting peer libraries are captured Program attendance per 1000 capita Public Service hours per 1000 capita Customer Satisfaction Ratings Improvement in Edge ratings and selected Impact score.
*Continue to support early literacy	Align, expand and promote Early Literacy Initiatives	Kids & Families/Comm /Facilities	Q2 Plan developed for materials, training and space for ED Family Place, SL Outdoor Learning Environment. Story Time competencies developed. Milestones met. Q3 SL & ED Location staff trained Q3 Implement at ED and SL	All affected staff receive training(SL, ED) Edgewater opens as a Family Place library Standley Lake Outdoor Learning Environment installed PLA Early Literacy Project Outcome ratings for Story Times captured.
	Eliminate charging of fines on children's materials	PX	Q1 Implement no fines for children's materials Milestone met.	Circulation of children's materials increases Customer Satisfaction Ratings

*Provide programs and services that reflect community aspirations, needs and interests	Core Service Planning	L2Y Adult Services Special Populations	Q2 Implement next phase of L2Y Master Plan. Milestones met. Q3 Implement next phase of plan of service for serving adults. Q4 Plan of service for serving diverse populations updated and recommendations approved.	Increase Public Service hours per 1000 capita Impact Survey score increased for access to eGovernment Milestones are met
	Signature Programs: Develop and implement signature events	Programming/ Adult Services Kids & Families Teen Services Special Pops Comm	Q1 Implement Western Writer's Conference. Milestone met. Q2 Implement Summer Reading 2018 Milestone met. Q4 Implement Fandom Ball	PLA Project Outcome ratings for Summer Reading are captured Program Attendance per 1000 capita maintained

ENDS 4: Be Good Stewards

Goal v - To improve the effectiveness & efficiency of library services	Initiatives	Responsibility	Milestones	2018 Success Measures
In order that all Jefferson County residents receive maximum return on their shared investment in library facilities and services we will:				Budget appropriately allocated to fund strategic goals FTEs/1000 capita
*Execute long range planning	Update 5-year plan and 10-year forecast	SMT	Q1 SMT agree on plan Q2 Plan presented to BOT Milestones met.	Plan approved by BOT
*Ensure appropriate staffing levels	Organizational Analysis: Implement phase one of the GPS recommendations	SMT	Q1 Implementation plan developed and 2019 impacts presented to BOT 2018 Supplemental budget including additional FTE approved Q2 Recommendations made on effective organizational structure and 2019 budget for FTE All milestones met Q4 Plan for 2019 new hires	Successful implementation of Phase One of Organizational Analysis Implementation Plan 2019 budget request approved with allocation for increased FTE
*Assess community needs & interests	Patron Privacy Update patron privacy policies and practices	PS	Q1 Policy and monitoring report updated Milestones met. Q4 Begin new practices	Policy and Monitoring report accepted by Board of Trustees

	Continue Development of the Facility Master Plan	SMT	Q1 Facilities master plan completed and recommendations presented to BOT Milestone met. Q2 Budget and decision packages identified for 2019 projects Milestone met. Q2 Recommendations incorporated into the long-range capital plan and 2019 budgeting Milestone met.	Facility Master Plan is used for 2019 budgeting and 5 year capital plan
*Improve promotions and marketing systems and processes	Implement Phase II of Communication Audit Findings	Comm/Program ming	Q1 & 2 introduce new digital signage processes; evaluate alternatives for program promotions. Milestones met. Q3 & 4 Implement alternative options for program promotions; build email capacity By year end: Implement new promotions and marketing request/ticketing process;	Milestones met
*Develop alternative sources of revenue	Implement Naming program for Edgewater	Comm	Q1: Solicitation packages designed. Milestones met. Q3: 2018 Naming Rights Agreements finalized	We raise at least \$50K through naming agreements

TO: Pam Nissler, Executive Director
 FROM: Senior Management Team
 DATE: 7/10/18
 RE: 2018 Mid-Year Report

The JCPL 2018 Strategic Plan called out four areas of focus for our Board of Trustees:

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

ATTRACT AND RETAIN AN EXECUTIVE DIRECTOR FOR JCPL

The Library Board hired Bradbury Miller Associates to conduct an executive search and created an executive search committee comprised of board members, community members and a representative from the senior management team. As of June 30, 2018, we have met all milestones detailed in the approved search time line.

ACTIVITY	TARGET DATE	STATUS
Consultant made first visit to Jefferson County; met with Board, Search Committee, and staff; established definitive work schedule and marketing plan	March 7 & 8, 2018	COMPLETED
Advertisement is approved by Search Committee	March 16, 2018	COMPLETED
Post ads, actively recruit candidate pool	Mar. 19 – May 6, 2018	COMPLETED
Applications closed	May 6, 2018	COMPLETED
All candidate documents sent to Search Committee	May 9, 2018	COMPLETED
All pre-screening interviews (by consultants) completed	May 9, 2018	COMPLETED
Met with Search Committee and presented the pool of candidates; semifinalists selected	May 17, 2018	COMPLETED
Semi-finalists interviewed via Skype w/Search Committee	May 21, 22 2018	COMPLETED
Reference reports to Board	June 14, 2018	COMPLETED
Final interviews	June 18 & 19, 2018	COMPLETED
Negotiations completed	June 28, 2018	COMPLETED
New Executive Director start date	September 1, 2018	



The four finalists for the executive director position were on site for a two-day interview on June 18 and 19, which included scheduled meetings with Pam Nissler, the Library Board of Trustees and the JCPL senior management team, a benefits review, tours of several JCPL locations and a public forum. More than 100 people attended the public forum hosted at the Lakewood cultural center; these Library staff, community partners and residents were able to participate in the process by submitting questions for the candidates and providing

feedback for the Library Board. An offer of employment was extended to internal candidate, Donna Walker, on June 28. After accepting the offer Donna said, "JCPL is poised to implement a bold new vision – one that fulfills our potential to be a best-in-class library. Through active engagement and collaboration with the community, the Board and the staff, we will continue to evolve JCPL so that it serves all users in new ways now and for the future. I'm deeply humbled to be selected to serve our community as the new executive director of this great library system in this great county."

ENSURE APPROPRIATE STAFFING LEVELS

The Library Board increased Library FTE by 14.5 in 2018 to address JCPL's most urgent staffing needs and begin implementation of the recommendations of the organizational analysis conducted by Government Performance Solutions Inc. in 2017. An FTE implementation time line was developed (we met all Q1 and Q2 milestones at the end of June 2018). By year end, we expect to see an improvement in the scorecard measures of FTE/1000 capita.

2018 ADDITIONAL FTE DETAILS	STATUS
3.5 additional FTEs to operate the new Edgewater Library	Recruitments in process
Two Public Services Managers and six Public Services Associates in 2018 to meet our strategic goals and provide the program and service delivery our patrons expect.	Public Services Associates FTE locations determined, system wide recruitment completed, new FTE start dates scheduled Public Services Managers scheduled for Q3
1 FTE to manage safety and security system wide	New job description developed, position classified, recruitment scheduled for Q3
1 FTE to manage employee training system wide	New FTE in place
1 FTE to coordinate Intranet and document management solutions	Recruitment in process



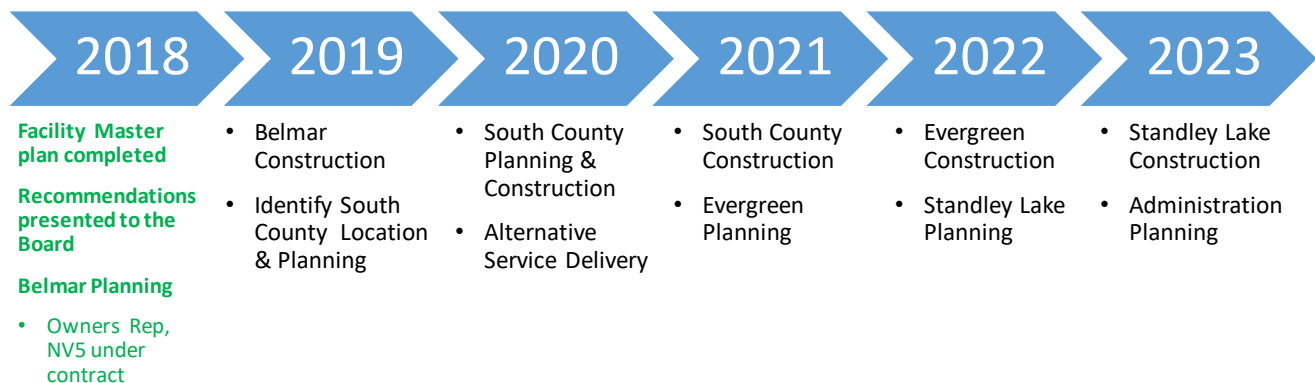
In addition to the 14.5 new FTE detailed above, JCPL repurposed a vacant position to add a Social Work Coordinator in 2018. The addition of an employee with a Masters in Social Work (MSW) plus professional licensure has provided a key new resource for JCPL patrons and employees.

*Debra Walsh, LCSW
Social Work Coordinator
Employee Relations & Development*

CONTINUE THE DEVELOPMENT OF THE FACILITIES MASTER PLAN

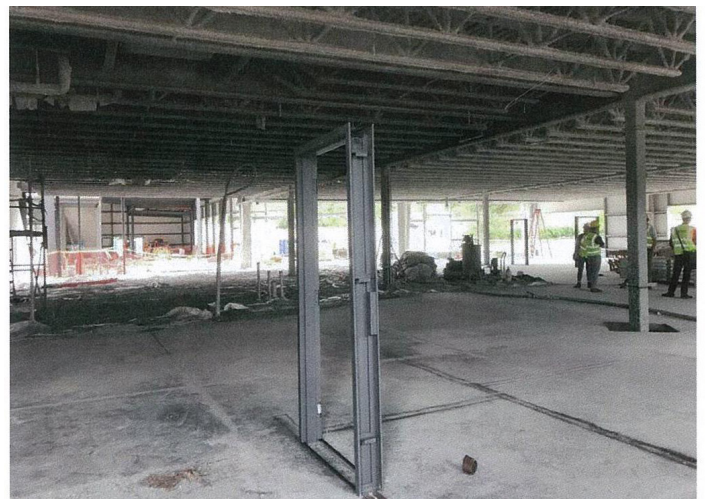
The Facilities Master Plan was presented to the Board at the February meeting. SMT's recommendations were presented at the March Board meeting. The first two projects in Phase 1 were identified as the Belmar Remodel and expansion of library services in South County. The other projects for Phase 1 were identified and incorporated into the five year capital plan. The Facilities Master Plan will be reevaluated annually as part of the budgeting process.

Phase 1 timeline and projects included in the 2019 budget and 5 year capital plan



COMPLETE CONSTRUCTION OF THE NEW EDGEWATER LIBRARY

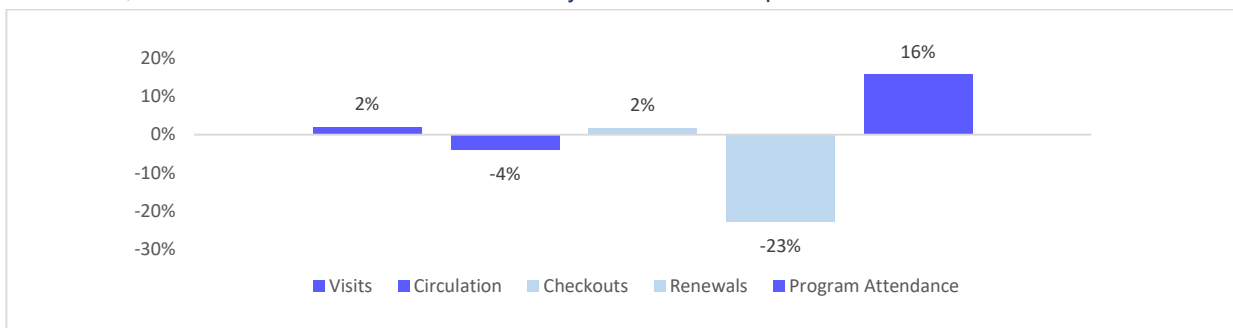
Construction plans were finalized and the building permit was issued. RFP's for furnishings, shelving and other items have been issued and items are in the process of being ordered. The library is meeting the city's schedules for construction and the project is currently within budget. The grand opening is scheduled for the fall of 2018. By year end we expect to see an impact on the scorecard measures of square foot/1000 capita and public service hours/1000 capita.



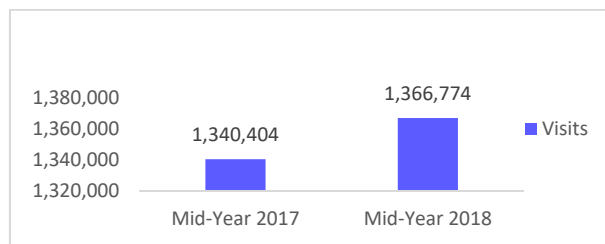
In addition to reporting on the Board areas of focus, we'd like to share some statistics and stories from the first half of 2018

Key Performance Indicators: Visits, Circulation, and Program Attendance Half-Year Review

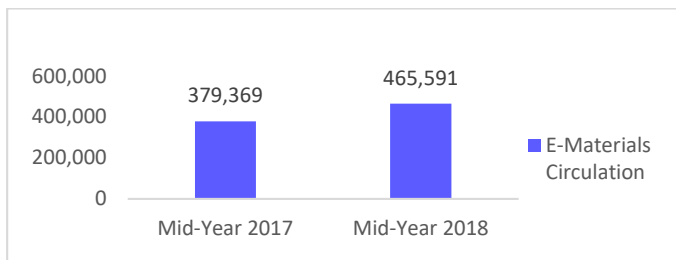
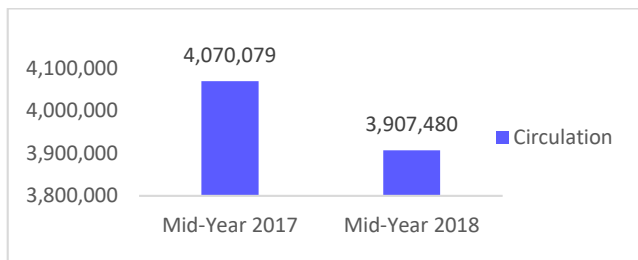
2018 mid-year comparison shows a 2% increase in visits, a 4% decrease in circulation, and a 16% increase in program attendance. When breaking circulation down into its constituents, we see 2% growth in actual Check outs, while overall circulation is influenced by a noticeable drop



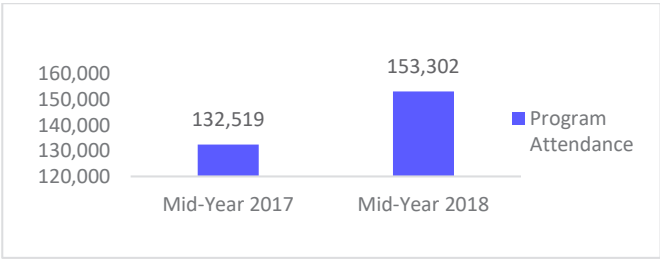
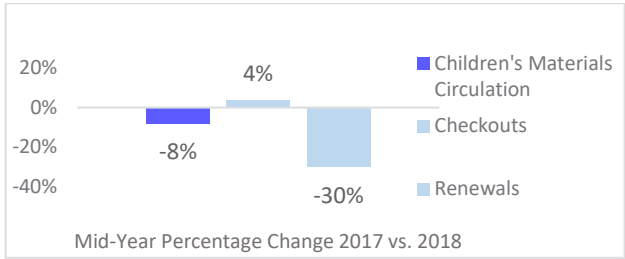
Our visits have remained stable. We are seeing a slight increase, year-over-year of 2%. This slight increase may be due to the “Columbine effect” since Columbine Library was closed for most of Q2 2017.



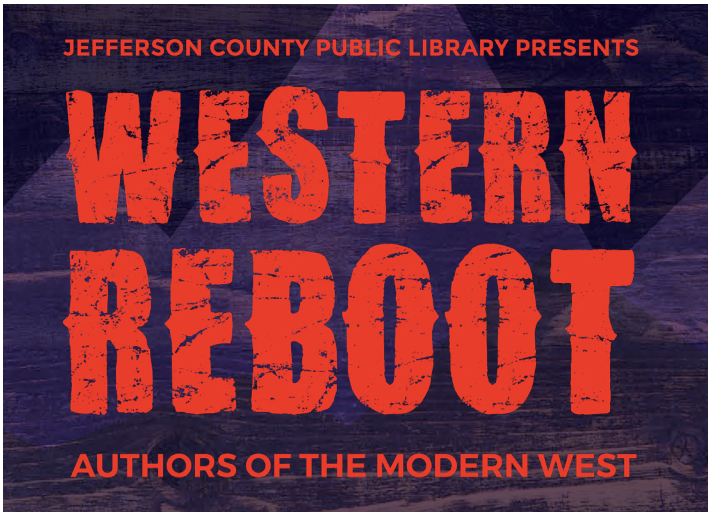
Overall circulation decreased by 4% compared to last year. Our checkout of material continues to increase. A highlight in checkouts is the increase in e-materials by 23% compared to last year. We are seeing a steep decline in renewals which accounts for the overall decline in circulation figures. We continue to investigate the influences on this decline. Libraries that have gone to fine free for materials, as we have for children’s materials, are seeing a 10% decline in renewals. Many libraries have implemented an auto-renewal feature for patrons which is increasing their overall circulation counts.



Checkout of children’s materials has seen an increase of 4% and renewal of children’s material has seen a decline, leading to a decline in overall circulation of children’s materials.



Program attendance increased by 16% mid-year compared to 2017. Our program attendance continues to climb as we focus our programming offerings on high interest topics.



"Thank you so much for hosting this incredible event! I definitely will be back for more." – patron comment about Western Reboot

EDGE ASSESSMENT

We completed and submitted our responses for the Edge Assessment to evaluate our public access technology services and resources and received our results. We are pleased to report that the specific steps we took to increase our scores paid off. We increased our score on all levels (see Chart 1).

CHART 1

STRATEGIC AREA	DEC. 2016	MAY 2018
COMMUNITY VALUE	235/310	260/310
ENGAGING THE COMMUNITY	185/295	230/295
ORGANIZATIONAL MANAGEMENT	285/395	330/395

Level 1 attributes are considered foundational for all library types. These resources, activities, or programs are generally simple and low cost to implement.

Level 2 attributes are generally applicable in most library communities, though a community needs assessment may reveal that some of these resources and services may not create as much value to the community as others.

Level 3 attributes are generally more costly or difficult to implement but are at the forefront of innovative activities, resources, and services that will help put the library at the center of digital inclusion in the community.

Your Library Achieved

	Dec 2016	Current May 2018
Level 1 Attributes	73%	87%
Level 2 Attributes	60%	77%
Level 3 Attributes	20%	37%

In addition, in relation to our peer libraries using the Edge Assessment, our overall score increased from 705 in 2016 to 820/1000 compared to our peer average which stayed static at 664/1000 (see Chart 2).

We are in the process of reviewing recommendations to select our next actions to increase our scores in Level 2 and Level 3 attributes.

CHART 2

STRATEGIC AREA	POINTS ACHIEVED	PEER AVERAGE	POINTS POSSIBLE
COMMUNITY VALUE	260	229	310
ENGAGING THE COMMUNITY	230	180	295
ORGANIZATIONAL MANAGEMENT	330	255	395
OVERALL SCORE	820	664	1000

ADMINISTRATION

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Jefferson County

PUBLIC LIBRARY