BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
November 10, 2016

Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, November 10, 2016 –LIBRARY ADMINISTRATION CONFERENCE 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 for** Call for motion and second • MOTION: To approve the minutes of the October 13, 2016 Board Study Session Call for motion and second • MOTION: To approve the minute of the October 20, 2016 Joint Board Meeting and Regular Board Meeting
5.	**Public Comment**
6. Information	• Foundation Report – Jo Schantz

7. Operational Updates
 Action as Needed
	• Executive Director Update
	 • Finance Department
	     • Lakewood Library Parking Lot
	     Recommend that the Library Board of Trustees authorize the Executive Director to make a payment to Martin Marietta for the change order related to the Lakewood Library Parking lot project in the amount of $8,400.
	     Action: Call for motion and second
	
	     • Kleen-Tech Janitorial Services Contract Renewal
	     Recommend that the Library Board of Trustees authorize the Executive Director to renew the contract with Kleen-Tech for janitorial services for the period October 1, 2016 through September 30, 2017 in the amount of $411,526.32.
	     Action: Call for motion and second
	
	 • Public Services
	     • Bibliocommons - Digital Engagement RFP
	     • Benchmarking Report. Guest: Brigitte Lindner
	     • Columbine Library Remodel

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

8. <mark>Action</mark> as Needed	**Consent Agenda (4.3.4)** • Review proposed 2017 Governance Process Calendar for adoption at December 8, 2016 Board meeting.
9. Emerging Issues <mark>Action</mark> as Needed	
10. <mark>Action</mark> as Needed	**Ends** • No Items
11. <mark>Action</mark> as Needed	**Governing Policies: Management Limitations (Monitoring Reports)** • No Items
12. Suggest Agenda Items	**BOARD SCHEDULE – NEXT MEETINGS** • December 1 – Library Board & BCC Meeting – 1:00-2:00, 5th Floor • December 8 – Combined Study Session & Board Meeting – 5:30 pm – Lakewood Library Meeting Room • January 12, 2017 – Study Session – 5:30 pm – Administration Conference Room • January 19, 2017 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room • February 9, 2017 – Study Session – 5:30 pm – Administration Conference Room • February 16, 2017 – 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** • Report of the Chair – Correspondence, Other • Other Announcements
16. Adjournment	

APPROVAL OF MINUTES

Jefferson County Public Library Board of Trustees
Study Session
October 13, 2016 – 5:30 p.m.
Administration Conference Room

TOPIC:
- Columbine Library Remodel Presentation

Call to Order
The Study Session was called to order at 5:28 p.m. by Brian DeLaet, Chair.

Other Trustees present: Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Ben Davis, Deborah Deal and Charles Naumer.

Trustees not present: All Trustees were present

Guests: <u>Owners Representative</u>**:** Sara Lara, Project Director NV5; Katie Welfare, Project Manager NV5. <u>Architect:</u> Dennis Humphries, Principal/Architect Humphries Poli; Kelly Wemple, Designer Humphries Poli. <u>General Contractor</u>: Dave Eddy, Chief Estimator Fransen Pittman.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Richard Sosa, Director of Budget & Finance; Sandie Coutts, Director of Employee Relations & Development; Steve Chestnut, Director of Facilities & Construction Projects; Danny Lagage, IT Operations Supervisor; and Amber Fisher, Executive Assistant, Office of the Executive Director.

Columbine Remodel – 2016 Strategic Priority
Steve Chestnut, Director of Facilities and Construction Projects, presented an overview of the planning that has gone into the project to this point. JCPL has known for some time that the residents of South Jefferson County are underserved. The Columbine library was identified as a strategic priority and was the first facility the Library wanted to refurbish and remodel in the five year capital plan.

With the November 2015 passing of a voter-approved mill levy increase, the Library began to fulfill its promises to the community in the 2016 strategic plan. Hours were expanded across the system in April, the collection budget was increased, technology is being updated, and Wi-Fi and expanded bandwidth has also been installed. In fulfilling the promise to repair and refurbish buildings, Columbine planning began in March by gathering community and staff input.

In March staff was asked about their wish list for the building including library services and they were asked to identify the pain points. They were also asked for input on how the Library could reach out to the community and what questions could be asked that would provide the most helpful community input.

Thanks to area residents, the Library's South County strategic initiatives are off to a good start. In April, the Library held three community meetings asking residents for input, and 137 people attended. From April 20 to May 15, an online survey was posted and 243 people responded. In addition, information was posted on Nextdoor, and another 25 people responded. Library employees from the Columbine Library and Library 2 You (bookmobile) were also consulted. With input from more than 400 residents, the Library felt it had substantive feedback about what the community would like to see in South County library services. While the questions and formats were slightly different between the community meetings and the online survey, several common themes emerged from all the groups. The South County Community report was shared with the Board. In June the Board authorized the Executive Director to sign the contract with NV5 to be the Library's Owners Representative. Based on what was learned from the community and input received from staff t the Building Program of Services was developed in June. In August the Board authorized the contract for the architects, Humphries Poli and in September the Board authorized the contract for the final member of the design team, Fransen Pittman as the General Contractor. 2016 is a year of planning with construction to follow in 2017. A special website has been developed to keep South County residents updated on the progress of the Columbine remodel As the project progresses, the website will become more interactive, providing the community with the ability to post comments about the updates. Thirty Columbine staff members toured 15 library locations in the metro area and gathered information about the buildings, furniture, functionality, layout, design and services offered. Forty three reports along with hundreds of pictures have been recorded. A four page summary of what staff learned, examples of likes and dislikes, as well as ideas that could be adapted for Columbine were recorded and a written report has been shared with the design team. The Trustees asked for a copy of the staff report.

The Building Program of Service was provided to the Board. The document outlines the vision and future directions for JCPL by painting a picture of JCPL's services and spaces.

> "The patron experience at JCPL is one of absolute delight. Our residents feel respected and understood by the innovative services we provide."

Imagine JCPL is the vision for an exciting new way to provide library service through the way JCPL uses space, the furniture and the collection. This vision begins with a deep understanding of the community. The new direction for Jefferson County Public Library

(JCPL) is based upon considerable input from library staff through online meetings, forums and task forces; researching libraries across the nation and visiting libraries in the Denver Metro area; analyzing data; and community stakeholder input through in person meetings and an online survey. This new model of services revolves around flexible spaces, staff that can help the public at any place in the building and are not tied to a large service desk.   The changes in the physical space will support changes in use by the public and the services provided by staff. The Building Program of Service supports the vision and future directions for JCPL by painting a picture of our services and spaces; providing welcoming, collaborative community-based library service to Jefferson County. The quotes used in the document come from residents who either attended community meetings or responded to the community input survey.

Design Team Introductions and Presentations
NV5, Owner's Representative
NV5 Team Members Sara Lara, Project Director and Katie Welfare, Project Manager, reintroduced themselves to the Board and outlined the services provided as the Library's Owner's Representative including:
- Extension of the Jefferson County Public Library staff whose team may not have the required depth of resources
- Provide guidance throughout the lifecycle of the project protecting JCPL's interests; "eyes and ears"
- On-site representation to ensure the project is in accordance with contract documents, on time and within budget
- Enable JCPL's team to focus on core business without distraction
- Experts to work on behalf of JCPL and bring in-depth knowledge to the table
- Assistance in assembly of best project team
- Manage contracts and invoicing (review invoices before packaging and sending to JCPL for payment).

NV5 will also monitor and help manage:
- The design development process to ensure project scope is achieved
- The overall project budget (including FF&E and other non-design/construction related costs)
- The bidding process; procuring design team and contractors
- Assist with jurisdictional reviews and project related mitigation issues
- Construction related activities, including pay applications and risk management
- Project close-out and occupancy
- Move management and relocation

One of the first responsibilities of NV5 was to build the project team. NV5 assisted with the RFP processes for the Architect and General Contractor, reviewed and rated

responses, conducted tours of the Columbine Library, helped determine the short list, and participated in interviews and the selection process including reviewing the fee proposals.

<u>Humphries Poli - Architect</u>
Humphries Poli Team Members Dennis Humphries, Principal/Architect and Kelly Wemple, Designer introduced themselves to the Board and outlined their experience and role on the design team. Humphries Poli designed their first library project 20 years ago in Douglas County. Since then they have designed 85 different libraries including two libraries opening this week in Portland Oregon. Dennis Humphries is the Principal in charge of the Columbine Project and he is based in Denver. His role is to make sure the project achieves the level of success expected from JCPL and NV5. Kelly Wemple addressed the Board and outlined her role as the project designer. Kelly will be responsible for the day-to-day tasks including budget, schedules and coordination on the design with Dennis Humphries and the Project Architect, John Webster. The Humphries Poli team will work together to come up with a design based on continuing input from weekly meetings with JCPL and NV5 to make sure the design is meeting Library and community needs. Their work will continue all the way through construction to make sure the library is appropriately designed for the Columbine community. The work the Library already completed and incorporated into the Building Program of Service is a great foundation to build upon. The information from the community input meetings will help the design team accommodate as many of the community's desires as possible. It is anticipated that the design team will hold community meetings in November to introduce a design that is a reflection of all the input received from the staff and community and is consistent with the mission of the Library and 21st century library services. Humphries Poli has worked with NV5 and with the General Contractor Fransen Pittman and has a good working relationship established through working on successful library projects.

<u>Fransen Pittman – General Contractor (CM/GC)</u>
Dave Eddy, Chief Estimator with Fransen Pittman introduced himself to the Board and outlined his responsibilities and experience beginning with the procurement process. Fransen Pittman's role in the Columbine remodel project is the CM/GC (also called CM at Risk). Fransen Pittman will act as a consultant to the project team during the design phases and will assume risk for construction performance as the equivalent of the General Contractor holding all subcontracts during construction. Dave's role is to make sure the project stays on budget. Being on the project team through the early design will make or break how the project comes together; if the project starts out on budget it can stay on budget and early input into the constructability of the design will minimize change orders. Fransen Pittman has 22 years of experience and has built all of the Anythink libraries. Humphries Poli was the architect on those projects. Fransen Pittman also built libraries in Parker, Lone Tree and Castle Pines. Library buildings have a lot of

nuances and specific characteristics – they are different buildings and Fransen Pittman has a working knowledge of those differences. Additionally, the Project Manager, Trevor Khoury, has experience with the construction process and unique challenges of working on occupied libraries. Fransen Pittman will begin early in the process to secure subcontractors through an open bid process to ensure the best value and secure the labor and materials necessary to stay on budget and on time. This is especially important given the current construction, labor and materials market. Fransen Pittman will meet with the project team on a weekly basis and communicate every single day throughout construction and beyond. Darren Jacobsen, the project Superintendent will be on site every day during the construction process.

In response to a statement from a Trustee, the project team acknowledged that the CM/GC process minimizes, as much as possible, the pitfalls including the number of potential change orders, which can challenge the budget and timeline.

In response to a question from a Trustee, the project team advised the Board that they will be kept informed with monthly progress reports.

In response to a question from a Trustee on what the project team would do if the staff had not already worked to receive community and staff input, the project team advised the Board that they would have held meetings and gathered information to help develop a building program of service. However, the staff has prepared an excellent building program of service that includes valuable information for the project team.

Dennis Humphries noted that some of the most valuable processes for an architect is to spend time in the building observing how people walk in the entry, how people are using the space, what area in the building is most valued, where the quiet areas are located, how people interact with each other in the building, and where the noisy spaces are located. For Columbine, one of the areas people love the most is the large wall of glass windows and the team certainly doesn't want to take that away. Part of the process in the early design stage is to have a community meeting where people can see what a power wall looks like, what lower shelving looks like, etc. At Columbine, acoustics is a big issue and the team will consult with an acoustical engineer to evaluate what the issues are, how to mitigate those issues and work with Dave Eddy on how much it will cost.

In response to a question from a Trustee, Dennis Humphries advised the Board that the community input process is not finished and the design team always wants feedback.

In response to a question from a Trustee, Dennis Humphries advised the Board that as far as trends in libraries, one of the most amazing is finding out that the physical book is

not going away. People love their books. The pendulum seemed to swing too far to electronic materials but is coming back. People want to see more books and fewer computers. Additionally, interest in teen spaces is increasing. Libraries engage teens by showing them what other libraries have. The Telluride library is looking at putting a gondola car in the teen space for a study room. Ideas are coming from teens and that's when their excitement builds and influences their use of the library. The library in Douglas, Wyoming is often close to their Fire Marshalls' occupant load with 65 teenagers in the library every day because they were asked what they wanted to see in their space. There is also a tendency to want quiet; teens want a quiet space in the library where they can do their homework. What people ask for in a library is more about the feel of the space. Maker's spaces are popular and there is a lot of talk about the "lost arts" candle making, weaving, etc. It's about all of us going to the library and finding something for each of us.   The JCPL vision and goals is where we are seeing the country's libraries headed.

In response to a statement from a Trustee, NV5 advised the Board that they would be present at any meeting where a request for money is made to answer any questions the Board may have.

The Trustees thanked the members of the project team.

ADJOURNMENT
The study session was adjourned at 6:43 p.m.

                                                    John Bodnar, Secretary

Minutes of the **Joint** Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES and THE JEFFERSON COUNTY LIBRARY FOUNDATION
BOARD and the FRIENDS COUNCIL and the **Regular** Meeting of the JEFFERSON
COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES
October 20, 2016

CALL TO ORDER – JOINT MEETING
The joint meeting of the Jefferson County Public Library Board of Trustees, the Jefferson
County Library Foundation Board and the Friends Council was held in the Lakewood
Library meeting room on October 20, 2016. Library Board of Trustees Chair, Brian
DeLaet called the joint meeting to order at 4:48 p.m. Other Trustees present; Julia Hill-
Nichols (Vice-Chair), John Bodnar (Secretary), Deborah Deal and Charles Naumer.

Trustees not present: Ben Davis.

Jefferson County Library Foundation Board members and staff present: Tami
Bandimere-Shrader (President); Jo Schantz (Foundation Executive Director); Jeannie
Mann (Vice-President); TJ Bowen; Mary Stahl; Amy Arlander; Kimberly Wall; Bill
Knott; and Neal Browne.

Library Staff present: Pam Nissler, Executive Director; Donna Walker, Director of
Public Services; Richard Sosa, Director of Budget & Finance; Julianne Rist, Assistant
Director of Public Services; Sandie Coutts, Director of Employee Relations &
Development; Pat Klein, Director of Information Technology; Rebecca Winning,
Director of Communications; Steve Chestnut, Director of Facilities & Construction
Projects; Danny LaGage, IT Operations Supervisor; and Amber Fisher, Executive
Assistant, Office of the Executive Director.

<u>Welcome and Appreciation/ Introduction</u>
The meeting opened with Brian DeLaet, Chair, initiating introductions of the Library
Trustees and Foundation Board members.   The Chair noted that the Friends Council
members would not be present at the meeting. Pam Nissler, Library Executive Director
expressed appreciation and provided a summary of the many contributions of the
Foundation and Friends that help the Library enrich the lives of the patrons and
communities. The Foundation donated more than $80,000 to support the Library's
Summer Reading program and helped achieve the most successful program in its
history. Total participation increased 17% to more than 36,500 participants; total
minutes read increased 46% to more than 27,500,000 minutes; and the number of
participants who met their reading goals increased 77%. The program included an
innovative school contest with 17,448 students from preschool through high school
participating in the program reading a collective 14,442,452 minutes. Thanks to

contributions from the Library Board of Trustees, the Library was able to present the top five schools with a trophy and a $300 cash prize to support their school library. This year's program generated an enormous amount of goodwill with Jeffco Schools and the Library looks forward to expanding their participation in 2017. The Foundation also provided more than $10,000 to support early literacy efforts including the monthly American Sign Language Story Times; the Raise a Reader events and another exciting pilot program – 1,000 Books Before Kindergarten. The Foundation's support extended to new LibLab kits and the many creative programs associated with the LibLab Create series. Other programs the Foundation funded include the Swank movie license which allows the Library to show movies – a very popular program with parents especially during the fall, winter and spring school breaks; the culture pass program which offers free passes to local cultural attractions and Book Pages, Book Club Kits and Mango, the Library's language learning database.

Foundation Report
Tami Bandimere-Shrader, President, introduced Jo Schantz, Foundation Executive Director and noted that the Foundation staff; Sarah Whelan, Don DuBe and Jenaveve Linabary were all at the Jeffco Fairgrounds getting ready for the Foundation's Fall Whale Sale. Tami expressed appreciation to the Foundation staff for their amazing work.   Jo noted the seven new members of the Foundation Board. The Foundation has had a very busy year. Last year the Rare and Novel event included 150 guests, 12 new sponsors, raised $21,000 and launched the Legacy Award. Arrangements for this year's Rare and Novel event, Holmes for the Holidays, are in full swing. The event will be held on November 17, at Baldoria on the Water. The Foundation is partnering with Colorado Acts, a local theater group and the Jefferson County Sheriff's Department. Foundation Board member, Neal Browne, will be the MC. The Friends Annual Meeting was held at the Wheat Ridge Recreation Center. More than 60 people attended this breakfast event. The Foundation Board held a strategic planning retreat looking at the Foundation's future 3-5 years out and beyond. Over the last year the Foundation also held a new board member orientation; the Titanic Tea Party at the Molly Brown summer house; a Speakeasy event featuring a couple of Broncos players; the Friends Annual meeting – a breakfast at the Wheat Ridge Recreation Center; and the Spring Whale Sale. The Foundation also launched several book drives at different locations including the Federal Center, several First Bank locations and at the Jefferson County Administration Building. The Foundation is working on a pilot recycling project with Leif Books at the Arvada Library. Online book sales are increasing – selling $600 per week. The Foundation expects online book sales to increase even more after the first of the year when staff member Don DuBe begins working full time.

Brian DeLaet addressed the meeting and noted that the Foundation's work has been delightful and exciting to see. The Library and Foundation are stronger together and the Board looks forward to continuing this successful relationship.

The Trustees expressed appreciation to everyone for their work on behalf of the Library.

The **Joint** meeting was adjourned at 5:30 p.m.

REGULAR MEETING OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES, October 20, 2016

CALL TO ORDER – REGULAR MEETING OF THE LIBRARY TRUSTEES
The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on October 20, 2016. Library Board of Trustees Chair, Brian DeLaet called the joint meeting to order at 5:43 p.m. Other Trustees present; Julia Hill-Nichols (Vice-Chair), John Bodnar (Secretary), Deborah Deal and Charles Naumer.

Trustees not present: Ben Davis.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Richard Sosa, Director of Budget & Finance; Julianne Rist, Assistant Director of Public Services; Sandie Coutts, Director of Employee Relations & Development; Pat Klein, Director of Information Technology; Rebecca Winning, Director of Communications; Steve Chestnut, Director of Facilities & Construction Projects; Danny LaGage, IT Operations Supervisor; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA
> **MOTION:** John Bodnar moved that the Trustees approve the agenda as amended to note the 3rd Quarter Statistics report would be included. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES
> **MOTION:** John Bodnar moved approval of the minutes of the September 8, 2016 Special Board Meeting. Seconded by Charles Naumer the minutes were approved by unanimous vote of all Trustees present.

The Chair advised the Trustees that a copy of the amended minutes of the September 15, 2016 Board meeting were provided in their red folders. The amendment is on page 7 and includes the addition of the sentence: "In response to a question from Trustee Bodnar if the contract amount of $178,000 represents the total income from the Columbine remodel to Fransen Pittman less any change orders or anything of that nature, the Library advised Trustee Bodnar that the authorization before the Board is for the entire project and the contract before the Board is in the amount of $178,499."

MOTION: John Bodnar moved approval of the amended minutes of the September 15, 2016 Board Meeting. Seconded by Julia Hill-Nichols the amended minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT
There was no public comment.

FOUNDATION REPORT
Jo Schantz reported on the activities of the Foundation and advised the Board that the Preview Night for the Fall Whale Sale is being held tonight at the Jeffco Fairgrounds. Julia Hill-Nichols encouraged all of the Trustees to attend the Rare and Novel event on November 17. The Chair acknowledged Julia Hill-Nichols and the work she does serving as the Library Board liaison and board member on the Foundation Board.

HOST REPORT
Padma Polepeddi, Manager of the Lakewood Library, Edgewater Library and Library2You addressed the Board and noted that her staff would be providing the host reports. Padma provided a handout for the Edgewater Library update and expressed regrets from Amy Beebe, Edgewater Patron Experience Supervisor who was unable to attend the meeting. Kami Fallert, Lakewood Library Operations Supervisor advised the Board that the Lakewood staff continued offering service to patrons during the parking lot project. Six weeks before the repaving project due dates were extended for Lakewood patrons. Two weeks before the library closure pick up times for holds were extended. To serve patrons during the closure Lakewood staff moved 1500 items from holds shelves onto carts so pickup services could be offered through the Administration entrance. Staff moved all the holds a second time to the east staff entrance and served 3600 patrons. On Sunday night before the re-opening of the library, staff moved 3000 holds from the staff entrance and placed them back on the holds shelves in the library so patrons would find them Monday morning. The Trustees expressed appreciation to Kami and her staff for the extraordinary efforts to continue serving patrons during the closure.

Kelly Duran, Lakewood Patron Experience Supervisor addressed the Board and provided information on a collaboration developed with the Starr Center, a day program for young adults with developmental disabilities through the Seniors' Resource Center. Kelly and her staff noticed a group of young adults coming into the Lakewood Library once a week and started engaging with them. The Library had a booth at the Lakewood Mural Festival and noticed that the same group from the Starr Center also had a booth. Kelly and her team wanted to find a way to collaborate and looked at the artwork programs at the Starr Center. A mini-program was developed where the group displays 12 of their canvas pieces at the Lakewood Library. They come out every three months and change out the artwork. The Lakewood staff held a

ribbon cutting ceremony to open the program with the CEO of the Seniors' Resource Center. The Trustees commended Kelly and her staff for their outstanding efforts to collaborate with the community.

Cecelia LaFrance, Library 2 You Coordinator introduced Jacob Browne, Patron Experience Associate and advised the Board that Jacob is this year's recipient of the Colorado Association of Libraries Jean Maio Award for Excellence in Adult Literacy. Jacob Browne is truly deserving of recognition for his dedication to literacy outreach. Library 2 You serves those with limited access to library services: residents homebound due to disability, older adults in retirement or assisted living facilities, and men and women serving their sentence in incarcerated institutions within Jefferson County. Adult literacy is equally about keeping connection to reading as it is to fostering literacy. The Library 2 You Home Service Program, directly impacted by Jacob's involvement, has grown from serving 20 Jeffco residents 10 years ago to currently serving 146 residents who are unable to come to a library due to a disability. Literacy continues through direct services. Library 2 You also promotes literacy and learning to incarcerated populations within Jefferson County. Three of our bi-monthly bookmobile stops include the Federal Correctional Institute located at Kipling and Quincy, and both the Men's and Women's Intervention Community Corrections Services, which are halfway reentry housing for Jefferson County inmates, located in Lakewood. Will McCormick, Education Supervisor of FCI Englewood provided comment on JCPL's service: "The guys out at the camp never want to lose the bookmobile. For many of them, it's the highlight of their two weeks. They don't have the opportunity to access those resources without the bookmobile." Cecelia shared comments from inmates including: "… the Bookmobile is the brightest hope I have seen in the five years I've served in the Federal Bureau of Prisons… Every two weeks, I receive a priceless gift, books to read and study so I may prepare for my future… your bookmobile is my only source to self-educate by reading. I cannot put a price on how valuable this is to me." In 2015, the bookmobile served 2,052 visitors at its incarcerated stops and circulated 12,063 items, representing nearly 29% of the Bookmobile's overall circulation. Library 2 You is well on its way to surpassing this number in 2016. The Trustees applauded Cecelia and Jacob on their amazing accomplishments and dedication to providing library services.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update
Pam Nissler, Executive Director, reported on the activities of the Executive Director's office. In response to a question from a Trustee regarding the Urban Libraries Council meeting she attended, Pam advised the Board that despite the challenges of the last few years, JCPL is well on its way and even ahead of other libraries in using data and focusing on outcomes and impacts in the community. The other attendees were also

complimentary of the work of our data analyst, Brigitte Lindner. In response to a question from a Trustee on any trends identified at the meeting, Pam responded that again, JCPL was performing well and has been focused on return on investment for several years now. The Board was advised that the Senior Management Team will be holding its annual retreat on October 24 and 25, to work on strategic initiatives for 2017. In response to a question from a Trustee about All Staff Day, Pam advised the Board that it went very well and it was wonderful for our staff to see that the Trustees are very much engaged in the mission. The Board of County Commissioners attended and handed out breakfast burritos to the staff. Libby Szabo and Casey Tighe addressed the staff and acknowledged the trust the people of Jefferson County put in the Library. The Library's asset audit is almost complete and the COOP (Continuity of Operations Plan) has been fully accepted by the Sheriff's Department, who has been put in charge of COOP plans for the entire county. The 2017 Holiday schedule and the background on Jefferson County Public Library document were shared with the Board. Trustee Hill-Nichols noted that the background document is excellent and outlines the governance of the library including roles and responsibilities.   The Board of County Commissioners will have a discussion about the vacancy on the Library Board at their meeting next week.

The Executive Director asked Sara Lara, Project Director with NV5 to provide a brief update on the Columbine remodel project. Sara advised the Board that the team is continuing work on the conceptual design. Meetings with the architect, Humphries Poli are scheduled to talk about cost parameters. The team is preparing for a presentation on the conceptual design to the Trustees at its November 10, Board meeting. The team has also scheduled community meetings to present this information after the November Board meeting. In response to a comment from a Trustee about the excellent program of service document, Sara advised the Board that the document was put together by JCPL staff members Julianne Rist and Steve Chestnut.

Finance Department
Richard Sosa reported on the activities of the Finance department. The financial report presents only the changes between the full financial report in your packet dated October 20, 2016 for the month of September and the Jefferson County JDE financial system close for September. For this time, one item has been updated. In your report, payroll was accrued (estimated) for the third payday in September that resulted in a reporting total Year-to-date of $11,357,101 and actual posting for the third payroll resulted in a Year-to-date total of $11,371,216, the difference is $14,115. The accrual is reversed and actual posted. The small variance is an indication that our accrual methodology is effective. Thanks to feedback from the Board the charts have been reformatted. In response to a question from a Trustee regarding electricity charges and the significant drop, Steve Chestnut advised the Board that the drop is a result of efficiencies and the reduction in the cost of electricity. The energy efficiencies the

Library has implemented over the last few years has resulted in approximately $900,000 in savings. In response to a question from a Trustee regarding the fund balance breakout indicating the Library will add $2.4 million to the fund balance this year, Richard advised the Board that it is the current estimate. In response to a question from a Trustee on whether it would make sense to take that and do something with the debt service instead of putting it into the fund balance, Richard advised the Board that he has not done an analysis on paying down debt service.

There was some discussion on the fund balance forecast, the Board's fund balance policy relative to the maximum and minimum fund balance, and the increase in revenue. It was noted that it would not be prudent to pay down debt service without a full analysis and considering the procedural restrictions of going to the County now and requesting money from the fund balance to pay down debt. What is the forecasted at the beginning of the year? A Trustee noted that $2.4 million is a lot of taxpayer money sitting in an account when the Library could be paying debt. It was noted that some portion of the funds being discussed represents the planned coverage for the Columbine Library project in 2017.

Public Services Department - 3rd Quarter 2016 Statistics
Julianne Rist, Assistant Director of Public Services provided information on the 2016, Third Quarter Statistics.   The third quarter report focuses on expanding the Summer Reading movement in the community. The reading goal of a marathon (26.2 million minutes) was surpassed with a total of 27.5 million minutes read by JCPL's avid readers. The number of participants increased by 17% from last year, and this success is further substantiated when looking at the number of Summer Reading participants that finished the program. 77% more people finished the Summer Reading program this year in comparison to 2015. Since the expansion of open hours earlier this year in Q2, we have seen more use of library facilities and services by the community. This trend continues, and the third quarter marked 10% more visits, 9% more circulations, and 11% higher program attendance in comparison to last year. While Q2 comparisons showed skewed (higher) percentage increases in comparison to 2015 as a result of the temporary closure of Golden (remodeling), Q3 figures show us a more relevant comparison with almost all 10 branches operating fully. However, Lakewood library was closed for 10 days in September for parking lot resurfacing, which has impacted public service hours. Alternate library services were available to patrons to pick up holds or return items. In response to a question from a Trustee regarding the increase in teen volunteers, Julianne advised the Board that the increase is a direct result of staff and current teen volunteer outreach efforts and active recruiting by the teen core services group. The full statistics report was provided to the Board.

Ends Statements – 3rd Quarter 2016 Strategic Priorities Update
The Executive Director addressed the Board and provided an introduction to the third quarter strategic priorities update. The full report on the 2016 strategic priorities was provided to the Board in their meeting packet. The Senior Management Team provided highlights on the progress made in the third quarter related to keeping the promises made to the residents of Jefferson County.

Ends Statement 1: All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using those resources.
Donna Walker, Director of Public Services, presented information on the promise to increase books and materials. All of the Library's progress over the last three years to buy to the Executive Director's vision of a collection of high interest materials was able to be ramped up to high speed this year. For the last 3 years, the Library has been using patron use and demand data to make purchasing decisions. JCPL has been able to buy more eMaterials and more high interest materials and the public has responded with a 9% increase in circulation of materials year to date which equates to 473,828 more items circulated this year.

Sandie Coutts, Director of Employee Relations and Development reported on recruitment, retention and development of staff. Employees are the Library's most valuable asset and the primary support for patrons in accessing the information and resources they need. JCPL continues to successfully attract and hire new employees across the system with 36 total positions filled in the third quarter including cohort hires of patron experience substitutes and page Substitutes. The Library completed three orientation events in September. Additionally, JCPL contracted with a videographer to make a short documentary celebrating our staff and our success which will now become an integral part of our new employee orientation events. The Diversity Campaign has continued with training on the second pillar, Knowledge, for the Library's Combined Management Team and the Library hosted two Open House conversations that had excellent system wide staff participation. Location Awareness training has now been completed at 9 locations and will wrap up in the final quarter of 2016. The Employee Recognition Task Force finalized its first ever All Staff Day Oscars program to publically recognize 10 outstanding employees. There were also several small location or team specific appreciation activities in the third quarter, rewarding staff for their creativity, flexibility and efforts in completing milestones towards our strategic initiatives. Also in the third quarter, 24 JCPL supervisors continued to attend training as part of the Covey All Access Pass program, the Public Services Management Team benefited from a full day retreat, and the Senior Management Team retreat dates were scheduled.

Rebecca Winning, Director of Communications, presented information on her departments' third quarter accomplishments. A critical part of ensuring equal access to resources and opportunities is informing Jeffco residents of their availability. The Communications Team has three strategic initiatives to support this objective. The first initiative is to communicate information about the budget and the impacts of the recent mill levy initiative. We want to assure Jeffco residents that the Library is delivering on its promises. As a result of the efforts of the communications team, library cardholders increased over 24,000 to date (62.2% of the population).

Ends Statement 2: <u>All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life</u>. Julianne Rist, Assistant Director of Public Services, advised the Board that Library visits increased along with open hours. The second quarter visits had not only shown increases in number of visits, but had also allowed visits to spread out over longer hours. While patrons were finding their best times to come to the library with the new schedules, JCPL had initially seen a decrease in the number of visits recorded per open hour. The gap in second quarter visits recorded per open hour was 15 between pre-expansion visit/hour ratios (2015) and post-expansion visit/hour ratios (2016) became smaller in the third quarter with a difference of only eight visits less per open hours in comparison to last year. Year to date, 2,027,390 people have visited in 2016, an increase of 141,931. Julianne also provided an update on the Columbine Library remodel project, advising the Board that the design documents will be presented at the November 10, Board meeting. The design reflects input from the community.

Steve Chestnut, Director of Facilities and Construction Projects provided the third quarter progress report on the delayed maintenance projects. The Lakewood parking lot project was completed in the third quarter. The geotechnical report on the Evergreen hillside indicates that the movement appears to be surface or just below the surface, likely from the heavy rains in 2013. There will be some construction necessary to mitigate erosion and a maintenance plan to keep the hillside vegetated, but the report didn't include any deep soils issue. More information will be coming to the Board as the plan to address the Evergreen hillside is developed.

Ends Statement 3: <u>Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes</u>. Donna Walker updated the Board on the third quarter progress on the Library's efforts to create a culture of reading. The Library had three goals for this initiative: Increase the number of participants; increase the number of finishers, and increase the number of minutes read. As noted earlier in the Joint meeting, approximately 1,600 more kids (8% increase), and 2,000 more teens (42% increase) and 1,700 more adults (17% increase) participated this summer than in 2015. The project outcome (a strategic priority for 2016) was used to survey participants in August, and it allowed JCPL to evaluate its

responses against other libraries. 1,450 (5.4%) of JCPL's summer reading registrants filled out the survey, and can currently be compared to the aggregated 14,760 patron responses of 134 public libraries in the US and Canada. 87% of Jefferson County parents and caregivers (vs. 86% national average) reported that through participating in the Summer Reading program, their child maintained or increased their reading skills. The 2016 data shows increased participation by 17%, minutes read by 46% and the number of finishers by 77%. In 2015 8,632 people finished the summer reading program. In 2016 15,259 finished. There were 36,546 participants and 27,547,858 minutes read. The school contest with prizes supplied by the Library Board of Trustees had 17,448 public school participants with 14,442,452 minutes read.

<u>Ends Statement 4: All Jefferson County residents receive maximum return on their shared investment in library services</u>.
Danny LaGage, IT Operations Supervisor, addressed the Board and provided information on the progress of IT infrastructure improvements in the third quarter. Phase I of the network upgrades to critical IT systems have been completed which included the Library Service Center, Evergreen Library, Belmar Library and Standley Lake Library. Bandwidth was increased to 100 Mbps between the large libraries and 50 Mbps between the small libraries and the Library Service Center. The amount budgeted for these network upgrades was $139,718 and, while not final, the Library anticipates receiving an eRate reimbursement of $69,359. Internet access was increased from 200 Mbps to 1000 Mbps. The amount budgeted for this project was $52,800. The actual contract was negotiated for $34,000 and, while not final, the Library anticipates receiving an eRate reimbursement of $17,400.

Richard Sosa, Director of Finance and Budget, advised the Board that in support of their fourth ends statement the Library strives to ensure efficient and cost effective operations to meet the needs of residents while delivering a maximum return on their investment in the Library. In the third quarter the 2017 budget was presented to the Board of County Commissioners.

BOARD SCHEDULE – NEXT MEETINGS
- November 10 – Combined Study Session & Board Meeting – 5:30 pm – Administration Conference Room
- December 1 – Library Board & BCC Meeting – 1:00-2:00, 5th Floor
- December 8 – Combined Study Session & Board Meeting – 5:30 pm – Lakewood Library Meeting Room

ADJOURNMENT
The Board meeting was adjourned at 7:18 p.m.

John Bodnar, Secretary

FOUNDATION REPORT

FOUNDATION EXECUTIVE DIRECTOR REPORT
NOVEMBER 2016 (OCT. 20 – NOV. 10)
By Jo Schantz

1) Fundraising and events (past and upcoming)

- **Fall Whale of a Used Book Sale** – Oct. 21-23
- **2016 *Holmes for the Holidays* gala benefit on Nov. 17**
- **Holiday Book Sales –** Dec. 2/3 at Columbine Library; Dec. 10/11 at Standley Lake; month-long book and gift sale at Belmar (month of December)
- **Colorado Gives Day –** December 6
- **End-of-Year direct mail campaign** – December

2) Meetings and networking

A. Oct. 20 -- Friend's Preview Night at the Whale Sale

B. Oct. 25 – Women in Breakfast meeting (West Chamber) at the Molly Brown Summer House

C. Oct. 26 – tour and site visit for possible Foundation expansion to Suite 300 (with Board members Tami Bandimere-Shrader, Kim Wall and Jeannie Mann)

D. Oct. 27 – Jeffco Economic Development Corp. annual luncheon

E. Oct. 28 – Breakfast meeting with Pam Nissler, Julia Hill-Nichols and Tami Bandimere-Shrader

F. Oct. 31 – site visit with Heather Tritten, Ex. Director for Parent Possible (potential program partner)

G. Oct. 31 -- Lunch meeting with Lou Riverso (Jefferson County Business Development Center)

H. Nov. 1 – R&N event rehearsal with Colorado ACTS

I. Nov. 3 – meeting with Colorado Avalanche representative re: 2017 Summer Reading sponsorship

J. Nov. 3 – site visit at White Fence Farm to discuss partnership and potential fundraiser (April 2017)

K. Nov. 4 – Finance Committee meeting (discussion of 2017 budget and potential office expansion)

L. Nov. 8 – lunch meeting with Leslie Hord, VP and Branch Manager at Citywide Bank

M. Nov. 9 – Steering Committee meeting for 2017 Good News Breakfast

3) Communications and outreach

A. Public presentations

    A. Upcoming presentations:

        1. Dec. 8 – for National Assn. of Retired Federal Employees

        2. Jan. 10 – for Golden K Kiwanis club

4) General Administration

A. Events management for the 2016 Rare & Novel benefit (

B. Continuing sponsorship and silent auction solicitations for 2016 Rare & Novel benefit (16 sponsors confirmed to date)

C. Continuing research and meetings (per the Strategic Plan and Business Plan) for future Foundation office & warehouse relocation or expansion

D. Exploring the possibility for a Warehouse Assistant (student intern or work-study position) for 2017

E. Budget discussions underway for 2017

Operational Updates

Executive Director Update

Jefferson County
PUBLIC LIBRARY

To: Library Board of Trustees

From: Pam Nissler, Executive Director

Re: Executive Director Update – November, 2016

The special warranty deed transferring ownership of the Arvada library site from the City of Arvada to the Jefferson County Public Library Board of Trustees has been signed, transmitted and recorded as of October 19, 2016.

The Senior Management Team had a successful retreat October 24-25. We participated in a half-day of Enneagram training that focused on team building and a full day strategic planning session where we produced the framework for the library's 2017 strategic goals and the initiatives that will further the library's progress in achieving the long term results that the Board has set in its Ends Statements.

Rebecca and I attended the Jeffco EDC's annual lunch.

I also participated in the Jefferson Success Pathway Leadership Council meeting where we reviewed the organization's progress, and made suggestions to improve the draft Community Report. You can read the entire document at jeffersonsuccess.org.

Just a reminder that there are two meetings scheduled this month with the Columbine community to present the conceptual design of the remodeled library. They are on Saturday November 12th from 10 am - 12 pm and Saturday November 19th from 1:00 pm – 3:00 pm. It would be great if the Board can be represented at both meetings.

My meetings this past month have included the following:

- Attendance at the CAL luncheon that honored Jacob Browne
- The West Chamber Board meeting
- Monthly meeting with Ralph Schell
- The Elected Officials Personnel Board meeting
- A fact-finding meeting regarding our library fundraising experiences with Rebecca and Bill Maire, incoming chair of the Durango Library Board.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Budget & Finance Department

memorandum

to: Pam Nissler, Executive Director

from: Richard Sosa, Director of Finance & Budget

re: Finance Monthly Report

- Financial Report

date: November 10, 2016

A. Financial Report
The data for the October 31, 2016 financial report is not available to be included in this report by our November 1, 2016 cutoff date. This information will be presented in the Trustee Red Folder on November 10.

B. Lakewood Parking Lot
The Library issued RFP's for reconstruction of parking lots at Library Service Center (LSC) and Lakewood Public Library. The contract was awarded to Martin Marietta for a not to exceed price of $336,553 from funds budgeted in the 2016 Capital Budget. Due to weather conditions and unknown underground conditions, Steve Chestnut advised the Board of Trustees of possible change orders and any such change orders would be verified against the specifications in the RFP responses. A change order for $8,400 will be processed for the Lakewood Library Parking lot project due to additional costs for unknown depth of asphalt removal conditions. This additional amount is covered with the funds approved for this project in its Capital budget.

C. Kleen-Tech Janitorial Services Contract Renewal
On August 20, 2015 the Board of Trustees approved a one-year contract with Kleen-Tech Janitorial Services for system-wide janitorial services in the amount not to exceed $319,668, for the period September 30, 2015 to September 29, 2016. The agreement had the option to renew the contract up to four years and the services and vendor performance would be monitored by Facilities Director, Steve Chestnut. On October 1, 2016 a first option to renew the contract was presented to the vendor contingent upon approval by the Board of Trustees. A transmittal was prepared for a contract signature that included County legal review, Department head and Budget review, completed on October 12th. The contract amount for the first year renewal options is in the 2017 budget, a portion will be spent in 2016 and a portion in 2017 since this service contract spans both years.

memorandum

to: Pam Nissler, Executive Director

from: Richard Sosa, Director of Finance & Budget

re: Finance Monthly Report

- A. Financial Report
- B. Lakewood Parking Lot
- C. Kleen-tech Janitorial Services

date: November 10, 2016

A. Financial Report

This financial report presents year-to-date actual revenue (sources), expenses (uses) and financial comparative year over year through October 31, 2016, for Jefferson County Public Library (JCPL). The information presented is from the Library general fund in JDE (Jefferson County Financial System) and includes both operating and capital transactions. This report is composed of this narrative; a summary of the Library Fund (Table 1); Changes to Library Fund Balance (Table 2A); Library operating sources and uses (Table 3); Library debt service (Table 4) and Library capital projects and annual maintenance and repair (ARMs) (Table 5). Due to the short meeting time table for November and December, changes from October 31 to the date when Jefferson County accounting office closes its monthly financial statements in JDE, will be identified in the Board of Trustees packet for the December 8th meeting.

Overview

As reported in prior months, revenue collection has occurred at a faster pace than monthly expenses. In October, $59,000 was collected in property taxes and property taxes and other revenues are over budget by 2.1%. Year-to-date for all revenue sources including capital projects total $35.2 million dollars, compared to year-to-date operating and capital expenses totaling $22 million. Year-to-date fund balance tracking changed from $15.3 million in September to $13.3 million dollars through October. Anticipated fourth quarter expenses (November – December), including operations, capital and debt service, will continue to move final ending fund balance total closer toward budget. An updated projection of ending fund balance is presented below. The Library's resources are secure and through December current spending is projected to trend within the budget overall. Financial condition is strong.

Revenues (sources)

Operating revenues (not including capital) from Table 3 show the accounts that compose actual operating revenues totaling $33.7 million, primarily from Property Tax (97%) and Library Fines (1%). Through December, revenues should not change significantly. In October revenue collected was $117,000 in total from all sources, of which 49% was from property taxes. A straight line and account line detail analysis of Property Tax, Library Fines and Other Revenue in the budget, compared to actual collection year-to-date rates, suggests a conservative trending for Property Tax revenue to be 4% over budget, estimated as $1.2 million and Library Fines and other revenue, of which 45% is Library fines, to be under budget 23%, estimated as $310,000. Revenue collected from Property Taxes that is over budget at year end will go to Fund Balance.

Expenses (uses)

From Table 3, salaries and benefits expense through October year-to-date total $11.9 million dollars, 42% of the total uses budget. An accrual (estimate) was made for the second payroll in October, which will be reversed when the actual amount is posted in JDE. The largest investments

are in staff resources and Library books and materials, both are costs that fulfil our promises to the community for expanded services in increased hours open and materials available for patrons.

The following Chart includes both operating and capital expenses (uses).

Jefferson County Public Library - YTD Operating & Capital Uses

- Intergovernmental, 76,646 , 0%
- Indirect Cost Allocation, 580,282 , 3%
- Capital Projects, 555,738…
- Capital Projects ARMs, 443,356 , 2%
- Intra County Transactions, 521,264 , 2%
- Supplies, 666,404 , 3%
- Other Services and Charges, 2,214,654 , 10%
- Salaries & Employee Benefits, 11,946,464 , 55%
- Library Books & Materials, 4,767,185 , 22%
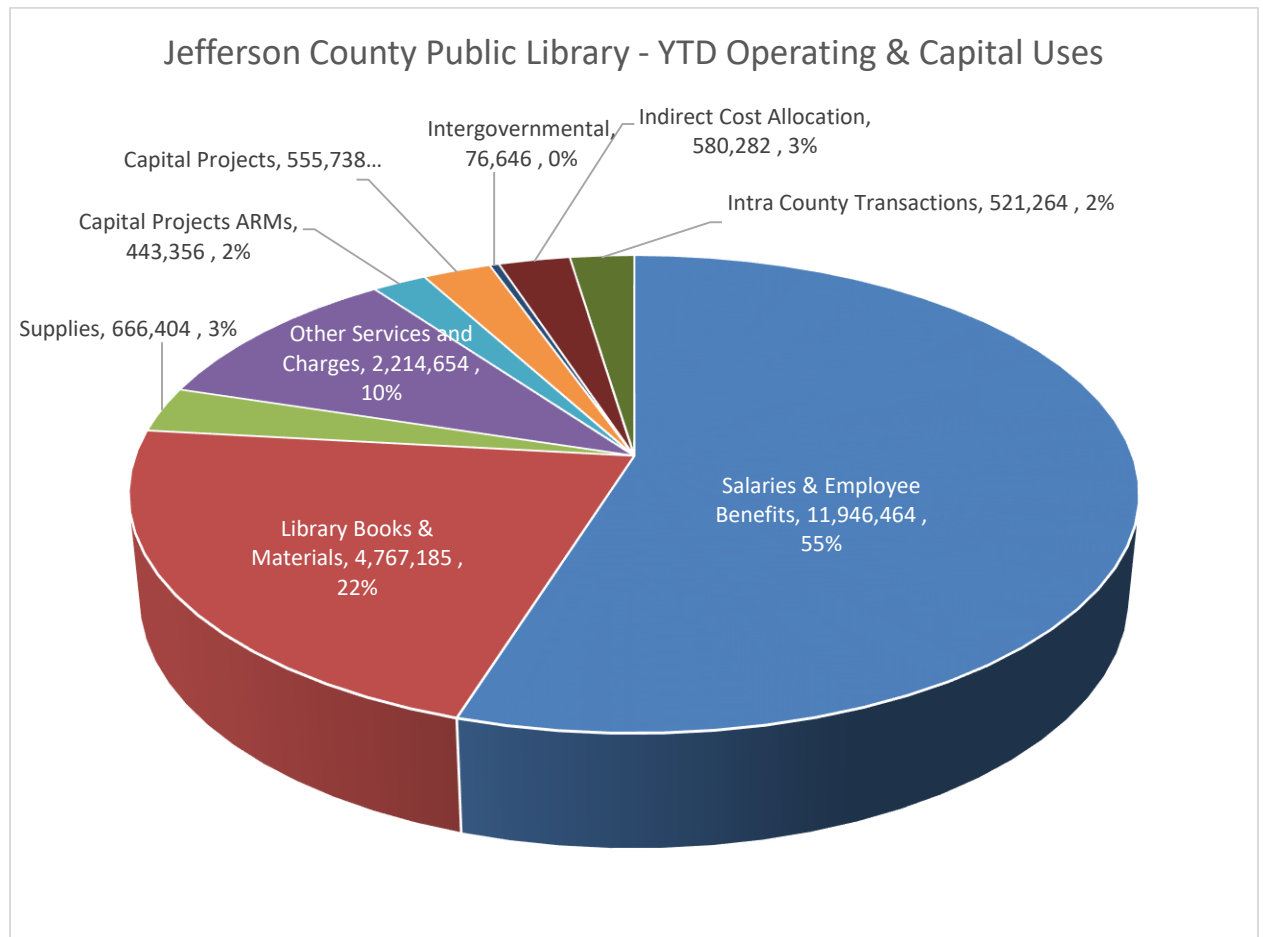
A comparative year over year (2016 to 2015) for non-salary and benefit uses is below. While each year is distinctive in its pacing and spending pattern, comparing the two years assists Finance to discern patterns for the current year.

Jefferson County
PUBLIC LIBRARY

Jefferson County Public Library - Non Salary Comparative Expenses

Legend: YTD 2015 (blue), YTD 2016 (red)

Categories (left to right): Supplies; Library Books & Materials; Library Computer Serv Material; Library Books & Periodicals-Other; Serv. & Chgs - Consulting; Serv. & Chgs - Utilities, Bldgs; Serv. & Chgs - Programs Support; Capital; Capital ARM; Intergovernmental; Indirect costs; Intra County costs

Year-to-date through October year over year show supplies expenses to be equal. Library books and materials budget expenses, including books, computer materials, periodicals and other media, is $4.8 million dollars, 59% higher than 2015, same point in time. This increased spending reflects the execution of the approved higher annual books and materials budget. Services and Charges for Services are higher than 2015 due primarily to costs associated with more hours open and more programming support. Services and charges for services related to building are lower than 2015 due primarily to reduced energy costs in 2016 and lower than budget costs for snow removal. Capital project expenses are higher compared to prior year, even with the 2015 Golden costs. In October capital costs reflected in the total are primarily due to Lakewood parking lot repair, totaling $244,000; IT Infrastructure ARM-05 $151,000; Five-year PC replacement plan costs $74,000 and Columbine planning costs through October 31, $36,000. Intergovernmental cost for legal and fleet charges are lower than the prior year at this point in time. Indirect cost and intra-county costs, while currently under budget are larger than the prior year primarily for IT charges and Treasurer's Fees. We anticipate year end accounting journals for County transactions to occur and align with the Library's budget in November and December.

Capital Projects

Capital projects are detailed in Table 5. Capital project expenses increased $574,000 over the prior month, a year-to-date total of $999,100.

All capital projects are assigned a business unit in the budget to segregate and track the capital expenses. In 2016, the Library has a budget of $1.1 million for annual capital repair and maintenance (ARMs) and $1.19 million for defined capital projects, both total $2.3 million. The revenue dedicated for these uses comes from Property Tax – where 4.5% is dedicated for non-operating expenses. The sources for these capital projects is on track.

Large projects currently in the works include on-going Columbine remodel planning and IT system upgrades. The chart below shows capital projects, comparing the amended budget to actual capital expenses YTD, Finance analysis of active projects with commitments including encumbrances, contracts, POs, and departmental commitments of funds to a project; active projects that have not started or pending and a non-active project total, which is $200,000 set aside annually in Fund Balance for future major sorter equipment capital replacement.

YTD October - Active and Pending Capital Projects Compared to Budget

Category	Value
Amended Capital Budget	2,452,098
Active Projects Expenses	999,044
Active Projects Encumbrance	893,127
Projects - Pending	359,927
Non-Active Projects - Sorters $ set aside	200,000
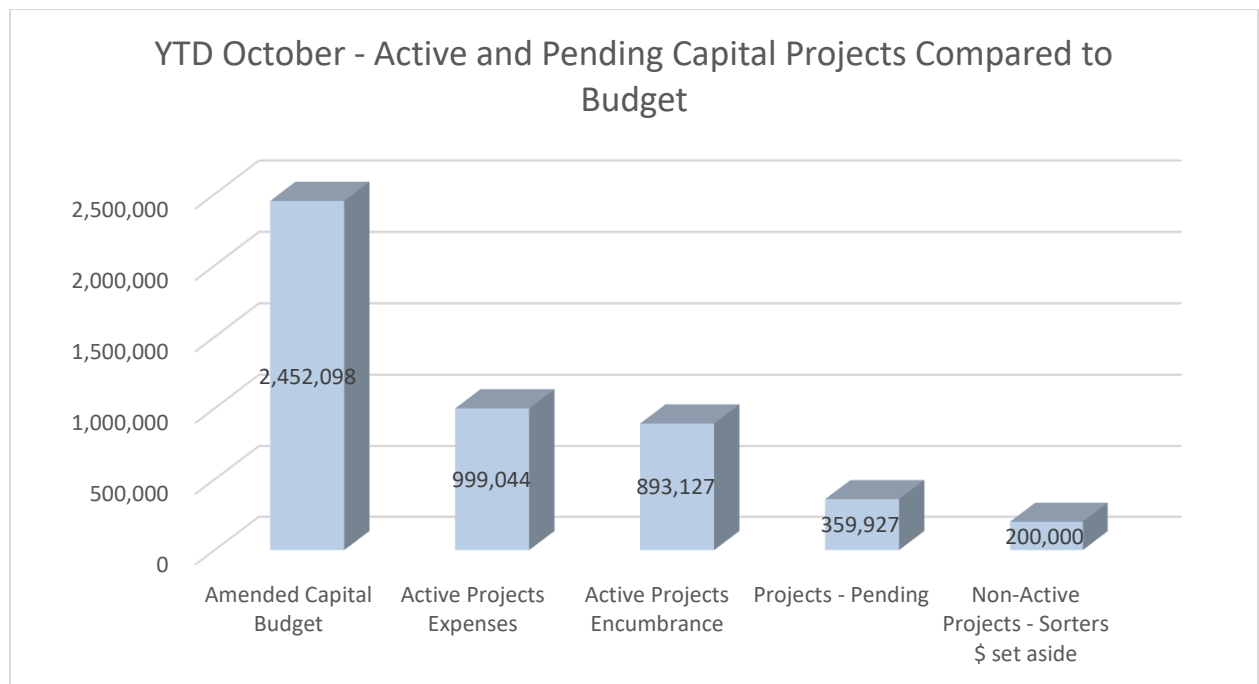
Debt Service

Table 4 provides the detail for Library debt service. In October, two payments, both to principal were made, $88,500 for Arvada Library Facility and $59,642 for Build America Bonds Series 2013. There is a budget of $1.58 million set aside for these payments. These are the only year-to-date

transactions to report. The Finance team in consultation with County Treasury continues to coordinate for the full amount by the end of 4th quarter. The Library debt service payment for principal and interest covers three debt instruments:

Build America Bonds 2011-2020, $6,886,000 used for Lakewood HVAC; Energy conservation, book sorters and Library Service Center (LSC) remodel.

Certificate of Participation (COP) Refunding term 2014-2020, $995,000 used for Belmar roof replacement; Columbine HVAC; Columbine and Standley Lake parking lot repairs.

County bond debt 2005-2024, $8,886,000 used for the acquisition and construction of the Arvada library facility.

 Fund Balance

Table 2A provides the detail for the Library Fund Balance. Both capital and operating sources year-to-date total $35 million which is offset by expenses year-to-date totaling $21.9 million. The net change as an increase to fund balance year-to-date is $13.3 million dollars. The Library's Budgeted Ending Fund Balance is $13.2 million. Library Finance conducts analysis of accounts and trends impacting Fund Balance and estimates the year-end total to be as follows:

Fund Balance Projection at Year-End Dec 31, 2016

Beginning Fund Balance (Actual)	11,240,502
Projected YE Revenues (Op & Cap)	35,359,700
Projected YE Expenses (Op & Cap)	28,475,441
Debt Service (Bal remaining)	1,436,198
Capital Projects (Remaining)	1,356,931
2016 Transfer to FB (Budgeted)	2,057,647
Projected Ending Fund Balance	13,273,985

In the fourth quarter (November – December) Revenue is estimated to increase modestly $160,000 for a projected YE Revenue balance of $35.3 million. Projected final operating costs are $28.5 million and Debt Service, Capital projects including the reserve set aside for sorter replacement and budgeted Fund Balance set aside in the 2016 Budget for 2017 projects, all total $4.8 million. Projected Fund Balance is $13.2 million. Last month's estimate was $13.4 and the 2016 Budgeted Fund Balance is $13,298,649, the difference, September to October, is due primarily to refining expenditure projections through December and a conservative revenue estimate through year end. The Uses (expense and reserves) high level detail is presented above to clarify how the projected ending Fund Balance is calculated.

B. Lakewood Parking Lot

The Library issued RFP's for reconstruction of parking lots at Library Service Center (LSC) and Lakewood Public Library. The contract was awarded to Martin Marietta for a not to exceed price of $336,553 from funds budgeted in the 2016 Capital Budget. Due to weather conditions and

unknown underground conditions, Steve Chestnut advised the Board of Trustees of possible change orders and any such change orders would be verified against the specifications in the RFP responses. A change order for $8,400 will be processed for the Lakewood Library Parking lot project due to additional costs for unknown depth of asphalt removal conditions. This additional amount is covered within the funds approved for this project in its Capital budget.

C. **Kleen-Tech Janitorial Services Contract Renewal**
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TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2016 ACTUAL TO BUDGET

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 10/31/2016	Variance 2016 Budget	Budget to Acutal %
Sources of Funds						
Revenues						
Property Taxes						
Property Taxes - Operating	$ 23,138,482	$ 22,541,641	$ 31,558,023	$ 32,737,688	$ 1,179,665	103.74%
Property Taxes - Capital	553,389	1,081,881	1,519,998	1,456,420	(63,578)	95.82%
Total Taxes	**$ 23,691,871**	**$ 23,623,522**	**$ 33,078,021**	**$ 34,194,108**	**$ 1,116,087**	**103.37%**
Federal & State Grants	$ 108,000	$ 116,960	$ 126,734	$ 131,085	$ 4,351	103.43%
Fines & Fees	807,805	720,927	794,000	542,869	(251,131)	68.37%
Other Revenue	456,515	514,393	455,021	331,669	(123,352)	72.89%
Total Other Revenues	**1,372,320**	**1,352,280**	**1,375,755**	**1,005,623**	**(370,132)**	**73.10%**
Sub Total Operating & Cap. Revenues	**$ 25,064,191**	**$ 24,975,802**	**$ 34,453,776**	**$ 35,199,731**	**$ 745,955**	**102.17%**
Transfer from Fund Balance	$ 524,261	$ -	$ -			N/A
Transfer to Fund Balance	-	862,857	2,057,647	13,279,549	11,221,902	N/A
Total Sources of Funds	**$ 25,588,452**	**$ 24,112,945**	**$ 32,396,129**	**$ 21,920,182**	**$ (10,475,947)**	**67.66%**
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 10,852,945	$ 10,432,207	$ 12,623,293	$ 9,291,903	$ (3,331,390)	73.61%
Benefits	3,240,112	3,063,396	3,846,731	2,654,560	(1,192,171)	69.01%
Sub-Total Salaries & Benefits	**$ 14,093,057**	**$ 13,495,603**	**$ 16,470,024**	**$ 11,946,464**	**$ (4,523,560)**	**72.53%**
Collection: Library Books & Materials	$ 3,476,010	$ 3,433,873	$ 5,854,776	$ 4,767,185	$ (1,087,591)	81.42%
Supplies	891,610	800,732	1,035,154	666,404	(368,750)	64.38%
Other Services & Charges	3,092,078	2,480,884	3,644,414	2,214,654	(1,429,760)	60.77%
Internal Transactions /Cost Allocation	1,249,317	1,158,655	1,450,848	1,178,191	(272,657)	81.21%
Total Operating Expenditures	**$ 22,802,072**	**$ 21,369,747**	**$ 28,455,216**	**$ 20,772,897**	**$ (7,682,319)**	**73.00%**
Financing & Debt Service	**$ 1,611,600**	**$ 1,611,599**	**$ 1,584,388**	**$ 148,190**	**$ (1,436,198)**	**9.35%**
Capital Projects	**$ 1,174,780**	**$ 1,131,599**	**$ 2,356,025**	**$ 999,094**	**$ (1,356,931)**	**42.41%**
Total Uses of Funds	**$ 25,588,452**	**$ 24,112,945**	**$ 32,395,629**	**$ 21,920,182**	**$ (10,475,447)**	**67.66%**

	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 10/31/2016	$ Incr(Decr) 2015 Actual to 2016 Adopted
Beginning Fund Balance	$ 11,240,502	$ 12,245,645	$ 11,240,502	$ 13,108,502	$ (1,005,143)
Revenues					
Operating Revenues	$ 24,510,802	$ 23,808,921	$ 32,933,778	$ 33,743,311	$ 9,124,857
Capital Funding	553,389	1,166,881	1,519,998	1,456,420	353,117
Total Revenues	$ 25,064,191	$ 24,975,802	$ 34,453,776	$ 35,199,731	$ 9,477,974
Expenditures					
Operating Expenditures	$ 22,802,072	$ 21,369,747	$ 28,455,216	$ 20,772,897	$ 7,085,469
Debt Service	1,611,600	1,611,599	1,584,388	148,190	(27,211)
Capital Projects	1,174,780	1,131,599	2,356,025	999,094	1,224,426
Total Expenditures	$ 25,588,452	$ 24,112,945	$ 32,395,629	$ 21,920,182	$ 8,282,684
Increase/(Decrease) in Fund Balance	$ (524,261)	$ 862,857	$ 2,058,147	$ 13,279,549	$ 1,195,290
Ending Fund Balance	$ 10,716,241	$ 13,108,502	$ 13,298,649	$ 26,388,051	$ 190,147
Above/(Below) Minimum	$ 4,450,193	$ 6,842,454	$ 4,685,205	$ 17,774,607	$ (2,157,249)
Above/(Below) Maximum	N/A	N/A	$ (3,928,239)	$ 9,161,163	N/A
Fund Balance Policy					
Minimum Fund Balance					
16% of Current Year Revenues	$ 4,010,271		$ 5,512,604		
9% of Current Year Revenues - Uncertainty	2,255,777		3,100,840		
Total Minimum F/B Reserve Requirement	6,266,048		8,613,444		
Maximum Fund Balance					
50% of Current Year Budgeted Revenues			17,226,888		
Total Maximum F/B Reserve Requirement	N/A		$ 17,226,888		

	Adopted 2015 Budget	Actual 2015	Adopted 2016 Budget	Revised 2016 Budget	Change 2015 to 2016
FTE Positions - Active	181.50	181.50	207.50	208.50	27.00
FTE Positions - Reserved	33.50	33.50	7.50	6.50	-27.00
Total Authorized Positions	215.00	215.00	215.00	215.00	0.00

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 10/31/2016	Projected Year-End 2016	Variance 2016 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes - Operating	$ 23,702,058	$ 22,959,917	$ 32,257,736	$ 32,721,402	$33,777,734	$ 1,519,998
Delinquent Taxes	20,200	59,618	45,241	-	45,241	-
Prior Year Cancellations	(101,000)	(43,772)	(116,244)	-	(116,244)	-
Urban Renewal	(507,016)	(454,528)	(667,853)	(167)	(667,853)	-
Penalties & Interest	24,240	20,406	39,143	16,453	39,143	-
Total Taxes	$ 23,138,482	$ 22,541,641	$ 31,558,023	$ 32,737,688	$33,078,021	$ 1,519,998
Federal & State Grants	$ 108,000	$ 116,960	$ 126,734	$ 131,085	$ 131,085	$ 4,351
Library Fines	646,480	621,284	650,000	451,065	650,000	-
Other Fees	161,325	99,643	144,000	91,804	144,000	-
Investment Income	135,715	172,373	149,021	149,856	149,021	-
Conference Room Rental	13,500	11,913	-	2,943	2,943	2,943
Contributions from Private Sources	200,000	155,426	200,000	109,328	200,000	-
Other Revenue	107,300	89,681	106,000	69,542	106,000	-
Total Revenues	$ 24,510,802	$ 23,808,921	$ 32,933,778	$ 33,743,311	$34,461,070	$ 1,527,292
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$10,050,731	$ 9,083,743	$ 11,231,588	$ 8,096,071	$11,222,688	$ (8,900)
Awards & Bonuses	-	300	83,796	5,100	83,796	
Termination Pay	90,000	88,828	-	63,787	16,000	16,000
Temporary Pay	1,508,567	1,259,336	1,806,537	1,126,946	1,815,437	8,900
Vacancy Savings	(796,353)	-	(498,628)	-	(498,628)	-
Benefits	3,240,112	3,063,396	3,846,731	2,654,560	3,846,731	-
Total Salaries & Benefits	$ 14,093,057	$ 13,495,603	$ 16,470,024	$ 11,946,464	$16,486,024	$ 16,000
Library Books & Materials	$ 2,451,010	$ 2,397,326	$ 4,822,476	$ 3,541,865	$ 4,822,476	$ -
Library Computer Materials	900,000	916,153	901,650	1,109,013	901,650	-
Library Periodicals	125,000	120,394	130,650	116,307	130,650	-
Sub-Total Library Collections	3,476,010	3,433,873	5,854,776	4,767,185	5,854,776	-
Supplies	891,610	800,732	1,035,154	666,404	1,035,154	-
Other Services & Charges	3,092,078	2,480,884	3,644,414	2,214,654	3,648,639	4,225
Direct Internal Charges	129,852	115,041	127,061	76,646	127,061	-
Indirect Cost Allocation	653,953	653,953	696,338	580,282	696,338	-
Intra County Transactions	465,512	389,661	627,449	521,264	627,449	-
Total Operating Expenditures	$ 22,802,072	$ 21,369,747	$ 28,455,216	$ 20,772,897	$ 28,475,441	$ 20,225
Total Uses of Funds	$ 22,802,072	$ 21,369,747	$ 28,455,216	$ 20,772,897	$ 28,475,441	$ 20,225

TABLE 4 **JEFFERSON COUNTY PUBLIC LIBRARY** **DEBT SERVICE DETAIL** **2016 ACTUAL TO BUDGET**						

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 10/31/2016	Projected Year-End 2016	Variance 2016 Budget
Debt Service						
Principal - Arvada (2005-2024)	$ 493,764	$ 493,764	$ 507,411	$ 88,548	$ 507,411	-
Interest - Arvada (2005-2024)	131,086	131,086	119,285	-	119,285	-
Principal - Refunding Series 2013	632,690	632,690	632,690	59,642	632,690	-
Interest - Refunding Series 2013	173,041	173,041	149,314	-	149,314	-
Principal - COP - Capital Projects	142,143	142,143	142,143	-	142,143	-
Interest - COP - Capital Projects	38,876	38,875	33,545	-	33,545	-
Total Debt Service	**$1,611,600**	**$ 1,611,599**	**$ 1,584,388**	**$ 148,190**	**$ 1,584,388**	**$ -**

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

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

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

Sources and Uses of Funds	Final 2015 Budget	Final 2015 Actual	2016 Budget	YTD Actual 10/31/2016	Projected Year-End 2016	Variance 2016 Budget
Sources of Funds						
Property Tax - Capital - 4.5%	$ 1,081,881	$ 1,081,881	$ 1,519,998	$ 1,456,420	$ 1,519,998	$ -
Contribution - City of Golden	-	85,000	-	-	-	-
Transfer from Fund Balance	524,261	-	-	-	-	-
Total Sources of Funds	**$ 1,606,142**	**$ 1,166,881**	**$ 1,519,998**	**$ 1,456,420**	**$ 1,519,998**	**$ -**
Uses of Funds						
Capital Projects - ARM						
Computer 5 Yr Replacement Plan ARM 01	310,330	314,271	250,000	116,009	250,000	-
IT Infrastructure Replacement-Equip ARM 05	-	-	137,000	151,171	137,000	-
IT Infrastructure Replacement-Software ARM 05	-	-	244,500	8,726	244,500	-
Capital Maintenance ARM 01	224,134	176,014	250,000	118,352	250,000	-
Furniture & Equipment ARM 02	118,889	88,257	76,550	49,098	76,550	-
Book Sorter Reserve ARM 04	-	-	200,000	-	200,000	-
Capital Projects						
Golden - Remodel New Service Model	305,964	315,134	-	-	-	-
Golden Furniture	30,000	22,065	-	-	-	-
Golden Remodel - Technology	43,300	43,299	-	-	-	
LSC - Roof Repair/Replace	64,163	108,394	-	-	-	-
Lakewood Irrigation System	50,000	49,225	-	-	-	-
Irrigation Controllers	28,000	14,940	-	-	-	-
16-18 Data Cabeling	-	-	-	26,344	-	-
Wireless Upgrade - Outside 16.09	-	-	35,000	5,565	35,000	-
Records Management Software 16.10	-	-	25,000	-	25,000	-
Increase Wireless Access Points 16.11	-	-	60,000	16,614	60,000	-
Next Generation Firewall 16.12	-	-	71,000	27,294	71,000	-
III Database Server 16.13	-	-	56,000	87,796	56,000	-
High Availability Internet Reduncancy 16.14	-	-	38,000	-	38,000	-
Lakewood Parking Lot 16.01	-	-	372,975	247,789	372,975	-
LSC Parking Lot 16.02	-	-	95,000	1,500	95,000	-
Admin Space Plan/Reconfiguration 16.06	-	-	10,000	8,031	10,000	-
Belmar Carpet Repair 16.07	-	-	12,000	5,939	12,000	-
Columbine Tree / Sidewalk Replacemt 16.08	-	-	25,000	27,807	25,000	-
Replace DVD/CD Disk Washer 16.15	-	-	10,000	7,990	8,000	2,000
Columbine - Phase 1 Planning 16.16	-	-	90,000	36,502	90,000	-
Wheat Ridge HVAC Replacement 16.04	-	-	48,000	-	48,000	-
Standley Lake Boiler Replacement 16.05	-	-	75,000	56,567	75,000	-
Evergreen AHU Rebuild 16.03	-	-	140,000	-	140,000	-
Data Connection - Edge Internet Connect	-	-	-	-	-	-
South County - Phase 1 Planning 16.17	-	-	35,000	-	35,000	-
Total Capital Projects	**$ 1,174,780**	**$ 1,131,599**	**$ 2,356,025**	**$ 999,094**	**$ 2,354,025**	**$ 2,000**
Ending Balance	**$ 431,362**	**$ 35,282**	**$ (836,027)**	**$ 457,326**	**$ (834,027)**	**$ 2,000**

Operational Updates

Public Services

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

jeffcolibrary.org

Jefferson County
PUBLIC LIBRARY

To: Pam Nissler, Executive Director

From: Donna Walker, Director of Public Services

Re: Digital Discovery and Engagement

I'd like to report that JCPL has chosen BiblioCommons for development and implementation of our 2016 Strategic Initiative: Digital Discovery and Engagement. The contract amount is expected to be just over $200,000.

Project Purpose:

This service improvement will provide the citizens of Jefferson County with a digital discovery catalog experience that will be similar to browsing the shelves at the library. The goals of this project are to:

- Enhance the discovery, engagement and presentation of library resources and services across the catalog, website, and events calendar.
- Improve the consistency of brand, identity and functionality between JCPL's digital properties.

Timeline:

- Since March a team at JCPL has been studying the many options available to us to improve our digital discovery and engagement service.
- JCPL went through the RFP process and received three proposals from vendors.
- A cross-functional team reviewed the proposals, viewed demos and determined that BiblioCommons was the best option for digital discovery and engagement.
- Contracting is in process and should be ready for signature in December.

Why BiblioCommons:

BIblioCommons was selected for their superior ability to make transitional tasks, such as searching the catalog, accessing the user account, and managing holds, easy to perform while at the same time sparking discoverability of our collection, programs and services. The end result will be a site that gives our patrons easy access to what they want as well as a better understanding of the services Jefferson County Public Library offers.

Benchmarking Study 2015

Table of Contents

Introduction

The Benchmarking Study 2015 compares Jefferson County Public Library (JCPL) to national library data published annually by the Public Library Data Service (PLDS) *www.plametrics.org*. The PLDS survey (national survey) collects information on finances, library service resources and usage, and technology on an annual basis. The national survey is administered by the Center for Informatics Research in Science and Scholarship (CIRSS) at the University of Illinois, on behalf of the Public Library Association (PLA). In 2015 a total number of 1,894 Canadian and US libraries completed the PLDS survey. In addition JCPL uses some select benchmarking data from the Colorado's Public Library Annual Report (state survey) which offers valuable benchmarking parameters that are not part of the national survey. The state survey is published annually by the Library Research Service (LRS) *www.lrs.org*, which is an office of the Colorado State Library, and affiliated with the Colorado Department of Education. In 2015, a total number of 115 Colorado libraries participated in the state survey. For both surveys, national and state, a comparative group of benchmarking peers has been selected in order to obtain relevant benchmarking data for JCPL.

This report uses 2015 annual results for benchmarking, and JCPL's performance indicators were benchmarked against selected peer groups for national and state surveys by evaluating JCPL's rank and median (50th percentile) within the peer group. For national comparison we further assess the change over time of JCPL in comparison to the peers' median development over a three-year time span, i.e. comparing actual and percentage change from 2013 to 2015. When making these longer-term evaluations we need to be aware that our national peer group has changed to some extent annually, which may affect some trends more than others.

Peer selection

The national peer group was selected on the basis of population size and revenue per capita, resulting in a total number of ten peers including JCPL. The state peer group was based on population size only, resulting in a total number of four peers including JCPL. For the purpose of this study the population is defined as the number of people residing in the Legal Service Area (LSA) of the library, for JCPL this is Jefferson County. Various measurements will be based on population, when we look at indicators on a per capita or a per 1,000 capita level. The revenue per capita refers to the funds received for operating the libraries, broken down to reflect the available budget per county resident. Since reporting on a state and national level is voluntary, the available pool of libraries is contingent upon the libraries taking part in the surveys and reporting their numbers annually.

National peer group

The national peers including JCPL were determined within

- **Population LSA+/- 20 percent of JCPL's (565,535 in 2015)**
- **Revenue per capita+/-20 percent of JCPL's ($44.16 in 2015)**

Ten national peers were selected for 2015. The table below shows them sorted in descending order by population size, and the new peer for 2015 have been marked with an asterisk*.

2015 NATIONAL PEERS (10)	Income Per Capita	Population LSA
FL - Lee County Library System	$46.32	674,992
CO - Denver Public Library (was added as peer out of range)	$65.76	669,097
TN - Nashville Public Library *	$44.41	668,347
CO - Pikes Peak Library District	$47.76	616,089
WI - Milwaukee Public Library	$42.23	599,642
WA - Pierce County Library System	$48.99	579,970
CO - Jefferson County Public Library	$44.16	565,535
MD - Anne Arundel County Public Library	$42.40	560,133
WA - Timberland Regional Library	$45.26	486,990
WA - Fort Vancouver Regional Library District	$48.27	469,848
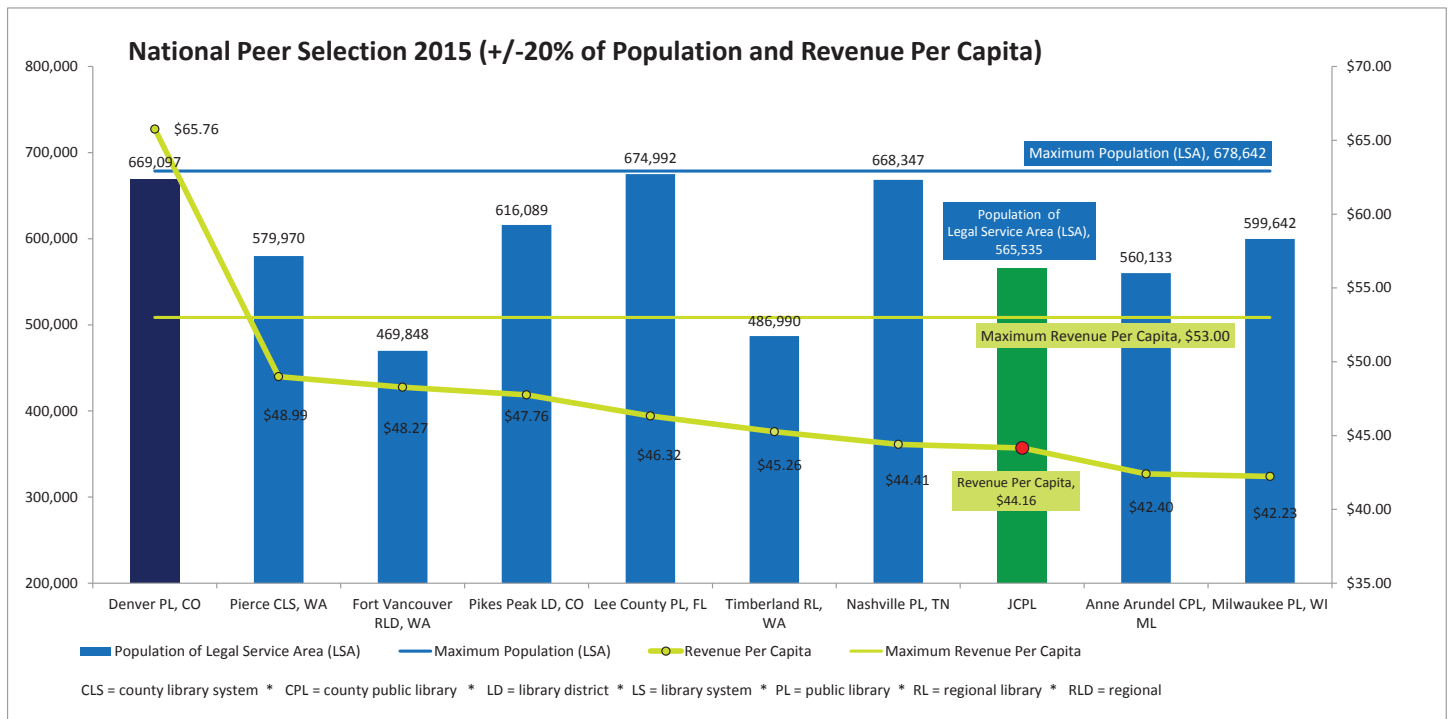
The Maxium Revenue Per Capita ($53.00) displayed in the graph above refers to the upper range limit (+20%) of our defined peer group range for revenue per capita.

The following peer continues to be included in our peer group as an exception:

- **CO - Denver Public Library**
  was added as a valuable local partner for comparison despite outside-of-range placement for revenue per capita, and has been used consistently since 2012 for national and state comparisons.

The following peer is new in 2015:

- **TN* - Nashville Public Library**
  is new in 2015 (they had been slightly above our 20% maximum of population LSA in 2014)

The following peers from 2014 fell outside of the defined selection range for 2015 and were excluded in 2015:

- **VA - Virginia Beach Public Library**
  is outside of range with their population size (too small)
- **OK - Tulsa City County Library System**
  is outside of range with their income per capita (too large)

State peer group

The state peers including JCPL were determined as serving a

- **Population LSA >=360,000 people**

Four state peers were selected for 2015. The table below shows them sorted in descending order by population size.

2015 STATE PEERS (4)	Population LSA	Revenue Per Capita
CO - Denver Public Library	664,220	$62.52
CO - Pikes Peak Library District	616,089	$39.19
CO - Jefferson County Public Library	558,532	$42.30
CO - Anythink Libraries (Adams County)	368,652	$36.46

CO Peer Selection (>=360,000 Population LSA)

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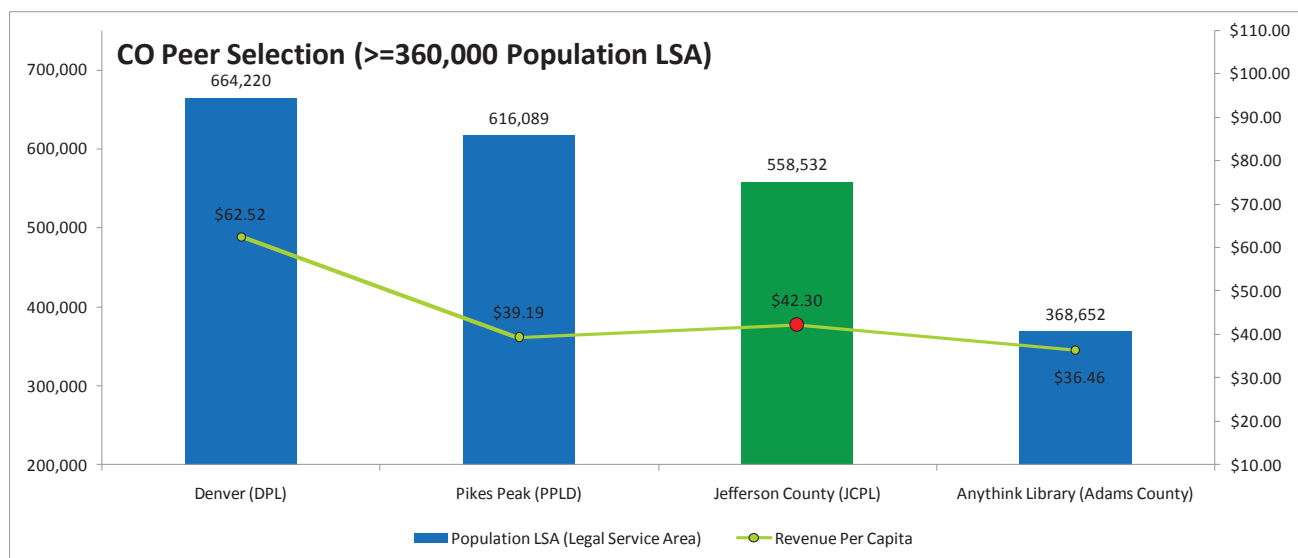
The population range used for choosing JCPL's peers was changed in 2015 in comparison to prior years. In 2015 libraries with a population size >=360,000 people were included in the peer group, while in past years libraries with a population size >=200,000 people were used for benchmarking.

Both, the previous table and graph show revenue per capita as an additional piece of information in relation to population size which was the sole criterion used for peer selection. Revenue per capita will show the spending capacity of the state peers that are similar in population size. We see that JCPL, ranking 2nd highest in revenue per capita, also ranks 3rd highest in population. This confirms that our new stricter selection peer range makes for a more comparative peer group within the state of Colorado than in the past years, when JCPL used to be on the high end in terms of population, but on the low end in terms of revenue per capita.

The following peers from 2014 fell outside (below) of the newly defined selection range for 2015:

- **Aurora Public Library**
- **Douglas County Libraries**
- **Arapahoe Library District**
- **High Plains Library District**

N.B.: The state uses their own source for collecting population statistics, which is why population numbers from the national survey will not match those displayed in the state survey as they are based on different sources for population numbers. This also affects the revenue per capita figures that are based on the population numbers.

For the purpose of this Benchmarking study the state peer group statistics are consulted only when they offer additional data that goes beyond the current scope of the national peer group stats. The state peer group is with the exception of Anythink Libraries (Adams County) also represented in the national peer group.

Methodology:

The data used for benchmarking is based on fiscal year 2015 as the most currently available data, and trend evaluation is based on historic information from 2013. National comparison data from PLDS was based on data available from 1,894 libraries in the US and Canada. A peer group of ten libraries including JCPL was selected after applying our selection criteria. In-state comparison data from the Colorado State report was based on the entries of 115 libraries. A peer group of four libraries including JCPL was selected for comparison. JCPL was ranked against the peer group members in the following order, as illustrated in the tables below.

Brigitte Lindner 09/25/2016

Ranking JCPL against national peers	1	2	3	4	5	6	7	8	9	10
	Above 50th Percentile				Neutral		Below 50th Percentile			

Ranking JCPL against state peers	1		2	3	4	
	Above 50th Percentile		Neutral		Below 50th Percentile	

Data will be presented in form of a narrative, supporting tables and graphs. Based on 2015 data, JCPL was benchmarked against the median (50th percentile) which is also shown in all graphs as the target line. The historic median from 2013 is included in tables and graphs to show trends in the peer group in comparison to JCPL's development over time. Tables will also show the percentage change for both. It will be displayed towards the bottom of the tables with color coding green for "trend up" and red for "trend down". This makes for a quick comparison of JCPL to the peer group, and shows whether JCPL had the same trend or a different trend from the group.

The 25th and 75th percentile of the 2015 peer groups can be referenced in the summary data tables.

Annual counts are displayed against their per capita ratios for many parameters, in tables and graphs, as their combination will show whether annual counts can sustain on a per capita level in comparison to the median. Per capita figures ultimately measure how well a library is capable of serving its population or community.

Data tables

Benchmarking summary table (national peers)

Benchmarking Parameters	(WI) MILWAUKEE 2015	(MD) ANNE ARUNDEL 2015	(TN) NASHVILLE 2015	(WA) TIMBERLAND 2015	(FL) LEE COUNTY 2015	(CO) PIKES PEAK 2015	(WA) FORT VANCOUVER 2015	(WA) PIERCE 2015	(CO) DENVER 2015	JCPL 2015	JCPL Ranking 2015	JCPL 2014	JCPL 2013	25th Percentile 2015	50th Percentile 2015	75th Percentile 2015	Δ JCPL vs. Median (2015)	% Δ JCPL vs. Median (2015)	% Δ JCPL 2-YEAR (2013-15)	% Δ Median 2-YEAR (2013-15)
Population of Legal Service Area (LSA)	599,642	560,133	668,347	486,990	674,992	616,089	469,848	579,970	669,097	565,535	7	548,557	537,219	523,562	599,642	668,722	-34,107	-6%	5%	9%
Cardholders as % of Population	65.32%	48.31%	45.92%	49.33%	42.87%	42.52%	63.17%	55.93%	73.89%	61.96%	4	62.24%	61.89%	44.40%	49.33%	64.24%	12.64%	26%	0.12%	-7%
Square Miles of LSA	96	418	502	7,000	1,212	2,070	4,200	1,773	155	777	6	777	777	287	1,212	3,135	-435	-36%	0%	144%
Population Density (Population Per Square Mile)	6,246	1,340	1,331	70	557	298	112	327	4,317	728	5	706	691	205	557	2,828	171	31%	5%	-47%
Number of Library Branches	12	15	20	27	14	13	14	20	25	10	10	10	10	14	15	23	-5	-33%	0%	11%
Number of Bookmobiles	1	0	0	0	1	3	2	1	2	1	4	1	1	0	1	2	0	0%	0%	0%
Library Square Footage (main and branches)	642,943	240,237	555,516	210,393	277,349	340,262	181,937	217,319	844,366	225,569	7	225,569	225,562	213,856	277,349	599,230	-51,780	-19%	0.00%	7%
Library Square Footage Per Capita	1.07	0.43	0.83	0.43	0.41	0.55	0.39	0.37	1.26	0.40	8	0.41	0.42	0.40	0.43	0.95	-0.03	-8%	-5%	-23%
Public Service Hours Per Year	30,866	47,449	45,986	53,040	34,757	44,698	33,014	50,113	65,328	24,192	10	24,666	24,565	33,886	45,986	51,577	-21,794	-47%	-2%	6%
Public Service Hours Per Week	603	984	918	1,020	695	908	685	1,025	1,321	265	10	474	474	690	918	1,022	-653	-71%	-44%	5%
Collection Size	2,308,828	989,829	2,546,825	1,632,078	1,608,459	998,414	768,976	1,071,458	1,922,628	981,733	9	1,114,621	1,215,004	994,122	1,608,459	2,115,728	-626,726	-39%	-19%	34%
Collection Size Per Capita	3.85	1.77	3.81	3.35	2.38	1.62	1.64	1.85	2.87	1.74	8	2.03	2.26	1.70	2.38	3.58	-0.65	-27%	-23%	-0.63
Cardholders Per Year	391,680	270,623	306,899	240,216	289,398	261,969	296,797	324,350	494,399	350,433	3	341,446	332,503	266,296	296,797	358,015	53,636	18%	5%	16%
Library Visits Per Year	1,986,575	2,556,371	3,444,250	2,424,389	2,714,117	3,560,669	2,023,980	2,343,381	4,195,777	2,458,315	6	2,452,635	2,541,642	2,183,681	2,556,371	3,502,460	-98,056	-4%	-3%	3%
Library Visits per Capita	3.31	4.56	5.15	4.98	4.02	5.78	4.31	4.04	6.27	4.35	6	4.47	4.73	4.03	4.56	5.47	-0.22	-5%	-8%	-12%
Website Visits Per Year	4,286,782	2,096,595	62,937,583	2,001,264	2,920,547	4,626,176	1,265,368	2,120,040	12,385,456	2,848,152	6	3,217,724	4,046,640	2,048,930	2,920,547	8,505,816	-72,395	-2%	-30%	14%
Circulation Per Year	2,356,877	5,409,943	5,133,351	3,959,119	7,048,435	8,013,808	4,454,668	6,722,843	9,014,593	7,202,744	3	7,402,527	7,589,979	4,206,894	5,409,943	7,531,122	1,792,801	33%	-5%	-15%
Circulation Per Capita	3.93	9.66	7.68	8.13	10.44	13.01	9.48	11.59	13.47	12.74	3	13.49	14.13	7.91	9.66	12.30	3.08	32%	-10%	-17%
Circulation Per Holding (Turnover)	1.02	5.47	2.02	2.43	4.38	8.03	5.79	6.27	4.69	7.34	2	6.64	6.25	2.22	4.69	6.03	2.65	56%	17%	13%
Circulation Per Cardholder	6.02	19.99	16.73	16.48	24.36	30.59	15.01	20.73	18.23	20.55	4	21.68	22.83	15.75	18.23	22.54	2.32	13%	-10%	-17%
Reference Transactions Per Year	452,153	360,088	274,191	443,196	2,124,840	532,432	155,857	125,757	519,272	205,556	8	382,928	348,816	215,024	443,196	525,852	-237,640	-54%	-41%	-6%
Reference Transactions Per Capita	0.75	0.64	0.41	0.91	3.15	0.86	0.33	0.22	0.78	0.36	8	0.70	0.65	0.37	0.75	0.89	-0.39	-52%	-44%	-12%
Programs Per Year	5,357	5,031	9,933	3,088	3,534	12,324	5,682	4,321	22,065	7,788	4	7,287	5,960	3,928	5,357	11,129	2,431	45%	31%	16%
Programs Per 1,000 Capita	9	9	15	6	5	20	12	7	33	14	4	13	11	7	9	17	4.79	53%	24%	2%
Program Attendance Per Year	125,958	180,077	334,011	81,509	92,666	276,093	130,101	120,588	419,651	208,354	4	200,571	164,817	106,627	130,101	305,052	78,253	60%	26%	11%
Program Attendance Per 1,000 Capita	210	321	500	167	137	448	277	208	627	368	4	366	307	188	277	474	92	33%	20%	19%
Average Program Attendance	24	36	34	26	26	22	23	28	19	27	4	28	28	23	26	31	0.53	2%	-3%	8%
Total Paid Staff Hours (calculated by PLDS)	504,928	538,588	687,960	523,432	462,000	674,017	456,768	541,398	1,427,296	460,331	9	456,295	453,187	483,464	538,588	680,989	-78,257	-15%	1%	1%
FTE (Full Time Equivalent) Per Year	243	276	331	252	222	324	220	260	686	221	9	219	218	232	260	327	-39	-15%	2%	1%
FTE Per 1,000 Capita	0.40	0.49	0.49	0.52	0.33	0.53	0.47	0.45	1.03	0.39	9	0.40	0.41	0.43	0.49	0.52	-0.10	-21%	-4%	4%
FTE Per 1,000 Cardholders	0.62	1.02	1.08	1.05	0.77	1.24	0.74	0.80	1.39	0.63	9	0.64	0.66	0.75	1.02	1.16	-0.39	-38%	-4%	-4%
Revenue Per Year	$25,324,485	$23,749,034	$29,681,118	$22,043,435	$31,268,919	$29,421,673	$22,681,546	$28,414,905	$44,001,954	$24,975,800	7	$24,815,991	$24,497,310	$23,215,290	$28,414,905	$30,475,019	-3,439,105	-12%	2%	15%
Revenue per Capita	$42.23	$42.40	$44.41	$45.26	$46.32	$47.76	$48.27	$48.99	$65.76	$44.16	8	$45.24	$47.35	$43.40	$46.32	$48.63	-$2.16	-5%	-7%	-1%
Operating Expenditures Per Year	$23,888,472	$23,155,772	$29,180,742	$20,235,332	$25,378,121	$30,700,720	$21,512,172	$27,973,302	$42,373,939	$24,112,944	6	$21,299,925	$23,516,718	$22,333,972	$25,378,121	$29,940,731	-$1,265,177	-5%	3%	7%
Operating Expenditures Per Capita	$39.84	$41.34	$43.66	$41.55	$37.60	$49.83	$45.79	$48.23	$63.33	$42.64	6	$38.83	$43.77	$40.59	$43.66	$49.03	-$1.02	-2%	-3%	-0.03
Staff Expenditures	$17,829,875	$18,129,647	$16,415,841	$14,990,820	$12,877,480	$15,709,445	$13,957,439	$19,202,558	$33,180,616	$13,442,148	9	$13,104,625	$13,531,330	$14,474,130	$16,415,841	$18,666,103	-$2,973,693	-18%	-3%	13%
Staff Expenditures (as % of Operating Expenditures)	74.64%	78.29%	56.26%	74.08%	50.74%	51.17%	64.88%	68.65%	78.30%	56.06%	8	61.52%	57.54%	53.71%	68.65%	76.47%	-13%	-18%	-3%	-0.03
Material Expenditures	$2,011,819	$3,000,649	$5,865,581	$3,317,048	$3,900,170	$4,424,935	$3,678,177	$3,870,005	$5,276,887	$3,433,873	7	$3,337,282	$3,171,195	$3,158,849	$3,870,005	$4,850,911	-436,132	-11%	5%	16%
Materials Expenditures (as % of Operating Expenditures)	8.42%	12.96%	20.10%	16.39%	15.37%	14.41%	17.10%	13.83%	12.45%	14.32%	6	15.67%	13.48%	12.71%	14.41%	16.75%	-0.09%	-0.64%	6%	15%

Benchmarking summary table (state peers)

State Benchmarking 2015	Denver 2015	Pikes Peak 2015	Anythink 2015	JCPL 2015	JCPL Ranking 2015	JCPL 2014	JCPL 2013	25th Percentile 2015	50th Percentile 2015	75th Percentile 2015	Δ JCPL vs. Median (2015)	% Δ JCPL vs. Median (2015)
LSA Population	664,220	616,089	368,652	558,532	3	552,213	546,653	492,371	616,089	640,155	-57,557	-9%
Number of Branches	25	13	7	10	3	10	10	10	13	19	-3	-23%
Annual Operating Hours	65,328	44,698	17,493	24,192	3	24,666	24,565	31,096	44,698	55,013	-20,506	-46%
Total Operating Revenue	$44,001,954	$29,421,973	$14,041,957	$24,960,841	3	$24,815,991	$24,576,796	$21,731,965	$29,421,973	$36,711,964	-$4,461,132	-15%
Visits	4,195,777	3,560,669	1,270,048	2,458,315	3	2,452,635	2,541,642	2,415,359	3,560,669	3,878,223	-1,102,354	-31%
Cardholders	494,399	270,874	115,310	350,433	2	310,815	299,108	193,092	270,874	382,637	79,559	29%
Circulation	9,097,572	8,013,808	2,232,038	7,202,744	3	7,402,527	7,589,979	5,122,923	8,013,808	8,555,690	-811,064	-10%
Circulation per Capita	13.70	13.01	6.05	12.9	3	13.41	13.88	9.53	13.01	13.355	-0.11	-1%
Public Computer Sessions	911,358	1,109,249	319,296	409,412	3	439,577	474,702	615,327	911,358	1,010,304	-501,946	-55%
Wireless Sessions	No Data	634,805	221,222	263,448	2	235,194	180,954	324,618	428,014	531,409	-164,566	-38%
Public Access Computers	961	682	312	316	3	332	315	497	682	822	-366	-54%
Public Access Computers per 1,000 Served	1.45	1.11	0.85	0.57	4	0.60	0.58	0.98	1.11	1.28	-0.54	-49%
Children's Summer Reading Registrants	30,163	20,564	7,282	19,732	3	19,424	17,494	13,923	20,564	25,364	-832	-4%
Teen Summer Reading Registrants	13,949	5,376	1,629	4,705	3	4,521	4,277	3,503	5,376	9,663	-671	-12%
Adult Summer Reading Registrants	0	4,073	3,903	6,839	1	5,915	4,136	1,952	3,903	3,988	2,936	75%
Total Summer Reading Registrants	44112	30013	12814	31,276	2	29860	25907	21,414	30,013	37,063	1,263	4%

Brigitte Lindner 09/25/2016

Executive summary

This benchmarking study measures and evaluates how Jefferson County Public Library (JCPL) has invested their funds in facilities, staff, and materials in 2015, and how the following outputs are reflected in the use of the library in terms of visits, circulations, program attendance, and technology usage. A number of performance indicators were benchmarked against comparative library peer data.

- **Finances(revenue & expenditures):**

2015 showed that JCPL was still facing budget challenges, ranking 7th within the peer group and remaining 12 percent under the median relative to the peers in operating revenue.

JCPL ranked 6th in overall expenditures, maximizing its library materials expenditures with 14.43 percent of operating expenditures being allocated to the collection, to keep it current. Ranking 6th within the peer groups, JCPL is also in line with the overall library average of 12 percent and more found commonly in PLDS studies(www.plametrics.org).

JCPL ranked 8th in staff expenditures which were low at a percentage of 56.06 of operating expenditures in correlation with the restricted open hours. With this result JCPL is not only below average within its peer group, but also below the overall library average ranging commonly at 60-70 percent of operating expenditures in PLDS studies (www.plametrics.org).

- **Inputs (facilities, open hours and staffing, collection):**

JCPL ranked 10th in number of branches, with currently 10 branches operating, relative to its peers that show a median of 15 branches in 2015. JCPL also ranked below average in square footage per capita (8th with 0.40 square feet per capita).

JCPL ranked 10th in public service hours (24,192 annual open hours) which are key to providing access to JCPL services and collection. Staffing levels relative to the use parameters visits, circulations, and program attendance show JCPL staff being very busy in comparison to peers.

Collection size, generally a limiting factor for number of circulations, did not have this affect on JCPL. Ranking 9th with a collection size 39 percent below the median peer value, JCPL achieved 3rd highest circulation. Even though JCPL had set a clear focus on investing in the collection in 2015, the budget could not sustain collection size when staff continued systematic weeding of damaged and low interest items throughout the year.

- **Outputs and library use (visits, circulation, program attendance, technology usage):**

JCPL ranked 6th in visits with 2,458,315 physical library visits in 2015. Visits have declined slightly by 3 percent over the past three years, while the peers have seen growth of 3 percent during the same time frame. Despite ranking 4th in percentage of cardholders, and 62 percent of the Jefferson County community being registered users, we do not see this reflected in the visits. This may be due to an increase in digital users as well as the

inconvenience of open hours. 2016 is therefore expected to increase the number of visits with the planned 25 percent increase of public service hours.

About 8 percent of JCPL's visitors attended JCPL programs. JCPL ranked 4th in the number of programs offered (7,788 programs) and 4th in program attendance with 208,354 people attending programs.

Circulations are JCPL's biggest success factor in 2015. With a total of 7,202,744 circulations JCPL ranked 3rd relative to the peers. Given the smaller collection size, this confirms selection, currentness and popularity of JCPL's collection since it is used to such an extent. Turnover shows possible limitations and also the potential to increase the number of total circulations with a greater collection size and the planned extension of open hours in 2016.

Lastly, JCPL saw an increase in wireless sessions, but a decrease in public sessions that were started from the public access computers available at branches. JCPL's access to public computers is limited by both number of computers and open hours. In view of the growing segment of wireless users JCPL plans to increase bandwidth and speed of wifi in 2016.

Brigitte Lindner 09/25/2016

Annual revenue

2015 National Benchmarking Peers	Operating Revenue	Revenue Per Capita	Population
JCPL Rank*	7	8	7
Anne Arundel CLD	$23,749,034	$42.40	560,133
Denver PL	$44,001,954	$65.76	669,097
Fort Vancouver RLD	$22,681,546	$48.27	469,848
Lee County PL	$31,268,919	$46.32	674,992
Milwaukee PL	$25,324,485	$42.23	599,642
Nashville PL	$29,681,118	$44.41	668,347
Pierce CLS	$28,414,905	$48.99	579,970
Pikes Peak LD	$29,421,673	$47.76	616,089
Timberland RL	$22,043,435	$45.26	486,990
JCPL 2015	**$24,975,800**	**$44.16**	**565,535**
JCPL 2014	$24,815,991	$45.24	548,557
JCPL 2013	$24,497,310	$47.35	537,219
25th Percentile 2015	$23,215,290	$43.40	523,562
Median (50th Percentile) 2015	**$28,414,905**	**$46.32**	**599,642**
75th Percentile 2015	$30,475,019	$48.63	668,722
Δ JCPL vs. Median (2015)	-$3,439,105	-$2.16	-34,107
Δ % JCPL vs. Median (2015)	-12%	-5%	-6%
Δ % JCPL 2- YEAR (2013-15)	2%	-7%	5%
Δ % Median 2-YEAR (2013-15)	15%	-1%	9%

The annual operating revenue of JCPL has increased by only 2 percent since 2013, while the population has grown by 5 percent during this time frame. As a result revenue per capita of $44.16 comes out 7 percent lower than in 2013. JCPL's total operating revenue had marked slightly above the median in 2014 relative to its peers, but is ranking 7th (4thlast) for total revenue and 8th (3rd last) for revenue per capita in 2015. The median revenue per capita has not changed significantly since 2013 (decreased by 1 percent), but JCPL decreased by 7 percent in the funds available for each person in the population served by the library.

As a result of the combination of the budget challenges of the past years and steady growth of the population served, JCPL continues to fall behind its peers in terms of purchasing power.

When applying the benchmarking range to the 2016 JCPL budget, we find that we will most likely keep the following libraries from our current peer group in 2016:

Nashville PL (TN)
Pikes Peak LD (CO)
Denver PL (CO)
Pierce CLS (WA)
Lee County PL (FL)

It will be interesting to follow these peers in 2016, in comparison to JCPL's new output and use results after the 2016 budget changes take effect.

Library branches, public service hours, square footage

2015 National Benchmarking Peers	Population	Library Branches	Public Svc Hours /Year	Library Square Footage	Square Footage Per Capita
JCPL Rank*	7	10	10	7	8
Anne Arundel CLD	560,133	15	47,449	240,237	0.43
Denver PL	669,097	25	65,328	844,366	1.26
Fort Vancouver RLD	469,848	14	33,014	181,937	0.39
Lee County PL	674,992	14	34,757	277,349	0.41
Milwaukee PL	599,642	12	30,866	642,943	1.07
Nashville PL	668,347	20	45,986	555,516	0.83
Pierce CLS	579,970	20	50,113	217,319	0.37
Pikes Peak LD	616,089	13	44,698	340,262	0.55
Timberland RL	486,990	27	53,040	210,393	0.43
JCPL 2015	**565,535**	**10**	**24,192**	**225,569**	**0.40**
JCPL 2014	548,557	10	24,666	225,569	0.41
JCPL 2013	537,219	10	24,565	225,562	0.42
25th Percentile 2015	523,562	14	33,886	213,856	0.40
Median (50th Percentile) 2015	**599,642**	**15**	**45,986**	**277,349**	**0.43**
75th Percentile 2015	668,722	23	51,577	599,230	0.95
Δ JCPL vs. Median (2015)	-34,107	-5	-21,794	-51,780	-0.03
Δ % JCPL vs. Median (2015)	-6%	-33%	-47%	-19%	-8%
Δ % JCPL 2- YEAR (2013-15)	5%	0.00%	-2%	0.00%	-5%
Δ % Median 2-YEAR (2013-15)	9%	11%	6%	7%	-23%

Library branches

Jefferson County has seen a growth in population of 5 percent over the last three years, while the number of JCPL branches has remained the same. JCPL has operated 10 service locations since 1991, when Standley Lake branch was built. Our national peers have seen both, population growth but also growth in their number of facilities. This means that JCPL is falling behind simply by maintaining its status quo while the peers have made investments to accommodate their growing communities. With its current 10 branches JCPL ranks lowest of all peers. The implications of JCPL's current setup extend further when looking at the correlation of number of service locations and public service hours.

The number of branches affects the scope of access for the community to library services by public service hours.

Public service hours

In 2015 JCPL's service hours were still limited by budget restrictions. Similar to the number of branches, JCPL also ranks lowest in open hours with 24,192 hours open to the public in 2015. In comparison, the median

marked at 45,986 open hours. While JCPL has remained static for number of open hours for the last three years (with a 2 percent decrease caused by calendar year specifics as well as the number of emergency closures), our peers have grown by 6 percent. When we take a preview to 2016, and project the public service hours with the planned increase of 25 percent based on the 2015 year-end hours, we obtain an estimate of 30,240 open hours for 2016.

2015 JCPL Public Service Hours	24,192
2016 JCPL Projected PS Hours (planned increase of 25%)	30,240

Comparing the estimated open hours for 2016 with the 2015 median, but specifically with the three libraries that are closest in square footage and number of branches, we find that the data suggests that with expanded hours in 2016 we may be nearing the capacity for number of open hours with the current number of facilities. For the 2016 Benchmarking study it may therefore be valuable to take a look at number of branches when selecting the national peer group.

Milwaukee (WI):   12 branches   30,866 open hours
Fort Vancouver (WA):   14 branches   33,014 open hours
Lee County (FL):   14 branches   34,757 open hours
JCPL (2015):   10 branches   24,291 open hours
JCPL (2016 estimated):   10 branches   30,240 open hours

Square footage

Square footage is an important parameter when comparing with other libraries as there are many performance indicators that are influenced by it, e.g. size of collection, program attendance, and visits. With a square footage of 225,569 square feet JCPL ranks 7th (3rd lowest in the peer group of 10). JCPL has some room to grow towards the median (277,349 square feet) which has increased by 7 percent from 2013, while JCPL's square footage remained unchanged. In order to meet the median square footage, JCPL would have to add 51,780 square feet, based on 2015 data.

When population growth is factored in, JCPL's square footage per capita drops to 8th rank in the peer group, and JCPL marks on the 25th percentile with 0.40 square feet per capita. This again illustrates that by not being able to expand JCPL has fallen further behind. The median square footage per capita also decreased (by 23 percent) over the last 3 years, which is explained by a greater population growth than growth in square footage by capital investments, leading to a decrease in the per capita ratio.

Operating expenditures

2015 National Benchmarking Peers	Population	Operating Expenditures	Operating Expenditures Per Capita	% Staff Expenditures	% Materials Expenditures
JCPL Rank*	7	6	6	8	6
Anne Arundel CLD	$560,133	$23,155,772	$41.34	78.29%	12.96%
Denver PL	$669,097	$42,373,939	$63.33	78.30%	12.45%
Fort Vancouver RLD	$469,848	$21,512,172	$45.79	64.88%	17.10%
Lee County PL	$674,992	$25,378,121	$37.60	50.74%	15.37%
Milwaukee PL	$599,642	$23,888,472	$39.84	74.64%	8.42%
Nashville PL	$668,347	$29,180,742	$43.66	56.26%	20.10%
Pierce CLS	$579,970	$27,973,302	$48.23	68.65%	13.83%
Pikes Peak LD	$616,089	$30,700,720	$49.83	51.17%	14.41%
Timberland RL	$486,990	$20,235,332	$41.55	74.08%	16.39%
JCPL 2015	**$565,535**	**$24,112,944**	**$42.64**	**56.06%**	**14.32%**
JCPL 2014	$548,557	$21,299,925	$38.83	61.52%	15.67%
JCPL 2013	$537,219	$23,516,718	$43.77	57.54%	13.48%
25th Percentile 2015	$523,562	$22,333,972	$40.59	53.71%	12.71%
Median (50th Percentile) 2015	**$599,642**	**$25,378,121**	**$43.66**	**68.65%**	**14.41%**
75th Percentile 2015	$668,722	$29,940,731	$49.03	76.47%	16.75%
Δ JCPL vs. Median (2015)	-$34,107	-$1,265,177	-$1.02	-13%	-0.09%
Δ % JCPL vs. Median (2015)	-6%	-5%	-2%	-18%	-0.64%
Δ % JCPL 2- YEAR (2013-15)	5%	3%	-3%	-3%	6%
Δ % Median 2-YEAR (2013-15)	9%	7%	-0.03%	-0.03%	15%

JCPL's operating expenditures rank JCPL 6th within the peer group, and with this in relative proximity to the median. With $24,112,944 expenses in 2015 JCPL remained 5 percent under the median ($25,378,121). While the median shows an increase of 7 percent since 2013, JCPL shows less of an increase with 3 percent.

Operating expenditures per capita express how much money is spent on operating the libraries per each person in the population the libraries serve. JCPL ranks 6th in the peer group both in actual as well as in per capita operating expenses. A 3 percent increase in actual operating expenses since 2013 translates into a 3 percent decrease per capita from $44.41 (in 2013) to $42.64 (in 2015) once the 5 percent population growth is factored in.

When comparing the distribution of operating expenditures on materials vs. staff, JCPL ranks 6th on percentage spent on materials in comparison to the peer group and almost matches the median with 14 percent of operating expenditures rounded. Increasing the collection budget was part of JCPL's strategic priorities in 2015.

Staff expenditures (public service hours, FTE (Full Time Equivalent))

2015 National Benchmarking Peers	Public Svc Hours /Year	Staff Expenditures	% Staff Exp. (of Op.Exp.)	FTE Total Per Year
JCPL Rank*	10	9	8	9
Anne Arundel CLD	47,449	$18,129,647	78.29%	276
Denver PL	65,328	$33,180,616	78.30%	686
Fort Vancouver RLD	33,014	$13,957,439	64.88%	220
Lee County PL	34,757	$12,877,480	50.74%	222
Milwaukee PL	30,866	$17,829,875	74.64%	243
Nashville PL	45,986	$16,415,841	56.26%	331
Pierce CLS	50,113	$19,202,558	68.65%	260
Pikes Peak LD	44,698	$15,709,445	51.17%	324
Timberland RL	53,040	$14,990,820	74.08%	252
JCPL 2015	**24,192**	**$13,442,148**	**56.06%**	**221**
JCPL 2014	24,666	$13,104,625	61.52%	219
JCPL 2013	24,565	$13,531,330	57.54%	218
25th Percentile 2015	33,886	$14,474,130	53.71%	232
Median (50th Percentile) 2015	**45,986**	**$16,415,841**	**68.65%**	**260**
75th Percentile 2015	51,577	$18,666,103	76.47%	327
∆ JCPL vs. Median (2015)	-21,794	-$2,973,693	-13%	-39
∆ % JCPL vs. Median (2015)	-47%	-18%	-18%	-15%
∆ % JCPL 2- YEAR (2013-15)	-2%	-3%	-3%	2%
∆ % Median 2-YEAR (2013-15)	6%	13%	-0.03%	1%

PLDS counts FTE as all Full Time Equivalent staffing based on actual worked hours, calculated for a 40 hour work week, and annualized. The FTE numbers mentioned in this Benchmarking study will differ from the state numbers, as the state of Colorado counts FTE in terms of the planned FTE positions, counting two 0.5 PT positions as 1 FTE.

The total FTE count of 221 reflects JCPL's lean staffing that was characteristic for 2015, with JCPL ranking 9th (2nd lowest) in the peer group, and ranging 15 percent under the median (226 FTE).

In contrast, JCPL spent less than its peers on staff, ranking 8th within the peer group (3rd last) which sets JCPL 18 percent below the median in 2015 (69 percent of operating expenditures). When looking at the three-year trends, JCPL has decreased its spending portion on staff by 3 percent, while the peers have remained relatively flat (0.03 percent decrease) in their spending pattern for staff. JCPL has increased its spending portion on materials by 6 percent during the last three years, while the peers have increased it by 15percent. This shows that while the peers have been spending a higher portion of their operating expenditures on staff over the last three years, they have also increased their spending on materials in the past three years. This scenario would indicate that JCPL will still have some way to go trying to catch up with materials expenditures which ultimately benefit the collection and circulation.

Going forward, our public service hours will after many years of budgetary restrictions be restored and expanded (by 25 percent) in 2016. This is expected to increase JCPL's staff expenditures towards the median.

Outputs (library use) and staff productivity

2015 National Benchmarking Peers	Visits	Program Attendance	Circulation
JCPL Rank*	6	4	3
Anne Arundel CLD	2,556,371	180,077	5,409,943
Denver PL	4,195,777	419,651	9,014,593
Fort Vancouver RLD	2,023,980	130,101	4,454,668
Lee County PL	2,714,117	92,666	7,048,435
Milwaukee PL	1,986,575	125,958	2,356,877
Nashville PL	3,444,250	334,011	5,133,351
Pierce CLS	2,343,381	120,588	6,722,843
Pikes Peak LD	3,560,669	276,093	8,013,808
Timberland RL	2,424,389	81,509	3,959,119
JCPL 2015	**2,458,315**	**208,354**	**7,202,744**
JCPL 2014	2,452,635	200,571	7,402,527
JCPL 2013	2,541,642	164,817	7,589,979
25th Percentile 2015	2,183,681	106,627	4,206,894
Median (50th Percentile) 2015	**2,556,371**	**130,101**	**5,409,943**
75th Percentile 2015	3,502,460	305,052	7,531,122
Δ JCPL vs. Median (2015)	-98,056	78,253	1,792,801
Δ % JCPL vs. Median (2015)	-4%	60%	33%
Δ % JCPL 2- YEAR (2013-15)	-3%	26%	-5%
Δ % Median 2-YEAR (2013-15)	3%	11%	-15%

The following outputs and use indicators are labor-intensive for staff which is why when set into relation with FTEs they can show staff productivity. JCPL ranks 9th within its peer group for FTE per capita, i.e. JCPL has the 2nd lowest number of FTE for each person in the population it serves, yet JCPL produces high levels of output:

- 6th for visits
- 4th for average program attendance
- 3rd in circulation

This comparison shows that the outputs outperform the inputs, which would mean that the JCPL libraries and staff are busy and that staff has to be efficient in handling their jobs, assisting patrons and creating a pleasant and valuable library experience that has customers coming back and using the library regularly.

Operating expenditures for library materials (collection)

2015 National Benchmarking Peers	Materials Expenditures	Collection Size	Collection Size/Capita	Circulation	Turnover
JCPL Rank*	7	9	8	3	2
Anne Arundel CLD	$3,000,649	989,829	1.77	5,409,943	5.47
Denver PL	$5,276,887	1,922,628	2.87	9,014,593	4.69
Fort Vancouver RLD	$3,678,177	768,976	1.64	4,454,668	5.79
Lee County PL	$3,900,170	1,608,459	2.38	7,048,435	4.38
Milwaukee PL	$2,011,819	2,308,828	3.85	2,356,877	1.02
Nashville PL	$5,865,581	2,546,825	3.81	5,133,351	2.02
Pierce CLS	$3,870,005	1,071,458	1.85	6,722,843	6.27
Pikes Peak LD	$4,424,935	998,414	1.62	8,013,808	8.03
Timberland RL	$3,317,048	1,632,078	3.35	3,959,119	2.43
JCPL 2015	**$3,433,873**	**981,733**	**1.74**	**7,202,744**	**7.34**
JCPL 2014	$3,337,282	1,114,621	2.03	7,402,527	6.64
JCPL 2013	$3,171,195	1,215,004	2.26	7,589,979	6.25
25th Percentile 2015	$3,158,849	994,122	1.70	4,206,894	2.22
Median (50th Percentile) 2015	**$3,870,005**	**1,608,459**	**2.38**	**5,409,943**	**4.69**
75th Percentile 2015	$4,850,911	2,115,728	3.58	7,531,122	6.03
Δ JCPL vs. Median (2015)	-$436,132	-626,726	-0.65	1,792,801	2.65
Δ % JCPL vs. Median (2015)	-11%	-39%	-27%	33%	56%
Δ % JCPL 2- YEAR (2013-15)	5%	-19%	-23%	-5%	17%
Δ % Median 2-YEAR (2013-15)	16%	34%	-0.63%	-15%	13%

Materials expenditures, collection size, and circulation

Materials expenditures are the funds used to purchase items for the library collection such as books, periodicals, downloadables, and non-print items like audio and video materials, as well as subscriptions to downloadable items through external vendors (e-materials).

While spending slightly more than average in percent of the operating budget on the collection (6th rank), JCPL's total materials expenditures were below average relative to its peers (7th rank). Correlated to its limited purchasing power JCPL ranked 9th (2nd lowest) in actual collection size and 8th for number of items owned by the library for each person in the community served. JCPL was 626,726 items short of the median when compared to its peers in 2015, and almost 1 item (0.65) short for each person in the community served. This shows that material expenditures were insufficient on a per capita level especially while the collection was undergoing appropriate weeding. Weeding, a regular library process, is carried out in order to take out damaged and outdated items from the collection and delete data with no physical counterpart on the shelves (missing and lost). This process will still continue into 2016 and affects the overall collection size to some extent. JCPL's collection size of 981,733 shows a decrease from 2014 (1,114,621), and ranks JCPL below average (2nd lowest, or 9th rank) relative to its peers in 2015.

JCPL continues its strong commitment to offer its patrons a great library collection by purchasing current and high interest items. Circulation numbers as well a turnover confirm makeup, relevance and popularity of the

2015 collection. Relative to the peer group, JCPL ranked 3rd highest in circulations (with the 2nd smallest collection size) and had the 2nd highest turnover. Turnover represents the number of circulations per item owned by the library and as such indicates the frequency of checkouts.

Four of the top five libraries in circulation also were in the top five for material expenditures. Increasing the collection size by increased spending would move JCPL's collection size per capita closer to the median of the peer group. This will be important in view of the current high turnover. The turnover rate of 7.34 circulations per item owned indicates that the items in the JCPL collection are borrowed frequently, and patrons may have to use hold lists and accept wait times to get their items as there simply may not be enough copies for certain segments of the collection given the high demand. It is noteworthy that JCPL reached 3rd highest total circulation numbers with below average expenditures. This shows that the selection of what goes into the collection is an important factor besides its mere size, accompanied by its display in the library and customer service to patrons, both helping them find what they are looking for.

The link between expenditures of materials and circulation is pronounced, and JCPL has shown to create great circulation by maximizing turnover with its focus on material selection.

Parameters indicating use

Visits, web visits, and cardholders

2015 National Benchmarking Peers	Cardholders	Cardholders (% of Pop.)	Visits	Visits Per Capita	Website Visits
JCPL Rank*	3	4	6	6	6
Anne Arundel CLD	270,623	48%	2,556,371	4.56	2,096,595
Denver PL	494,399	74%	4,195,777	6.27	12,385,456
Fort Vancouver RLD	296,797	63%	2,023,980	4.31	1,265,368
Lee County PL	289,398	43%	2,714,117	4.02	2,920,547
Milwaukee PL	391,680	65%	1,986,575	3.31	4,286,782
Nashville PL	306,899	46%	3,444,250	5.15	62,937,583
Pierce CLS	324,350	56%	2,343,381	4.04	2,120,040
Pikes Peak LD	261,969	43%	3,560,669	5.78	4,626,176
Timberland RL	240,216	49%	2,424,389	4.98	2,001,264
JCPL 2015	**350,433**	**62%**	**2,458,315**	**4.35**	**2,848,152**
JCPL 2014	341,446	62%	2,452,635	4.47	3,217,724
JCPL 2013	332,503	62%	2,541,642	4.73	4,046,640
25th Percentile 2015	266,296	44%	2,183,681	4.03	2,048,930
Median (50th Percentile) 2015	**296,797**	**49%**	**2,556,371**	**4.56**	**2,920,547**
75th Percentile 2015	358,015	64%	3,502,460	5.47	8,505,816
Δ JCPL vs. Median (2015)	53,636	13%	-98,056	-0.22	-72,395
Δ % JCPL vs. Median (2015)	18%	26%	-4%	-5%	-2%
Δ % JCPL 2- YEAR (2013-15)	5%	0.12%	-3%	-8%	-30%
Δ % Median 2-YEAR (2013-15)	16%	-7%	3%	-12%	14%

As the 6th busiest library, JCPL had 2,458,315 visits in 2015, only 4 percent less than the median (2,556,371). While it is noteworthy to mention that these results were achieved with the 2nd fewest open hours in the peer

group, JCPL shows a slight annual decrease since 2013. The decrease in 2015 can partly be attributed to the temporary closure of Golden during the three months of remodeling. The peer group increased their visits by 3 percent during the last three years, which shows that JCPL is not following the industry trend at the time.

On a per capita level JCPL shows a slight decrease over the last three years, a tendency that JCPL is seeking to reverse with the long due increased open hours that will become effective in 2016.

JCPL has the 3rd highest number of cardholders relative to its peers, and 4th highest percentage of cardholders of the population served. With 62 percent of the Jefferson County population owning and actively using a library card, this is 13 percent more than the peer group in 2015. This is a number worth mentioning as it clearly shows the level of engagement of the community with JCPL. The growing number of cardholders in view of slightly declining physical visits over the last three years could be the result of a growing segment of digital users that do not necessarily pay a physical visit to the library. It could also mean that patrons are visiting JCPL less frequently due to limited public service hours. 2016 is expected to show an increase of visits simply by extending open hours by 25 percent.

The number of website visits has gone down steadily since 2013. With 2,848,154 people clicking onto the JCPL website in 2015, JCPL still was the 6th busiest library website in comparison to the peers, and remained just slightly by 2 percent below the comparison group. Since JCPL switched to Google Analytics based data for measuring web usage in April 2014, it is actually 2015 that captures a first full year of data, and hence the first true baseline for future comparisons.

Circulation and turnover

2015 Benchmarking Peers	Collection Size	Collection Size/Capita	Circulation	Circulation Per Capita	Turnover
JCPL Rank*	9	8	3	3	2
Milwaukee PL	2,308,828	3.85	2,356,877	3.93	1.02
Anne Arundel CLD	989,829	1.77	5,409,943	9.66	5.47
Nashville PL	2,546,825	3.81	5,133,351	7.68	2.02
Timberland RL	1,632,078	3.35	3,959,119	8.13	2.43
Lee County PL	1,608,459	2.38	7,048,435	10.44	4.38
Pikes Peak LD	998,414	1.62	8,013,808	13.01	8.03
Fort Vancouver RLD	768,976	1.64	4,454,668	9.48	5.79
Pierce CLS	1,071,458	1.85	6,722,843	11.59	6.27
Denver PL	1,922,628	2.87	9,014,593	13.47	4.69
JCPL 2015	**981,733**	**1.74**	**7,202,744**	**12.74**	**7.34**
JCPL 2014	1,114,621	2.03	7,402,527	13.49	6.64
JCPL 2013	1,215,004	2.26	7,589,979	14.13	6.25
25th Percentile 2015	994,122	1.70	4,206,894	7.91	2.22
Median (50th Percentile) 2015	**1,608,459**	**2.38**	**5,409,943**	**9.66**	**4.69**
75th Percentile 2015	2,115,728	3.58	7,531,122	12.30	6.03
Δ JCPL vs. Median (2015)	-626,726	-0.65	1,792,801	3.08	2.65
Δ % JCPL vs. Median (2015)	-39%	-27%	33%	32%	56%
Δ % JCPL 2- YEAR (2013-15)	-19%	-23%	-5%	-10%	17%
Δ % Median 2-YEAR (2013-15)	34%	-0.63%	-15%	-17%	13%

JCPL ranked 3rd highest in both circulation as well as circulation per capita. In 2015 Jefferson County residents on average borrowed 12.74 items per person, 3 items more per person compared to the median of the peer group. When benchmarking against the peers, this result gains meaning when understanding that this level of circulation was achieved with the 2nd smallest collection size and 2nd fewest open hours, both of which determine accessibility of library materials for the community. As mentioned earlier it takes a high turnover rate to facilitate the high demand in JCPL's library materials. With a turnover rate of 7.34 checkouts per items owned by the library, JCPL ranked 2nd highest among its peers. Annual turnover defines how often every item in the collection was checked out on average by patrons over the course of one year. While this number shows that the JCPL collection is utilized highly, with every item in the collection on average getting checked out 3 more times (rounded from 2.65) compared to the peer group, it also highlights the possible implications of a high turnover rate that have been discussed earlier in terms of availability and wait times for patrons for high interest items. Turnover has increased by 17 percent over the last three years, and collection size has decreased by 23 percent during the same time frame. Both trends are correlated with each other and a result of continued weeding and maintenance of the collection throughout 2015 while still operating on a restricted budget for new materials after the recession. Refilling the shelves with current, up-to date and great looking materials is a strategic priority for 2016 with a planned increase in the budget for materials expenditures.

Program attendance, average program attendance, and summer reading

2015 National Benchmarking Peers	Program Attendance	Program Attendance/ 1,000 Cap.	Programs	Average Program Attendance
JCPL Rank*	4	4	4	4
Anne Arundel CLD	180,077	321	5,031	36
Denver PL	419,651	627	22,065	19
Fort Vancouver RLD	130,101	277	5,682	23
Lee County PL	92,666	137	3,534	26
Milwaukee PL	125,958	210	5,357	24
Nashville PL	334,011	500	9,933	34
Pierce CLS	120,588	208	4,321	28
Pikes Peak LD	276,093	448	12,324	22
Timberland RL	81,509	167	3,088	26
JCPL 2015	**208,354**	**368**	**7,788**	**27**
JCPL 2014	200,571	366	7,287	28
JCPL 2013	164,817	307	5,960	28
25th Percentile 2015	106,627	188	3,928	23
Median (50th Percentile) 2015	**130,101**	**277**	**5,357**	**26**
75th Percentile 2015	305,052	474	11,129	31
Δ JCPL vs. Median (2015)	78,253	92	2,431	1
Δ % JCPL vs. Median (2015)	60%	33%	45%	2%
Δ % JCPL 2- YEAR (2013-15)	26%	20%	31%	-3%
Δ % Median 2-YEAR (2013-15)	11%	19%	16%	8%

With 7,788 programs planned and carried out in 2015 (having grown 26 percent over the last three years), 368 programs offered by 1,000 capita, 208,354 people attending these programs, and 27 people attending a JCPL program on average, JCPL ranked well above average, 4th best in comparison to the peers. This not only shows the popularity of JCPL programs but also the effort set forth by staff is noteworthy, as these labor-intensive activities were carried out with 2nd lowest staffing levels and smallest open hours in comparison with peers. While this is a great return, in particular the children's average program attendance of 30 shows the need to spread out across more open hours and more staff in order to sustain the demand. In 2016 JCPL will be able to adjust with the expansion of open hours in order to ensure a great program experience with more children's programs so attendance will be able to be distributed more evenly.

Summer reading is a highlight of programming every year, designed to keep children and teens reading over the summer, to eliminate the summer slide and help students take their assessment tests in the fall with more confidence in reading. JCPL shows growth over the last three years, for all three age groups the program is offered to. All libraries participating in the state survey offered children's and teen summer reading programs, but Denver Public Library did not offer a summer reading program to adults, which needs to be considered when comparing across this age group.

2015 State Benchmarking Peers	Juvenile SR Registrants	Teen SR Registrants	Adult SR Registrants
JCPL Rank*	3	3	1
Any Think Library	7,282	1,629	3,903
Denver Public Library	30,163	13,949	0
Pikes Peak Library District	20,564	5,376	4,073
JCPL 2015	**19,732**	**4,705**	**6,839**
JCPL 2014	19,424	4,521	5,915
JCPL 2013	17,494	4,277	4,136
25th Percentile 2015	13,923	3,503	1,952
Median (50th Percentile) 2015	**20,564**	**5,376**	**3,903**
75th Percentile 2015	25,364	9,663	3,988
Δ JCPL vs. Median (2015)	-832	-671	2,936
Δ % JCPL vs. Median (2015)	-4%	-12%	75%

JCPL ranked first in adult registrants for summer reading, with 6,839 adult registrants JCPL counted almost double the registrants as the median.

JCPL ranked 3rd in children's and teen participation and with 19,732 registered children JCPL remained only 4 percent below the median of the peer group. With 4,705 registered teens JCPL was 12 percent under the peer group.

Technology usage

JCPL used the state peer group to benchmark for technology usage.

2015 State Benchmarking Peers	Public Service Hours	Public Computers (PAC)	PACs per 1,000 capita	Public Sessions	Wireless Sessions
JCPL Rank*	3	3	4	3	2
Any Think Library	17,493	312	0.85	319,296	221,222
Denver Public Library	65,328	961	1.45	911,358	No Data
Pikes Peak Library District	44,698	682	1.11	1,109,249	634,805
JCPL 2015	**24,192**	**316**	**0.57**	**409,412**	**263,448**
JCPL 2014	24,666	332	0.60	439,577	235,194
JCPL 2013	24,565	315	0.58	474,702	180,954
25th Percentile 2015	31,096	497	0.98	615,327	324,618
Median (50th Percentile) 2015	**44,698**	**682**	**1.11**	**911,358**	**428,014**
75th Percentile 2015	55,013	822	1.28	1,010,304	531,409
Δ JCPL vs. Median (2015)	-20,506	-366	-0.54	-501,946	-164,566
Δ % JCPL vs. Median (2015)	-46%	-54%	-49%	-55%	-38%

The number of computers available at the libraries for the public shows JCPL below average. Per 1,000 capita JCPL ranks last within the state peer group. This affects the number of public sessions that can be started from the public computers (PACs) as much as public service hours, and JCPL shows a similar deviation from the median in public computer usage as for number of PACs. The decline of public computer usage over the last

three years is not following industry trend. Wireless usage on the other hand has been growing over the past 3 years for JCPL, which has moved JCPL into second rank, and is expected to continue to rise with the planned expansion of open hours for 2016, as well as the planned increase in bandwidth and technology infrastructure also planned for 2016 so the JCPL wifi will be able to support more devices at a higher speed.

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National benchmarking graphs

- Library Square Footage Total and Per Capita
- Public Service Hours Per Year and Number of Library Branches
- Collection Size Per Year and Per Capita
- Cardholders Per Year and as Percentage of Population
- Library Visits Per Year and Per Capita
- Circulation Per Year and Per Capita
- Program Attendance Per Year and Per 1,000 Capita
- FTE Per 1,000 Cardholders and Per1,000 Capita
- Revenue Per Year and Per Capita
- Operating Expenditures Per Year and Per Capita

Library Square Footage Total and Per Capita
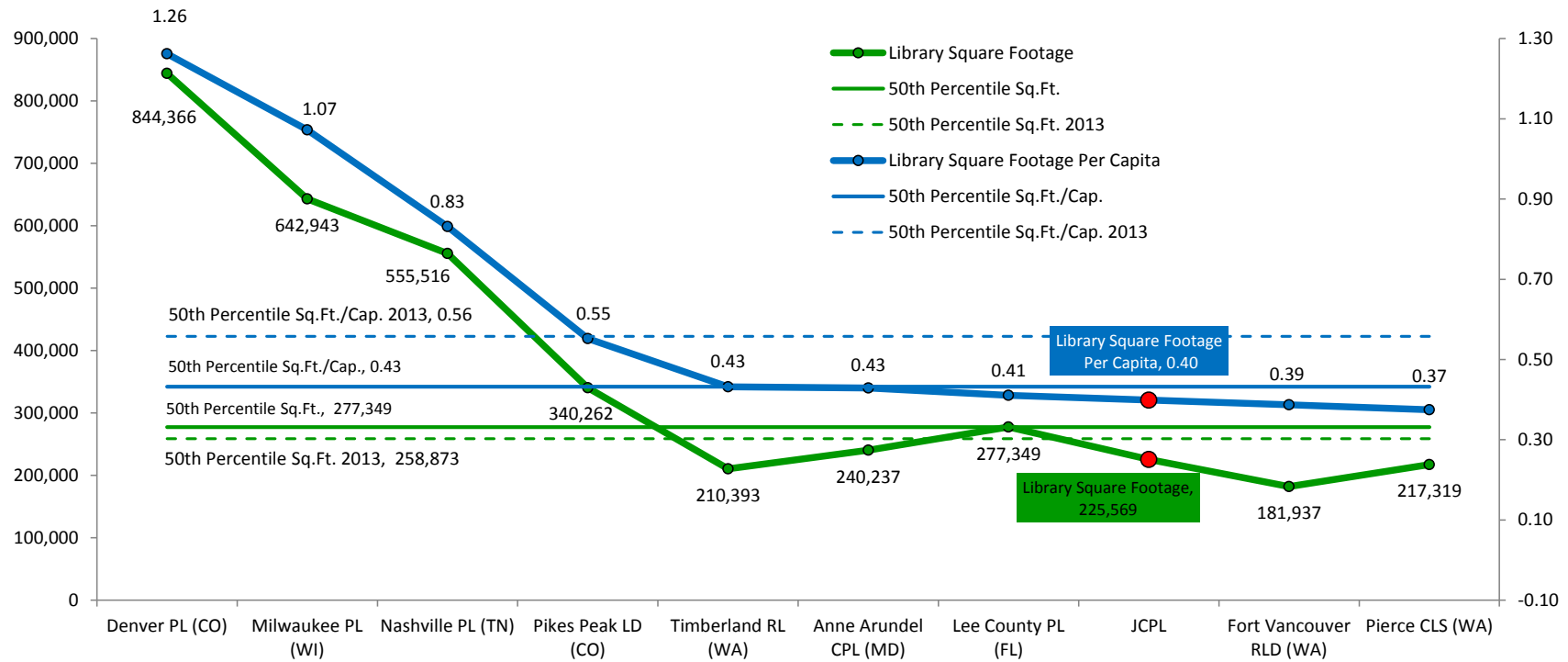
2015 Benchmarking Peers	Library Square Footage	Square Footage Per Capita
JCPL Rank*	7	8
JCPL 2015	**225,569**	**0.40**
JCPL 2014	225,569	0.41
JCPL 2013	225,562	0.42
Median (50th Percentile) 2015	**277,349**	**0.43**
Δ JCPL vs. Median (2015)	-51,780	-0.03
Δ % JCPL vs. Median (2015)	-19%	-8%
Δ % JCPL 2- YEAR (2013-15)	0.00%	-5%
Δ % Median 2-YEAR (2013-15)	7%	-23%

Public Service Hours Per Year and Number of Library Branches

Data labels visible in chart:
- Denver PL (CO): 65,328 (PS Hrs), 25 (Branches)
- Timberland RL (WA): 53,040, 27
- Pierce CLS (WA): 50,113, 20
- Anne Arundel CPL (MD): 47,449, 15
- Nashville PL (TN): 45,986, 20
- Pikes Peak LD (CO): 44,698, 13
- Lee County PL (FL): 34,757, 14
- Fort Vancouver RLD (WA): 33,014, 14
- Milwaukee PL (WI): 30,866, 12
- JCPL: Public Service Hours per Year, 24,192; Number of Library Branches, 10

50th Percentile PS Hrs/Yr, 45,986
50th Percentile PS Hrs/Yr 2013, 43,295
50th Percentile Library Branches, 15
50th Percentile Branches 2013, 14

Legend:
- Public Service Hours per Year
- 50th Percentile PS Hrs/Yr
- 50th Percentile PS Hrs/Yr 2013
- Number of Library Branches
- 50th Percentile Library Branches
- 50th Percentile Branches 2013

2015 Benchmarking Peers	Public Svc Hours /Year	Library Branches
JCPL Rank*	10	10
JCPL 2015	**24,192**	**10**
JCPL 2014	24,666	10
JCPL 2013	24,565	10
Median (50th Percentile) 2015	**45,986**	**15**
Δ JCPL vs. Median (2015)	-21,794	-5
Δ % JCPL vs. Median (2015)	-47%	-33%
Δ % JCPL 2- YEAR (2013-15)	-2%	0%
Δ % Median 2-YEAR (2013-15)	6%	11%

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Collection Size Per Year and Per Capita

Legend:
- Collection Size Per Year
- 50th Percentile Collection Size/Year
- 50th Percentile Collection Size/Year 2013
- Collection Size per Capita
- 50th Percentile Collection Size/Capita
- 50th Percentile Collection Size/Capita 2013

Chart data labels:
- Milwaukee PL (WI): 2,308,828 / 3.85
- Nashville PL (TN): 2,546,825 / 3.81
- Timberland RL (WA): 1,632,078 / 3.35
- Denver PL (CO): 1,922,628 / 2.87
- Lee County PL (FL): 1,608,459 / 2.38
- Pierce CLS (WA): 1,071,458 / 1.85
- Anne Arundel CPL (MD): 989,829 / 1.77
- JCPL: 981,733 / 1.74
- Fort Vancouver RLD (WA): 768,976 / 1.64
- Pikes Peak LD (CO): 998,414 / 1.62

Annotations:
- 50th Percentile Collection Size/Capita 2013, 2.40 vs. 2015, 2.38
- 50th Percentile Collection Size/Year, 1,608,459
- 50th Percentile Collection Size/Year 2013, 1,204,004
- Collection Size per Capita, 1.74
- Collection Size Per Year, 981,733

2015 Benchmarking Peers	Collection Size/Year	Collection Size/Capita
JCPL Rank*	9	8
JCPL 2015	**981,733**	**1.74**
JCPL 2014	1,114,621	2.03
JCPL 2013	1,215,004	2.26
Median (50th Percentile) 2015	**1,608,459**	**2.38**
Δ JCPL vs. Median (2015)	-626,726	-0.65
Δ % JCPL vs. Median (2015)	-39%	-27%
Δ % JCPL 2- YEAR (2013-15)	-19%	-23%
Δ % Median 2-YEAR (2013-15)	34%	-0.63%

Cardholders Per Year and as Percentage of Population

Legend:
- Cardholders Per Year
- 50th Percentile Cardholders/Year
- 50th Percentile Cardholders/Year 2013
- Cardholders % of Population
- 50th Percentile Cardholders % of Pop.
- 50th Percentile Cardholders % of Pop. 2013

Data labels:
- Denver PL (CO): 73.89%, 494,399
- Milwaukee PL (WI): 65.32%, 391,680
- Fort Vancouver RLD (WA): 63.17%, 296,797
- JCPL: Cardholders % of Population, 61.96%; Cardholders Per Year, 350,433
- Pierce CLS (WA): 55.93%, 324,350
- Timberland RL (WA): 49.33%, 240,216
- Anne Arundel CPL (MD): 48.31%, 270,623
- Nashville PL (TN): 45.92%, 306,899
- Lee County PL (FL): 42.87%, 289,398
- Pikes Peak LD (CO): 42.52%, 261,969

- 50th Percentile Cardholders % of Pop. 2013, 52.92%
- 50th Percentile Cardholders % of Pop., 49.33%
- 50th Percentile Cardholders/Year, 296,797
- 50th Percentile Cardholders/Year 2013, 256,304

2015 Benchmarking Peers	Cardholders Per Year	Cardholders % of Pop.
JCPL Rank*	3	4
JCPL 2015	**350,433**	**61.96%**
JCPL 2014	341,446	62.24%
JCPL 2013	332,503	61.89%
Median (50th Percentile) 2015	**296,797**	**49.33%**
Δ JCPL vs. Median (2015)	53,636	12.64%
Δ % JCPL vs. Median (2015)	18%	26%
Δ % JCPL 2- YEAR (2013-15)	5%	0.12%
Δ % Median 2-YEAR (2013-15)	16%	-7%

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Library Visits Per Year and Per Capita

Legend:
- Library Visits Per Year
- 50th Percentile Visits/Year
- 50th Percentile Visits/Year 2013
- Library Visits Per Capita
- 50th Percentile Visits/ Capita
- 50th Percentile Visits/ Capita 2013

50th Percentile Visits/ Capita 2013, 5.17
50th Percentile Visits/ Capita, 4.56
Library Visits Per Capita, 4.35
50th Percentile Visits/Year, 2,556,371
50th Percentile Visits/Year 2013, 2,493,198
Library Visits Per Year, 2,458,315

Per Capita values: 6.27, 5.78, 5.15, 4.98, 4.56, 4.31, 4.04, 4.02, 3.31

Per Year values: 4,195,777 · 3,560,669 · 3,444,250 · 2,424,389 · 2,556,371 · 2,023,980 · 2,343,381 · 2,714,117 · 1,986,575

X-axis: Denver PL (CO), Pikes Peak LD (CO), Nashville PL (TN), Timberland RL (WA), Anne Arundel CPL (MD), JCPL, Fort Vancouver RLD (WA), Pierce CLS (WA), Lee County PL (FL), Milwaukee PL (WI)

2015 Benchmarking Peers	Visits Per Year	Visits Per Capita
JCPL Rank*	6	6
JCPL 2015	**2,458,315**	**4.35**
JCPL 2014	2,452,635	4.47
JCPL 2013	2,541,642	4.73
Median (50th Percentile) 2015	**2,556,371**	**4.56**
Δ JCPL vs. Median (2015)	-98,056	-0.22
Δ % JCPL vs. Median (2015)	-4%	-5%
Δ % JCPL 2- YEAR (2013-15)	-3%	-8%
Δ % Median 2-YEAR (2013-15)	3%	-12%

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Circulation Per Year and Per Capita
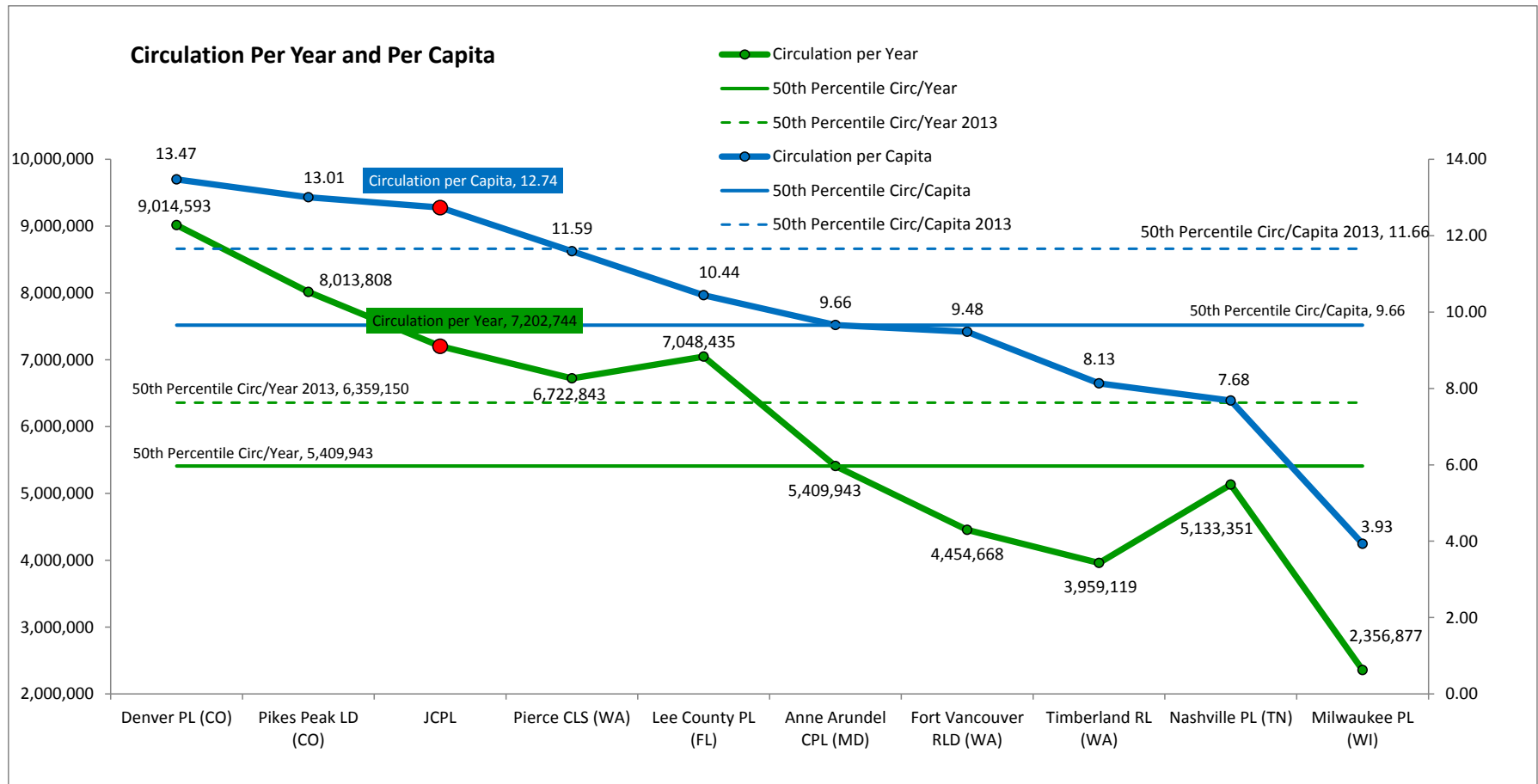
2015 Benchmarking Peers	Circulation Per Year	Circulation Per Capita
JCPL Rank*	3	3
JCPL 2015	**7,202,744**	**12.74**
JCPL 2014	7,402,527	13.49
JCPL 2013	7,589,979	14.13
Median (50th Percentile) 2015	**5,409,943**	**9.66**
Δ JCPL vs. Median (2015)	1,792,801	3.08
Δ % JCPL vs. Median (2015)	33%	32%
Δ % JCPL 2- YEAR (2013-15)	-5%	-10%
Δ % Median 2-YEAR (2013-15)	-15%	-17%

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Program Attendance Per Year and Per 1,000 Capita

Legend:
- Program Attendance per Year
- 50th Percentile Program Att./Year
- 50th Percentile Program Att./Year 2013
- Program Attendance Per 1,000 Capita
- 50th Percentile Program Att./1,000 Cap.
- 50th Percentile Program Att./1,000 Cap. 2013

Program Attendance Per 1,000 Capita, 368

Program Attendance per Year, 208,354

50th Percentile Program Att./Year, 130,101

50th Percentile Program Att./Year 2013, 117,533

50th Percentile Program Att./1,000 Cap., 277

50th Percentile Program Att./1,000 Cap. 2013, 233

Per 1,000 Capita values: 627, 500, 448, 368, 321, 277, 210, 208, 167, 137

Per Year values: 419,651, 334,011, 276,093, 208,354, 180,077, 130,101, 125,958, 120,588, 81,509, 92,666

Categories: Denver PL (CO), Nashville PL (TN), Pikes Peak LD (CO), JCPL, Anne Arundel CPL (MD), Fort Vancouver RLD (WA), Milwaukee PL (WI), Pierce CLS (WA), Timberland RL (WA), Lee County PL (FL)

2015 Benchmarking Peers	Program Att./Year	Program Att./1,000 Capita
JCPL Rank*	4	4
JCPL 2015	**208,354**	**368**
JCPL 2014	200,571	366
JCPL 2013	164,817	307
Median (50th Percentile) 2015	**130,101**	**277**
Δ JCPL vs. Median (2015)	78,253	92
Δ % JCPL vs. Median (2015)	60%	33%
Δ % JCPL 2- YEAR (2013-15)	26%	20%
Δ % Median 2-YEAR (2013-15)	11%	19%

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FTE Per Year and Per 1,000 Capita
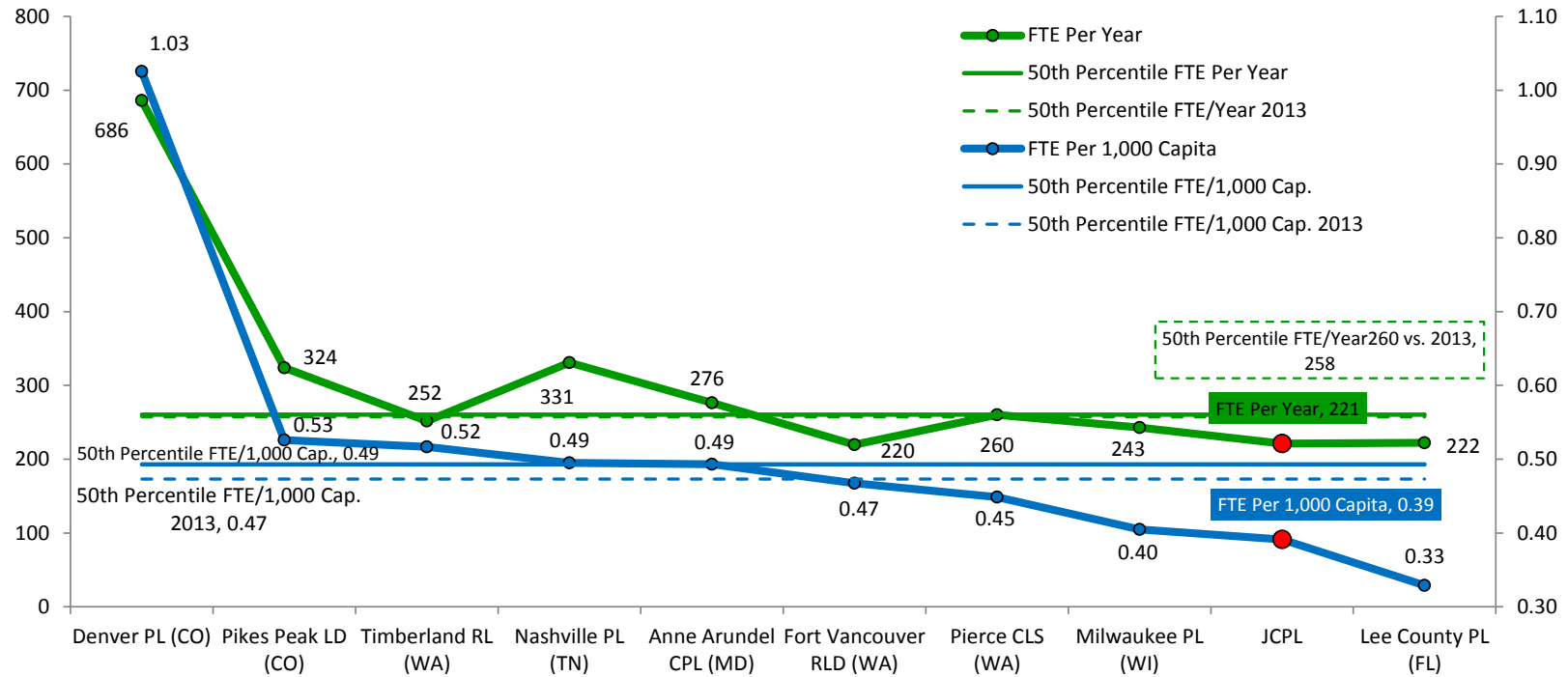
2015 Benchmarking Peers	FTE Per Year	FTE Per 1,000 Capita
JCPL Rank*	9	9
JCPL 2015	**221**	**0**
JCPL 2014	219	0
JCPL 2013	218	0
Median (50th Percentile) 2015	**260**	**0**
Δ JCPL vs. Median (2015)	-39	-0.10
Δ % JCPL vs. Median (2015)	-15%	-21%
Δ % JCPL 2- YEAR (2013-15)	2%	-4%
Δ % Median 2-YEAR (2013-15)	1%	4%

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Revenue Per Year and Per Capita

Legend:
- Revenue Per Year
- 50th Percentile Revenue/Year
- 50th Percentile Revenue/Year 2013
- Revenue Per Capita
- 50th Percentile Revenue/Cap.
- 50th Percentile Revenue/Cap. 2013

Data labels (Revenue Per Capita): $65.76, $48.99, $48.27, $47.76, $46.32, $45.26, $44.41, Revenue Per Capita $44.16, $42.40, $42.23

50th Percentile Revenue/Cap. 2013, $46.79
50th Percentile Revenue/Cap., $46.32

Data labels (Revenue Per Year): $44,001,954, $28,414,905, $22,681,546, $29,421,673, $31,268,919, $22,043,435, $29,681,118, Revenue Per Year, $24,975,800, $23,749,034, $25,324,485

50th Percentile Revenue/Year, $28,414,905
50th Percentile Revenue/Year 2013, $24,739,659

X-axis: Denver PL (CO), Pierce CLS (WA), Fort Vancouver RLD (WA), Pikes Peak LD (CO), Lee County PL (FL), Timberland RL (WA), Nashville PL (TN), JCPL, Anne Arundel CPL (MD), Milwaukee PL (WI)

2015 Benchmarking Peers	Revenue Per Year	Revenue Per Capita
JCPL Rank*	7	8
JCPL 2015	**$24,975,800**	**$44.16**
JCPL 2014	$24,815,991	$45.24
JCPL 2013	$24,497,310	$47.35
Median (50th Percentile) 2015	**$28,414,905**	**$46.32**
Δ JCPL vs. Median (2015)	-$3,439,105	-$2.16
Δ % JCPL vs. Median (2015)	-12%	-5%
Δ % JCPL 2- YEAR (2013-15)	2%	-7%
Δ % Median 2-YEAR (2013-15)	15%	-1%

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Operating Expenditures Per Year and Per Capita
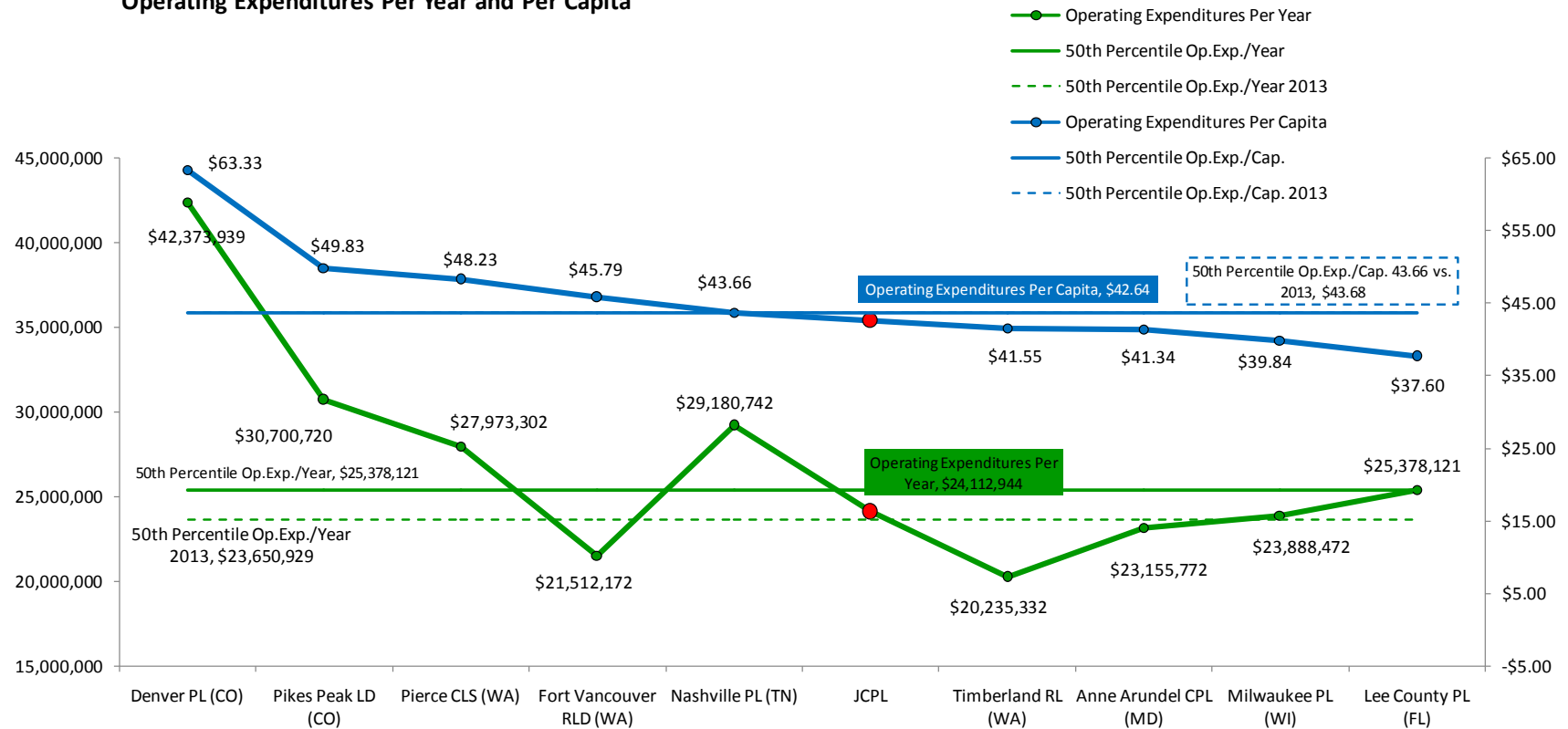
2015 Benchmarking Peers	Operating Expenditures Per Year	Operating Expenditures Per Capita
JCPL Rank*	6	6
JCPL 2015	**$24,112,944**	**$42.64**
JCPL 2014	$21,299,925	$38.83
JCPL 2013	$23,516,718	$43.77
Median (50th Percentile) 2015	**$25,378,121**	**$43.66**
Δ JCPL vs. Median (2015)	-$1,265,177	-$1.02
Δ % JCPL vs. Median (2015)	-5%	-2%
Δ % JCPL 2- YEAR (2013-15)	3%	-3%
Δ % Median 2-YEAR (2013-15)	7%	-0.03%

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Operational Updates

Public Services – Columbine Remodel

Columbine Library Renovation – Progress Reporting

DATE: November 2016

I. PROJECT TEAM:

Jefferson County Public Library	Owner
JCPL Steering Committee	Advisory Group
NV5	Owner's Representative
Humphries Poli Architects	Architect/Design Team
Fransen Pittman	General Contractor

II. PROJECT PROGRESS / STATUS:

A. JCPL Steering Committee and NV5 have completed procurement/hiring of Architectural Design Team and General Contractor.

B. Humphries Poli Architects (HPA) is finalizing the Schematic Design on November 11th.

   a. Schematic design consists of a one-page building plan that shows the new layout (location of study rooms, new entry area, new bathrooms, etc.).

   b. This plan is used to begin laying out shelving and furniture to establish correct fit and needs.

   c. Schematic design plan will be issued to Fransen Pittman for pricing to ensure the design is within the overall project budget.

   d. Once schematic design is reviewed by JCPL and pricing is verified to be within budget range, HPA will begin working on the next phase of design, Design Development (DD) phase.

III. CURRENT PROJECT RISKS &/OR OPPORTUNTIES:

A. None at this time.

IV. UPCOMING KEY DECISIONS:

A. Construction Schedule – NV5, JCPL and Fransen Pittman are working through options regarding construction schedule. Options being discussed include how the library services will continue if Columbine is completely shut down during construction; or how the construction schedule is affected if the library keeps small portions of the library open through the duration of construction. Costs associated with these options are being developed to help with the decision.

V. BUDGET:

A. Project budget is working toward a Not To Exceed amount of $4 Million.

B. No major concerns at this time with budget.

VI. MEETINGS:

A. Weekly (on-going), Tuesdays @ 1:30pm: Design meetings are being held and attended by JCPL Steering Committee, NV5, HPA and Fransen Pittman.

B. November 3rd – Staff Meeting was held. Project status to-date was reviewed with Columbine staff. HPA led that meeting and requested comments/feedback from staff.

C. November 10th – JCPL Board Meeting

D. November 12th & 19th – Community Meetings to Present Schematic Design. Held at Columbine Library.

VII. MILESTONES PROJECTED FOR NEXT PERIOD:

A. Review Schematic Design and preliminary costs associated. Provide approval to HPA to continue to Design Development.

B. Establish preliminary construction schedule (exact dates may change due to final design and permitting durations, but the goal will be to determine the approach and how to provide services to patrons during construction).

Consent Agenda

<p align="center"><strong style="color:red">PROPOSED</p>

2017 GOVERNANCE PROCESS CALENDAR
JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

Month	Governance Process	Monitoring & Ends	Board Action
January	Begin Trustees planning cycle (4.3.2) Chair presents tentative agenda plan (4.3.2.B) Chair appoints committee to review Board Bylaws (4.4.2D) Chair appoints nominating committee for Board officers (4.4.2D) Trustees review Executive Director's performance and compensation (4.3.6)	1.1 - 1.5 Ends Statements • Review of Final 2016 Strategic Priorities Ends Statements • Review of 2017 Strategic Priorities	Trustees approve the "Sunshine Resolution" Trustees approve budget transfer requests from the previous calendar year Chair appoints Trustee representative to Foundation Board
February		2.0 General Management Constraints 2.1 Treatment of Patrons 2.2 Treatment of Staff 2.3 Financial Condition and Activities 2.4 Asset Protection	Trustees review, amend as needed and approve Board Bylaws. Nominating Committee Reports to Board
March			Trustees elect board officers
April		Ends Statements • Review of 1ST Quarter 2017 Strategic Priorities	
May	Trustees enlist external audit, as needed Trustees set Governance Budget for next year (4.8.2)	Trustees review Global Ends Statements	
June	Executive Director presents the annual budget to the Trustees (4.2.5.A). May be rescheduled based on the budget development schedule provided by the County.		
July	Trustees authorize the Executive Director to submit the annual budget request to the BCC (4.2.5.C). May be rescheduled based on the budget development schedule provided by the County.	Ends Statements • Review of 2nd Quarter 2017 Strategic Priorities	
August		2.5 Financial Planning, Budgeting 2.6 Compensation and Benefits 2.7 Emergency Executive Director Succession 2.8 Board Awareness and Support 2.9 Materials Selection	
September			
October		Ends Statements • Review of 3rd Quarter 2017 Strategic Priorities	
November	Trustees review 2018 governance process calendar		
December	Trustees adopt 2018 governance process calendar (4.3.2 and 4.3.2.B) Trustees adopt the annual budget (4.2.5.A) End Trustees planning cycle (4.3.1)		

<u>Ongoing Board Decisions</u>

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

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

Jefferson County
PUBLIC LIBRARY