BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
July 20, 2017

Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	**Thursday, July 20, 2017 – GOLDEN LIBRARY MEETING ROOM**
1.	**Call to order & attendance (4.5.8)**
2.	**Pledge of Allegiance**
3. Action	**Approve Agenda** Call for motion and second
4. Action	**Approval of Minutes** Call for motion and second • June 8, 2017 Study Session Minutes • June 15, 2017 Board Meeting Minutes
5.	**Public Comment**
6. Information	• Foundation Report – Jo Schantz
7. Operational Updates Action as Needed	• **Executive Director Update** • **Finance Department –** Gloria Overholt, Interim Director of Budget & Finance ▪ 2018 PowerPoint Budget Presentation (BCC Meeting August 14) ▪ Budget Cover Letter **Action Item:** Recommend that the Library Board of Trustees accept the budget cover letter including the revision as presented. ▪ Financial Reports ▪ May 2017 ▪ June 2017 • **Public Services Department** ▪ **Second Quarter 2017 Statistics** –Monica Rezac, Interim Assistant Director of Public Services ▪ The report will be provided at the meeting. ▪ **Columbine Library Remodel –** Dan Killian, NV5 ▪ Columbine Update Video – Pat Klein, Director of Information Technology ▪ Change Orders – Fransen Pittman – Steve Chestnut, Director of Facilities and Construction Projects ▪ **Action Item**: Recommend that the Library Board of Trustees authorize the Executive Director to make a payment to Fransen Pittman in the amount of $9,176. ▪ **Action Item**: Recommend that the Library Board of Trustees authorize the Executive Director to make payments on change orders related to the Columbine Library Remodel Project as long as they fall within the Board authorized budget for the project.

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

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<u>Edgewater Library Update</u> – Paul Wember; President, Wember, Inc.
<u>Edgewater Architect Contract Authorization</u> – Steve Chestnut, Director of Facilities and Construction Projects

Action Item: Recommend that the Library Board of Trustees authorize the Executive Director to enter into a contract with Humphries Poli Architects in the amount of $97,500.

Communications Department – Rebecca Winning, Director of Communications

<u>JCPL Guidelines for Naming and Name Recognition</u>

Action Item: Recommend that the Library Board of Trustees accept the Guidelines for Naming and Name Recognition as presented.

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<td>**8.** Action as Needed</td>
<td>**Consent Agenda (4.3.4)**
No Items</td>
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<td>**9.** Emerging Issues Action as Needed</td>
<td>• Draft Letter to BCC re: Quarterly Meetings/Agenda</td>
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<td>**10.** Action as Needed</td>
<td>**Ends**
• Review of 2nd Quarter 2017 Strategic Priorities – Pam Nissler, Executive Director</td>
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<td>**11.** Action as Needed</td>
<td>**Governing Policies: Management Limitations (Monitoring Reports)**
Monitoring Executive Director's Performance
• No items</td>
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<td>**12.** Suggest Agenda Items</td>
<td>**BOARD SCHEDULE – NEXT MEETINGS**

August 10 – Study Session – 5:30 pm – Administration Conference Room
August 14 – Trustees Present Budget to BCC – 9:00 am – BCC Board Room – 5th Floor
August 17 – Board Meeting – 5:30 pm – Standley Lake Library Meeting Room
September 14 – Board & BCC Quarterly Meeting – 11:30-12:30 – 5th Floor Conference Room
September 14 – Study Session – 5:30 pm – Administration Conference Room
September 21 – Joint Board Meeting – Library & Foundation Boards – 4:45-5:30 pm – Belmar Library Meeting Room
September 21 - Board Meeting – 5:30 pm – Belmar Library Meeting Room
October 12 – Study Session – 5:30 pm – Administration Conference Room
October 19 – Board Meeting – 5:30 pm – Columbine Library Meeting Room

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<td>**13.** Discussion</td>
<td>**Board Questions or Comments Related to Items on the Meeting Agenda**</td>
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<td>**14.** Discussion</td>
<td>**Evaluate Board Meeting (4.1.9)**</td>
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<td>**15.** Information</td>
<td>**Announcements/General Information Sharing**
• Report of the Chair – Correspondence, Other
• Other Announcements</td>
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<td>**16.** Adjournment</td>
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APPROVAL OF MINUTES

Jefferson County Public Library Board of Trustees
Study Session
June 8, 2017 – 5:30 p.m.
Administration Conference Room

TOPICS:
- 2018 Draft Budget Presentation
- Columbine Remodel Update and Change Orders

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

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

Trustees not present: All Trustees were present.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Rebecca Winning, Director of Communications; Gloria Overholt, Acting Director of Budget & Finance; Steve Chestnut, Director of Facilities & Construction Projects; Pat Klein, Director of Information Technology; Julianne Rist, Director of Public Services; and Amber Fisher, Executive Assistant, Office of the Executive Director.

The Chair expressed appreciation to Gloria Overholt for her assistance in developing the 2018 budget. The Executive Director noted that the Board was advised of the change to the budget development schedule as soon as the library received the new budget calendar.

The Chair advised the Board that an item will be brought forward at the June 15, 2017 Board meeting to discuss recommendations and processes to enhance the Library Board's meetings with the Board of County Commissioners.

2018 Draft Budget Presentation
Gloria Overholt, Acting Director of Budget and Finance acknowledged and expressed appreciation to Susan Wilson-Madsen, Budget and Finance Manager and Sheena Freve, Budget Analyst, for their hard work and assistance with the 2018 budget. Gloria advised the Board that because of the schedule change, information on salaries, benefits and property tax have not been received and these numbers may change from what is being presented.

Fulfilling our Promises

The 2018 draft budget addresses the following community needs and priorities:

1. Provide Access and Support: All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources. Family Place Library Designation (New Edgewater Library); Continue investment in technology (new system-wide telephone system, A/V equipment at Evergreen, Standley Lake, Golden and Edgewater; Adult Laptops at two libraries, Mobile Worklist IPads, Patron Education hotspots, continuation of security camera upgrade, Sierra Test/Training server, Text Message Notices, Next-Gen Firewall, Skype for Business, Decision Center upgrade; Sorter Replacements at two libraries plus the new Edgewater Library; Continue investment in books and materials; Library-2-You increased service (new smaller van for the new Lobby Stop service, increase service to low income youth populations and providing technology outside of library walls).

2. Create Great Spaces and Places: All Jefferson County Residents have safe, convenient and inviting places to go to access information and resources and participate in community life. Edgewater Library; Planning for the Belmar Library Remodel; Continue investment in Capital Maintenance and Investment in Operating Furniture.

3. Advance Shared Community Outcomes: Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes. 1000 Books Before Kindergarten; Raise a Reader; Summer Reading Program; Family Place Library (Edgewater).

4. Be Good Stewards: All Jefferson County residents receive maximum return on their shared investment in library services. Base budgets on metrics and trends; Lean staffing costs; use fund balance for one-year, one-time costs (Edgewater).

Jefferson County 2018 Budgetary Guidelines

1. Merit Increase are initially estimated at an average of 2.6%
2. Health Benefit cost trend increase are generally 7-10%. Actual cost projections will be evaluated during the budget process and current assumption is that any increase will be split with the employees 50/50.
3. Business cases will be accepted. However, please consider the limited revenue resources when making requests.
4. Please limit capital requests to the dollar amount that was approved for 2018 in the 2018 Capital Improvement Plan; unless the request is related to safety, critical need, or offset by revenue.

County Budget calendar
- June 16 - Salary projections distributed to departments
- June 19 & 21 – Budget Kickoff Meetings
- June 30 – Revenue Estimates Finalized
- July 7 – Budget Requests & Business Cases Due
- July 7 – Budget presentations Due
- Aug 14 - 9:00 – 10:00 AM – Library Budget Presentation
- Oct 3 – Proposed budget submitted to BCC
- Oct 10 – Public Hearing
- Oct 16-19 Department Budget Meetings, if needed
- Dec 5 – Budget Adoption

Revenues - 2018 Assessed Valuation
- 2017 is a reassessment year
- Residential housing increased 22.82% over 2016
- Overall increase of 14% (all properties)
- Gallagher Amendment requires the allocation to remain at a 45/55 ratio between residential and commercial properties
  - Assessment rate reduced to 7.20%

Revenues - Mill Levy Calculation – Property Tax Revenue for 2018
Final Property Tax Revenue will be updated in August.

Proposed Assessed Value $10,005,918,024

Mill Levy	Property Tax Revenue
3.75	$37,522,193
4.00	$40,023,672
4.50	$45,026,631

2018 Draft Budget Summary

Summary	2017 Adopted Budget	2018 Draft Budget
Revenues		
Total Revenues	$37,862,158	$37,799,007
Use of Fund Balance	1,436,716	$3,798,666
Total Revenues	**$39,298,874**	**$41,597,673**
Expenditures		
Operating	$29,817,420	$32,874,548
Debt Service	1,548,403	1,514,769
Capital	6,361,500	5,390,250
Interdepartmental	1,571,551	1,818,106
Total Expenditures	**$39,298,874**	**$41,597,673**
Full – Time Equivalent (FTEs)	215.00	218.50*

Revenues includes: Property Taxes, State Grants, and Charges for Services, Library Fines & Fees, E-rate, Foundation, etc. *FTE 2018 – Business case to increase 2018 FTE Authorized amount by 3.5 FTE for the Edgewater Library. Property Tax calculated at 3.5 Mill Levy.

Other Revenues: $58,000
- $50,000 ERate
- $8,000 sale of non-capital assets
- Library Fines Discussion – 2018 Draft includes a reduction of fines for Children's Print Materials. This is a reduction of $154,000. If the Board would like to reduce fines for all Children's Materials (not just print), the reduction in Library Fines revenue would be increased by an additional $41,000 for a total reduction of $195,000.

Operating Expenditures

Operating Capital, $120,000, 1%

Direct Costs/Indirect Costs, $1,818,106, 5%

Debt, $1,514,769, 4%

Services, $4,421,576, 12%

Library Books & Materials, $9,475,119, 26%

Supplies, $1,460,309, 4%

Personnel Services, $17,397,544, 48%
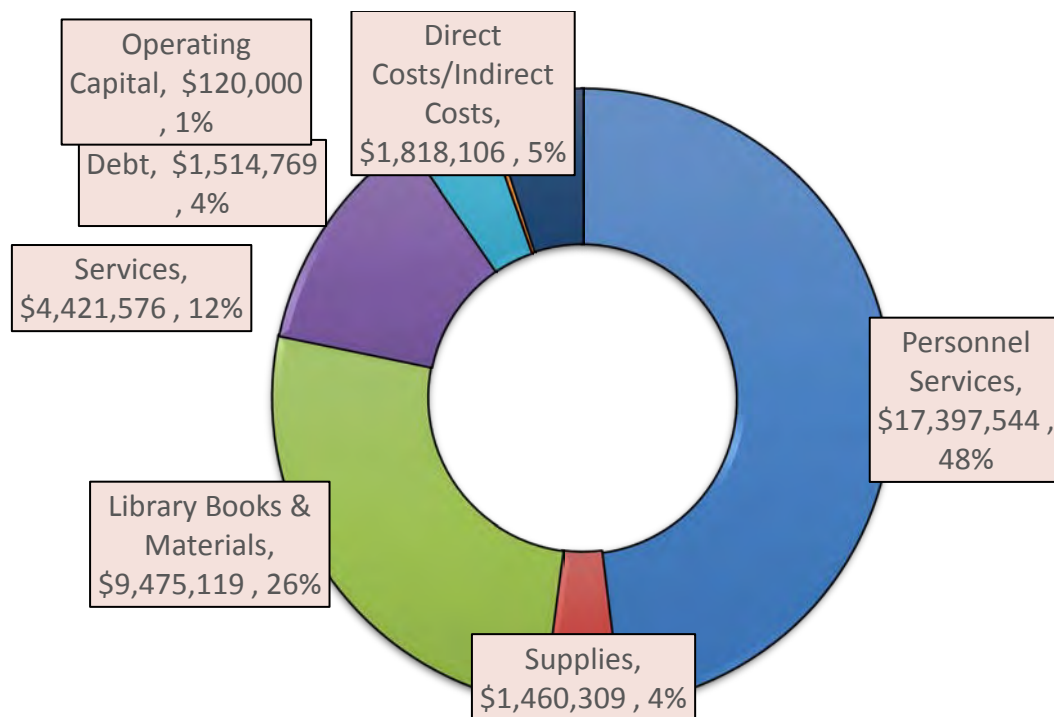
Salaries and Employee Benefits

Category	2017 Adopted Budget	2018 Draft Budget
Regular Salaries	$11,398,213	$12,007,317
Awards and Bonuses	$100,000	$120,000
Temporary Salaries (Pages, Subs)	$1,876,245	$1,901,432
Employee Benefits	$3,793,380	$4,255,215
Vacancy Savings	$(865,966)	$(900,550)

Vacancy Saving Trend – A Percentage of Salaries & Benefits

|	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
Vacancy Savings	$285,005	$294,734	$796,353	$498,628	$865,966	$900,550
% Calculated	2%	2%	5%	3%	5%	5%

<u>Authorized Positions</u>

2018 – Request of Additional Staff for the New Edgewater Library

- Total of 10 New Positions for the Edgewater Library
    - o 1 Public Services Manager
    - o 5.5 Public Services Associates
    - o 0.5 Operations Page
    - o 3.0 Librarians
- 6.5 - Non-Budgeted/Reserve
- 3.5 – NEW Request above 2017 Authorized amount

FTE Summary		
	2017	2018
Budgeted Positions	208.5	218.5
Non-Budgeted/Reserved Positions	6.5	0
Total FTEs	215.0	218.5

<u>Library Books & Materials Policy</u> - Adopted by the Library Board of Trustees April 21, 2016: The Library desires to maintain a responsible level of access to books and materials for Jefferson County residents as defined by demand and use measures of holdings per capita, circulation per capita and annual turnover rate.

<u>Library Books and Materials Budget</u>
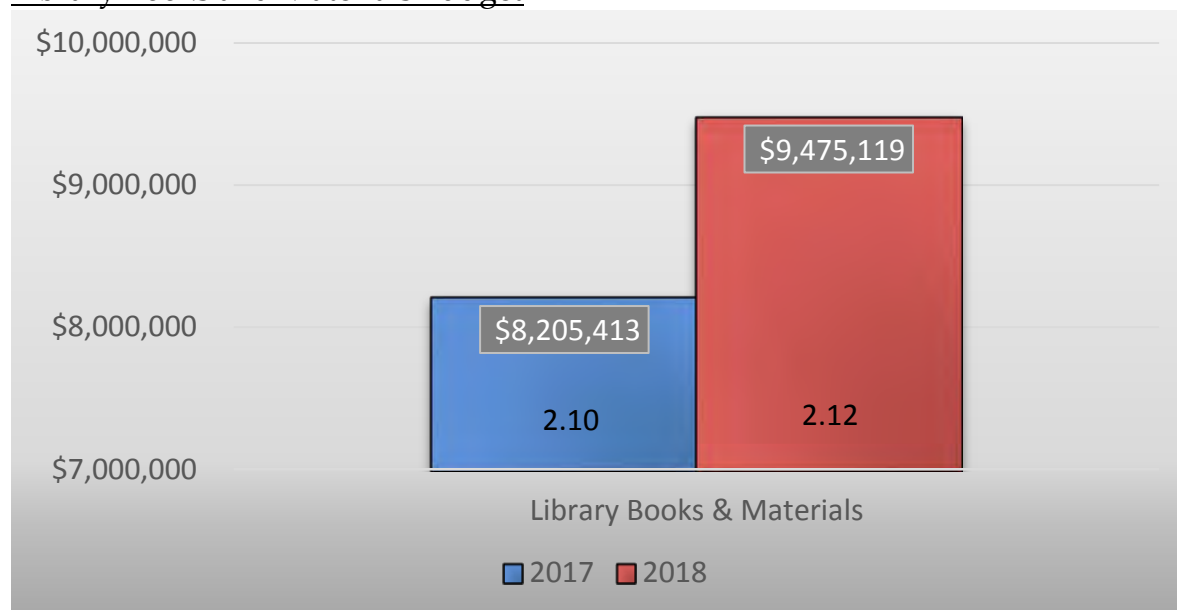
Increase of $ 1,269,706 or 15%. Goal: 50th Percentile Collections per Capita: 2.38. Increase is due to 1.2 M needed for opening day collection at Edgewater.

Supplies, Services, Operating Capital and Intergovernmental: Budget Comparison 2017 to 2018
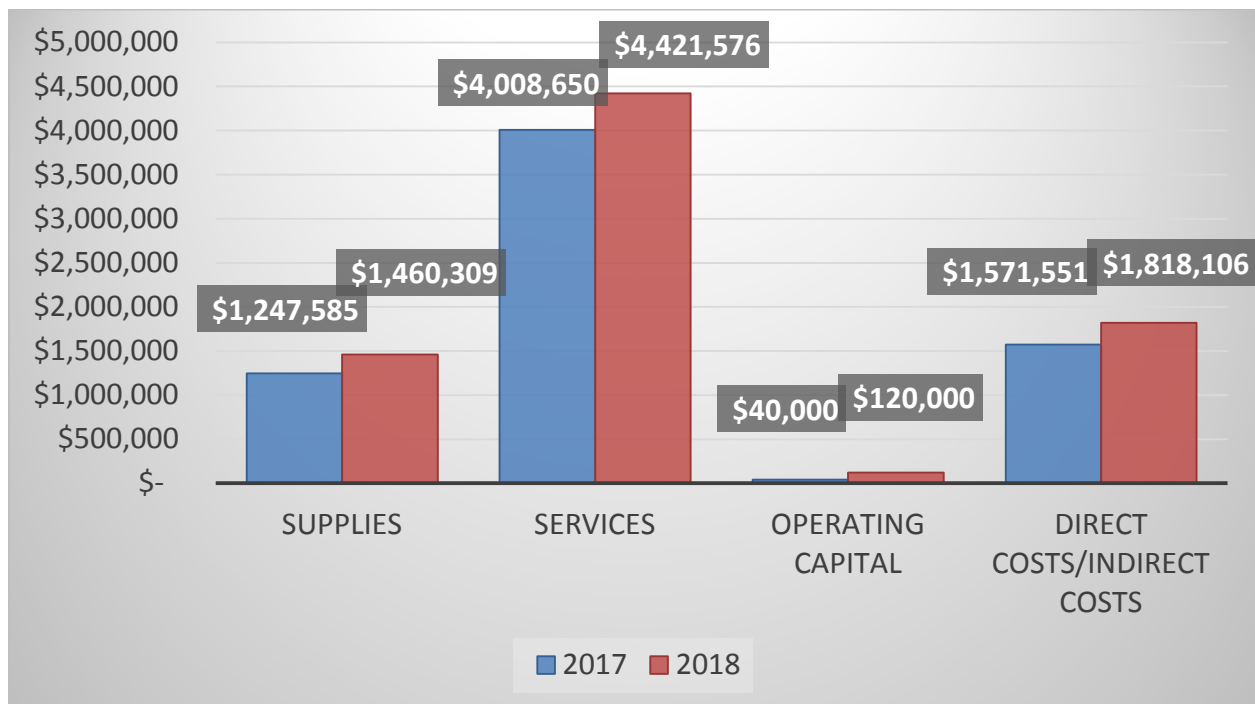
Budget Highlights – Supplies
Used metrics to standardize Library Base Budgets based on door count, circulation, square footage, and number of programs
- Office Supplies
- Special Events Supplies
- General Supplies
- Food Supplies
- Programs

Increase in Furniture & Equipment
- Additional Ergonomic needs
- Continuation of replacing library furniture

Budget Highlights – Services
- Increased costs for All Staff Day - In order to provide exceptional training, workshops, and a quality conference experience for all employees, a conference venue is needed to house more than 300 participants.
- Continued implementation of branding recommendations, including printing and distribution of a new quarterly program guide
- New and increasing software maintenance costs, including Bibliotheca sorter maintenance
- Increase in Heating & Power Costs
- Additional Security Services- expanded to Belmar & Golden Libraries

Budget Highlights – Operating Capital
- Library-2-You addition of new Cargo Van for implementation of the Library-2-You Master Plan recommendations for:
  - Lobby stop service
  - Youth demographics service in low income areas
  - Tech instruction outside the library walls
- New Vehicle for Facilities

Budget Highlights – Interdepartmental Costs

Interdepartmental Cost	2017 Adopted Budget	2018 Draft Budget
Indirect Costs		
Accounting – Payroll	156,451	169,945
Budget	39,196	51,245
County Attorney's Overhead	180	(1,584)
Human Resources	151,801	213,587
Public Information Office	1,818	2,196
IT Services	404,642	491,942
Purchasing	(3,633)	(4,824)
Total Indirect Costs	750,455	916,507
Direct Costs (Fleet & Motor Pool, Legal)	150,688	145,295
Intra-County Transactions (Insurance, Treasurer's Fees)	670,408	756,304
Total Interdepartmental	1,571,551	1,818,106

Indirect Costs are the Cost Allocation Plan. Cost Allocation Plan for 2018 is calculated on 2016 Actuals. Increases are due to increases in expenditures in 2016 county-wide. Many areas are calculated based on number of FTEs. In 2016 the library had an increase in FTEs which contributes to the increases,

Debt Service

Total Debt Payments in 2018: $1,514,769

Certificates of Participation (COPs)	Build America Bonds Series 2009 (BABs)	Certificates of Participation (COPs)

• $8,886,000
• Arvada Library Building
• 2024 last payment
	• $6,293,000
	• Lakewood Building
	  • HVAC
	  • Energy Conservation
	• Sorters
	• Library Service Center Remodel
	• 2020 Last Payment
		• $995,000
		• Belmar Roof
		• Columbine Parking Lot
		• Standley Lake Parking Lot
		• Columbine HVAC
		• 2021 Last Payment

Capital Projects – Annual Replacement & Maintenance

Project	2017 Budget	2018 Draft Budget
ARM-01 Capital Maintenance	$250,000	$250,000
ARM-02 Other Capital Replacement Plan/Furniture & Equipment	56,000	36,000
ARM-03 Computer 5-year Replacement Plan	250,000	250,000
ARM-04 Book Sorter Sinking Fund	200,000	350,000
ARM-05 IT Infrastructure Replacement	462,000	321,650
Total ARM	$1,218,000	$1,207,650

Capital Projects – 2018

Project	2018 Draft Budget
16-10 Records Management/Intranet	$120,000
16-14 High Availability Internet Redundancy	36,000
17-02 Entry Door Replacement	18,600
17-07 Edgewater Library	2,600,000
18-01 Belmar Library Remodel (Planning)	350,000
18-02 Lakewood Fence Replacement	55,000
18-03 Lakewood Public Restroom Expansion	120,000
18-04 Lakewood Admin Restroom Remodel	48,000
18-05 Golden Library Parking Lot	125,000
18-06 Sorter Replacement (2 Locations)	500,000
18-08 LSC Garage & Loading Dock Planning	10,000
18-09 Bookmobile Replacement Sinking Fund	200,000
Total 2018 Capital Projects	$5,390,250

5-Year Capital Improvement Plan – Annual Replacement

Project	2018	2019	2020	2021	2022	Total 2018-2022
Capital Maintenance	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
Capital Furniture & Equipment	36,000	36,000	36,000	36,000	36,000	180,000
Computer Replacement Plan	250,000	250,000	250,000	250,000	250,000	1,250,000
Book Sorter Sinking Fund	350,000	300,000	200,000	200,000	200,000	1,250,000
IT Infrastructure Replacement	321,650	200,000	200,000	200,000	200,000	1,121,650
Total ARM	**$1,207,650**	**$1,036,000**	**$936,000**	**$936,000**	**$936,000**	**$5,051,650**

5-Year Capital Improvement Plan

Project	2018	2019	2020	2021	2022	Total 2018-2022
16-10 Records Management Software/Intranet	$120,000					$120,000
16-14 High Availability Internet Redundancy – System-wide	36,000	36,000	36,000			108,000
17-02 Entry Door Replacement	18,600					18,600
17-07 Edgewater Library Tenant Finish	2,600,000					2,600,000
18-01 Belmar Remodel	350,000	4,712,000				5,062,000
18-02 Lakewood Fence Replacement	55,000					55,000
18-03 Lakewood Public Restroom Expansion	120,000					120,000
18-04 Lakewood Admin Restroom Remodel	48,000					48,000
18-05 Golden Parking Lot	125,000					125,000
18-06 Sorter Replacement	500,000	500,000	500,000			1,500,000
18-07 LSC Garage & Loading Dock Design & Construction	10,000	150,000				160,000
18-08 Bookmobile Replacement	200,000	200,000				400,000
19-01 Belmar AHU		165,000				165,000
19-02 Belmar Chiller Replacement		145,000				145,000
19-03 Belmar Parking Lot		300,000				300,000
19-04 Evergreen Remodel		250,000	2,676,000			2,926,000
20-01 Lakewood Remodel			250,000	3,681,000		3,931,000
20-02 South County Tenant Finish			3,780,000			3,780,000
21-01 Arvada Remodel				250,000	5,586,000	5,836,000
22-01 Standley Lake Remodel					250,000	250,000
Total CIP	$4,182,600	$6,528,000	$7,242,000	$3,931,000	$5,836,000	27,719,600
Total 5-year Plan (ARM & CIP)	$5,390,250	$7,564,000	$8,178,000	$4,867,000	$6,772,000	$32,771,250

All Library Remodel Costs are based on cost per square ft. from the Columbine remodel. Then a 3% increase for inflation per year. Columbine cost per square foot: $141.00

Jefferson County Public Library Fund Balance Reserve Policy
- Minimum = 25% of budgeted revenues
- Maximum = 50% of budgeted revenues
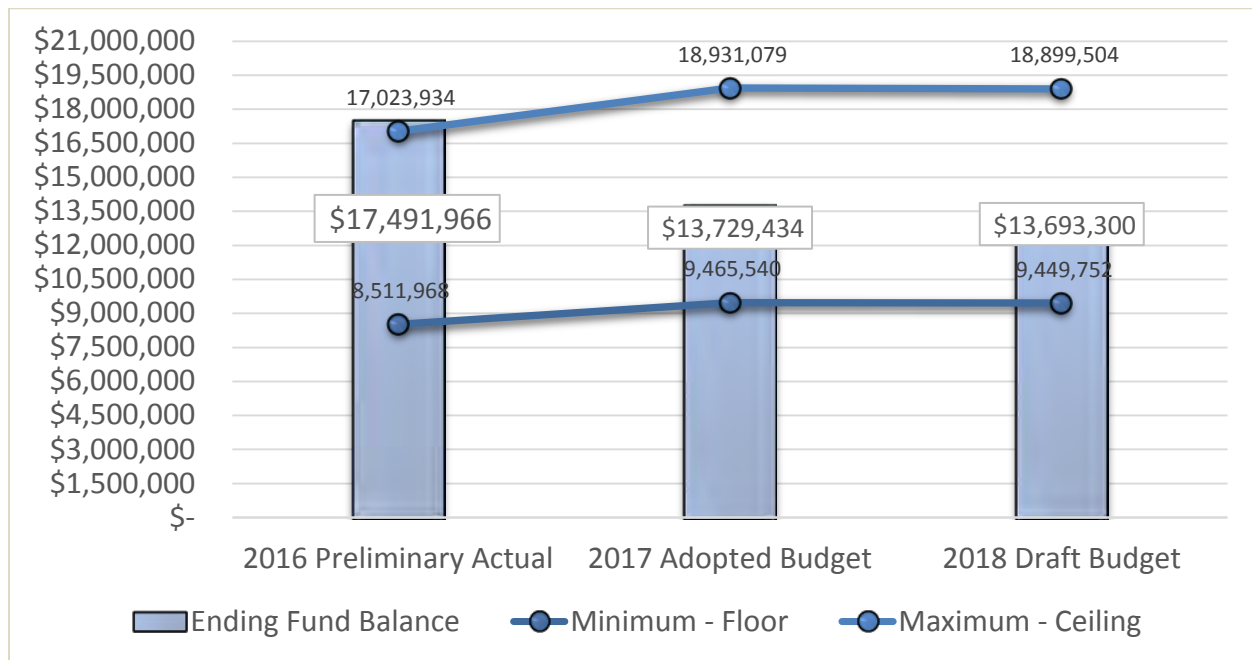
Next Steps – Board Meeting June 15, 2017
- Authorize Executive Director to submit the budget
- Sign the Trustee's budget cover letter

In response to questions, the Board was advised of the following:
- The Library will calculate the exact percentage increase in direct costs and provide that information to the Board.
- The Board can determine whether or not to include all Children's materials in the proposal to eliminate fines. The phased approach was presented to provide the Board with options and information on the impact on the budget.
- The proposal on children's fines does not include fees for replacement of items. If an item is not returned, the account will be charged a replacement fee for that item.
- Personnel costs for Jefferson County Public Library are at 48% compared to our benchmarking peers which are at 65%.
- Salaries and Employee Benefits could change. The draft budget reflects a 5% increase in the cost of benefits. Final information from the County has not yet been received.
- The current level of authorized positions is 215. Increases to the authorized positions are presented from the Library Board of Trustees to the Board of County Commissioners.

- The Library has a formula for calculating the number of positions required for the operation of JCPL's service model. The staffing model has been tested for four years and the Library is confident in the accuracy.
- The staffing model/formula is not necessarily calculated or impacted by only the square footage of the building, but includes variables like the number of floors, service points, number of peak hours, etc.
- The proposed budget for books and materials includes the opening day collection for the new Edgewater Library.
- The goal to reach the 50th percentile in collections (per capita 2.38) will require additional square footage. It is not a matter of not increasing the materials budget fast enough but a matter of not having the space to put the materials. The data indicates that JCPL will need an additional 50,000 square feet to reach the 50th percentile among its peers.
- The Library will provide the Board with more detailed information on supplies and services and the corresponding increase(s).
- The Library is expanding security services to include regularly scheduled services at the Belmar Library and to cover the Golden Library during the farmers market. The Library has not had discussions with the City of Golden on sharing the cost of security services because those services only cover the Library's parking lot.
- The County uses the 2016 costs to determine the 2018 payment/cost allocation. Because many of the costs are based on the number of FTEs, and in 2016 the Library increased hours and FTEs, there is a noticeable increase.
- The Library is increasing the annual amount set aside for replacement of the sorters for a couple of reasons: (1) funding for the Columbine sorter was taken from this account and the library wants to replenish the fund and (2) parts for the sorter series the Library has throughout the system are no longer being manufactured and the current service contract for those sorters is cost prohibitive at $199,000. The Library would like to accelerate replacement of the sorters.
- Remodel of the Belmar Library has been included on the 5-year capital plan for the last few years. The Wheat Ridge Library has not yet been included in the 5-year capital plan. The Library is issuing an RFP for long range facility planning this year and that plan will include all libraries, the Fehringer Ranch land and proposals for libraries from other entities including Westminster and Candelas. The Library will present the long-range facility plan to the Board as soon as it is completed.
- The $80,000 in the current year for facility expansion is being allocated to the Edgewater project and will be included in the next budget transfer.
- The 2016 fund balance amount, $17,491,000 is the actual fund balance. The County has closed the books on 2016.
- The book sorter replacement sinking fund is included in a section of the fund balance as designated funds.

- The Library acknowledges that there are a number of variables and data that is unknown at this time. There are options available to the Board with regard to the cover letter and setting the mil levy until that data is available. Additionally, adjustments to the budget can be made after the initial submittal, especially if any data received after submittal has substantive impact (i.e., assessed valuations, salaries and benefits, etc.) on the Library's budget.
- The Library acknowledges that the Board needs to have discussions regarding the mil levy, fund balance and communicating to the community.

The Chair asked the Board to review the draft 2018 budget information and send questions to the Executive Director and copy her on the email. It was clarified that there would be no email discussion about the questions, but is intended to expedite the process by providing the Library with the opportunity to review the questions and prepare answers for the June 15, 2017 Board meeting.

Columbine Remodel Update and Change Orders
Pat Klein, Director of Information Technology, shared a video of the progress at the Columbine Library. The Board expressed appreciation to Pat for providing the images.

Steve Chestnut, Director of Facilities & Construction Projects, advised the Board that there are some additional costs for Owner Requested Change Orders that will increase the not to exceed contract price for Fransen-Pittman. The change orders include some unexpected items and changes that the Library, as the Owner, requested. The change orders will include installing new grid and ceiling tiles in the ceiling in the meeting room (the Library intended to reuse the tiles and grid, however, they were not in good enough condition and will have to be replaced), fixing water damaged cabinets that the Library planned to reuse in the staff break room, removal of the existing island light for the new drive up, adding additional floor boxes and changing location for others increased flexibility in use/design. At the June 15 Board meeting, the Library will recommend that the Board authorize the Executive Director to make a payment to Fransen Pittman in the amount of $17,469. All of the costs are covered by the contingency that NV5 is holding for construction. The funds to cover these costs will be transferred from the project's contingency budget. This transfer will leave $85,109 in the NV5 contingency budget.

In response to questions, the Board was advised that:
- There might be some other surprises. For example, the area around the windows has not yet been opened up.
- The mechanical systems all look good.
- The contingency budget looks good.

ADJOURNMENT

The study session was adjourned at 6:50 p.m.

Kim Johnson, Secretary

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
June 15, 2017

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Evergreen Library meeting room on June 15, 2017. Library Board of Trustees Chair, Julia Hill-Nichols, called the meeting to order at 5:30 p.m. Other Trustees present: Charles Naumer (Vice-Chair), Kim Johnson (Secretary), John Bodnar, Deborah Deal and Brian DeLaet.

Trustees not present: All Trustees were present.

Guests: Dan Killian, Senior Project Manager, NV5

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

APPROVAL OF AGENDA

MOTION: Brian DeLaet moved that the Trustees approve the agenda as amended to include an item under emerging issues related to the quarterly meetings with the Board of County Commissioners. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: Brian DeLaet moved approval of the minutes of the May 11, 2017 Study Session. Seconded by Charles Naumer the minutes were approved by unanimous vote of all Trustees present.

MOTION: Charles Naumer moved approval of the minutes of the May 18, 2017 Board meeting. Seconded by Brian DeLaet the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

There was no public comment.

FOUNDATION REPORT
Jo Schantz provided an update on the activities of the Foundation. The Spring Whale Sale went very well grossing $70,000 and had 4500 people attending. The Foundation received $1,700 in Friends of the Library memberships and membership renewals. The Lakewood City Council approved the $12,000 grant for audio/visual equipment in the Lakewood and Belmar Libraries. The Foundation received notification from Denver Post Charities that they approved a grant for $5,000.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update
Pam Nissler, Executive Director, provided an update to the Board. In response to a question, the Executive Director advised the Board that the meeting with representatives from the City of Westminster was an initial meeting where their interest in exploring options for a shared library facility was presented. The Library is in very early talks with the City of Westminster. Robyn Lupa, Coordinator for Children & Families, received a Children's Champion Award from the Triad Early Childhood Council. The Board of County Commissioners will advertise the open positions for all Board vacancies including the Library Board in July and plan to appoint members in September. Lynn Johnson, the head of the County's Health and Human Services Department has been nominated to serve as assistant director for children and family services by the Trump Administration.

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

Budget to Actual Tables Final 2016 and Fund Balance 2016
The Trustees reviewed the financial tables which included the final 2016 accounting. Budgeted revenues were $34,453,776 and the Library received actual revenues or $34,047,873, a variance of$405,903. This indicates that revenues fell short of budget. Budgeted expenditures were $32,396,129 and the actual expenditures were $29,664,407, a variance of $2,260,776. The beginning Fund Balance for 2016 is $13,108,502. For 2016 actual revenues were $34,047,873 and actual expenditures were $29,664,407, resulting in an increase to fund balance of $4,383,466. Fund Balance at December 31, 2016 is $17,491,968. This balance is $265,080 above the maximum goal per policy.

Budget to Actual Tables April 2017
Gloria advised the Board that the Finance Department went back to April 2017 and reviewed the expenditures and projections to be sure the numbers were correct and the projections were sound. Although it is fairly early in the fiscal year, Finance does do a number of analyses to ensure the Library is on track to operate within budget and to

complete those capital projects slated for 2017. While there may be some factors beyond the control of Library staff, such as weather conditions and staff changes, the goal is to spend taxpayers' dollars as promised and to ensure projects are done on time and within budget. Revenues are on track, additional property taxes will be collected this summer. Library fines are not expected to meet budget as a recent analysis indicated. Estimates are that fines will fall short by $84k. Contributions are also expected to fall short by $152k. Staff will closely monitor these two particular revenues, and be ready to adjust if needed. Expenditures for Salaries and Benefits are expected to be below budget, and the vacancy factor will be met. Library Books and Materials will be spent, as will the cost allocation budgets. Supplies and Other Services and Charges will be monitored more closely to determine whether or not the entire amounts budgeted will be spent. Capital Projects are expected to be fully spent by year end. The monthly financial reports to the Board will address these issues every month in order to keep the Board apprised of the budget and spending.

In response to questions, the Library advised the Board that:

- At this point in the year, the Library does not have a projection on the current year end fund balance amount. That amount depends upon the construction projects currently underway.
- The Board's fund balance policy does state that the Library Board reserves the right to appropriate funds from the Fund Balance for emergencies and other requirements and alter or modify the parameters of the policy as the Board believes to be in the best interest of the Library. The Board could modify the ceiling or floor to serve the best interest of the library.

In response to a question, the Chair advised the Board that it should be recognized that the fund balance will be a bit fluid and that there are things in the near term that will draw down the fund balance. If not, the Board will need to look at what actions it wants to take. The Chair also noted that refunding would not be a reasonable option considering the costs involved in trying to return funds to each citizen. The Chair acknowledged the concerns about lowering the mil levy and then coming back the next year and raising the mill levy and that communication to the community would be critical.

The Executive Director noted that the Library would communicate any mil levy adjustments and does have a communication plan. Additionally, the Executive Director advised the Board that their instructions to the Library regarding the mill levy was to ask for enough to see the Library through for ten years so that the Library would not have to go back out for a vote again.

<u>2018 Draft Budget</u>
Gloria Overholt advised the Board that the Draft 2018 budget includes the reduction of Fines for Children's materials in the amount of $195,000. As discussed at the June 8, Study Session, two major pieces of the budget have yet to be finalized. Those items include the final numbers for salaries and benefits; and the assessed valuation for property tax calculation.

The Executive Director advised the Board that during the June 8, Study Session, it was suggested that the Library ask for all of the positions the Library needs in the 2018 budget. The County requires a business case for any position above the current authorized number. The business cases are required for each position individually and includes the job title, justification for the position, job description, pay grade and pay range. The Library is recommending that the 3.5 FTE positions be withdrawn from the 2018 budget and, after the organizational analysis is completed; all of the necessary positions are folded into the 2019 budget request and submitted with solid data based on the analysis. Both Public Services Directors have indicated that the new Edgewater Library could be opened offering more hours than are currently offered, but not the full 65 hours per week. The current construction schedule shows an opening in the October to December 2018 range, so opening with reduced hours would be for a short time. Then, in January 2019, operating hours would be added to bring the Edgewater Library to 65 hours per week.

In response to questions, the Board was advised that:
- The positions required to open Edgewater (reduced hours) will utilize all remaining authorized positions.
- The Library and other County Departments have inquired as to why, if they have the funds in their budgets, they cannot staff as they need to. There has not been a response that the Library is aware of.
- Removing the 3.5 FTE positions (over the current authorized 215 FTE) will not have a large impact on the 2018 budget as the staffing plan for those positions was phased and set to begin later in the year.

There was wide ranging discussion about the fund balance, utilization of the fund balance for capital plan projects, the facilities master plan, the remodel schedule, planning for opportunities outside the five year capital plan, the mill levy, debt and 2018 budget guidelines. Responses and statements related to those topics included:

- The current schedule of one remodel per year is based on budget and staff capacity.
- It has been the Library's intent to be in a position to consider opportunities (outside of the current capital plan schedule) that are advantageous to the Library and that may require adjustment to the capital plan.

- The Library acknowledged that Trustee Johnson has no interest in going further into debt and the concerns relative to having a sufficient fund balance to address the five year capital plan (remodels and opportunities that may arise). It is the intent of the Library to utilize the fund balance for capital projects.
- The Library is planning to issue an RFP for a master facilities plan that would be completed next year. The Library knows what needs repair or remodel and that will not be part of the scope of work for the master facilities plan.
- The Library acknowledged Trustee DeLaet's statement that the Library needs to be ready to participate in opportunities such as Westminster and Wheat Ridge.
- The projects in the capital plan are not placeholders. The amounts are based on validated costs and adjusted for inflation each year. Additionally, budget guidelines do not allow placeholders and require an implementation plan that will be completed in the requested year.
- Current projections for the fund balance at 4.0 mils indicate that the fund balance will be within the policy maximum.
- The Library acknowledged the concerns of Trustee Naumer and Trustee Bodnar with setting the mil levy at 4.0 mils and the subsequent increase to the fund balance.
- The Library advised the Board that, as stated at the June Study Session, the Library acknowledges that there are a number of variables and data that is unknown at this time. There are options available to the Board with regard to the cover letter and setting the mil levy until that data is available. Additionally, adjustments to the budget can be made after the initial submittal, especially if any data received after submittal has substantive impact (i.e., assessed valuations, salaries and benefits, etc.) on the Library's budget.

  MOTION: Deborah Deal moved to base the 2018 Budget on a 4.0 mill levy. Seconded by Kim Johnson the motion passed by majority vote of all Trustees present with Trustee Naumer and Trustee Bodnar voting against the motion.

The Trustees were asked to consider the proposal to eliminate all fines for children's materials as part of the 2018 budget. In response to concerns from Trustee Bodnar relative to parental responsibility, the following responses and statements were made:

- 75% of the reason (I) didn't use the library was the fines – it is a financial deterrent; it's about what's right for our taxpayers and the right thing to support our community.
- It is a good faith gesture – if the fines are preventing parents from taking their kids to the Library – it is the right thing to do.
- This is being done in other libraries across the country. Some data indicates that libraries are eliminating fines on children's materials and the percentage of materials that are coming back on time is steady.

MOTION: Brian DeLaet moved to eliminate fines on all children's materials. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

The Trustees discussed the sorter replacement plan. In response to questions, the Board was advised that:
- The Executive Director asked staff to look at the timeline for replacement of the sorters. Staff indicated that the replacement schedule was as much as can be handled at current capacity.
- The sorters were installed in phases and the specific timeframe for the 300 service tickets related to sorter maintenance is over a period time since the first sorter was installed. The number of service tickets is increasing.
- The Library eliminated the staff positions that performed the functions of the sorters. Not replacing this technology and going back to manual labor is not something the Library has explored.
- The Library fully vetted the sorter company selected for the new sorter at Columbine. One of the main issues with the current sorters is related to parts. As well as no longer manufacturing parts for the sorters, any parts that were needed were not located in the United States. The sorter company for the Columbine sorter has a parts facility located in Texas.
- The lifespan of the current sorters was indicated at 7-10 years. The new sorter at Columbine begins at a 10 year life span.
- The Library's sorter replacement plan includes the consideration of integrating the timeline with the library remodel timeline to the extent that it is possible to do so. The Library acknowledges the concern expressed about replacing a sorter and then having to modify that sorter when that location is remodeled.

2018 5-Year Capital Plan
MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to submit the 2018 5-Year Capital Plan request to the Board of County Commissioners (4.2.5 C) as amended. Seconded by Brian DeLaet the motion passed by majority vote of all Trustees present with Trustee Bodnar voting against the motion.

2018 Proposed Budget Plan
MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to submit the 2018 Proposed Budget Plan, including Business Cases, to the Board of County Commissioners (4.2.5 C) as amended. Seconded by Charles Naumer the motion passed by majority vote of all Trustees present with Trustee Naumer and Trustee Bodnar voting against the motion.

Public Services

Steve Chestnut, Director of Facilities and Construction Projects noted that information on the Columbine Library Remodel Change Orders was presented at the June Study Session and asked if the Trustees had any further questions.

> ### Columbine Library Remodel – Change Orders - Fransen & Pittman
> **MOTION**: Deborah Deal moved that the Library Board of Trustees authorize the Executive Director to make a payment to Fransen Pittman in the amount of $17,469. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Update on the Columbine Library Remodel - Dan

Dan Killian, Senior Project Manager, NV5, provided an update on the Columbine project. The site work commenced; walls are going in, the plumbing and rough electrical work is underway. Drywall is scheduled to begin next week. NV5 has had conversations with PV Supa regarding the sorter installation. All FF&E orders are being coordinated with movers and installers. The project is only a couple months away from wrapping up. There is rotted wood at the curved window wall. The windows were wet-sealed, however, some of that wood is rotted and as the mill work goes on the contractor will assess what was going on. There were some key decisions regarding A/V work and those meetings have concluded and the purchase orders will go out tomorrow. The project is still on track for the not to exceed 4.0 million and is in a good place with the contingency. There is a dusty boot tour scheduled next week at 3:30 (June 22).

Update on the Edgewater Library Project

Julianne Rist, Director of Public Services, advised the Board that and RFP for architect services for the Edgewater Library project will close on June 22. The Library plans to bring this item to the July Board Meeting for Board authorization. In response to a questions, the Board was advised that:
- The Edgewater City Council will vote this evening on the project and that project representatives are not expecting anything but a yes vote.
- The project is on schedule.

EMERGING ISSUES

The Chair introduced the topic and advised the Board that a letter to the Board of County Commissioners (BCC) will be presented for Board review at the next meeting. Prior to the last meeting with the BCC, the Chair did send them an email requesting agenda items and did not receive a response. The Chair would like to communicate to the BCC that the Trustees are happy to answer any questions they may have and ask that they respect our time, and the staff's time, and have those agenda items and questions in advance. If

somethings comes up that the Library Board is not prepared to respond to; the Board will say that and get the information to the BCC as soon as possible.

BOARD SCHEDULE – NEXT MEETINGS
- July 13 – Study Session – 5:30 pm – Administration Conference Room
- July 20 – Board Meeting – 5:30 pm – Golden Library Meeting Room
- August 10 – Study Session – 5:30 pm – Administration Conference Room
- August 17 – Board Meeting – 5:30 pm – Standley Lake Library Meeting Room
- September 14 – Study Session – 5:30 pm – Administration Conference Room
- September 21 – Board Meeting – 5:30 pm – Belmar Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Board expressed appreciation to the Evergreen Library staff for hosting the meeting.

ADJOURNMENT
The Board meeting was adjourned at 7:19 p.m.

Kim Johnson, Secretary

Operational Updates

Executive Director Update

Jefferson County
PUBLIC LIBRARY

To: Library Board of Trustees

From: Pam Nissler, Executive Director

Re: Executive Director Update – July, 2017

It was evident that summer vacations were in full swing this past month. My schedule was lighter than usual. I attended the following meetings:

- Lunch with HJ Stalf, Edgewater City Manager
- The Elected Officials Personnel Board meeting
- A Resilient Jeffco meeting (The topic was planning to ensure that the County's financial position remains healthy over the next ten years)

In addition, the Pine Library annual meeting is at 6:00 PM on July 29th. We need to RSVP regarding the number of attendees so I'll be checking with you tonight.

The other help that I am requesting is that you think about people you know who would be good Library Board Trustees, and encourage them to apply by the deadline of August 1st. You are welcome to send them my way for more information regarding Board responsibilities. Right now we only have two tentative applicants who may or may not apply.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Finance & Budget Department

Jefferson County
PUBLIC LIBRARY

To: Honorable Jefferson County Commissioners

From: Library Board of Trustees

Re: 2018 Proposed Budget

Date: July 20, 2017

Honorable County Commissioners,

Working collaboratively with the County staff and the Library staff, the Library Board of Trustees' has submitted a proposed budget for the year 2018. The budget development process is governed by the Board of County Commissioners annual guidelines, and the Library Board of Trustees fiduciary responsibilities.

> **State of Colorado Library Law, 24-90-109 Powers and duties of board of trustees** instruct the Board of Trustees to:
>
> III (d) "Submit annually a budget as required by law and certify to the legislative body of the governmental unit or units that the library serves the amount of the mill necessary to maintain and operate the library during the ensuing year.

The Board of Trustees', in submitting this budget, support and acknowledge our responsibility to present the budget necessary to provide citizens of Jefferson County with a high quality library, which continues to fulfil our promises and supports the community's needs.

- Continue to invest in books and materials;
- Provide access to updated technology;
- Repair and refurbish existing facilities;
- Improve service in underserved areas; and
- Stabilize long-term finances.

The amount that the Board of Trustees has determined necessary to deliver on our promises, operate the library and provide the residents of Jefferson County with a responsible level of library services in 2018 is a mill levy of 4.000. This mill levy will provide an estimated net property tax revenue of $40 million dollars, based on the most recent projected assessed property valuation of $10,005,918,024. The requested mill levy may be adjusted as the final assessed property valuations are determined. The mill levy will support the $41 million in projected expenditures and require the use of approximately $127,000 from the Library's fund balance in order to balance the proposed budget. With this mill levy and the use of fund balance, the library will be able to deliver on our promises.

As Library Trustees, we take our fiduciary responsibility seriously and we believe the 2018 proposed budget represents a responsible level of spending to support Library services.

Julia Hill-Nichols, Chair

Library Board of Trustees

to: Pam Nissler, Executive Director

from: Gloria Overholt, Interim Director of Finance & Budget

re: Finance Monthly Report

- Budget to Actual Tables – May 2017

date: July 20, 2017

A.   <u>Budget to Actual Tables May 2017</u>

Attached are the Financial Tables for the month of May.

Most revenues are on track, additional property taxes will be collected this summer. Library fines are not expected to meet budget as a recent analysis indicated. Estimates are that fines will fall short by $84k. Contributions are also expected to fall short by $184k. Staff will closely monitor these two particular revenues, and be ready to adjust if needed.

Expenditures for Salaries and Benefits are expected to be below budget, and the vacancy factor will be met. As the year progresses a more accurate analysis and projection will be reported and reflected in the tables. Library Books and Material will be spent, as will the cost allocation budgets. Supplies and Other Services and Charges will be monitored more closely to determine whether or not the entire amounts budgeted will be spent. Capital Projects are expected to be fully spent by year end.

Table 6 is a new Table for the May reports and will be prepared each month going forward. The Table details more information regarding current capital projects. Current year amended budget, actual expenditures through current month, encumbrances (PO's) issued for each project are listed. The total actual spent combined with purchase orders issued and deducted from amended budget resulting in a remaining budget available for spending on the project.

This information is useful in determining the activity for each capital project and is an important piece in monitoring the status of the project. The amended budget for capital projects is $7,097,809. <u>$707,160</u> was actually spent through May, but when open purchase orders are added into the calculation, $4,021,851 is the total activity for the projects.

The monthly financial reports to the Board to Trustees will address these issues every month in order to keep the Board apprised of the budget and spending.

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

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Budget	YTD Actual 05/31/2017	$ Variance 2017 Budget	Budget to Acutal %
Sources of Funds						
Revenues						
Property Taxes						
Property Taxes - Operating	$ 31,558,023	$ 31,415,219	$ 34,728,137	$ 21,948,549	$ (12,779,588)	63.20%
Property Taxes - Capital	1,519,998	1,473,398	1,664,831	987,539	(677,292)	59.32%
Total Taxes	**$ 33,078,021**	**$ 32,888,617**	**$ 36,392,968**	**$ 22,936,088**	**$ (13,456,880)**	**63.02%**
Federal & State Grants	$ 126,734	$ 131,085	$ 130,000	$ 131,272	$ 1,272	100.98%
Fines & Fees	799,000	700,219	792,970	285,570	(507,400)	36.01%
Other Revenue	450,021	327,952	546,220	176,664	362,360	32.34%
Total Other Revenues	**1,375,755**	**1,159,256**	**1,469,190**	**593,506**	**(143,768)**	**40.40%**
Sub Total Operating Revenues	**$ 34,453,776**	**$ 34,047,873**	**$ 37,862,158**	**$ 23,529,594**	**$ (13,600,648)**	**62.15%**
Transfer from Fund Balance	$ 2,057,647	$ -	$ 2,173,025	$ -	$ -	N/A
Transfer to Fund Balance	-	4,383,466	-	10,983,135	13,848,076	N/A
Total Sources of Funds	**$ 32,396,129**	**$ 29,664,407**	**$ 40,035,183**	**$ 12,546,459**	**$ (27,448,724)**	**31.34%**
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 12,624,592	$ 11,926,754	$ 12,522,392	$ 4,958,027	$ (7,564,365)	39.59%
Benefits	3,845,432	3,444,953	3,793,380	1,435,206	(2,358,174)	37.83%
Sub-Total Salaries & Benefits	**$ 16,470,024**	**$ 15,371,707**	**$ 16,315,772**	**$ 6,393,233**	**$ (9,922,539)**	**39.18%**
Collection: Library Books & Materials	$ 5,854,776	$ 5,816,450	$ 8,205,413	$ 2,977,994	$ (5,227,419)	36.29%
Supplies	943,313	974,281	1,247,585	304,350	(943,235)	24.40%
Operating Capital	-	-	40,000	-	-	0.00%
Other Services & Charges	3,407,915	2,758,004	4,008,650	1,293,938	(2,714,712)	32.28%
Internal Transactions /Cost Allocation	1,450,848	1,386,406	1,571,551	743,416	(828,135)	47.30%
Total Operating Expenditures	**$ 28,126,876**	**$ 26,306,848**	**$ 31,388,971**	**$ 11,712,931**	**$ (19,636,040)**	**37.32%**
Financing & Debt Service	**$ 1,584,388**	**$ 1,554,199**	**$ 1,548,403**	**$ 126,368**	**$ (1,422,035)**	**8.16%**
Capital Projects	**$ 2,684,865**	**$ 1,803,360**	**$ 7,097,809**	**$ 707,160**	**$ (6,390,649)**	**9.96%**
Total Uses of Funds	**$ 32,396,129**	**$ 29,664,407**	**$ 40,035,183**	**$ 12,546,459**	**$ (27,448,724)**	**31.34%**

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

	Final 2016 Budget	Final 2016 Actual	2017 Budget	YTD Actual 05/31/2017	$ Incr(Decr) 2016 Actual to 2017 Adopted
Beginning Fund Balance	$ 11,721,384	$ 13,108,503	$ 13,779,031	$17,491,968	$ 670,528
Revenues					
Operating Revenues	$ 32,933,778	$ 32,574,475	$ 36,197,327	$ 22,542,055	$ 3,622,852
Capital Funding	1,519,998	1,473,398	1,664,831	1,664,831	191,433
Total Revenues	$ 34,453,776	$ 34,047,873	$ 37,862,158	$ 24,206,886	$ 3,814,285
Expenditures					
Operating Expenditures	$ 28,126,876	$ 26,306,848	$ 31,388,971	$ 11,712,931	$ 5,082,123
Debt Service	1,584,388	1,554,199	1,548,403	126,368	(5,796)
Capital Projects	2,684,865	1,803,360	7,097,809	707,160	5,294,449
Total Expenditures	$ 32,396,129	$ 29,664,407	$ 40,035,183	$ 12,546,459	$ 10,370,776
Increase/(Decrease) in Fund Balance	$ 2,057,647	$ 4,383,466	$ (2,173,025)	$ 11,660,427	$ (6,556,491)
Ending Fund Balance	$ 13,779,031	$ 17,491,968	$ 11,606,006	$ 29,152,395	$ (5,885,962)
Above/(Below) Minimum	$ 5,165,587	$ 8,878,524	$ 2,140,467	$19,686,856	$ (6,738,058)
Above/(Below) Maximum	N/A	$ 265,080	$ (7,325,073)	$10,221,316	N/A
Fund Balance Policy					
Minimum Fund Balance					
16% of Current Year Revenues	$ 5,512,604		$ 6,057,945		
9% of Current Year Revenues - Uncertainty	3,100,840		3,407,594		
Total Minimum F/B Reserve Requirement	$ 8,613,444		9,465,540		
Maximum Fund Balance					
50% of Current Year Budgeted Revenues	17,226,888		18,931,079		
Total Maximum F/B Reserve Requirement	$ 17,226,888		$ 18,931,079		

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

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

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Budget	YTD Actual 05/31/2017	Projected Year-End 2017	Variance 2017 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes - Operating	$ 32,257,736	$ 31,268,777	$ 35,331,413	$ 21,945,313	$ 36,996,244	$34,755,284
Delinquent Taxes	45,241	122,018	50,124	-	50,124	-
Prior Year Cancellations	(116,244)	-	(76,556)	-	(76,556)	-
Urban Renewal	(667,853)	-	(606,610)	-	(606,610)	-
Penalties & Interest	39,143	24,424	29,766	3,236	29,766	-
Total Taxes	$ 31,558,023	$ 31,415,219	$34,728,137	$21,948,549	$ 36,392,968	$34,755,284
Federal & State Grants	$ 126,734	$ 131,085	$ 130,000	$ 131,272	$ 131,085	$ 1,085
Library Fines	650,000	585,214	639,500	234,194	555,500	(84,000)
Other Fees	149,000	115,005	153,470	51,376	153,121	(349)
Investment Income	149,021	100,072	149,200	120,678	149,200	-
Contributions from Private Sources	200,000	142,969	200,000	16,140	16,140	(183,860)
Other Revenue	101,000	84,912	197,020	39,846	197,020	-
Total Revenues	$ 32,933,778	$ 32,574,476	$36,197,327	$22,542,055	$ 37,595,034	$34,488,160
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 11,222,688	$ 10,300,740	$11,398,213	$ 4,281,859	$ 11,386,090	$ (12,123)
Awards & Bonuses	83,796	48,519	100,000	-	100,000	
Termination Pay	-	113,718	-	12,123	12,123	12,123
Temporary Pay	1,806,537	1,462,528	1,876,245	663,007	1,876,245	-
Overtime	8,900	1,249	13,900	1,038	13,900	-
Vacancy Savings	(498,628)	-	(865,966)	-	(865,966)	-
Benefits	3,846,731	3,444,953	3,793,380	1,435,206	3,793,380	-
Total Salaries & Benefits	$ 16,470,024	$ 15,371,707	$ 16,315,772	$ 6,393,233	$ 16,315,772	$ -
Library Books & Materials	$ 4,820,976	$ 4,584,052	$ 6,900,603	$ 1,884,822	$ 6,900,603	$ -
Library Computer Materials	926,650	1,115,396	1,173,430	970,930	1,173,430	-
Library Periodicals	130,650	117,002	131,380	122,242	131,380	-
Sub-Total Library Collections	5,878,276	5,816,450	8,205,413	2,977,994	8,205,413	-
Supplies	943,313	974,281	1,247,585	304,350	1,247,585	-
Other Services & Charges	3,407,915	2,758,004	4,008,650	1,293,938	4,008,650	-
Operating Capital	-	-	40,000	-	40,000	-
Direct Internal Charges	127,061	136,345	150,688	47,757	150,688	-
Indirect Cost Allocation	696,338	696,338	758,653	316,105	758,653	-
Intra County Transactions	627,449	553,723	662,210	379,554	662,210	-
Total Operating Expenditures	$ 28,150,376	$ 26,306,849	$31,388,971	$11,712,931	$ 31,388,971	$ -
Total Uses of Funds	$ 28,150,376	$ 26,306,849	$31,388,971	$11,712,931	$ 31,388,971	$ -

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

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Budget	YTD Actual 05/31/2017	Projected Year-End 2017	Variance 2017 Budget
Debt Service						
Principal - Arvada (2005-2024)	$ 507,411	$ 507,411	$ 516,095	$ -	$ 516,095	-
Interest - Arvada (2005-2024)	119,285	119,285	107,157	53,579	107,157	-
Principal - Refunding Series 2013	632,690	632,690	632,740	-	632,740	-
Interest - Refunding Series 2013	149,314	119,125	116,772	72,789	116,772	-
Principal - COP - Capital Projects	142,143	142,143	142,143	-	142,143	-
Interest - COP - Capital Projects	33,545	33,545	33,496	-	33,496	-
Total Debt Service	**$ 1,584,388**	**$ 1,554,199**	**$ 1,548,403**	**$ 126,368**	**$ 1,548,403**	**$ -**

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 2016 Budget	Final 2016 Actual	2017 Budget	2017 Amended Budget	YTD Actual 05/31/2017	Projected Year-End 2017	Variance 2017 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	$ 1,519,998	$ 1,473,398	$ 1,664,831	$ 1,664,831	$ 987,539	$ 1,664,831	$ -
Total Sources of Funds	**$ 1,519,998**	**$ 1,473,398**	**$ 1,664,831**	**$ 1,664,831**	**$ 987,539**	**$ 1,664,831**	**$ -**
Uses of Funds							
Annual Replacement & Maintenance Program (ARM)							
ARM-01 Capital Maintenance	$ 160,000	$ 170,424	$ 250,000	$ 250,000	$ 17,053	$ 250,000	$ -
ARM-02 Furniture & Equipment	64,550	58,064	56,000	56,000	7,925	56,000	-
ARM-03 Computer Replacement Plan	250,000	218,476	250,000	250,000	27,419	250,000	-
ARM-04 Book Sorter Sinking Fund	200,000	-	200,000	400,000	-	239,995	160,005
ARM-05 IT Infrastructure Replacement	369,000	316,658	462,000	512,000	180,683	512,000	-
2016 Projects							
16-01 Lakewood Parking Lot	288,975	274,922	-	-	-	-	-
16-02 LSC Parking Lot	69,000	67,699	-	-	-	-	-
16-03 Evergreen AHU Rebuilld	140,000	54,204	-	85,796	19,579	31,848	53,948
16-04 Wheat Ridge HVAC Replacement	48,000	-	-	48,000	-	39,750	8,250
16-05 Standley Lake Boiler Replacement	62,800	62,781	-	-	-	-	-
16-06 Admin Space Plan/Reconfiguration	10,000	8,031	-	-	-	-	-
16-07 Belmar Carpet Repair	6,000	5,939	-	-	-	-	-
16-08 Columbine Tree & Sidewalk Replace	25,000	27,807	-	-	-	-	-
16-09 Implement Wireless Upgrade	35,000	8,221	-	-	-	-	-
16-10 Records Management Software	-	-	50,000	50,000	-	50,000	-
16-11 Increase Wireless Access Points	60,000	16,614	-	-	-	-	-
16-12 IT Software Projects	71,000	26,499	-	-	11,809	11,809	(11,809)
16-13 III Database Server	56,000	81,660	-	-	5,560	5,560	(5,560)
16-14 High Availability Internet Redundancy	38,000	-	-	-	-	-	-
16-15 Replace DVD/Disk Washer	8,000	7,990	8,000	8,000	-	-	8,000
16-16 Columbine Remodel	385,800	99,027	4,250,000	4,536,773	381,682	4,536,773	-
16-18 IT Erate Data Cabeling	-	26,344	-	-	-	71,000	(71,000)
2017 Projects							
17-01 Evergreen HVAC Rebuild	-	-	135,000	135,000	-	135,000	-
17-02 Entry Door Replacement	-	-	36,800	36,800	-	36,800	-
17-03 Virtual Servers Upgrades	-	-	91,000	91,000	-	91,000	-
17-04 Encore Server	-	-	37,000	37,000	-	-	37,000
17-05 Implement RFID/Self Check	337,740	272,000	250,000	315,740	45,193	315,740	-
17-06 Belmar Remodel	-	-	-	-	-	-	-
17-07 Edgewater Library	-	-	80,000	80,000	4,480	80,000	-
17-08 Large Format Printer	-	-	10,000	10,000	4,477	-	10,000
17-09 JCPL Mobile Experience	-	-	15,700	15,700	-	15,700	-
17-10 Mobility Solution	-	-	25,000	25,000	1,300	25,000	-
17-11 Long-Range Facility Master Plan	-	-	75,000	75,000	-	75,000	-
17-12 Current Year Facility Expansion	-	-	80,000	80,000	-	-	80,000
Total Capital Projects	**$ 2,684,865**	**$ 1,803,360**	**$ 6,361,500**	**$ 7,097,809**	**$ 707,160**	**$ 6,828,975**	**$ 268,834**

Project	Amended Budget 2017 Budget	YTD Actual 05/31/2017	YTD Encumbrances 05/31/2017	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	$ 250,000	$ 17,053	$ 55,135	$ 72,188	$ 177,812
ARM-02 Furniture & Equipment	56,000	7,925	5,998	13,923	42,077
ARM-03 Computer Replacement Plan	250,000	27,419	27,170	54,589	195,411
ARM-04 Book Sorter Sinking Fund	400,000	-	-	-	400,000
ARM-05 IT Infrastructure Replacement	512,000	180,683	37,169	217,852	294,148
16-03 Evergreen AHU Rebuild	85,796	19,579	12,269	31,848	53,948
16-04 Wheat Ridge HVAC Replacement	48,000	-	39,750	39,750	8,250
16-10 Records Management Software	50,000	-	-	-	50,000
16-12 IT Software Projects	-	11,809	-	11,809	(11,809)
16-13 III Database Server	-	5,560	-	5,560	(5,560)
16-15 Replace DVD/Disk Washer	8,000	-	-	-	8,000
16-16 Columbine Remodel	4,536,773	381,682	2,909,222	3,290,904	1,245,869
17-01 Evergreen HVAC Rebuild	135,000	-	-	-	135,000
17-02 Entry Door Replacement	36,800	-	-	-	36,800
17-03 Virtual Servers upgrades	91,000	-	-	-	91,000
17-04 Encore Server	37,000	-	-	-	37,000
17-05 Implement RFID/Self Check	315,740	45,193	114,655	159,848	155,892
17-07 Edgewater Library	80,000	4,480	113,323	117,803	(37,803)
17-08 Large Format Printer	10,000	4,477	-	4,477	5,523
17-09 JCPL Mobile Experience	15,700	-	-	-	15,700
17-10 Mobility Solution	25,000	1,300	-	1,300	23,700
17-11 Long-Range Facility Master Plan	75,000	-	-	-	75,000
17-12 Current Year Facility Expansion	80,000	-	-	-	80,000
Total Capital Projects	**$ 7,097,809**	**$ 707,160**	**$ 3,314,691**	**$ 4,021,851**	**$ 3,075,958**

memorandum

to: Pam Nissler, Executive Director

from: Gloria Overholt, Interim Director of Finance & Budget

re: Finance Monthly Report

- Budget to Actual Tables – June 2017

date: July 20, 2017

A.   Budget to Actual Tables

The Budget to Actual Tables for the period ending June 2017 will be prepared as soon as the analysis has been completed. The Tables will be available before the meeting, along with the analysis discussion.

memorandum

to: Pam Nissler, Executive Director

from: Gloria Overholt, Interim Director of Finance & Budget

re: Finance Monthly Report

- Budget to Actual Tables – June 2017

date: July 20, 2017

A.   Budget to Actual Tables June 2017

Attached are the Financial Tables for the month of June 2017.

Most revenues are on track, additional property taxes will be collected this summer. Library fines are not expected to meet budget as a recent analysis indicated. Estimates are that fines will fall short by $84k. Contributions are also expected to fall short by $184k. Staff will closely monitor these two particular revenues, and be ready to adjust if needed. However, revenues earned on pooled investments are above total budget for the year. Until the final 2017 numbers are posted, the total investment income will fluctuate. Year- end adjustments of gain and loss on investments and adjustments for fair market value will determine the total investment income.

Expenditures for Salaries and Benefits are expected to be below budget, and the vacancy factor will be met. Mid-year analysis indicate that the vacancy savings will exceed the current estimate by about $400k. As the year progresses a more accurate analysis and projection will be reported and reflected in the tables. Library Books and Material will be spent, as will the cost allocation budgets. Supplies and Other Services and Charges will be monitored closely to determine whether or not the entire amounts budgeted will be spent. Capital Projects are expected to be fully spent by year end.

Encumbrances (purchase orders issued) for the Library operating accounts total approximately $2.958 million as of the end of June. Capital Projects purchase orders total approximately $4.060 million. Total encumbrances for the Library as of June 30 are $7.018 million. This number indicates that spending activity on both operating and capital is occurring. Going forward these numbers will be reported each month as an indication that funds are being spent to reach the goals of the Library.

The monthly financial reports to the Board of Trustees will address revenues, vacancy savings, encumbrances and actual spending every month in order to keep the Board apprised of the budget and spending.

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Budget	YTD Actual 06/30/2017	$ Variance 2017 Budget	Budget to Actual %
Sources of Funds						
Revenues						
Property Taxes						
Property Taxes - Operating	$ 31,558,023	$ 31,415,219	$ 34,728,137	$ 25,764,464	$ (8,963,673)	74.19%
Property Taxes - Capital	1,519,998	1,473,398	1,664,831	1,213,931	(450,900)	72.92%
Total Taxes	**$ 33,078,021**	**$ 32,888,617**	**$ 36,392,968**	**$ 26,978,395**	**$ (9,414,573)**	**74.13%**
Federal & State Grants	$ 126,734	$ 131,085	$ 130,000	$ 131,272	$ 1,272	100.98%
Fines & Fees	799,000	700,219	792,970	342,423	(450,547)	43.18%
Other Revenue	450,021	327,952	546,220	248,346	377,545	45.47%
Total Other Revenues	**1,375,755**	**1,159,256**	**1,469,190**	**722,041**	**(71,730)**	**49.15%**
Sub Total Operating Revenues	**$ 34,453,776**	**$ 34,047,873**	**$ 37,862,158**	**$ 27,700,436**	**$ (9,486,303)**	**73.16%**
Transfer from Fund Balance	$ 2,057,647	$ -	$ 2,173,025	$ -	$ -	N/A
Transfer to Fund Balance	-	4,383,466	-	12,572,481	15,380,925	N/A
Total Sources of Funds	**$ 32,396,129**	**$ 29,664,407**	**$ 40,035,183**	**$ 15,127,955**	**$ (24,867,228)**	**37.79%**
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 12,624,592	$ 11,926,754	$ 12,522,392	$ 5,900,652	$ (6,621,740)	47.12%
Benefits	3,845,432	3,444,953	3,793,380	1,724,160	(2,069,220)	45.45%
Sub-Total Salaries & Benefits	**$ 16,470,024**	**$ 15,371,707**	**$ 16,315,772**	**$ 7,624,812**	**$ (8,690,960)**	**46.73%**
Collection: Library Books & Materials	$ 5,854,776	$ 5,816,450	$ 8,376,727	$ 3,512,599	$ (4,864,128)	41.93%
Supplies	943,313	974,281	1,240,375	401,298	(839,077)	32.35%
Operating Capital	-	-	40,000	-	(40,000)	0.00%
Other Services & Charges	3,407,915	2,758,004	3,866,881	1,469,279	(2,397,602)	38.00%
Internal Transactions /Cost Allocation	1,450,848	1,386,406	1,571,551	903,336	(668,215)	57.48%
Total Operating Expenditures	**$ 28,126,876**	**$ 26,306,848**	**$ 31,411,306**	**$ 13,911,324**	**$ (17,459,982)**	**44.29%**
Financing & Debt Service	**$ 1,584,388**	**$ 1,554,199**	**$ 1,548,403**	**$ 126,368**	**$ (1,422,035)**	**8.16%**
Capital Projects	**$ 2,684,865**	**$ 1,803,360**	**$ 7,075,474**	**$ 1,090,263**	**$ (5,985,211)**	**15.41%**
Total Uses of Funds	**$ 32,396,129**	**$ 29,664,407**	**$ 40,035,183**	**$ 15,127,955**	**$ (24,867,228)**	**37.79%**

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	Final 2016 Budget	Final 2016 Actual	2017 Budget	YTD Actual 06/30/2017	$ Incr(Decr) 2016 Actual to 2017 Adopted
Beginning Fund Balance	$ 11,721,384	$ 13,108,503	$ 13,779,031	$17,491,968	$ 670,528
Revenues					
Operating Revenues	$ 32,933,778	$ 32,574,475	$ 36,197,327	$26,486,505	$ 3,622,852
Capital Funding	1,519,998	1,473,398	1,664,831	1,213,931	191,433
Total Revenues	$ 34,453,776	$ 34,047,873	$ 37,862,158	$27,700,436	$ 3,814,285
Expenditures					
Operating Expenditures	$ 28,126,876	$ 26,306,848	$ 31,411,306	$13,911,324	$ 5,104,458
Debt Service	1,584,388	1,554,199	1,548,403	126,368	(5,796)
Capital Projects	2,684,865	1,803,360	7,075,474	1,090,263	5,272,114
Total Expenditures	$ 32,396,129	$ 29,664,407	$ 40,035,183	$15,127,955	$ 10,370,776
Increase/(Decrease) in Fund Balance	$ 2,057,647	$ 4,383,466	$ (2,173,025)	$12,572,481	$ (6,556,491)
Ending Fund Balance	$ 13,779,031	$ 17,491,968	$ 11,606,006	$30,064,449	$ (5,885,962)
Above/(Below) Minimum	$ 5,165,587	$ 8,878,524	$ 2,140,467	$20,598,910	$ (6,738,058)
Above/(Below) Maximum	N/A	$ 265,080	$ (7,325,073)	$11,133,370	N/A
Fund Balance Policy					
Minimum Fund Balance					
16% of Current Year Revenues	$ 5,512,604		$ 6,057,945		
9% of Current Year Revenues - Uncertainty	3,100,840		3,407,594		
Total Minimum F/B Reserve Requirement	$ 8,613,444		9,465,540		
Maximum Fund Balance					
50% of Current Year Budgeted Revenues	17,226,888		18,931,079		
Total Maximum F/B Reserve Requirement	$ 17,226,888		$ 18,931,079		

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

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Budget	YTD Actual 06/30/2017	Projected Year-End 2017	Variance 2017 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes - Operating	$ 32,257,736	$ 31,268,777	$35,331,413	$25,762,323	$ 35,331,413	$ -
Delinquent Taxes	45,241	122,018	50,124	-	50,124	-
Prior Year Cancellations	(116,244)	-	(76,556)	-	(76,556)	-
Urban Renewal	(667,853)	-	(606,610)	-	(606,610)	-
Penalties & Interest	39,143	24,424	29,766	2,141	29,766	-
Total Taxes	$ 31,558,023	$ 31,415,219	$34,728,137	$25,764,464	$ 34,728,137	$ -
Federal & State Grants	$ 126,734	$ 131,085	$ 130,000	$ 131,272	$ 131,085	$ 1,085
Library Fines	650,000	585,214	639,500	282,618	555,500	(84,000)
Other Fees	149,000	115,005	153,470	59,805	153,121	(349)
Investment Income	149,021	100,072	149,200	164,385	164,385	15,185
Contributions from Private Sources	200,000	142,969	200,000	17,780	16,140	(183,860)
Other Revenue	101,000	84,912	197,020	66,181	197,020	-
Total Revenues	$ 32,933,778	$ 32,574,476	$36,197,327	$26,486,505	$ 35,945,388	$ (251,939)
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	$ 11,222,688	$ 10,300,740	$11,398,213	$ 5,090,529	$ 11,386,090	$ (12,123)
Awards & Bonuses	83,796	48,519	100,000	-	100,000	-
Termination Pay	-	113,718	-	23,424	12,123	12,123
Temporary Pay	1,806,537	1,462,528	1,876,245	785,661	1,876,245	-
Overtime	8,900	1,249	13,900	1,038	13,900	-
Vacancy Savings	(498,628)	-	(865,966)	-	(865,966)	-
Benefits	3,846,731	3,444,953	3,793,380	1,724,160	3,793,380	-
Total Salaries & Benefits	$ 16,470,024	$ 15,371,707	$16,315,772	$ 7,624,812	$ 16,315,772	$ -
Library Books & Materials	$ 4,820,976	$ 4,584,052	$ 6,900,603	$ 2,381,601	$ 6,900,603	$ -
Library Computer Materials	926,650	1,115,396	1,344,744	1,008,756	1,344,744	-
Library Periodicals	130,650	117,002	131,380	122,242	131,380	-
Sub-Total Library Collections	5,878,276	5,816,450	8,376,727	3,512,599	8,376,727	-
Supplies	943,313	974,281	1,240,375	401,298	1,240,375	-
Other Services & Charges	3,407,915	2,758,004	3,866,881	1,469,279	3,866,881	-
Operating Capital	-	-	40,000	-	40,000	-
Direct Internal Charges	127,061	136,345	150,688	58,966	150,688	-
Indirect Cost Allocation	696,338	696,338	758,653	379,325	758,653	-
Intra County Transactions	627,449	553,723	662,210	465,045	662,210	-
Total Operating Expenditures	$ 28,150,376	$ 26,306,849	$31,411,306	$13,911,324	$ 31,411,306	$ -
Total Uses of Funds	$ 28,150,376	$ 26,306,849	$31,411,306	$13,911,324	$ 31,411,306	$ -

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

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Budget	YTD Actual 06/30/2017	Projected Year-End 2017	Variance 2017 Budget
Debt Service						
Principal - Arvada (2005-2024)	$ 507,411	$ 507,411	$ 516,095	$ -	$ 516,095	-
Interest - Arvada (2005-2024)	119,285	119,285	107,157	53,579	107,157	-
Principal - Refunding Series 2013	632,690	632,690	632,740	-	632,740	-
Interest - Refunding Series 2013	149,314	119,125	116,772	72,789	116,772	-
Principal - COP - Capital Projects	142,143	142,143	142,143	-	142,143	-
Interest - COP - Capital Projects	33,545	33,545	33,496	-	33,496	-
Total Debt Service	**$1,584,388**	**$ 1,554,199**	**$ 1,548,403**	**$ 126,368**	**$ 1,548,403**	**$ -**

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

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

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

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL PROJECTS
2017 ACTUAL TO BUDGET

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Budget	2017 Amended Budget	YTD Actual 06/30/2017	Projected Year-End 2017	Variance 2017 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	$ 1,519,998	$ 1,473,398	$ 1,664,831	$ 1,664,831	$ 1,213,931	$ 1,664,831	$ -
Total Sources of Funds	**$ 1,519,998**	**$ 1,473,398**	**$ 1,664,831**	**$ 1,664,831**	**$ 1,213,931**	**$ 1,664,831**	**$ -**
Uses of Funds							
Annual Replacement & Maintenance Program (ARM)							
ARM-01 Capital Maintenance	$ 160,000	$ 170,424	$ 250,000	$ 250,000	$ 44,050	$ 250,000	$ -
ARM-02 Furniture & Equipment	64,550	58,064	56,000	56,000	7,925	56,000	-
ARM-03 Computer Replacement Plan	250,000	218,476	250,000	250,000	44,509	250,000	-
ARM-04 Book Sorter Sinking Fund	200,000	-	200,000	400,000	-	400,000	-
ARM-05 IT Infrastructure Replacement	369,000	316,658	462,000	512,000	185,751	512,000	-
2016 Projects							
16-01 Lakewood Parking Lot	288,975	274,922	-	-	-	-	-
16-02 LSC Parking Lot	69,000	67,699	-	-	-	-	-
16-03 Evergreen Condensing Unit	140,000	54,204	-	100,461	23,882	100,461	-
16-04 Wheat Ridge HVAC Replacement	48,000	-	-	48,000	41,599	48,000	-
16-05 Standley Lake Boiler Replacement	62,800	62,781	-	-	-	-	-
16-06 Admin Space Plan/Reconfiguration	10,000	8,031	-	-	-	-	-
16-07 Belmar Carpet Repair	6,000	5,939	-	-	-	-	-
16-08 Columbine Tree & Sidewalk Replace	25,000	27,807	-	-	-	-	-
16-09 Implement Wireless Upgrade	35,000	8,221	-	-	-	-	-
16-10 Records Management Software	-	-	50,000	50,000	-	50,000	-
16-11 Increase Wireless Access Points	60,000	16,614	-	-	-	-	-
16-12 IT Software Projects	71,000	26,499	-	-	11,809	11,809	(11,809)
16-13 III Database Server	56,000	81,660	-	-	5,560	5,560	(5,560)
16-14 High Availability Internet Redundancy	38,000	-	-	-	-	-	-
16-15 Replace DVD/Disk Washer	8,000	7,990	8,000	8,000	-	-	8,000
16-16 Columbine Remodel	385,800	99,027	4,250,000	4,536,773	671,843	4,536,773	-
16-18 IT Erate Data Cabeling	-	26,344	-	-	-	-	-
2017 Projects							
17-01 Evergreen AHU Rebuild	-	-	135,000	135,000	-	135,000	-
17-02 Entry Door Replacement	-	-	36,800	36,800	-	36,800	-
17-03 Virtual Servers Upgrades	-	-	91,000	91,000	-	91,000	-
17-04 Encore Server	-	-	37,000	-	-	-	-
17-05 Implement RFID/Self Check	337,740	272,000	250,000	315,740	40,125	315,740	-
17-06 Belmar Remodel	-	-	-	-	-	-	-
17-07 Edgewater Library	-	-	80,000	80,000	7,433	80,000	-
17-08 Large Format Printer	-	-	10,000	10,000	4,477	4,477	5,523
17-09 JCPL Mobile Experience	-	-	15,700	15,700	-	15,700	-
17-10 Mobility Solution	-	-	25,000	25,000	1,300	25,000	-
17-11 Long-Range Facility Master Plan	-	-	75,000	75,000	-	75,000	-
17-12 Current Year Facility Expansion	-	-	80,000	80,000	-	80,000	-
Total Capital Projects	**$ 2,684,865**	**$ 1,803,360**	**$ 6,361,500**	**$ 7,075,474**	**$ 1,090,263**	**$ 7,079,320**	**$ (3,846)**

Project	Amended Budget 2017 Budget	YTD Actual 06/30/2017	YTD Encumbrances 06/30/2017	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	$ 250,000	$ 44,050	$ 51,293	$ 95,343	$ 154,657
ARM-02 Furniture & Equipment	56,000	7,925	8,093	16,018	39,982
ARM-03 Computer Replacement Plan	250,000	44,509	16,160	60,669	189,331
ARM-04 Book Sorter Sinking Fund	400,000	-	248,791	248,791	151,209
ARM-05 IT Infrastructure Replacement	512,000	185,751	37,169	222,920	289,080
16-03 Evergreen Condensing Unit	100,461	23,882	7,966	31,848	68,613
16-04 Wheat Ridge HVAC Replacement	48,000	41,599	-	41,599	6,401
16-10 Records Management Software	50,000	-	-	-	50,000
16-12 IT Software Projects	-	11,809	-	11,809	(11,809)
16-13 III Database Server	-	5,560	-	5,560	(5,560)
16-15 Replace DVD/Disk Washer	8,000	-	-	-	8,000
16-16 Columbine Remodel	4,536,773	671,843	3,466,277	4,138,120	398,653
17-01 Evergreen AHU Rebuild	135,000	-	-	-	135,000
17-02 Entry Door Replacement	36,800	-	-	-	36,800
17-03 Virtual Servers upgrades	91,000	-	-	-	91,000
17-04 Encore Server	-	-	-	-	-
17-05 Implement RFID/Self Check	315,740	40,125	114,655	154,780	160,960
17-07 Edgewater Library	80,000	7,433	110,370	117,803	(37,803)
17-08 Large Format Printer	10,000	4,477	-	4,477	5,523
17-09 JCPL Mobile Experience	15,700	-	-	-	15,700
17-10 Mobility Solution	25,000	1,300	-	1,300	23,700
17-11 Long-Range Facility Master Plan	75,000	-	-	-	75,000
17-12 Current Year Facility Expansion	80,000	-	-	-	80,000
Total Capital Projects	**$ 7,075,474**	**$ 1,090,263**	**$ 4,060,774**	**$ 5,151,037**	**$ 1,924,437**

Operational Updates

Public Services

Jefferson County
PUBLIC LIBRARY

To: Pamela Nissler, Executive Director of Jefferson County Public Library.

From: Donna Walker, Director of Public Services, Monica Rezac, Interim Assistant Director of Public Services, Brigitte Lindner, Data Specialist

Re: 2017 Qtr 2 Statistical Report to the Board on JCPL Key Performance Indicators (KPI's)

Date: July 20, 2017

Executive Summary

The second quarter 2017 KPI's are our first direct comparison to the expanded open hours that were implemented in April 2016. However, the comparison of the second quarter results to last year is skewed by the simultaneous closure of Columbine Library for remodeling, with limited service offerings to customers from a small alternate location during this time. This narrative reports on conclusions for all KPI's both in all-inclusive system totals as well as adjusted totals excluding CL. This approach will allow for a more thorough comparison for Q2. It should also be noted that the comparable YTD numbers are still skewed at this point by Q1 2016, which still operated on reduced hours. This impact will continue to become less visible gradually as we move through 2017.

While Columbine's closure had a noticeable impact on overall JCPL numbers, we can see that there was still growth in many areas. To build on the introduction of expanded hours, additional storytimes and other programs were added. JCPL has also continued to purchase more materials, including e-materials, which has contributed to our overall circulation. While visits, circulations, and program attendance were slightly down due to the closure of one of our busiest branches in Q2, they all show increases and hence growth in comparison to last year when CL is excluded from the system count.

Library Use Parameters

Library visits show a decrease of 5% as a result of the Columbine closure, with a total of 666,558 physical visits to our library. When CL is excluded from the system count, the deviation to last year's visits changes to show a slight increase of 1%. Our website visits in comparison rose by 5% when compared to Q2 2016. A total of 829,868 virtual visits for Q2 2017 confirm the growing importance of the virtual library platform to our customers.

Program attendance decreased slightly by 2% in comparison to last year's second quarter, with a total of 78,378 people attending JCPL programs. When we exclude Columbine from the total system count, we see an overall increase for program attendance by 7%. This number is more corroborative with the total increase in the number of JCPL programs. The number of programs grew by 7% (with a Q2 2017 total of 2,913 programs offered) in comparison to last year.

May and June are always strong months in terms of programming with additional programs offered that are geared towards the promotion of the JCPL Summer Reading program. Many of these programs are held at schools with children and teen audiences. Summer reading signups show the positive results of our community outreach, with an increase of Summer Reading registrants by 9% in comparison to last year's total registrants, with 39,912 children, teens, and adults participating in the JCPL Summer Reading program in the months of May and June.

Circulations show a decrease by 3% in the second quarter in comparison to last year due to the closure of Columbine library. A total of 1,979,658 items were checked out in Q2. When we exclude CL, the impact of the branch closure becomes noticeable, as the decrease of 3% turns into an increase of 3%. Circulation growth has been fostered by JCPL's commitment to build and maintain an interesting, current, and steadily growing library collection for our readers, including the expansion of our electronic collection. Even with numbers unadjusted, circulations per visit have gone up by 3% in Q2 in comparison to last year.

The overall collection size is 7% higher compared to last year's second quarter, with 1,030,378 items available to patrons in physical and electronic form. JCPL added a total of 73,802 new physical items to the collection in Q2 2017.

The physical collection counted 946,066 physical items at quarter-end, which represents an increase of 5% over last year, and was used 6% more in terms of items borrowed by the community compared to last year.

The electronic collection counted 84,312 downloadable items (e-books and e-magazines, audio books, movies and music) at quarter-end, which represents a 31% increase over last year's Q2 and includes the addition of Flipster as a vendor in 2017. The electronic collection was used 17% more in terms of items downloaded by the community compared to last year. This increase confirms the general uptrend of downloadables and their increased use by library cardholders.

Computer use is captured in the actual reservation hours of public library computers. The total of 73,645 hours of public computer use during the second quarter of 2017 represents a 3% decrease in comparison to last year's second quarter, clearly impacted by the closure of Columbine. Wireless use is down as we changed to reporting only public use, strictly excluding staff use, from our reporting when it had been included last year. The closure of Columbine likely impacted this KPI as well.

Registered cardholders are down by 12% from last year's second quarter, following the annual purge of inactive cardholders in April 2017. Q2 2017 counted 7,009 new cardholders, and 304,618 total cardholders. We have no concerns about this KPI as the annual purge always has this temporary effect.

Conclusion:

The second quarter KPI's were influenced by the closure of Columbine as one of our busiest library branches. Upon excluding Columbine from the system totals, JCPL shows increases in all main use parameters, such as visits, circulations, and program attendance. The numbers confirm that JCPL

continues on its path to excellence, and community use of the library keeps growing and building upon the service improvements realized since the passing of the mill levy.

2017 Strategic Plan Benchmark Measures:

The success measures for 2017 are documented in the **2017 Strategic Plan Scorecard**. As annual measures, the Library Benchmark Measures evaluate inputs and outputs on a per capita respectively per 1,000 capita basis. At the end of the year these measures will be more meaningful. First quarter results are still compared to reduced hours, and second and third quarter results will skew the JCPL system results due to the Columbine closure for remodel. A 2017 comparison will remain difficult for the remainder of the year for some KPIs, in particular; Circulations/capita, Program Attendance/1,000 capita, and Public Service Hours/1,000 capita, even though targets were set anticipating impact from the closure. Rather unaffected by these circumstances will be the KPIs of eMaterials/capita and Square footage/capita. All Library Benchmark Measures 2017 will be evaluated at the end of the year.

JCPL Key Statistics for Trustees – FY 2017   Per Capita Figures

2017 Library Report	Q1 2017	Q2 2017	YTD 2017	Q1 2016	Q2 2016	YTD 2016	Qtr 2 Deviation		Qtr 2 % Change		YTD Deviation		YTD % Change
Operations Revenue per Capita	$23.17	$20.97	$44.15	$24.24	$33.57	$57.81	✗	-$12.59	✗	-38%	🔴	-$13.66	🔴 -24%
Operations Expenditures per Capita	$11.99	$13.05	$25.05	$10.79	$11.90	$22.69	✓	1.16	✓	10%	🟢	2.36	🟢 10%
FTE per 1,000 Capita	0.36	0.36	0.36	0.36	0.36	0.36	✗	0.00	✗	-1%	🔴	0.00	🔴 -1%
Visits per Capita	1.16	1.15	2.32	1.05	1.23	2.28	✗	-0.08	✗	-6%	🟢	0.03	🟢 1%
Circulation per Capita	3.61	3.42	7.04	3.32	3.57	6.89	✗	-0.15	✗	-4%	🟢	0.15	🟢 2%
Program Attendance per 1,000 Capita	101	136	237	87	139	225	✗	-3	✗	-2%	🟢	12	🟢 5%

Note "**FTE per 1,000 Capita**": 2017 quarterly and YTD numbers for **FTE/1000 Capita** represent budgeted numbers, while the annual FTE are based on actual work hours to align with the methodology of the 50th percentile.

<u>Note</u>: All numbers contained in this document represent complete JCPL system counts including CL leased space.

JCPL Key Statistics for Trustees – FY 2017   People

2017 Library Report	Q1 2017	Q2 2017	YTD 2017	Q1 2016	Q2 2016	YTD 2016	Qtr 2 Deviation	Qtr 2 % Change	YTD Deviation	YTD % Change
Population	578,101	578,101	578,101	571,459	571,459	571,459 ✔	6,642 ✔	1% 🟢	6,642 🟢	1%
Cardholders*	369,326	304,618	304,618	337,601	345,229	345,229 ✖	-40,611 ✖	-12% 🔴	-40,611 🔴	-12%
New Cardholders	7,417	7,009	14,426	6,619	7,633	14,252 ✖	-624 ✖	-8% 🟢	174 🟢	1%
Visits	673,062	666,558	1,339,620	600,920	704,590	1,305,510 ✖	-38,032 ✖	-5% 🟢	34,110 🟢	3%
Visits/Open Hour	89	86	87	101	91	95 ✖	-5 ✖	-6% 🔴	-8 🔴	-8%
Programs	2,768	2,913	5,681	2,116	2,715	4,831 ✔	198 ✔	7% 🟢	850 🟢	18%
Program Attendance	59,267	78,378	137,645	50,416	79,665	130,081 ✖	-1,287 ✖	-2% 🟢	7,564 🟢	6%
Avg Program Att.	21	27	24	24	29	27 ✖	-3 ✖	-9% 🔴	-3 🔴	-10%
SR Participants - Children	0	22,251	22,251	0	18,924	18,924 ✔	3,327 ✔	18% 🟢	3,327 🟢	18%
SR Participants - Teens	0	7,168	7,168	0	5,865	5,865 ✔	1,303 ✔	22% 🟢	1,303 🟢	22%
SR Participants - Adults	0	10,493	10,493	0	7,360	7,360 ✔	3,133 ✔	43% 🟢	3,133 🟢	43%
Summer Reading Participants	0	39,912	39,912	0	32,149	32,149 ✔	7,763 ✔	24% 🟢	7,763 🟢	24%
Volunteers	310	325	322	337	481	409 ✖	-156 ✖	-32% 🔴	-87 🔴	-21%
Volunteer Hours	6,890	7,895	14,785	7,593	11,379	18,972 ✖	-3,485 ✖	-31% 🔴	-4,188 🔴	-22%

Note: All numbers contained in this document represent complete JCPL system counts including CL leased space.

JCPL Key Statistics for Trustees – FY 2017 | Materials

2017 Library Report	Q1 2017	Q2 2017	YTD 2017	Q1 2016	Q2 2016	YTD 2016	Qtr 2 Deviation	Qtr 2 % Change	YTD Deviation	YTD % Change
Circulation	2,089,243	1,979,658	4,068,901	1,898,585	2,040,529	3,939,114 ✖	-60,871 ✖	-3% 🟢	129,787 🟢	3%
Circulation E-Materials	192,571	185,620	378,191	150,849	158,020	308,869 ✔	27,600 ✔	17% 🟢	69,322 🟢	22%
Circulation Physical Items	1,896,672	1,794,038	3,690,710	1,747,736	1,882,509	3,630,245 ✖	-88,471 ✖	-5% 🟢	60,465 🟢	2%
Circ/Visit	3.10	2.97	3.04	3.16	2.90	3.02 ✔	0.07 ✔	3% 🟢	0.02 🟢	1%
Circ/Open Hour	276	255	265	319	263	287 ✖	-8 ✖	-3% 🔴	-22 🔴	-8%
Collection Size E-Materials*	77,933	84,312	84,312	61,548	64,423	64,423 ✔	19,889 ✔	31% 🟢	19,889 🟢	31%
Collection Size Physical Items*	961,303	946,066	946,066	891,017	901,086	901,086 ✔	44,980 ✔	5% 🟢	44,980 🟢	5%
Collection Size (Total)*	1,039,236	1,030,378	1,030,378	952,565	965,509	965,509 ✔	64,869 ✔	7% 🟢	64,869 🟢	7%
Added (Physical Items)	63,602	73,802	137,404	51,966	58,652	110,618 ✔	15,150 ✔	26% 🟢	26,786 🟢	24%

Note: All numbers contained in this document represent complete JCPL system counts including CL leased space.

JCPL Key Statistics for Trustees – FY 2017   Technology

2017 Library Report	Q1 2017	Q2 2017	YTD 2017	Q1 2016	Q2 2016	YTD 2016	Qtr 2 Deviation	Qtr 2 % Change	YTD Deviation	YTD % Change
Website Visits	763,732	829,868	1,593,600	751,488	787,317	1,538,805 ✔	42,551 ✔	5% 🟢	54,795 🟢	4%
Hours Public Computer Use	75321	73645	148966	63,799	75,734	139,533 ✖	-2,089 ✖	-3% 🟢	9,433 🟢	7%
Public Computer Sessions	99,416	92,414	191,830	96,520	106,540	203,060 ✖	-14,126 ✖	-13% 🔴	-11,230 🔴	-6%
Wireless Connections	74,050	59,664	133,714	71,463	78,777	150,240 ✖	-19,113 ✖	-24% 🔴	-16,526 🔴	-11%
Public Computers	322	300	311	315	316	315 ✖	-16 ✖	-5% 🔴	-4.33 🔴	-1%

Note: All numbers contained in this document represent complete JCPL system counts including CL leased space.

JCPL Key Statistics for Trustees – FY 2017   Appendix People – Visits by Branch

2017 Library Report	Location	Q1 2017	Q2 2017	YTD 2017	Q1 2016	Q2 2016	YTD 2016	Qtr 2 Deviation	Qtr 2 % Change	YTD Deviation	YTD % Change
Visits	Arvada	81,887	89,254	171,141	82,654	94,444	177,098 ✖	-5,190 ✖	-5% 🔴	-5,957 🔴	-3%
Visits	Belmar	124,104	133,626	257,730	113,063	131,764	244,827 ✔	1,862 ✔	1% 🟢	12,903 🟢	5%
Visits	Columbine	123,834	85,590	209,424	109,397	129,335	238,732 ✖	-43,745 ✖	-34% 🔴	-29,308 🔴	-12%
Visits	Conifer	12,969	11,282	24,251	11,053	10,219	21,272 ✔	1,063 ✔	10% 🟢	2,979 🟢	14%
Visits	Edgewater	16,910	17,077	33,987	14,276	16,910	31,186 ✔	167 ✔	1% 🟢	2,801 🟢	9%
Visits	Evergreen	48,295	47,990	96,285	43,632	48,762	92,394 ✖	-772 ✖	-2% 🟢	3,891 🟢	4%
Visits	Golden	67,120	79,361	146,481	57,949	74,031	131,980 ✔	5,330 ✔	7% 🟢	14,501 🟢	11%
Visits	Lakewood	81,721	82,136	163,857	69,394	78,493	147,887 ✔	3,643 ✔	5% 🟢	15,970 🟢	11%
Visits	Standley Lake	89,694	92,197	181,891	73,400	92,309	165,709 ✖	-112 ✖	0% 🟢	16,182 🟢	10%
Visits	Wheat Ridge	23,514	24,233	47,747	23,055	25,084	48,139 ✖	-851 ✖	-3% 🔴	-392 🔴	-1%
Visits	Library 2 You	3,014	3,812	6,826	3,047	3,239	6,286 ✔	573 ✔	18% 🟢	540 🟢	9%
Visits	**JCPL**	**673,062**	**666,558**	**1,339,620**	**600,920**	**704,590**	**1,305,510** ✖	**-38,032** ✖	**-5%** 🟢	**34,110** 🟢	**3%**

Note: All numbers contained in this document represent complete JCPL system counts including CL leased space.

JCPL Key Statistics for Trustees – FY 2017

Appendix Materials – Circulation by Branch

2017 Library Report	Location	Q1 2017	Q2 2017	YTD 2017	Q1 2016	Q2 2016	YTD 2016	Qtr 2 Deviation	Qtr 2 % Change	YTD Deviation	YTD % Change
Circulation	Arvada	148,578	147,352	295,930	134,798	149,296	284,094 ✗	-1,944 ✗	-1% ●	11,836 ●	4%
Circulation	Belmar	261,399	281,196	542,595	237,582	259,830	497,412 ✓	21,366 ✓	8% ●	45,183 ●	9%
Circulation	Columbine	284,742	174,750	459,492	268,697	295,663	564,360 ✗	-120,913 ✗	-41% ●	-104,868 ●	-19%
Circulation	Conifer	20,962	22,108	43,070	27,697	28,236	55,933 ✗	-6,128 ✗	-22% ●	-12,863 ●	-23%
Circulation	Edgewater	25,297	23,661	48,958	20,802	23,557	44,359 ✓	104 ✓	0% ●	4,599 ●	10%
Circulation	Evergreen	100,827	97,866	198,693	92,546	98,287	190,833 ✗	-421 ✗	0% ●	7,860 ●	4%
Circulation	Golden	123,593	123,475	247,068	117,659	127,415	245,074 ✗	-3,940 ✗	-3% ●	1,994 ●	1%
Circulation	Lakewood	157,781	153,754	311,535	140,487	152,535	293,022 ✓	1,219 ✓	1% ●	18,513 ●	6%
Circulation	Standley Lake	221,049	225,583	446,632	198,767	224,962	423,729 ✓	621 ✓	0% ●	22,903 ●	5%
Circulation	Wheat Ridge	35,659	34,082	69,741	35,095	36,450	71,545 ✗	-2,368 ✗	-6% ●	-1,804 ●	-3%
Circulation	Library 2 You	19,397	21,379	40,776	20,013	18,887	38,900 ✓	2,492 ✓	13% ●	1,876 ●	5%
Circulation	Kids and Families	5,451	2,451	7,902	2,475	688	3,163 ✓	1,763 ✓	256% ●	4,739 ●	150%
Circulation	Interlibrary Loan	3,770	3,345	7,115	3,435	3,539	6,974 ✗	-194 ✗	-5% ●	141 ●	2%
Circulation	Internal Use	4,862	4,879	9,741	4,701	4,394	9,095 ✓	485 ✓	11% ●	646 ●	7%
Circulation	Online Renewals	483,305	478,157	961,462	442,982	458,770	901,752 ✓	19,387 ✓	4% ●	59,710 ●	7%
Circulation	Vendor Ematerials	192,571	185,620	378,191	150,849	158,020	308,869 ✓	27,600 ✓	17% ●	69,322 ●	22%
Circulation	**JCPL**	**2,089,243**	**1,979,658**	**4,068,901**	**1,898,585**	**2,040,529**	**3,939,114** ✗	**-60,871** ✗	**-3%** ●	**129,787** ●	**3%**

Note: All numbers contained in this document represent complete JCPL system counts including CL leased space.

Columbine Library Renovation – Progress Reporting

DATE: July 2017

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. Fransen Pittman (FP) and their electrical subcontractor (Duro Electric) have submitted rebate paperwork to Xcel Energy as part of the interior LED lighting retrofit. FP received notification in late June that we have received a pre-approval rebate of $25,506 for the retrofit work. Additionally, the pre-approval letter indicates that because of the retrofit Xcel estimates an annual energy cost savings of $17,929 at the Columbine Library building.

B. The interior work has progressed significantly. Demolition is complete, walls have been framed, and drywall is being installed. Painting is expected to begin within the next 2-3 weeks with flooring and other finishes shortly after. Additionally, infrastructure for some of the AV systems has already been installed.

C. The exterior scope is also progressing well. Site grading has been generally completed. Additionally, site concrete has been installed (curb/gutter, sidewalks, etc.) and asphalt paving at the new book drop loop will be placed in mid-July. Foundations for the new entry canopy have been placed and the new windows at the east elevation have been installed.

D. Coordination for the installation of shelving, sorter, furniture, AV, and moving content back into the building has already commenced. All FF&E and shelving has been ordered and is expected to be delivered in early September.

III. CURRENT PROJECT RISKS &/OR OPPORTUNTIES:

A. Similar to last month, there have been some unanticipated project revisions which have resulted in a chance order request from Fransen Pittman. The revisions associated with Owner Change Order (OCO) #2 include the removal of the bollard lights at the north side of the parking lot, the addition of a new flag pole light, and reframing at the interior Powerwall to accommodate the new shelving. OCO #2 has been issued to JCPL for approval and totals $9,176.00. Once approved, a budget transfer will be conducted to move the funds from project contingency to Fransen Pittman.

B.   Fransen Pittman had their glazing contractor look at the southwest facing curved window wall in an effort to determine the cause of the water intrusion and subsequent damage to the adjacent wood at the interior. It appears that the windows are no longer leaking. Additionally, Fransen Pittman has an allowance within their GMP for repair of damaged wood by the millwork subcontractor. Depending on the extent and severity of the damage, additional money may be required above the allowance amount to repair; however, this will be monitored.

IV.   UPCOMING KEY DECISIONS:

A.   As we move into the last couple of months of the project an increase in logistical coordination will need to take place in order to properly direct delivery and installation of items such as FF&E, AV, shelving, furniture, etc. NV5 will work closely with Mary Gulash and JCPL to ensure that this phase of the project succeeds with minimal issue.

V.   BUDGET:

A.   Project budget is maintained at a Not To Exceed amount of $4 Million.

B.   As indicated previously, OCO #2 has been submitted by Fransen Pittman for $9,176.00. Funding for this change order will consist of a budget transfer from project contingency.

VI.   MEETINGS:

A.   Every Thursday @ 9am. Weekly OAC (Owner-Architect-Contractor) meetings are held at Columbine.

B.   August 10 – Board Study Session (Admin Conference Room)

C.   August 17 – Board Meeting (Standley Lake Library)

VII.   MILESTONES PROJECTED FOR NEXT PERIOD:

A.   Near completion of interior finish installation

B.   Near completion of exterior work

VIII.   PHOTOGRAPHS

Provided on the following pages

Beginning of interior framing in mid-June

Installation of interior drywall in early July

Additional view looking east toward new entrance

Framing at new entry vestibule

New east-facing windows at the east elevation

Overall view of new drop-off loop. Note installed curb/gutter.

memorandum

Jefferson County PUBLIC LIBRARY

TO: Pam Nissler, Executive Director

FROM: Steve Chestnut, Director of Facilities

DATE: July 11, 2017

RE: Columbine Library Remodel Project – Change Orders - Fransen Pittman

There are some additional costs for Owner Requested Change Orders that will increase the not to exceed contract price for Fransen-Pittman. I will be requesting the Board of Trustees to authorize you to execute a fund transfer from our contingency to cover these costs and recommend that the Board authorize a payment to Fransen Pittman in the amount of $9176.

These change orders will include;

- Removing exiting bollards on the north side of the parking lot. These fixtures were too damaged to be retrofitted for energy efficient lighting, and should not be needed with the new parking lot light ($3567.00)
- adding a new light for the flagpole ($4216.00)
- reframing Powerwall due to a change in depth for shelving ($1393.00)

Due to the construction timeline and Board of Trustees meeting dates I would also like to ask the Board to authorize you to increase that not to exceed cost for any additional potential change orders that might occur in the last 10 weeks of construction. The stipulation to that authorization from them is that we may not exceed budget already authorized by the BOT for the project.

WEMBER

7525 South Jasmine Court | www.wemberinc.com/blog
Centennial, CO 80112 | facebook.com/Wemberinc
303-378-4130 | wemberinc.com

Project Monthly Update Report

Project Name: **Edgewater Public Library**
Wember Inc. Project Number: EPL (2017.08)
Issue Date: July 11, 2017
Purpose: Project Update thru July 11, 2017

Dear Executive Director Pam Nissler
The purpose of this update is to report on the current status of the Edgewater Public Library.

Summary

At this time the City of Edgewater continues to refine the design of the facility in the effort to reduce their project costs. An updated set of schematic drawings have been produced by their design-build team, Humphries Poli/Alliance Construction. It is still anticipated that the design will implement the technique of a premanufactured building. The City of Edgewater will be releasing the next generation of the design on July 20, 2017.

- o Project Successes
  - Two qualified proposals were received in response to the RFP.
  - Final selection of the Architectural team per the RFP schedule
- o Project Challenges
  - Nothing significant at this time.

Pre-Design

- o Wember was asked to analyze the costs of a raised floor electrical system. This system would allow for future flexibility of the data and electrical systems in the changing world of libraries. After analyzing three systems for cost, pros and cons it was determined that the most value would be provided through a Tate raised floor system. The cost of this system was evaluated at $75,000. Upon discussion it was decided by the design advisory committee that the raised floor would not be implemented on this project.
- o After interviewing the architectural candidates the committee is happy to announce they have Selected Humphries Poli to design the new Edgewater library, this is the same architect that is under contract with the City of Edgewater for the municipal center. Jefferson County Public Library received two proposals from highly qualified teams; Studiotrope Design Collective and Humphries Poli Architects.
  - Both firms have completed many library projects similar in scale to the proposed facility.
  - The interviews were comprised of a 25 minute presentation and Q&A session for 35 minutes.
  - Both firms were within the budget for design services
  - Per the interview scores below which were collected from the selection committee comprised of Pam Nissler (non-voting), Julianne Rist, Padma Polepeddi, Pat Klein, Gloria Overholt, Ben Vega (non-voting). The final scoring shows Humphries Poli scores slightly higher in each category of the weighted and non-weighted columns.
  - The decision to move forward with negotiations with Humphries Poli Architects was unanimously recommended by the design advisory committee.

	Humphries Poli			Studiotrope	
	Total	**Weighted Total**		**Total**	**Weighted Total**
Project Team	222.00	888		210.00	840
Community Engagement	230.00	920		200.00	800
Design Ideas & Ability	192.33	577		155.00	465
Sustainability & Operations	140.33	281		99.33	199
Budget & Schedule	0.00	0		0.00	0
SUB-TOTAL		*2,666*			*2,304*
Personality match of individuals with staff	226.67	907		214.67	859
General impressions ("gut" ranking)	226.00	904		210.00	840
SUB-TOTAL		*1,812*			*1,699*
GRAND TOTAL		*4,477*			*4,003*

Schedule
Work in Progress
- o The schedule below has been extracted from the Architects Request for Proposal and master schedule. Next steps and schedule milestones include finalizing the program for the library space, public work sessions and design implementation.

DATE	TIME	EVENT
Thursday, June 1, 2017		Advertise and Issue RFP
Thursday, June 15, 2017	5:00 PM	Proposers notification of Interest by email procurement.jcpl@jeffcolibrary. (not required, courtesy to the selection committee)
Thursday, June 15, 2017	5:00 PM	Deadline for receipt of questions and inquiries
Monday June 19, 2017	5:00 PM	Final responses to questions, inquiries and RFP amendments
Thursday, June 22, 2017	**4:00 PM**	**Deadline for submission of proposals**
Wednesday, June 28, 2017		Notification of short-listed candidates
Wednesday, July 5, 2017	12-5PM	Interviews of short-listed firms (Anticipated)
Thursday, July 6, 2017		Preferred Design Team announced (Anticipated)
Monday, July 10, 2017		Finalize contract negotiations (Anticipated)
Thursday July 11, 2017		Packet to Board
Thursday July 20, 2017		Board Meeting/Anticipated approval
Summer, 2018		First Day of Use by Jefferson County Public Library (Anticipated)
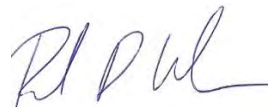
Financial
Budget
- o The comprehensive project budget has been generated and is currently showing a total project cost of $2.6 Million to complete the project. Discussions continue on related shared cost items including but not limited to mechanical systems and toilet facilities.
- o Two fee proposals were received.
  - Humphries Poli Architects initial proposal = $105,000
    - Final proposed agreement amount $97,500
  - Studiotrope Design Collective = $125,900

Next Steps
- o Final authorization of the architect agreement. Attached to this report is the final architect agreement including exhibits.
- o Finalize shared costs with City of Edgewater
- o Complete the IGA and Lease agreement
- o Design meetings with the City of Edgewater team
- o Programming meetings

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

Paul D. Wember, President
Wember

Jefferson County
PUBLIC LIBRARY

TO: Pam Nissler, Executive Director

FROM: Steve Chestnut, Director of Facilities

DATE: July 11, 2017

RE: Edgewater Library Project – Architect

I will be asking the Board of Trustees to authorize you to enter into a contract with Humphries-Poli Architects. Humphries-Poli was unanimously chosen by the JCPL selection team as the most qualified to provide architectural services for the new Edgewater Library that is being co-developed with the City of Edgewater. See Paul Wember's report on the selection process. The contract amount is $97,500.00 and will be spread out over 2017 and 2018 budget years and therefore, will be part of the roll-over requested for next year.

Operational Updates

Communications

memorandum

Jefferson County
PUBLIC LIBRARY

TO: Pam Nissler, Executive Director

FROM: Rebecca Winning, Director of Communications

DATE: July 11, 2017

RE: Jefferson County Public Library Guidelines for Naming and Name Recognition

In preparation for the roll-out of Columbine Library naming opportunities, we have reviewed existing JCPL guidelines, as well as current literature on naming programs, to see if changes in JCPL's naming program and guidelines might be warranted. Based on that review, we are recommending minor revisions to our guidelines, including:

- Including art walls in naming opportunities for sub-units of a facility, versus offering them as naming recognition opportunities
- Updating Library information, as needed
- Updating our Mission Statement
- Changing the duration of naming rights for sub-units of a facility from five to 10 years to conform with JCPL's current 10-year facilities update cycle
- Making minor grammatical and style edits

Recommended changes have been highlighted for the Board's convenience. The new guidelines will be rolled out with naming solicitations for the Columbine Library in the third quarter.

Draft: Jefferson County Library Guidelines for Naming and Name Recognition

Introduction

The purpose of this document is to establish guidelines for the implementation of naming rights and name recognition opportunities for Jefferson County Public Library (JCPL) and Jefferson County Library Foundation (JCLF).

Generally library facilities are named in accordance with their geographical or functional designations. However, JCPL also allows for naming rights and name recognition opportunities, in accordance with the guidelines outlined below, when there is a strong community desire for a specific name for a facility or when the Library Board desires to honor an individual, foundation or corporation for outstanding service contributions that are consistent with the nature and mission of the Library. A naming opportunity may also be offered to an individual, foundation or corporation in recognition of substantial funding for to support library facilities, in accordance with the guidelines outlined below.

- Naming opportunities for library facilities. This would include JCPL libraries or administrative service facilities.
- Naming opportunities for subunits within a facility. This would include special use areas (i.e., Children's, Teens, reading areas, Technology Centers, Business Services); meeting and study rooms; sections of a building (art walls, community and other display areas); and designated outdoor areas.
- Name recognition opportunities. This could include but would not be limited to: mobile service vehicles (i.e.,including bookmobiles, the eTrain, the Traveling Children's Library vehicle, and other vehicles used in direct service delivery); self-service structures placed throughout the community (i.e., kiosks and self-serve vending machines or structures); sections of a building (art walls, community and other display areas); technology enhancements; other fixtures, furnishings and equipment; and/or any other items that commemorate a gift.

These guidelines are intended to provide structure and baseline definitions for the Library, which in turn will help ensure equitable, consistent opportunities and a standard of stewardship for gifts received from donors.

Definitions

1. Financial contributions include outright gifts of money, securities, real estate, personal property, in-kind donations and endowments.
2. Naming refers to titling JCPL facilities, including libraries, JCPL buildings used to support the delivery of Library services, and discreet areas inside or outside library buildings, including special use areas, meeting rooms, study rooms and designated outdoor areas.
3. Name Recognition acknowledges philanthropic contributions to support vehicles or self-service structures used in the direct delivery of Library services, technology enhancements, fixtures, furnishings and equipment, or general contributions to a library or Foundation campaign.
4. A JCPL facility refers to consists of a permanent, free-standing structure constructed to house library staff and materials and serve as a venue for direct library service, or a permanent, free-standing structure constructed to house library or administrative staff and serve as a venue for

administrative support for library services. For purposes of this document, a JCPL facility may also be defined as leased space within another facility designed to house library staff and materials and serve as a venue for library service.

5. A subunit of a facility may include special use areas (i.e., Children's, Teens, reading areas, Technology Centers, Business Services; art walls, studios); meeting and study rooms; and designated outdoor areas.

6. Library vehicles may include vehicles used in the direct delivery of Library services (i.e., the Bookmobile and other service , eTrain, Traveling Children's Library vehicles).

7. Self-service structures may include kiosks, vending machines and/or structures, download centers or other external structures used in the direct delivery of Library services.

8. Technology enhancements may include computers, printers, software, laptops, eReaders, tablets or other emerging technologies available for patron use.

9. Furnishings and fixtures may include fixed amenities, such as fireplaces and art walls, as well as shelving, furniture, display walls, and similar articles that are not a fixed part of the building.

Responsibilities

The Library Board of Trustees is responsible for establishing policies related to naming rights and recognition and may modify such policies from time to time, or as individual circumstances require.

The Executive Director is responsible for developing guidelines to govern the management of naming rights and recognition for JCPL, in compliance with Board policies.

 JCLF and/or library staff must immediately inform the Executive Director of any offer of a gift or pledge pursuant to these guidelines. Select members of JCPL's Senior Management Team and staff may support JCLF in its efforts to solicit donors, obtain appropriate approvals and develop formal naming rights and name recognition agreements with potential donors. JCLF has sole responsibility for accepting and disbursing financial contributions related to naming and name recognition opportunities and for administering naming rights agreements.

All naming proposals related to Library buildings or subunits of facilities must be approved by the Library Board of Trustees and the Executive Director before commitments are made to any prospective donor.

All name recognition proposals must be approved by the Executive Director and Senior Management Team prior to discussing the proposal with the potential donor.

Timing and Scope

These guidelines are effective as of the date of approval by the Executive Director and the Board and will supersede all prior guidelines relating to this matter.

General Guidelines

- All naming and name recognition opportunities must reflect the spirit of JCPL's mission of "helping to build an educated and vibrant community by providing equal access to information

Draft: Jefferson County Library Guidelines for Naming and Name Recognition Opportunities

and opportunities.~~enriching "the quality of life for all people in Jefferson County by providing resources for information, education and recreation.~~"

- All solicitations for naming rights and opportunities must be coordinated through the Jefferson County Library Foundation. Cash and in-kind contributions may qualify for tax deductions through the Foundation's 501(c)(3) status. Tax receipts are not issued for funds, products or in-kind services made directly to the Library.
- Naming rights for library buildings will be reserved for individuals; library buildings will not be named for corporations, commercial enterprises, religious entities, or other organizations.
- When one or more donors wish to obtain naming rights to a facility, naming rights will be awarded at the discretion of the Library Board.
- With approval of the Library Board, sub-units of facilities may be named for individuals, families, organizations, foundations or corporations to recognize philanthropic contributions.
- Naming rights for leased library buildings are contingent on approval from the leasing entity.
- When a proposal involves the use of the name of a deceased person, approval is contingent on the agreement of that person's next of kin.
- The naming of any facility or subunit of a facility shall be finalized (and naming recognition opportunities shall be fulfilled) only after the financial commitment by the individual or organization has been honored in full and not on the basis of a pledge for future funds.
- Plaques, signage and other recognition vehicles will be placed in appropriate locations and will be consistent with the Library's brand guidelines, image and design requirements.
- Library facilities and subunits of library facilities may not be named for multiple individuals, organizations or entities.
- A person's or organization's name may not be used on multiple library facilities.
- Named facilities or subunits of facilities in existence at the time of the adoption of these guidelines shall retain their name, subject to restrictions in these guidelines and in any gift agreements related to prior naming action.
- At the discretion of the Library Board, levels of financial contributions outlined below may be adjusted to reflect changes in economic conditions or area norms.

Naming Opportunities

The Library offers two general categories of naming opportunities.

Naming Opportunities as an Honorarium for Service

Naming will also be considered for a person who has provided distinguished service to the Library and the community. These naming opportunities may be awarded by the Library Board of Trustees when ~~T~~the depth and breadth of the individual's contributions are ~~must be~~ obvious and compelling, and reflect~~ing~~ outstanding ~~a~~ dedication and beneficence to the Library over a significant span of time.

Philanthropic Naming

Draft: Jefferson County Library Guidelines for Naming and Name Recognition Opportunities

Jefferson County Public Library seeks private funds to enhance the Library's ability to meet the needs of its community. A naming opportunity can be offered to an individual, family, organization, foundation or corporation in recognition of a substantial financial or in-kind contribution to the Library.

Contribution Levels for Philanthropic Naming and Name Recognition Opportunities

Contribution levels for naming and naming recognition opportunities are established based on library need, industry standards and area norms. They may be reviewed and updated periodically to reflect changing conditions.

Library facilities:

- A major benefactor who donates no less than 51 percent of the total construction costs of a new library or no less than 51 percent of the total cost of purchasing and retrofitting an existing building.
- A major benefactor who donates the total cost of finishing a leased space for a library *and* contributes a minimum of $1 million toward an endowment for maintenance and operating costs of the facility.
- A major benefactor who donates land valued in excess of $1 million for a new library facility.

Subunits of Library facilities:

- A major benefactor who donates a substantial sum toward discreet, designated areas inside or outside library buildings, including special use areas, meeting rooms, study rooms, art walls and designated outdoor areas. Giving levels will be determined at the time of related fund raising drives., but generally will not be less than $5,000.

Name Recognition Opportunities:

- A major benefactor who donates a substantial sum toward the purchase or operation of other library assets or toward the completion of a specific fund raising campaign. Giving levels will be established and provided at the time of the related fund raising drive.

Naming Formats

Naming formats will be defined in the official naming agreement, based on criteria listed below.

Library Facilities and Subunits of Facilities

- Donors will have the choice of (a) honoring a leading community figure or local hero, or (b) requesting that either they or another individual or entity of their choice be recognized.
- The name of the donor or honoree may be included in the name of the facility or subunit (e.g. "Jane Smith Meeting Room") and shall be used in signage as well as references to the entity in publicity materials and other library documents. Alternatively, at the donor's request, the name

will remain the same but include explicit recognition of the donor (e.g. "Golden Library, made possible through the generous support of The Smith Family.") All naming recognitions must comply with JCPL's branding guidelines.

- Donors who wish to remain anonymous or decline a Naming opportunity or recognition signage may be offered a recognition piece for their home or office, if desired.

<u>Naming Recognition</u>

- The name of the donor or honoree will be recognized with the following language "This computer provided through the generous support of Dell Computers." Recognition will be rendered via conspicuously placed plaques, or placement on a donor wall or walk.

Requests for words of recognition other than those recognizing the name of an individual, family foundation, organization or corporation may be considered, subject to review and approval of the Library Board of Trustees and/or Executive Director.

Duration of Naming Rights

The duration of naming rights will be determined at the time of the donation and spelled out in a formal agreement based on the criteria defined below.

- For ~~new~~ library facilities, ~~buildings,~~ naming rights will remain in place for the useful life of the building, not to exceed a period of thirty (30) years, with ~~.~~ naming subject to renewal at the Library Board's discretion.
- ~~Renaming is subject to renewal at the Library Board's discretion.~~
- For subunits of library facilities, naming rights will remain in place for the term of JCPL's facilities update cycle (generally defined as every ten years, but subject to change at the Executive Director's discretion), ~~for five years,~~ with the option to renew at the end of each update period. ~~five-year period.~~
- For all naming recognition opportunities, recognition will remain in place for the earlier of three years or the useful life of the item, with the option to renew at replacement or end-of-term.

Qualifications and Exclusions

- There shall be a due diligence review of each naming proposal to carefully consider the overall benefit of such naming to the Library, including whether the name is and will continue to be a positive reflection on the Library. The Library Board of Directors reserves the right to accept or reject any naming proposal based on this review.
- Unless waived by the Library Board of Directors, Library facilities~~y~~ or subunits of a library facility shall not be named for 1) individuals currently employed by the Library, Jefferson County, or the State of Colorado; 2) political candidates, organizations or elected officials; or, 3) religious leaders, organizations or institutions.

Draft: Jefferson County Library Guidelines for Naming and Name Recognition Opportunities

- In order to avoid any appearance of commercial influence or conflict of interest, or any other potentially adverse consequences, additional due diligence shall be undertaken before recommending the naming opportunities that include a commercial enterprise. Naming opportunities may be assigned that include a commercial enterprise only if the proposed name is appropriate to the public setting of the Library and will not detract from the Library's use or the Library's reputation as a public entity.

- Naming recognition is provided to individuals, families and entities that exemplify the attributes of integrity and civic leadership. If an individual or entity for which a naming commitment has been made violates these standards, the Library may elect to remove the individual, family, or entity's~~ies~~ name from the naming opportunity. Before taking such action, the Library shall undertake due diligence, including consultation with counsel, as to any legal ramifications that the Library may have under any pre-existing agreement(s) related to naming opportunities or in regard to any other matter that may have a legal bearing upon a proposed change in name. Any naming authorized by the Library Board can only be revoked by a vote of that body.

- Naming agreements may be also modified in the event that: 1) the named facility or subunit of a facility is substantially renovated, expanded or designated for another use; 2) the named facility or subunit of a facility is sold, destroyed, removed or abandoned; 3) a named business, organization or entity changes its name and/or focus of operations, or ceases operation.

Emerging Issues

Jefferson County
PUBLIC LIBRARY

To: Honorable Jefferson County Commissioners
From: Library Board of Trustees
Re: Quarterly Meetings and Agendas
Date: July 20, 2017

Dear Commissioners

We appreciate the opportunity to provide you with updates on our Jefferson County Public Library. A robust dialogue is beneficial for all of us.

In an effort to accurately and fully respond to questions you may have, it would be most helpful to know in advance areas you would like the Trustees to address.

We will make every effort to be fully prepared for our meetings. In response to questions raised during the meeting, we may need to research the issue and follow-up with the information. We will be diligent in responding in a timely manner.

A draft agenda will be provided for our next meeting for your review and additional items.

As a follow-up from our most recent joint meeting, we would like to provide a clarification regarding the carry forward funds from the 2016 budget. The total number of 2016 projects was 22. If you remove those projects that are yearly replacement and maintenance projects, the number of projects eligible for carry forward consideration is 18. Of those 18 projects, 5 were not completed and a carry forward was requested. The percentage of these projects that were completed is 72%. The percentage of projects that were not completed is 28%. Also, the book sorter replacement funds are not a project, but a savings for future sorter replacements.

Thank you for your support of a Great Jefferson County Library.

Respectfully Submitted,

Julia Hill-Nichols, Chair
Library Board of Trustees

ENDS STATEMENTS
2017 Strategic Plan – 2nd Quarter Updates

2Q Update

2017 Strategic Plan

Table of Contents

JEFFERSON COUNTY PUBLIC LIBRARY
2017 Strategic Plan

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

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

Jefferson County
PUBLIC LIBRARY

WHAT THE
BOARD EXPECTS

HOW WE'LL GET THERE

WHAT WE'RE AIMING FOR

HOW WE'LL KNOW WE SUCCEEDED

BOARD ENDS STATEMENTS

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

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

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

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

2017 STRATEGIC GOALS

Increase access, availability & awareness of library resources

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

Maintain and improve facilities, equipment, grounds and IT systems

Promote a culture of reading and support early literacy

Improve the efficiency and effectiveness of Library services

DESIRED OUTCOME

Residents are informed, educated and engaged

Residents have access to technologies

Residents have access to community spaces

JCPL supports shared community outcomes:

    Kindergarten readiness

    Grade-level proficiencies

    High-school graduation rates

    Workforce readiness

    Business and entrepreneurial success

    Healthy behaviors

    Aging well

JCPL services are delivered cost effectively

SUCCESS MEASURES

We utilize new public library measures

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

We meet or exceed public sector industry measures

3

JEFFERSON COUNTY PUBLIC LIBRARY
2017 Strategic Plan Scorecard

Jefferson County
PUBLIC LIBRARY

PUBLIC LIBRARY MEASURES

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

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

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

LIBRARY BENCHMARK MEASURE	2015 ACTUAL	2016 ACTUAL	2017 TARGET	2015 PERCENTILES* 50TH	75TH
Circulation/capita	12.74	13.83	13.50**	9.66	12.30
eMaterials/capita	0.13	0.19	0.21	n/a***	n/a***
Program attendance/1000 capita	368	407	407**	277	474
Square footage/capita	0.40	0.39	0.39	0.43	0.95
Public Service hours/1000 capita	42.78	50.49	TBD	72.55	92.02
FTEs/1000 capita	0.39	0.43	0.43	0.49	0.52

PUBLIC SECTOR INDUSTRY MEASURE	2015 ACTUAL	2016 ACTUAL	2017 TARGET
Staff turnover	15.15%	11.54%	average %****
% uptime/IT systems			98%
% bandwidth utilization			50% - 79%
Technology replacement cycles			4-7 years
% uptime Facilities operations			98%

* Latest available data   ** Reflects Columbine closure   *** Reflects recent change to definition   **** MSEC Personnel Plus Survey

ENDS 1: Provide Access and Support				
Goal: increase access, availability & awareness of library resources	**Initiatives**	**Responsibility**	**2Q Results**	**2017 Success Measures**
We will ensure that all Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources by:				**Public Service hours per 1000 capita** **Circulation per capita** **E-materials per capita (state peer group)** **Program attendance per 1000 capita** **Customer Satisfaction Ratings** **Improvement in EDGE ratings**
*Improving the collection of materials for download and checkout so that it is of sufficient size, has broad appeal and is easy to access.	**Collection HQ:** Increase size and refine number of volumes of collection to reflect community interests	Collections	**Q2: Fully implement Collection HQ** Due to vendor capacity go live date was postponed to Q3. JCPL is not being charged until implemented. Data mapping and data extracts have all gone well. Staff training scheduled for Q3.	Circulation per capita meets 13.5 by year end Increase e-material items per capita increases to 0.13 to 0.14 by year end Increase e-material circulation as a percentage of total circulation from 8.3% to 10%
	Digital Discovery: Increase access to online resources and the library catalog through digital discovery and engagement tools that include access to staff expertise	DX	**Q2: Digital discovery and engagement project begins** Content inventory completed (see Edge initiative). Implementation started May 2017.	Increase circulation of all material by 5%. Increase use of online resources by 5%. Establish baseline for engagement

ENDS 1: Provide Access and Support				
	Shelving: Improve display and merchandising of physical materials to improve ease of access.	PS	**Q2: Establish best practices for merchandising of various fixtures; create schematics to demonstrate merchandising concepts.** The timeline for this initiative was moved out and lengthened due to adding other initiatives, staffing changes, and increasing the scope of the project. Project team identified, research has begun and project plan is drafted.	Increase circulation per visit from 1.7 to 1.9 at GN as our test library
*Increasing awareness of library materials and resident engagement with the catalog by creating relationships between residents, staff, online content and the library catalog.	**Reader's Advisory:** Increase RA skills of all staff providing service to customers in person and online	Adult Services, Teen Services, Kids and Families Services, PS Staff Training	**Q1: Validate competencies; Revise existing Teen RA training** Revisions to Teen RA training are largely complete. Working with group to establish competencies. **Q1: Create adult training platform** Adult Reader's Advisory platform is created and being reviewed for best practices. **Q2: User testing for adult training completed; training begins.** Milestones met. **Q2: Competencies identified; begin development of RA training for Kids** Competencies established. Development of RA training for Kids delayed to Q3 to allow for evaluation of Teen and Adult RA training effectiveness.	80% of frontline staff who have passed probation have undergone training by end of 2017 80% of Staff demonstrate competency in RA training skills Circulation increases overall by 5% in 2017 in adult, kids and teen materials
Increasing knowledge of library materials and services through more informed staff, better tools, and more effective promotion and marketing of resources.	**Digital Reader's Advisory :** Improve tools for self-service and online discovery	DX, Collections	This initiative begins Q4	Circulation per capita meets 13.5 by year end

ENDS 1: Provide Access and Support			
Communications Audit: Implement phase one recommendations	Comm	**Q1: Complete brand update and alignment project. Communicate results of 2016 Comm Audit system-wide** Completed 18 meetings to present audit results to CMT, PSMT, PX staff and library staff system-wide. Completed Brand Alignment RFP, hired firm, developed implementation timeline and completed brand kick-off meeting. Brand Project is expected to continue through October. **Q2: Communicate brand alignment and positioning system-wide. Develop implementation plan and timeline for phase-one Comm Audit recommendations, including new request process for marketing support.** Brand project well underway. Recommendations complete for brand platform, tagline, and architecture. Working on brand voice, copy and visual identity. On track to roll out program to Board and Staff in October. Shift from print to digital communications in process. Developing new P&M support matrix and request process; budgeting for changes in 2018.	All milestones are met. Increased participation in: • Summer Reading (+10% participation for kids, teens and overall) • 1,000 Books before Kindergarten • Raise a Reader Circulation per capita meets 13.5 by year end Increase e-material circulation as a percentage of total circulation from 8.3% to 10% Communications has efficient and effective processes for prioritizing, implementing and measuring marketing initiatives

ENDS 1: Provide Access and Support				
	Programming Plan: Implement and evaluate yearly programming plan	Programming	**Q1: 2017 Yearly Programming Plan begins, evaluation criteria of yearly program plan created, draft 2018 programming budget request, begin planning for two new signature events** 2017 Yearly Programming Calendar has been created with input from all programming departments. Programming PIVOT table created, staff trained, and are actively using table to accurately track attendance statistics. First draft of program analysis/ROI worksheet complete and input gathered from PSMT. Implementation of program analysis/ROI worksheet tabled until Q2, so as to provide staff time to adopt new Programming PIVOT table first. 2018 programming budget drafted. Planning for all four Signature Events is in process. **Q2: 2018 yearly programming plan expanded to include offsite programs** Actively creating evaluation criteria for the yearly program plan, which will be used to refine the location programming guidelines. Guidelines will include offsite programs and better definition of expected programming numbers.	New plan is tested, evaluated, and 2018 plan established Program Attendance per 1000 capita is maintained

ENDS 1: Provide Access and Support				
*Providing programs and services that reflect community needs and interests	**L2Y Master Plan:** Create plan for equity of access to collections and services outside library walls	L2Y	**Q1: L2You Services Master Plan completed** L2You draft services master plan has been presented to select SMT members for input on recommendations. **Q2: Recommendations accepted** L2You Services Master plan taken to PSMT for final input. Plan got full thumbs up. **Q2: Costs for plan built into 5 yr. financial plan, including 2018 budget** Costs for Cargo Van purchase being planned. 2018 timeline established for new bookmobile RFP and manufacture.	Plan approved, costs determined, pilot elements initiated.
	Create **Adults Services Master Plan**	Adult Services	**Q1: Project planning for services for adult stages of life begins** Project plan begun. Draft ideas being presented to select members of SMT for input on concepts. **Q2: Final draft of plan completed; 2018 budget for adult services is established** Draft budget for adult services in 2018 is established. First draft of plan presented to PSMT, revisions currently being done.	Plan is approved; costs determined Vision is set, stakeholders interviewed, research completed.
	Makerspace/DIY: Create long-term plan	PS/IT	**Q2: Project planning begins** Kickoff meeting for the project was attended by major stakeholders. Project team has been identified. Funding for 2017 has been identified and funding for 2018 has been requested. Initial research is complete and a more comprehensive environmental scan is in process.	Increase in average program attendance at DIY programs Identified technology is implemented at 3 more locations
	Digital Resources: Develop and adjust to market trends	IT	**Q1: Project planning begins.** Planning underway and several items have been identified for 2017, 2018 and 2019. Final priorities are being developed and budget proposals will be submitted where applicable. **Q2: 2018 budget determined**	Implement at least 3 Edge recommendations

ENDS 1: Provide Access and Support				
	Implement **Impact Study**	PS/IT	**Q1: Survey launched, results are evaluated** The survey was available Jan 17 – Feb 5. 1142 responses were received and, evaluated. Recommendations were identified. A final report will be available in May. **Q2: Items identified for 2018 budget** There were 8 items identified for 2017. Photo, video and audio editing software available - We are working on a plan to pilot the tools in Sept with potential to add to 3 or more libraries by the end of the year. Perform a content inventory of the library's website - This has been completed. Provide collection of online links to local, state and federal eGovernment resources. Conduct technology needs assessment - Completed with the Impact Survey Increase and manage bandwidth and improve Internet experience - Bandwidth has been increase to 100 Meg from each library to LSC and Internet bandwidth has been increased from 200 Meg to 1 GB, 5x increase. Increase wireless access points - WAPs have been deployed in each library so that all areas of the libraries are covered as well as the parking lots. Provide presentation equipment - A project has begun to add this to BL, LK, CL and AR Monitor connectivity at the network level -We have installed a network monitoring tool and continuously review performance.	Community needs and technology gaps identified and addressed in long range planning

ENDS 1: Provide Access and Support				
Goal: attract, develop & retain a highly skilled, well qualified workforce.	**Initiatives**	**Responsibility**	**2Q Results**	**2017 Success Measures**
We will ensure that Jefferson County residents are supported in using information, resources, ideas and technology by:				**Customer Satisfaction Ratings** **Meet or exceed public sector industry measures for staff turnover** **FTEs/1000 capita** **Secure adequate number of FTEs** **Employ recruitment best practices** **Receive adequate qualified applicants to fill open positions** **Offer comprehensive training and benefits**
*Increasing staff training in key areas	**Diversity & Inclusiveness:** Provide foundational training to build staff knowledge and competency to deliver culturally competent service	Special Pops/ERD	**Q2: Research, draft and approve proposed Inclusivity and Diversity Training for all staff to include cross cultural communication and Bridges out of Poverty** Bridges Out of Poverty classes scheduled in 2017 and marketed to Library employees. All 5 classes full with wait lists. JCPL Diversity training class outlined has been created and reviewed by ERD and staff training. Meeting with stakeholders to refine outline and schedule pilot class date. One Community: Diversity, Inclusivity and Equity Regional Summit (formerly Jeffco Diversity Summit) has set a date for October 19th. Save the date cards have been created, key note speaker is secured and breakout sessions are in progress.	Training completed on time, on budget to those required to attend 70% of staff rate themselves as "often" or "sometimes" employing the four pillars of cultural competence in their work

ENDS 1: Provide Access and Support				
	Trauma Informed Care: Provide training to Public Services staff	Special Pops/ERD	**Q2: Develop outcomes and proposal for trauma informed care training** ERD/Special Pops team attended demo class at JCMH. Agreement with JCMH to provide training in process. This training will be pushed out for PX staff into 2018.	Training completed on time, on budget to those required to attend; training evaluation to measure knowledge transfer; survey to measure impact on services to patrons 75% of staff who attend trauma informed care training reports an increased understanding of the impact of trauma and best practices for providing trauma informed care
	Develop **Early Literacy Training** plan for staff	Kids & Families	**Q2: Project plan developed** This project is delayed to begin late 2018 due to competing training priorities.	Project meets deadlines
	All Staff Conference: Provide a full day of professional development opportunities/ Annual mandatory training to all staff	ERD	**Q1: Project team assembled** Team assembled, location booked, research complete and key stakeholder meeting held on 4/6/17 **Q2: Project plan completed** Agenda finalized, logistics planning underway.	All Staff Conference 2017 event completed on time, on budget to those required to attend, evaluations from staff
***Developing current and future leaders**	**Supervisor Training:** Increasing supervisor knowledge/skills in key aspects of their role and to meet identified business needs	ERD	**Q2: Expanded Supervisor Training & Orientation plan to include recruitment/ Onboarding/ PE training/ Generations and Change Management** Reviewed existing classes for supervisors; updated to include MSEC training on Change Mgt. and Generations.	All supervisors complete required training by target date, training and performance evaluation to measure skills transfer
***Enhancing non-traditional employee benefits**	**Leadership Development Program:** Provide a 12 month structured program in 2017	ERD	**Q1: Expansion of CAAP marketed to all supervisors/aspiring supervisors** March CMT - launch of 2017 CAAP plus 2016 graduates celebrated. Green Sheets article follow up 3/28 and 4/11 marketed to all supervisors /aspiring supervisors. 2017 classes scheduled through County HR **Q2: Remaining supervisors sign up for CAAP 2017** CAAP classes underway, 17 participants.	80% of JCPL supervisors participate and successfully complete CAAP by target date, pre-and post-self, and 360 degree assessment data demonstrates improved skills

ENDS 1: Provide Access and Support				
	Wellness : Expand program to include Non-benefit eligible employees & increase system wide participation	ERD	**Q1: Project team assembled** Wellness leaders chosen (1 from each location), research underway, first survey went out to staff, and analysis being done. **Q2: Pilot program finalized** Location launch events scheduled for July/August.	Project completed on time, on budget, staff participation data, evaluations from staff
*Improving tools, systems & processes to maximize employee productivity	Implement **Project Ticketing System**	IT	**Q1: Recommended solution for pilot developed and evaluated** The decision was made to upgrade the current ticketing system, SysAid to the latest version that is ITIL compliant. The upgrade requisition has been placed and waiting for training and implementation. **Q2: Go no go decision for pilot made** Upgrades complete, but email and notes functionality still lacking. Working to get resolution with the vendor.	Solution selected and implemented Staff trained on its use
	Implement **Records Management System**	IT	**Q1: Requirements identified and RFP completed** RFP responses were due on April 6th and 6 responses have been received. **Q1: Selection of product/vendor** Due to other mission requirements, the timeline was adjusted. Selection should be completed by May 2nd Q2: Budget restraints have caused a slowdown on this project.	Solution is implemented and staff is trained on its use.

ENDS 1: Provide Access and Support				
	Implement new **Staff Intranet**	IT/DX	**Q1: Requirements identified & RFP completed** RFP responses were due on April 6th and 6 responses have been received. **Q1: Selection of product/vendor** Due to other mission requirements, the timeline was adjusted. Selection should be completed by May 2nd. This project is being combined with the Records Management System Project. **Q2: Selection of product/vendor** A potential selection has been made but we are still checking references and developing a plan for implementation.	Solution is implemented and staff is trained on its use
	Performance Management: Improve tool and process	ERD	**Q1: Project team assembled** Updated PE form drafted; piloted new format at AD and BL; staff responses were all positive. Q2: May 24 – New PE form presented to CMT.	Project completed on time, training delivered by target date and new tool/process rolled out on time, on budget, training evaluation to measure staff satisfaction

ENDS 2: Create Great Spaces and Places				
Goal: maintain and improve buildings, grounds, facilities and IT systems	**Initiatives**	**Responsibility**	**Q2 Results**	**2017 Success Measures**
We will ensure that Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life by:				**Square Footage/capita** **Public Service hours per 1000 capita** **% uptime** **Replacement schedules** **Bandwidth utilization** **Customer Satisfaction Ratings** **Facilities updated to support an improved patron experience** **Future expansions planned and implemented per master facilities plan** **Facilities meet industry standards and codes** **IT systems are current and secure**
*Remodeling facilities to enhance the patron experience	Complete **CL remodel**	PS/Facilities	**Q1: Permitting and approvals complete** 100% construction drawings completed. Permitting will take place the week of April 12. Project is scheduled to begin on time and completed in September. **Q2: Initiate construction** Construction began in April; alternative service location opened April 10. Progress is updates weekly for public on the website. Project is currently on time and on budget.	Completed on time and on budget.
*Expanding service in underserved areas	Plan new library space in **Edgewater**	PS	**Q1: Engage community; begin design process** Community meetings held in collaboration with city; JCPL attended one design meeting with city; site map drawn; JCPL Owner's rep contracted with; building program updated for use in design; IGA in progress. **Q2: MOU with City of ED in place**	City of Edgewater deadlines are met Community is engaged in process

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ENDS 2: Create Great Spaces and Places				
			Q2: 2018 budget requirements determined IGA signed with City of ED. Budget for project determined. City finalized design their team, which began revisions to the building plans. RFP for JPCL architect released, interviews schedules for July 5.	
*Developing and executing annual facilities maintenance plans	**Facilities Maintenance Plan:** Implement a process that defines and provides appropriate levels of budget dollars to protect the facilities, grounds, and equipment	Facilities	This initiative begins Q3	Maintenance completed per planned schedule. Equipment replaced by end-of-life cycle Facilities, grounds and equipment are safe for patron access. Facilities remain operational above 98% timeframe. Fund balance reflects capital needs
*Identifying and improving critical IT systems	**IT Systems Upgrade:** Complete data network upgrade, security camera upgrade and server upgrades	IT	**Q1: Identify requirements and submit requisitions** The Network upgrade is progressing; WR, ED and Arvada upgrades have been completed **Q2: Implement network upgrades; replace virtual server equipment** The network upgrade has been completed with the exception of CL which will be completed as part of the remodel. The Security Camera project is in final stages of the contracting process and installations should begin in May 2017. The contract is nearly complete and we anticipate beginning in July. The VM Server has been replaced and a number of virtual servers have been upgraded. Continuing this process through 2nd and 3rd quarters. All the Virtual Servers have been upgraded.	Server equipment replaced within 5-year cycle. Network upgrades are completed within a 7-year cycle

ENDS 3: Advance Shared Community Outcomes				
Goal: promote a culture of reading & support early literacy	**Initiatives**	**Responsibility**	**Q2 Results**	**2017 Success Measures**
In order to support community aspirations we will advance community outcomes by:				**Improved PLA Project Outcome ratings against reporting peer libraries** **Program attendance per 1000 capita**
*Promoting a culture of reading	Implement **Summer Reading 2017**	Programming	**Q1: Summer Reading program plan fully determined** Tracking logs complete. Program catalog complete and sent to printer. Location roadshows actively being scheduled. Most print collateral complete. Prize structure determined and prize solicitation complete. Teen volunteer plan complete. Digital experience actively being created. School contest and community reading goal award plans complete and partners in place. **Q2: Summer Reading launched** Summer Reading successfully launched. Total number of participants already exceeds last year's total participants. Finishers and minutes read are also on track to exceed last year's numbers.	Increased participation in: Summer Reading (10% increase in participation for kids, teens and overall) Project Outcome survey scores increase by .1 in 3 of 5 categories
& Continuing to support early literacy	Expand **1,000 Books Before Kindergarten**	Kids & Families	**Q1: Pilot evaluation completed** All pilot sites participated in an evaluation of program to date. Feedback was gathered for improvements to patron experience before expansion to other sites. **Q2: Target school is identified; DIBEL score is tracked.** 3 Edgewater area schools identified. Process tracking DIBEL established.	Increased participation. PLA's Project Outcome measure of success baseline established

ENDS 3: Advance Shared Community Outcomes				
	Implement **Raise A Reader** Signature Event	Programming/ Kids and Families	**Q2: Planning begins; budget established** Planning is well underway, with an established budget. Events are scheduled at every location. Collaboration with Westminster Public Library established. Promotional collateral is in process. Centralized planning of activities and crafts is complete, with centralized purchasing in process.	Increased participation in Raise a Reader PLA's Project Outcome Early Childhood Literacy Services measure of success baseline established
	Align and promote **Early Literacy Services**	Comm/Kids and Families	**Q2: Project plan complete**	PLA's Project Outcome Early Childhood Literacy Services measure of success baseline established
	Learning Ally: Investigate implementation and support programming for caregivers	Special Pops	**Q1: Research begins** Stakeholder interviews are in progress. **Q2: Research completed** Met with Pam Nissler and Jeffco Schools Foundation to learn more about program and how the library can support it. Waiting on response for a follow-up meeting with Foundation to establish next steps. Met with DPL and learned results of their programs and partnerships with Learning Ally and Denver Schools.	Software installed by end of 2017 Baseline data to measure program success is established by close of 2017.

ENDS 4: Be Good Stewards				
Goal: improve the effectiveness & efficiency of library services	**Initiatives**	**Responsibility**	**Q2 Results**	**2017 Success Measures**
We will ensure that all Jefferson County residents receive maximum return on their shared investment in library facilities and services by:				**Budget appropriately allocated to fund strategic goals** **FTEs/1000 capita** **Data is used to inform planning decisions**
*Executing long range planning	**Organizational Analysis:** Assessment of organization in relation to capacity and structure	ERD	**Q1: RFP to identify consultants and costs** RFP executed; 6 bids received; 3 consultant interviews scheduled. **Q2: Initiate project if funds are available** GPS Inc. selected, project began in June with SMT and PSMT kick off: data gathering phase underway including leadership interviews, location visits.	Plan is developed or structure is affirmed
	Update **5-year Plan and 10-year Forecast**	SMT	**Q1: Background information gathered and reviewed** Facilitated SMT retreat held to review information and update plan. SMT members reviewed plan with direct reports for further input. **Q2: Draft 5yr plan to include 2018-2022** **Q2: Required number of FTE's determined** 5 year plan drafted Organizational analysis is underway to determine FTE's	5-year plan updated 10-year financial forecast updated Business case for required FTEs is on-going Continued updating of 5 and 10 year plan based on 2018 draft budget.

ENDS 4: Be Good Stewards				
*Assessing community needs & interests	**Market Analysis:** Evaluate and implement findings	PS/SMT	**Q1: Training, wrap up meeting, final report to SMT; final report to BOT** PS Leadership and CMT trained to tool by vendor. Final report to PS Leadership and CMT completed. PS Leadership retreat held for further training. Final report to BOT planned for April Board meeting. Next steps for locations identified. **Q2: 5 year plan of service drafted** Milestone met	Process in place for using tool through 9/2018.
	Develop **Long-range Facilities Plan**	SMT	**Q2: Develop RFP** This initiative delayed to Q3	Expansion areas identified and prioritized.
*Developing alternative sources of revenue	Implement **Naming Program for Columbine**	Comm	**Q1: Naming opportunities Identified** Columbine Naming Program delayed due to Foundation issues and resource constraints. **Q2: Solicitation Package complete & prospects identified** Naming policy and guidelines updated; opportunities identified; solicitation packing in development. Prospect identification underway.	Secure at least $35K in new revenue by year end.
	Implement **Naming Program for Edgewater**	Comm	This initiative begins Q3	Secure at least $15K in new revenue from naming rights by year end 2018.

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