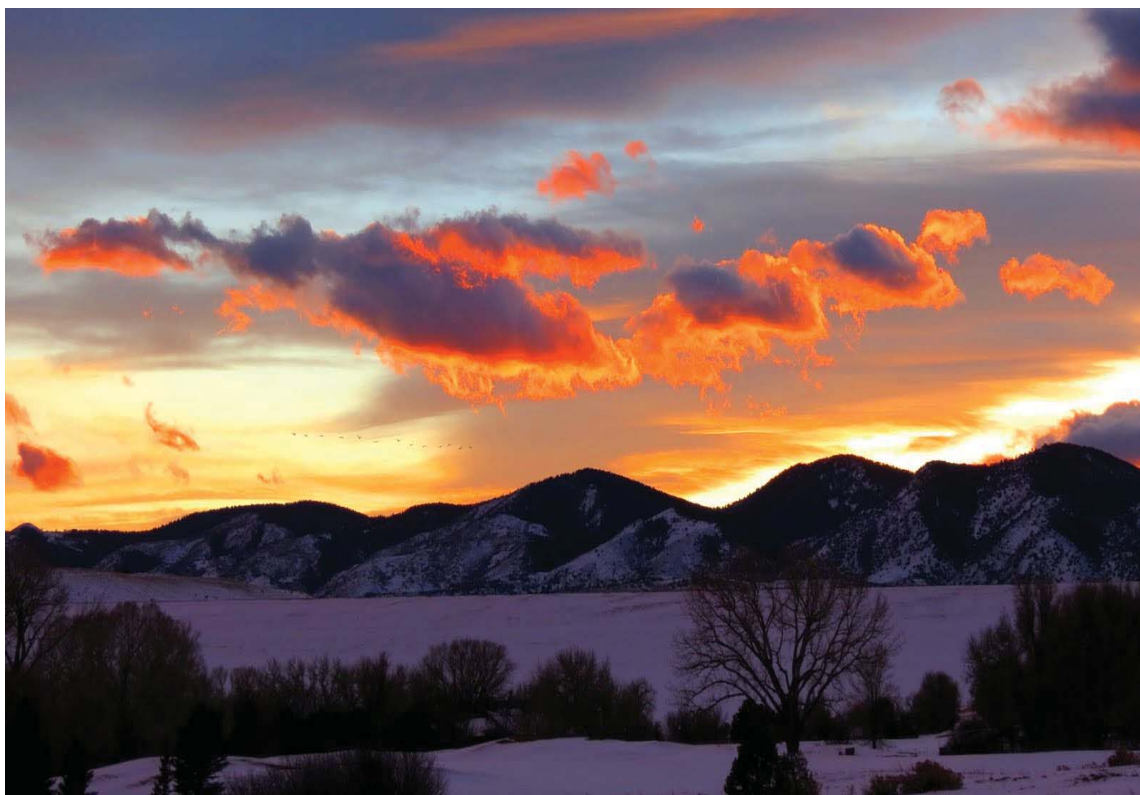


BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

December 13, 2018



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, December 13, 2018 – LAKEWOOD LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2. Action	Approve Agenda Call for motion and second
3. Action	Approval of Minutes Call for motion and second <ul style="list-style-type: none"> November 8, 2018 Study Session Minutes November 15, 2018 Board Meeting Minutes
4.	Public Comment
5. Information	<ul style="list-style-type: none"> Foundation Report – Jo Schantz
6. Operational Updates Action as Needed	<ul style="list-style-type: none"> Executive Director Update Finance Department – Barbara Long, Interim Director of Budget & Finance <ul style="list-style-type: none"> Financial Report <u>2019 Budget Adoption</u> Call for Motion and second Recommend that the Library Board of Trustees adopt the 2019 budget and authorize the Executive Director to implement the spending plan contained therein. Facilities & Construction Project – Steve Chestnut, Director of Facilities & Construction Projects <ul style="list-style-type: none"> <u>Kleen Tech Janitorial Services Contract</u> Call for Motion and second Employee Relations & Development – Sandie Coutts, Director of ERD <ul style="list-style-type: none"> Service Highlights - Social Work Coordinator
7. Action as Needed	Consent Agenda (4.3.4) <ul style="list-style-type: none"> Trustees adopt 2019 Governance Process Calendar (4.3.2 and 4.3.2B) Call for Motion and second
8. Emerging Issues Action as Needed	
9. Action as Needed	Ends <ul style="list-style-type: none"> 2020 Strategic Planning

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

10. Action as Needed	Governing Policies No items
11. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS <ul style="list-style-type: none">• January 10 – Study Session – 5:30 pm – Pam Nissler Conference Room• January 17 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room• February 14 – Study Session – 5:30 pm – Pam Nissler Conference Room• February 21 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room• March 14 – Study Session – 5:30 pm – Pam Nissler Conference Room• March 21 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
12. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
13. Discussion	Evaluate Board Meeting (4.1.9)
14. Information	Announcements/General Information Sharing <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
15. Adjournment	

APPROVAL OF MINUTES

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

TOPICS:

- Financial Review
- Benchmarking Report
- Belmar Library CM/GC Information
- STAT Courier Service Contract Information
- Foothills IGA Authorization
- Snow Removal Contract Information
- 2020 Strategic Planning – Board

Call to Order

The Study Session was called to order at 5:30 p.m. by Charles Naumer, Chair.

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

Trustees not present: Pam Anderson.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Library Programs and Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Information Technology; Barbara Long, Interim Director of Finance and Budget; Rebecca Winning, Director of Communications; Sandie Coutts, Director of Employee Relations and Development; Amber Fisher, Executive Assistant, Office of the Executive Director; and Brigitte Lindner, Data Analyst.

Financial Review

In response to a question, the Board was advised that the urban renewal tax revenues go to the special projects in that district and typically do not post until the end of the year.

Benchmarking Report

Julianne Rist, Director of Library Programs and Services, addressed the Board and provided introductory information on the 2017 benchmarking study. JCPL utilizes the annual benchmark study for several reasons; to look for trends so the Library can adjust its planning and purchasing, to compare how similar libraries both invest their resources and how their community uses library services, and to look for outcomes and community value for residents.

For the past five years, the Library has consistently used the same two parameters in selecting peers, the amount of operating revenue per capita and the population of the service areas +/- 20 percent. For 2017, this method of peer selection rendered only 4 peers. JCPL's operating revenue per capita increase of four percent from 2016 to 2017 had pushed a number of peers just outside of our defined range. In order to gain a meaningful number of peers for benchmarking, JCPL decided to extend the range for 2017 and to allow for a +/- 22 percent range from JCPL's operating revenue per capita. This change resulted in a pool of eleven peers including JCPL. All ten were also part of the 2016 benchmarking report. We also had other commonalities:

- Three Counties are similar to Jeffco serving a county outside of a large metropolitan area including both cities, rural and unincorporated areas (Alameda, Pierce & Lee)
- Three closest in population density ranging from 417-936 people per sq mile compared to Jeffco's 683 (Pierce, Lee & Ocean)
- Half of our peers provide service outside library walls through one or more bookmobiles
- Three counties have very similar median household incomes from 55,946-57,869 compared to Jeffco's 57,339 Alameda, Pikes Peak, and Lee
- Four Counties have +/- 3% of the percentage of Jeffco Households with children under 18 (33.4%) Alameda, Pikes Peak, Enoch Pratt, and Pierce
- Most of our peers are primarily funded through a general operating budget comprised of funds from local government resources. State and National grants were the second most common source of funding, but are not significant compared to the general funding levels

2017 is the year this report covers. It was also the year the JCPL conducted both the Organizational assessment to address proper staffing levels, and the facility master plan, which has recommendations for expansion and recommended targets for square footage. JCPL ranks low in both of these areas, which is not a surprise. The Board has approved recommendations from both of these plans for how JCPL will take a phased approach ensuring proper staffing for the services provided and addressing the community needs for more space.

One of the advantages of benchmarking is that all libraries report their data points based on the same definition so it is an apples to apples comparison. This also means that we may have a data point, which is slightly different, or is a number that does not match how we may report it to you during the year. Or, we may wish we had a number that is not collected. Some of the places where you see the impact of this are:

- FTE is based on a formula of hours work which means this number included the part time non benefited positions such as the pages that do not show in our normal FTE count
- Revenue per capita is total revenue, but operating expenses do not include capital dollars, we have asked for the capital number to be included in future years and are hopeful it may be added next year.
- Square footage in the benchmark report is based on the square footage of any building that is open to the public, while the benchmark report from Group 4 used public square footage, so their numbers do not include the space at Administration (Lakewood) and the basements at Evergreen and Arvada.

Julianne introduced Brigitte Lindner, the Library's Data Analyst, who analyzed the data and prepared the report the Board received last week. Brigitte addressed the Board and provided the following highlights from the 2017 Benchmarking Study.

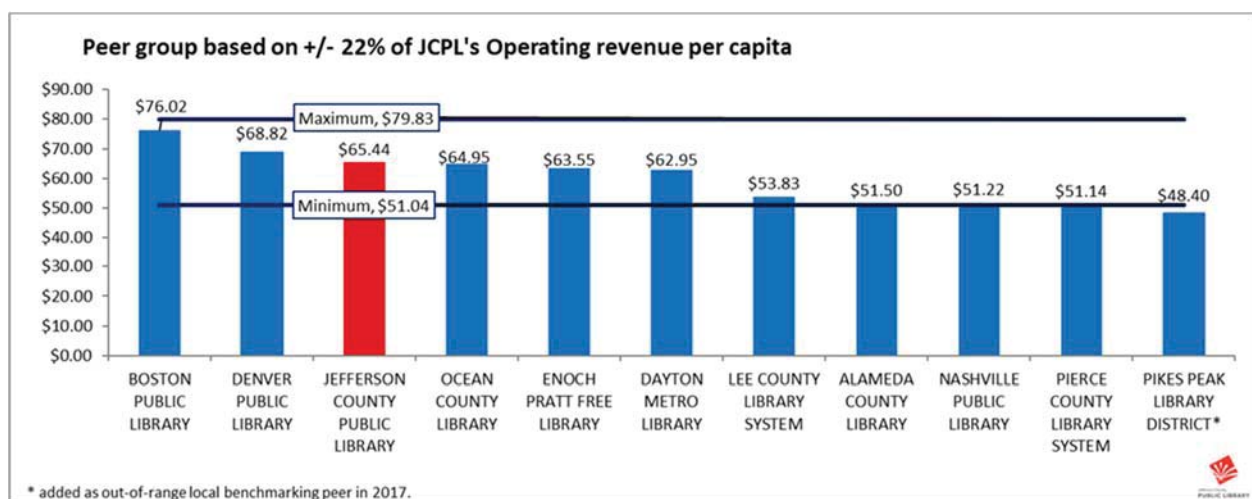
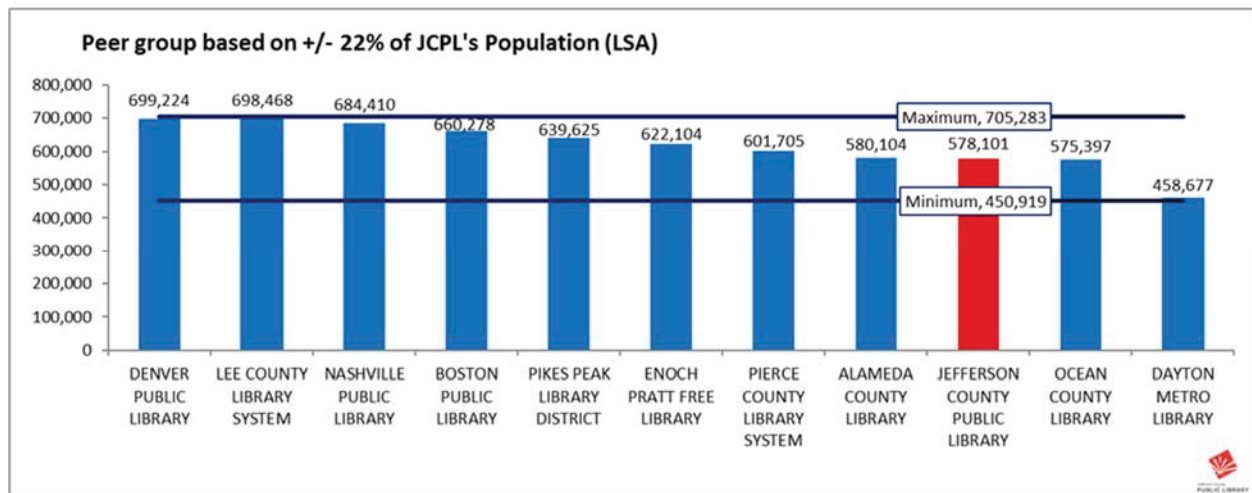
JCPL conducts an annual benchmarking study as a tool to:

- **compare** key operating and performance indicators of library services
- **inform** JCPL's strategic planning process
- **monitor** progress towards the overall goal of performing at or above the median of a pool of comparative public peer libraries in key performance areas
- **identify** industry trends, key areas of opportunity and focus in the allocation of future resources
- **evaluate** community value by key measures of library use

The Public Library Data Service (PLDS) has twice the number of participants in 2017 as two years before with 4,717 U.S. libraries reporting.

Peer selection

Eleven public libraries including JCPL were selected as part of the 2017 benchmarking peer group. The following graphs show JCPL's placement in the 2017 peer group in the upper range of operating revenue per capita, and in the lower range of the group in terms of size of population served. Population means the residents of the legal service area.



JCPL recorded the 3rd highest revenue per capita of the 2017 peer group, showing JCPL on the high end in relative spending capacity based on population size. JCPL's operating expenditures per capita were 9th lowest in comparison benchmarked against the peer libraries, reflecting more conservative spending which was intentional due to a number of capital investments made in 2017, such as the remodel of Columbine, technology investments and maintenance projects.

After years of budget constraints, reduced open hours, and cuts in collection and staffing expenditures, 2016 marked the beginning of a higher budget era for JCPL which resulted from the successful passing of the mill levy in November 2015. In April 2016 the expanded public service hour schedule was implemented, and 2017 was the first full year of JCPL operating on extended hours. JCPL also realized its first comprehensive and large-scale remodeling project for Columbine, one of its biggest library branches in 2017.

JCPL's strategic focus for 2017 was to invest in its collection. The extent of these investments was significant. JCPL spent the highest amount of all peers on library materials in 2017, and allocated the highest percentage of operating expenditures towards the collection. Compared to the previous year the collection budget increased by 43 percent, and the collection size was increased by 6 percent. The community response is measured in the use of library materials. The industry has experienced a declining trend in circulations for the past 6 years (www.plametrics.org), but JCPL was able to increase circulation by 1 percent from 2016. When benchmarked against its peer libraries, JCPL emerged as a clear leader in collection use, with the highest circulation per capita, confirming not only the choices made for the collection, but also their value for the community.

Following JCPL's strategic focus on the collection in 2017, investments on staffing and additional hires remained conservative. JCPL allocated the 2nd lowest percentage of operating expenditures towards salaries and benefits. A third-party organizational analysis was conducted to gain insights on how to structure JCPL in the future, anticipating growth of the organization.

Strategic focus on collection in 2017

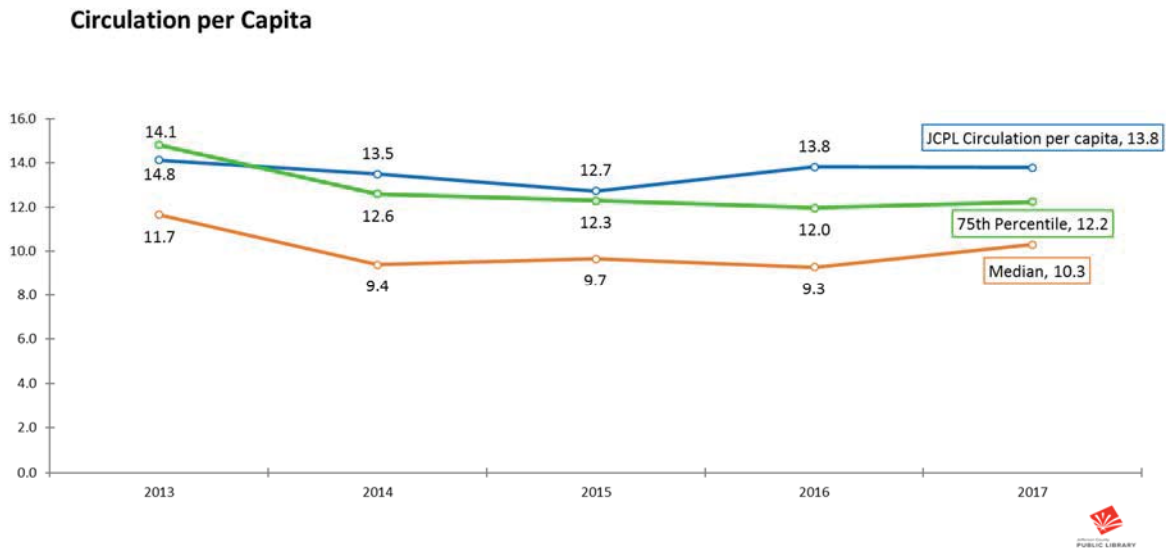
2017 Benchmarking Peers	Material expenses	Collection Size	Circulation per capita	Collection use per capita
JCPL Rank*	1	9	1	1
JCPL 2017	\$8,296,242	1,128,974	13.79	16.11
JCPL 2016	\$5,816,450	1,067,295	13.83	N/A
25th Percentile 2017	\$3,970,826	1,249,568	7.09	7.93
50th Percentile (MEDIAN) 2017	\$4,159,919	1,538,120	10.30	10.92
75th Percentile 2017	\$4,782,436	2,105,719	12.24	12.85
Δ JCPL- Median (2017)	\$4,136,323	-409,146	3.49	5.19
% Δ JCPL- Median (2017)	99%	-27%	34%	48%
Δ JCPL (2017-2016)	\$2,479,792	61,679	-0.04	N/A
% Δ JCPL (2017-2016)	43%	6%	-0.26%	N/A

Measures of Community Value

Use of Materials

JCPL ranked 1st in circulation per capita measuring the return on the collection investments made in 2017. The purchased materials included physical and e-materials recognizing increasing demand in these material types. Electronic circulation showed a significant increase, which confirmed the observed industry trend (www.plametrics.org) towards using digital media, and was facilitated by specific

purchases in this segment. JCPL also ranked 1st in total collection use, which included the databases in addition to physical and electronic materials, and was a clear testimony to the investments and purchasing selections made by JCPL for its 2017 collection.



Breakdown Circulation and Collection Use

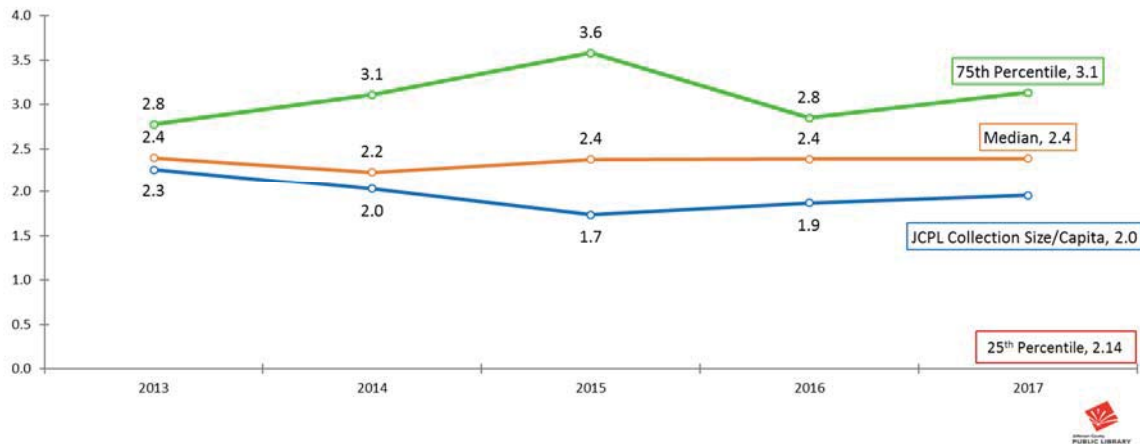
2017 BENCHMARKING PARAMETERS	JCPL 2017	JCPL Ranking (descending) 2017	25th Percentile 2017	50th Percentile 2017	75th Percentile 2017	Δ JCPL- Median (2017)	% Δ JCPL- Median (2017)	Δ JCPL (2017-2016)	% Δ JCPL (2017-2016)
Circulation per year (<i>physical and electronic</i>)	7,971,823	2	4,767,388	6,058,728	7,048,577	1,913,095	32%	70,910	1%
Physical circulation per year	7,223,275	2	3,755,652	5,198,550	5,812,057	2,024,725	39%	N/A	N/A
Electronic circulation (no databases) per year	748,548	7	524,747	1,122,562	1,300,150	374,014	-33%	92,459	14%
Database retrievals per year	1,340,100	1	401,332	418,225	681,748	921,876	220%	N/A	N/A
Collection use (<i>physical, electronic, and databases</i>)	9,311,923	2	5,180,768	6,615,212	7,220,983	2,696,711	41%	N/A	N/A

Collection size is impacted by space limitation (facilities, square footage, shelf space). JCPL now has the budget to buy, but lacking the space to put it, if we want to grow the collection towards the median, more importantly to keep up with population growth and supplying adequate numbers for our community.

Example:

Alameda County Library, adding 1 branch, 68,000 square feet, increased collection size per cap. from 1.95 (2016) to 2.14 (2017).

Collection size per capita



Staff Expenditures

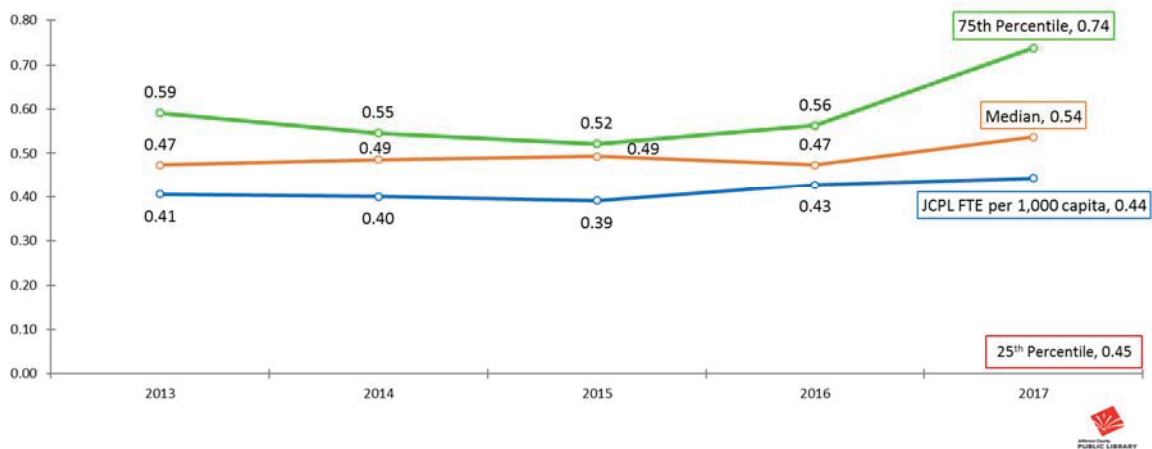
JCPL had lowest staff expenditures (10th rank) in comparison to the peer libraries, reflecting conservative hiring in 2017. JCPL allocated 53.09 percent of operating expenses towards staff salaries and benefits, reflecting JCPL's conservative approach for staff expenditures, while a third-party organizational analysis was under way to provide input to JCPL's organizational development and future structure anticipating growth of the organization. JCPL ranked 10th lowest in staff expenditures, remaining below the 25th percentile of the peer libraries, and also below the general library average ranging from 60-70 percent of operating expenditures commonly in PLDS studies (www.plametrics.org).

PLDS counts FTE as the Full Time staff equivalent to actual worked hours, calculated for a 40 hour work week, and annualized over the 52 weeks of the year. The 2017 FTE count for JCPL represented staffing for a first full year of the expanded public service hours schedule.

- JCPL's staff expenditures amounted to \$16,071,770 in 2017.
- JCPL counted 256 FTE in 2017, and
- 0.44 FTE per 1,000 capita.

2017 Benchmarking Peers	Staff expenses	FTE per 1,000 capita	Programs per 1,000 capita	Program Attendance per 1,000 capita
JCPL Rank*	10	9	7	6
JCPL 2017	\$16,071,770	0.44	18.61	423
JCPL 2016	\$15,371,707	0.43	17.28	407
25th Percentile 2017	\$17,450,014	0.45	14.77	262
50th Percentile (MEDIAN) 2017	\$20,317,793	0.54	19.18	423
75th Percentile 2017	\$25,780,146	0.74	22.67	481
Δ JCPL- Median (2017)	-\$4,246,023	-0.09	-0.57	0.00
% Δ JCPL- Median (2017)	-21%	-17%	-3%	0%
Δ JCPL (2017-2016)	\$700,063	0.02	1.33	16
% Δ JCPL (2017-2016)	5%	4%	8%	4%

FTE per 1,000 capita



Program Attendance

JCPL ranked 6th in program attendance per 1,000 capita, and offered the 7th highest number of programs per 1,000 capita.

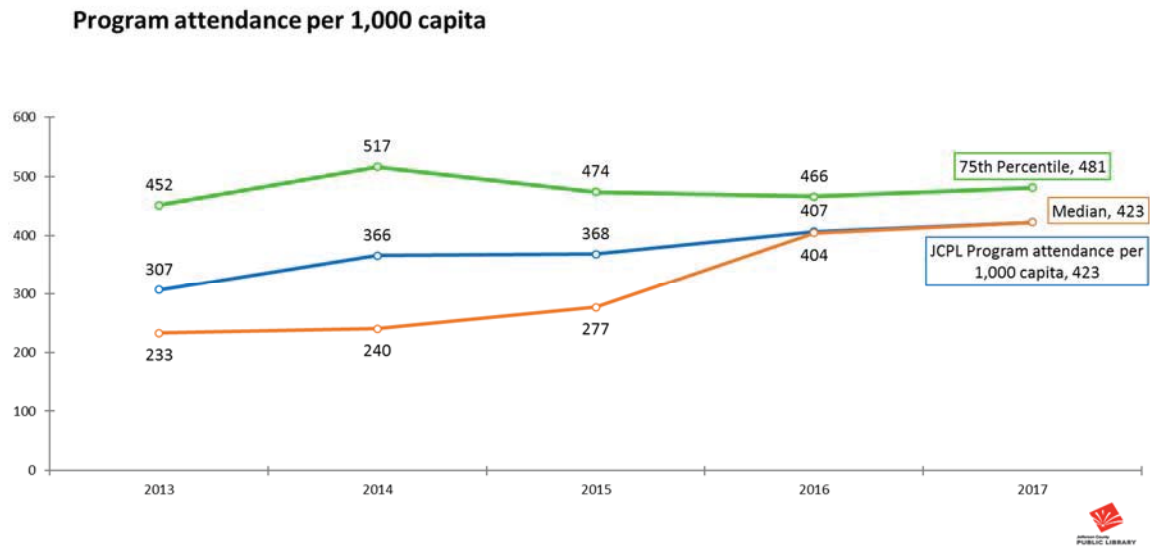
The number of JCPL programs offered increased 9 percent from 2016, which can be partly attributed to 2017 being the first full year operating on expanded hours. Program attendance increased by 5 percent from 2016.

- JCPL offered a total number of 10,759 programs in 2017, and
- 19 programs per 1,000 capita.

JCPL offered the 7th highest number of programs per 1,000 capita, and had the 6th highest number of program attendance per 1,000 capita.

- 244,503 people attended JCPL programs in 2017, and
- 423 program attendance per 1,000 capita.

These results speak to the continued success of JCPL programming which has always been an important and integral part of JCPL library services.



Facilities Master Plan

Acknowledging constraints

- Branches, Square Footage, Public Service hours

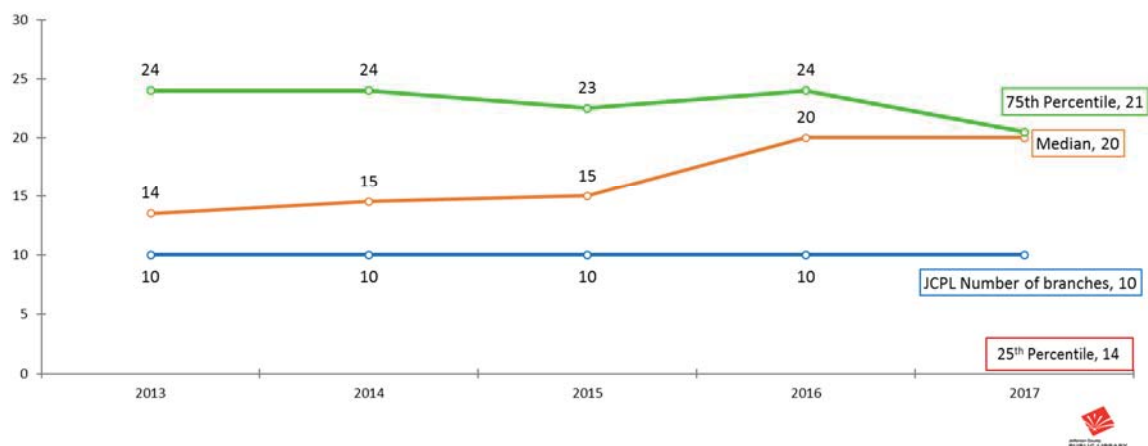
Recognizing the need for future growth

- Collection, Staff

Number of Library Branches

- Smallest number of branches (10 branches vs median 20)
- The lack of library facilities in Jefferson County impacts JCPL's ability to meet objectives for collection size per capita, and FTE per capita.
- Public Service hours are dependent upon the number of branches,
- JCPL ranks 2nd in public service hours per branch (!) Shows high utilization of hours in relation to outlets.

Number of library branches



Facilities and Public Service Hours

JCPL shows limitations with 10th lowest square footage per capita, and 3rd highest public service hours per square footage.

Given the growth of the Jefferson County population over the past decades, JCPL continues to fall behind with its existing facilities. No expansions have been made since 1991. In 2017 JCPL began to work on a Facility Master Plan to plan for additional services needed to support population growth.

- JCPL operated the smallest number of branches (10) in 2017, while
- the median of the peers marked at 20 branches.
- JCPL ranked 10th smallest library with 0.38 square feet per capita

JCPL had 220,907 square feet in 2017, and would need to add 167,395 square feet to meet the median square footage. Square footage is an important parameter when comparing with other libraries as there are many key indicators that are influenced by it, for example size of collection, circulation, service hours, program attendance, and visits. Based on the current square footage, JCPL showed high utilization of its space.

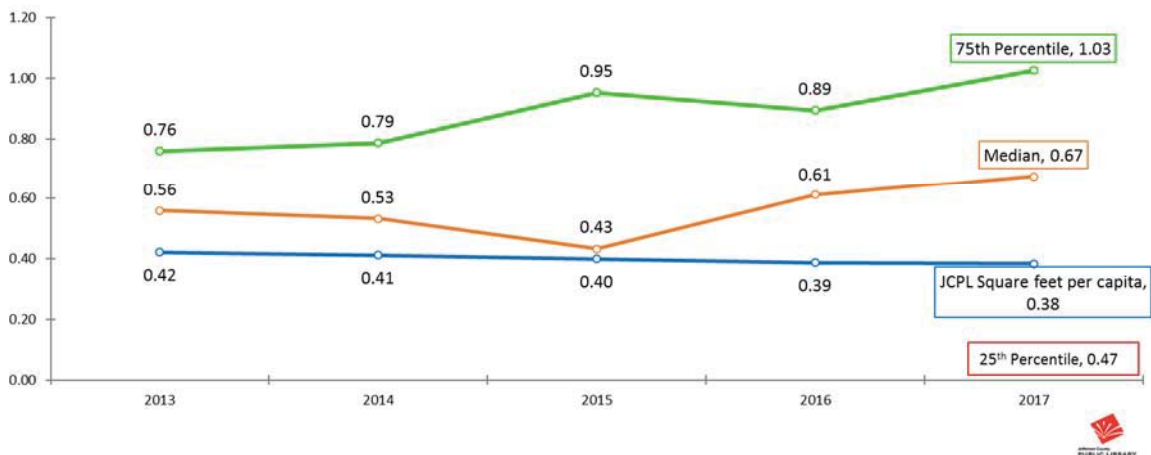
- JCPL offered the 3rd highest number of public service hours per 1,000 square foot, and
- marked above the 75th percentile of the peer group.

This shows that JCPL is maximizing hours per outlet compared to the majority of the peer libraries, and again hints at future limitations given population growth.

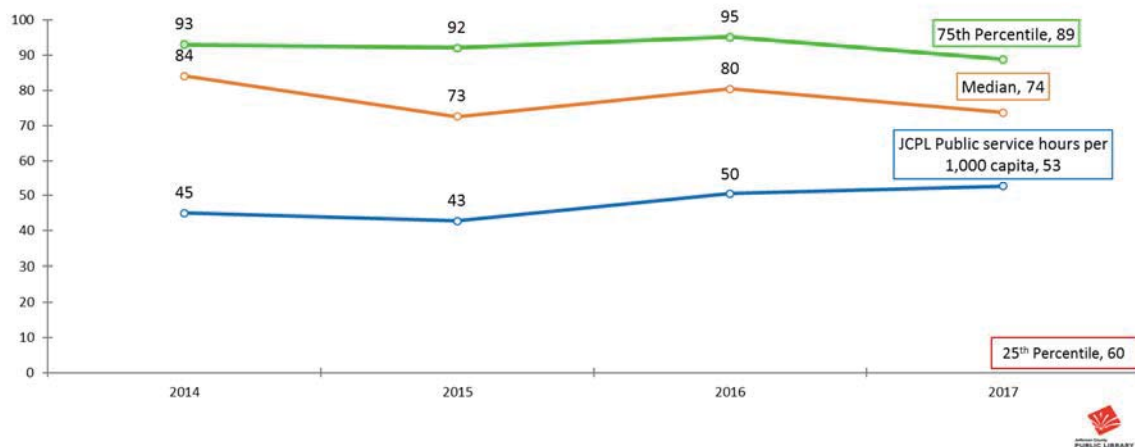
- JCPL ranked 2nd lowest in public service hours offered per 1,000 capita, and

- Remained below the 25th percentile.

Square feet per capita



Public service hours per 1,000 capita



Visits

JCPL was the 6th most visited library compared to the peer group, but recorded the highest number of physical visits per square footage.

Visits are one of the measures of community value (besides collection use, and program attendance) that can be used to profile a library and to evaluate customer satisfaction with library services indirectly.

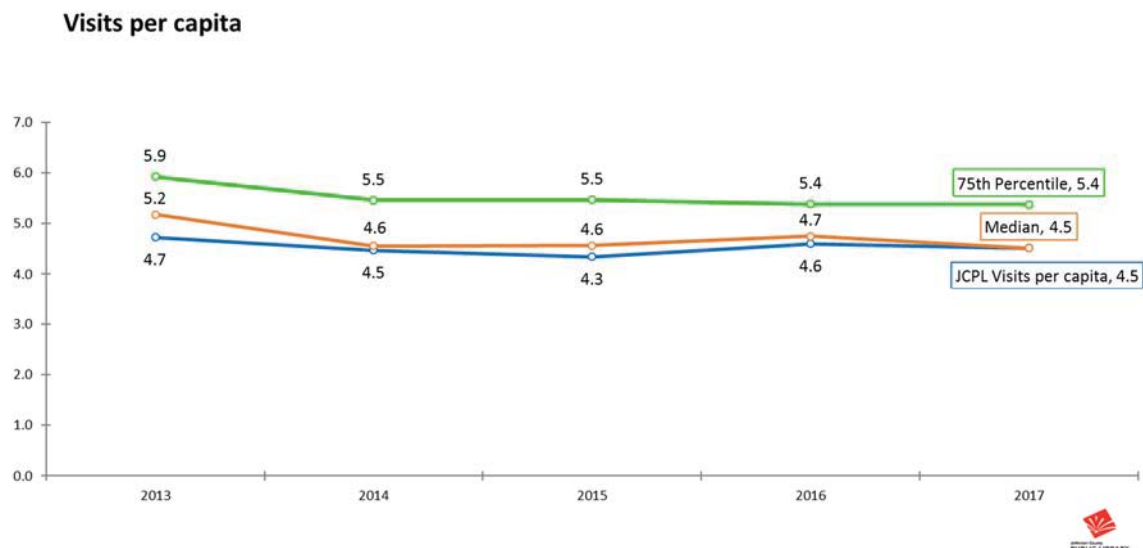
- JCPL recorded a total of 2,608,238 physical visits in 2017, and
- 4.51 visits per capita.

JCPL ranked 6th in visits per capita, but when measuring visits based on square footage of public library space, JCPL ranked 1st of the benchmarking group. JCPL had the most visits per square foot, the highest foot traffic.

Website visits have gained increased importance over the last years with readers developing a growing affinity towards digital collection services, online browsing of events and items, and managing their library accounts. The measure of website visits has been changed to include catalog browsing in 2017, when it had been excluded from the count previously.

- JCPL recorded a total of 4,518,931 website visits in 2017, and
- 7.82 visits per capita.

JCPL recorded the 4th highest number of website visits per capita.



In response to questions, the Board was advised that:

- PLDS sets rules for what constitutes an “active cardholder”. An active cardholder has three years of activity and that cardholder can only be reported if the Library has purged its cardholder database in the last three years.
- Collection value is not a data point in PLDS. The Library’s collection value is reported in its Comprehensive Annual Financial Report (CAFR).
- Commute time between branches is not a data point in PLDS. However, the Library does gather and evaluate that data in the facilities master plan and considered commute time for the Columbine Library project.

Belmar Library CM/GC Information

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided information on the CM/GC RFP and selection process. The Library developed an RFP to solicit a General Contractor to perform construction services on the upcoming Belmar renovation. The solicitation drew nine proposals of which three were chosen for interview.

The interviews were conducted by personnel from JCPL, NV5 and HDR Architecture and the team unanimously recommended moving forward with Fransen Pittman Construction. Fransen Pittman was the least expensive in fee structure, the most experienced at library construction and the best fit for the Library.

The contract was developed to include two phases. Phase One will be the pre-construction phase that will assist us with schematic design constructability, cost modeling, scheduling and value engineering of the project. The cost for this phase will be \$13,200. Phase Two will be the actual construction costs which will be determined by the design that is yet to be developed by HDR. Once that cost has been determined it will be brought back to the Board for approval to proceed with Phase 2.

At the November Board meeting, the Library will ask the Board to authorize the Executive Director to enter into the two-phase contract with Fransen Pittman Construction and authorize a payment for Phase One.

STAT Courier Service Contract Information

Steve Chestnut introduced the topic. The current JCPL courier service contract has reached term on our ability to renew the contract. The library went out for bid on August 30, 2018 to find a vendor to continue our delivery services. The Library received two responses to the RFP, one of which would not have met our delivery needs. The evaluation team is recommending that we continue our relationship with STAT Courier Service.

In response to questions, the Board was advised that:

- STAT Courier moves 90,000 pounds of materials every night.
- The budgeted amount was \$300,000 and the bid amount was \$245,000.
- The contract includes a 2% escalation.

The Library will ask the Board to authorize the Executive Director to sign the contract at the November 15, 2018 Board meeting.

Foothills Intergovernmental Agreement (IGA) Authorization

Steve Chestnut addressed the Board and provided an overview of the IGA. The Board was presented with information about the agreement at the Library Board's Special

meeting on September 30, 2018. County Open Space has been working on deeding the land that is Clement Park to Foothills Recreational District. The intent of the IGA between the Library and Foothills Recreation District is to update an older water agreement and assure access to the Library since the library property is surrounded by Clement Park property. The County attorney would like to present the agreement to the Board of County Commissioners as soon as it is approved by the Library Board.

MOTION: Deborah Deal moved that the Library Board of Trustees authorize the Executive Director to sign the Intergovernmental Agreement with Foothills Parks and Recreation District, to enable the continuing delivery of raw water to the Library property and address the easement for access, maintenance, repair and replacement of the access road. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Snow Removal Contract Information

Steve Chestnut provided information on the two snow removal contracts. The contract with Bear Creek Landscape is for snow removal services at the Evergreen Library and the contract with CoCal Landscape is for snow removal services at the other JCPL properties. In response to questions, the Board was advised that:

- Both contracts are included in the \$280,000 snow removal budget
- Evergreen snow removal costs are shared with the Sheriff's department on a prorated percentage basis.
- There are more incidents requiring snow removal at the Evergreen Library than other Library properties.

2020 Strategic Planning – Board

The Chair advised the Board that the plan is to go over the Ends Statements at the November 15, Board meeting next week. Information from the Board's strategic planning discussions and the survey on the Ends Statements is being pulled together and will be sent to the Board prior to the meeting.

ADJOURNMENT

The study session was adjourned at 6:52 p.m.

Pam Anderson, Secretary

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

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on November 15, 2018. Library Board of Trustees Chair, Charles Naumer, called the meeting to order at 5:30 p.m. Other Trustees present: Kim Johnson (Vice-Chair), John Bodnar, Deborah Deal, Brian DeLaet and Jeanne Lomba

Trustees not present: Pam Anderson.

Guests: Sarah Lara, NV5.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Library Programs and Services; Rebecca Winning, Director of Communications; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Information Technology; Barbara Long, 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 Library Board of Trustees approve the agenda as presented. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: John Bodnar moved approval of the minutes of the October 11, 2018 Study Session. Seconded by Brian DeLaet the minutes were approved by all Trustees present.

MOTION: Kim Johnson moved approval of the minutes of the October 18, 2018 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, Library Foundation Executive Director, addressed the Board and provided an update on the activities of the Foundation. The Fall Whale sale raised just over \$63,000 and had good turnout with 3,700 people attending. Holiday book sales are scheduled at the Columbine Library November 30 to December 1 and at the Lakewood Library on December 7 and 8.

Colorado gives day is December 4. Margaret Coel will be the featured author at the Friends Annual Meeting on January 25, 2019.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Donna Walker, Executive Director, provided an update to the Board. In addition to the meetings listed in the report, the Executive Director attended the Jeffco Schools Foundation fundraiser on November 12. The Trustees expressed appreciation for the Executive Director's board report format, especially the impact stories. In response to a question, the Board was advised that the impact stories are forwarded to the Communications Department.

Budget and Finance Department

Financial Report

Barbara Long, Interim Director of the Finance and Budget Department, addressed the Board and presented information related to the October financial report. Due to timing issues, property tax and interest income revenues have not been posted. All other revenue is included in the report. November will be a big month for expenses. The projected year-end fund balance is now linked to Tables 3 and 5 which include projections of year-end operating and capital expenses. These projections will be updated one more time before year-end with the November statements. The capital tables now show the impact of the budget transfer of \$120,000 from the Lakewood Public Restroom Expansion project to Capital Maintenance which was approved by the Board at the October meeting.

Facilities and Construction Projects

Edgewater Library Project Update

Steve Chestnut addressed the Board and provided an update. There is a lot of activity with installing shelving, books and furniture. The punch list was cleaned up today. There are a couple of outstanding items like lights on back order and the wood ceiling for the reading room. The project is staying within budget.

In response to questions, the Board was advised that:

- The Library anticipates some expenses will be applied to the \$180,000 project contingency.
- There are expenses for the Edgewater Library that are accounted for in the operating budget. Those items are not part of the capital budget.
- During the budgeting process, the Library develops an operating budget that includes the replacement of materials related to library operations. Those items cannot be capitalized and are not included in the project's capital budget.

Trustees DeLaet, Naumer and Johnson agreed that the Library cannot capitalize operating costs. Trustee Bodnar reiterated that he would like to have a clear number of the total cost for the Edgewater Library project.

The Chair suggested that the Board end further discussion of the topic at this meeting.

Belmar CM/GC Contract Authorization

Sarah Laura, NV5, addressed the Board and provided an update on the Belmar project. HDR Architecture held two community input meetings and is compiling the information as they develop options for the renovation layout and program. There have also been staff meetings, end-user meetings and community surveys. The goal is to have the concept design and layout which will kick off a pricing exercise with the CM/GC. The project team is considering whether Belmar stays open or closed during construction. Property boundaries could limit any potential expansion or additions. The parking lot has considerable opportunity for increasing safety and efficiency and this was an area that was brought by the community input meetings.

In response to questions, the Board was advised that:

- The Library would seek analysis of the soils to determine the condition of the parking lot; how expansive and reactive the soil is as well as checking the moisture content. If the subsurface is in good shape, the costs would be significantly less.
- The Library will look into the feasibility of opening a temporary location. With the Columbine Library project the Library was very lucky to find an affordable, short term lease property that was right across the street.
- The Library develops guiding principles based on the input from the community. One of the big issues was safety and security, walking across the parking lot, etc.
- The approved budget for the project is \$6.7 million.

The Executive Director advised the Board that more information on the results of the community input meetings, including the survey, would be provided when the conceptual design has been developed.

MOTION: Brian DeLaet moved that the Library Board of Trustees authorize the Executive Director to enter into a two-phase contract with Fransen Pittman Construction and authorize a payment for phase one in the amount of \$13,200. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

STAT Courier Service Contract

Steve Chestnut introduced the topic and asked if the Board had any questions related to the STAT Courier contract. There were no questions from the Board.

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign the contract with STAT Courier in the amount of \$245,000 with the option to reauthorize the contract for an additional 4 years as approved by the Library Board of Trustees on an annual basis. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Evergreen Library Snow Removal Contract – Bear Creek Landscape

Steve Chestnut introduced the topic and asked if the Board had any questions related to the Bear Creek Landscape snow removal contract. There were no questions from the Board.

MOTION: Deborah Deal moved that the Library Board of Trustees authorize the Executive Director to sign the contract extension with Bear Creek Landscape for snow removal services at the Evergreen Library in the amount of \$55,000. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

JCPL Snow Removal Contract

Steve Chestnut introduced the topic and asked if the Board had any questions related to the CoCal Landscape snow removal contract. There were no questions from the Board.

MOTION: Jeanne Lomba moved that the Library Board of Trustees authorize the Executive Director to sign the contract extension with CoCal Landscape for snow removal services in the amount of \$79,753. Seconded by Brian DeLaet the motion passed by unanimous vote of all Trustees present.

Communications Department

Rebecca Winning, Director of Communications, introduced the topic and introduced Cindy Matthews, Promotions and Marketing Manager and Sue Dothage Graphics Design and Production Manager to the Board.

Cindy Matthews and Sue Dothage provided information and graphics on the fall advertising campaign: Take the Library with you! The campaign launched the week of November 4, and runs through February 2019. Through customer research and data analysis from Orange Boy the Library learned that a majority of patrons are still unaware of the digital e-resources and services provided by JCPL. These resources represent about \$3 million of the budget and the goal of the campaign is to raise awareness, use and portability of JCPL's digital resources. Through the campaign, the Library is highlighting 14 different digital resources, from eBook and audiobooks, to comics and graphic novels, to Value line and consumer reports online. The campaign uses a variety of marketing platforms, including bus, billboard, light rail car, and web, e-marketing, social and digital signage.

In response to questions, the Board was advised that:

- The billboard is at 6th and Sheridan
- The Library will be tracking usage through-out the campaign to measure against our benchmarks
- The budget for the campaign is \$18,000

CONSENT AGENDA

Proposed 2019 Governance Process Calendar

The Trustees reviewed the proposed 2019 Governance Process Calendar for adoption at December 13, 2018 Board meeting.

Emerging Issues

The Chair advised the Board that the first meeting of the Library and Foundation working group was held on November 12. Participants included Donna Walker, Sally Reed, Jo Schantz, Ron Benson and TJ Bowen. The group talked about some potential goals and issues for the working group to address. The meeting was a good step toward alignment between the Library and Foundation.

Ends

2020 Strategic Planning - Metrics

Charles Naumer, Chair, introduced the topic and provided a brief overview of the materials he sent to the Board. The main objective is to talk about the ends statements. The Chair asked for input from the Trustees.

- Concur that there should be some kind of a value factor – interested in opinions on what that would look like – number of cards or square footage of libraries is not what we should base our ends on
- Have to be laser focused on the value we're providing our clients. At my company, the resources we put into our software – what value is that creating for our clients, board focus on how we can provide value to stakeholders and patrons, Belmar – that community input – what is the value we're providing. Also – devil in details in terms of how we measure that – value proposition – what kind of value did this expenditure create. Also reflects being fiscally responsible – and making sure the money is being used best – and reflects that sentiment from the board.
- Would like to get input from Donna and see if these discussions have given her some new insight or direction. We can use words like value – but what does that mean for Donna to deliver.
- Have been listening to what the Board is saying – we have the Board's ends and the use measures. The link between them is not clear to the Board and for some Trustees the benchmarks don't mean as much to the Board as they do to the staff. Also – what kind of work will there be for the staff – finding the value – what does that mean to you. If people didn't value the library we wouldn't see the use that we are experiencing.
- The ends are very broad – we either incorporate the value or write another end. That's where we get to strategic planning. Another theme – sustainability – some of the decisions we're making now will have long term impact on – we don't want 21 branches where were trying to maintain 21 branches – we look at it now and what does it mean 10 years from now. Look at our gross margin – large enough so we can put money into new services – don't want all our revenues going into maintaining facilities – these big capital projects were looking at – what does it mean in 10-20 years.

- The value – fits in with community aspirations – we have to keep them pretty general – do we mention them in ends – sustainability – efficiency.
- They could be in strategic goals.
- Could see a better argument to move that to strategic goals – we are being good stewards by looking at long-term sustainability.
- Focus in on ends statements and finalize the ends statements in January. Suggest that we work on the language on the ends statements specifically around values – and strategic goals. Then look at ends, goals, outputs and measures.

The Chair noted that he would work with the Executive Director on wording for the ends statements. The Executive Director noted that it would be helpful to know what the word value means to the Board; sustainability is always a part of the Library's strategic planning.

The Chair expressed appreciation to the Trustees for their input.

BOARD SCHEDULE – NEXT MEETINGS

- December 13 – BCC & BOT Quarterly Meeting – 11:30 – Columbine Library Meeting Room
- December 13 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- January 10 – Study Session – 5:30 pm – Pam Nissler Conference Room
- January 17 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- February 14 – Study Session – 5:30 pm – Pam Nissler Conference Room
- February 21 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room

ADJOURNMENT

The Board meeting was adjourned at 6:39 p.m.

Pam Anderson, Secretary

FOUNDATION REPORT

**JEFFERSON COUNTY LIBRARY FOUNDATION
EXECUTIVE DIRECTOR REPORT
DECEMBER 2018 (November 16 – December 13)
By Jo Schantz**

1. Events and Activities

JCLF's Holiday Book Sales

- Friday/Saturday, November 30-December 1, 9 a.m. to 4 p.m. at Columbine Library
- Friday/Saturday, December 7-8, 9 a.m. to 4 p.m. at Lakewood Library



- **Colorado Gives Day** – Tuesday, December 4, 2018
- **Annual Appeal** – December 2018
- **Friends Annual Meeting** – Friday, January 25, 2019 – 11:30 a.m. to 1:00 p.m. at the Wheat Ridge Rec Center. Our featured author is **Margaret Coel**
- **2019 Board Retreat** – Friday, February 22, 2019 – 8:30 a.m. to 4:00 p.m. at Community First Foundation
- **March Madness Book Sale** – Friday/Saturday, March 22-23 at Columbine Library
- **2019 Spring Whale of a Used Book Sale** – Friday/Saturday/Sunday, May 31-June 2, Jeffco Fairgrounds

**THE FOUNDATION OFFICE/WAREHOUSE WILL BE CLOSED FROM DECEMBER 22
THROUGH JANUARY 1!**

2. Grants Update

Grants received:

- Genesee Mountain Foundation -- \$7,500 (\$2,500 for 2019 Summer Reading and \$5,000 for **1,000 Books Before Kindergarten**)

Grants pending:

- Walmart Community Grants (3 local stores) -- \$10,000 total for coding camps and 2019 Summer Reading
- Rollie R. Kelley Family Foundation -- \$4,500 for audio/visual equipment at Edgewater Library
- El Pomar Foundation -- \$25,000 (naming opportunity for Family Place Library™ at the Edgewater Library)
- Golden Civic Foundation -- \$4,750 for Golden Library's Summer Reading program
- Junior League of Denver -- \$5,000 for Babies First Books (we are invited to submit a full proposal by Jan. 11)
- Melvin & Elaine Wolf Foundation – a menu of requests totaling \$16,902 (per their advice) for Summer Reading, Teen/Tween Coding Camps and **1,000 Books Before Kindergarten**
- Madigan Foundation -- \$5,000 for Summer Reading

Grants denied:

- ✓ IMA Foundation -- \$7,902 to hire temporary instructors for JCPL's 2019 Teen/Tween Coding Camps

TOTAL AMOUNT OF REQUESTS SUBMITTED TO DATE IN 2018 = \$241,407

TOTAL RETURN ON GRANTS/SPONSOR REQUESTS FOR 2018 = \$77,300 (A 32% POSITIVE RETURN TO DATE)

3. News, meetings and networking

Board member **Tim Rogers** facilitated a lunch meeting at Broomfield's Hickory & Ash restaurant on Nov. 16 with **Lynn McDonald**. Lynn and her husband **Kevin** have formed the **Genesee Mountain Foundation**, and shortly after this meeting, Lynn sent JCLF a contribution of \$7,500 in support of Summer Reading and the **1,000 Books Before Kindergarten** program. Lynn has also submitted her application to serve on the JCLF Board of Directors.

I was pleased to attend the grand opening celebration for the new Edgewater Library (as part of the new Edgewater Civic Center) on Sunday, Nov. 18.

I'm continuing to participate as a member of the 2018 class of **Leadership Golden**, and our team project is focused on homeless teens in Golden (specifically at Golden High School). We are researching ways to help this demographic by working with Jeffco Schools' Homeless Liaison Beatriz Monsalve.



Our 2nd **Working Group** meeting with **Donna Walker** and **Library Trustees Chic Naumer and Deb Deal** convened on Monday, Nov. 26. Board members **Sally Reed, Ron Benson and TJ Bowen** and I are continuing the discussion regarding alignment of goals and building the working relationship between the Library and the Foundation. Our 3rd Working Group meeting was held on Monday, December 10. Former JCLF Board President **Tami Bandimere** and I met with former JCPL Trustee Chair **Keith Grebe** on Dec. 4 to discuss and identify major donor prospects.

Alison Egbers and I met with Kaitlyn Holeman (owner of **Hummingbird Media**, and our social media contract worker) on Nov. 28 to map out social media posts for the month of December. Kaitlyn is leaving this position at the end of December to focus on another business venture, so I am currently interviewing potential replacements for this role. I plan to have a new contract worker hired by January 1. I met with our benefits manager, **Jim Bell**, on Nov. 27 to discuss new changes in the employees' dental plan and a small increase in monthly costs.



I'm glad to be a part of the **Good News Breakfast Steering Committee** and this group met on December 12 to prepare for the 2019 Breakfast celebration that will be held at the Jeffco Fairgrounds on April 23rd.

On Dec. 14, Rebecca Winning (JCPL's Director of Communications) and I met with Mary Spillane from **Comcast** re: potential Library program sponsorship opportunities that Comcast might invest in for FY 2019.

I had an initial meeting with **Joni Inman (Joni Inman Consulting)** on Dec. 3 to discuss facilitation of our Board Retreat that is scheduled for February 22. Our previous facilitator, **Kim Mangle**, has accepted the role as Executive Director of Jefferson County Outdoor Lab, so she is unable to fulfill this contract role as previously planned.

December holidays always offer a full slate of happy get-togethers and celebrations, and this year was no exception. Our



JCLF staff celebrated the season early with a lunch at Abrusci's restaurant in Lakewood on November 20. I attended the **Arvada Chamber's** luncheon on Dec. 5 and the **Wheat Ridge Business Association's** luncheon on Dec. 11. I also



South Lakewood Business Association

attended this month's **South Lakewood Business Association** breakfast meeting and gift exchange on Dec. 4 and a holiday Open House at the **Hermitage Book Shop** in Cherry Creek on Dec. 6th.

Operational Updates

Executive Director Update

December 2018 Executive Director Report

Plan for first 120 Days – September through December, 2018:

- Listening Tour (staff) – conversation with all staff groups (18) - completed
- Initial meetings with each Board Trustee – completed
- Onboard new IT director Bernadette Berger – completed
- Relationship Building with Foundation – in progress; “working group” meetings underway
- Executive Team Teambuilding – reengaged GPS for Organizational Analysis refresh, 2018 personnel changes and FTE impact evaluation
- Priority Strategic Projects – reset pace of 2018 projects
- Belmar Library Renovation – conceptual design completed; cost modeling planned for January 4th
- Strategic Planning – 2018 close out in progress; 2019 priorities, milestones and success measures under review; Board Ends under review; Meetings with community leaders and other stakeholders – *JCPL Listens* - project initiated for 2020 and 2021-2025 long range strategic plan development

Executive Director Community Engagement Activities - November

Action	Purpose	Impact/Outcome
Child and Youth Leadership Commission (CYLC) Child Welfare Subcommittee	Liaise between CYLC and subcommittee.	Library involvement in investigating collaborations for firearm and drug lock up programs and education.
Meeting with the Golden City Manager <i>Scheduled for 12/5</i>	Relationship building. Introductions.	New opportunity presented to the Library.
Jeffco EDC Reception for Elected Officials <i>Scheduled for 12/5</i>	Relationship building. Introductions.	TBD
JCPL + JCLF Working Group meeting <i>Scheduled for 12/10</i>	Create understanding of each Board’s expectations about financial reporting and fiduciary responsibility.	TBD
Library Board of Trustees and County Commissioner meeting <i>Scheduled for 12/13</i>	Share information about library programs and services.	TBD
Meeting with County Director of Budget and Risk Management <i>Scheduled for 12/17</i>	Onboarding to accountabilities around budget with County.	TBD
Meeting with City of Arvada administrative team <i>Scheduled for 12/18</i>	Respond to City of Arvada’s request to meet about services at the library. Possible JCPL request for more support.	TBD

JCPL Service Highlights for December:

Edgewater Library Grand Opening was an action-packed weekend. VIP’s, staff, patrons, and residents visited over three days, spilling out of the atrium of the Civic Center eagerly awaiting the chance to tour and use the new library. Over 1200 people came through our doors on opening day and checked out just over 1000 items.

We made 109 new library cards and updated many more cards for people who already had them and wanted to make sure we had their correct information.

In the two weeks since we opened, we're seeing about 100 more people per day and checking out about 100 more items per day than in the old location. We've increased our open hours from 48 to 65 per week.

Impact Stories – some told in pictures:

Our adult services librarian tells us that patrons of the “old” Edgewater sometimes come in ready to dislike the new space. After a few minutes in the new library, their attitude changes. “Everyone leaves happy.”

A gentleman from the Netherlands was shocked that he could get a library card for free. He remarked that in his country he could get free healthcare and a free college education but no free libraries.



Note found in the pretend mailbox in the Family Place area during opening weekend



I wrote 4500 words (~18 pages)
of my dissertation here this week!
Thanks for such great study spaces,
SCPL!

- KF

JCPL Community Engagement Highlights for December

Our **Impact Survey** is live on jeffcolibrary.org from November 26 through December 16. Results of this survey will give us insight into how patrons use library technology and help us plan future offerings. Residents who complete the survey will be entered into a drawing to win an Amazon Fire Tablet.

Eight library staff are attending a local workshop called *DPL: Best and Brightest* where librarians from around the state come to hear book talks and browse displays produced by DPL librarians. This event is a great way for staff to get some ideas for new titles and also techniques for readers' advisory training.

We'd love to see you here:

Many programs for home-making gifts and Holiday Open Houses at each library.

Operational Updates

Finance Department

memorandum



to: Donna Walker, Executive Director
from: Barbara Long, Interim Director of Finance & Budget
re: November Financial Tables, Capital Project Information and 2019 Budget
Date: December 4, 2018

A. Budget to Actual Tables

The Budget to Actual Tables for November 2018 will be forwarded before the meeting if all material transactions are posted, and will include the analysis discussion.

B. 2019 Budget Summary Review and Approval

On November 13th, the Board of County Commissioners adopted the County's and the Library's 2019 budget and certified mill levies for 2019. The Commissioners' adopted budget for the Library conforms to the Trustees' recommended budget with the exception of two items: The recommended budget includes additional expense of \$92,167 in computer materials and software maintenance which were missed in the County budget and a decrease in expense of \$250,000 in library books and materials. The net difference is \$157,833 less than the County adopted budget and will be included in the first budget adjustment of 2019. The 2019 Budget Tables are attached for your review. Table 1 is the summary of the total budget.

The approved Library mill levy of 4.500 will result in projected property tax net revenue of \$43,378,223. Fines and Fees are projected to be \$492,731, Grants at \$130,000 and Other Revenue at \$495,000. Total projected revenues for 2019 are \$43,495,954.

Total projected expenditures are \$45,425,844, which includes:

- Operating \$37,786,912
- Debt Service \$1,486,432
- Capital Projects \$8,190,500
- Additional 23.50 FTE positions to implement recommendations of the Library's organizational assessment
- Total Authorized and funded positions: 253.0

The 2019 budget includes use of fund balance in the amount of \$1,929,890. This amount will fund capital project expenditures.

memorandum



Action Item:

Staff recommends that the Library Trustees adopt the 2019 budget and authorize the Executive Director to implement the spending plan contained therein.

C. Capital Project Information

At the November meeting, some Board members had questions about different categories of expenses associated with the Edgewater project and capital projects in general. The following tables show operating expenses that the Library plans for in addition to the capital project budget. These are categorized as “start-up” operating expenses which are required to open the doors and on-going additional expenses which would include staffing and other on-going costs for expanded services. The following table shows costs for the Edgewater Library.

Edgewater Library- expansion from 1,000 sqft to 10,000 sqft

Capital Project Budget	2,600,000
<hr/>	
Start-up Operating Expenses	
Books & Materials	500,000
Communications, Graphics & Events	21,000
Supplies - office, cleaning, tech supplies	5,000
Services - security, cleaning	2,000
Family Place supplies & staff training*	28,250
Total Start-Up Operating Expense	556,250
<hr/>	
*Funded by donations	
On-going Additional Operating Expenses	
Library operations - staff, supplies, programs	800,000
Custodial services	30,000
Utility costs	18,000
Security services	12,000
Delivery service	8,000
Total Additional On-going Expenses	868,000
<hr/>	

A renovation project for an existing facility that does not include expansion would include the costs listed below.

memorandum



Renovation Project - no expansion

Capital Project Budget

Based on facility

Start-up Operating Expenses

Books & Materials	250,000
Communications, Graphics & Events	21,000
Supplies - office, cleaning, tech supplies	5,000
Services - security, cleaning	2,000
Community funded special programs*	30,000

Total Start-Up Operating Expense	308,000
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*Funded by donations

On-going Additional Operating Expenses

Cost of Library operations will not change.

Energy efficiency improvements could reduce costs.

Expansion to a new facility would include both start-up and on-going operating expenses. These estimates are included in the Library's long term financial planning model for the planned expansion in South County. The following table shows expenses associated with the addition of a new library.

New Facility Expansion - 30,000 sqft

Capital Project Budget

Based on size, acquisition cost, etc.

Start-up Operating Expenses

Books & Materials	1,000,000
Communications, Graphics & Events	21,000
Supplies - office, cleaning, tech supplies	10,000
Services - security, cleaning	5,000
Community funded special programs*	30,000

Total Start-Up Operating Expense	1,066,000
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*Funded by donations

memorandum



On-going Additional Operating Expenses - Estimate for 30,000 sqft Building

Expenses are estimated using the cost to operate a similar size library and include:

Library operations - staff, supplies, programs

Custodial services

Utility costs

Security services

Grounds & Snow Removal

Other maintenance

Delivery Services

Total On-going Expenses	1,500,000
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TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2019 Budget

Sources and Uses of Funds	2017 Actual	2018 Amended Budget	2019 Budget	\$ Incr(Decr) 2018 to 2019 Budget	% Incr(Decr) 2018 to 2019 Budget
Sources of Funds					
Revenues					
Property Tax (net of adjustments)	\$ 36,299,870	\$ 37,287,492	\$ 42,378,223	\$ 5,090,731	14%
Total Taxes	\$ 36,299,870	\$ 37,287,492	\$ 42,378,223	\$ 5,090,731	14%
Federal & State Grants	\$ 131,272	\$ 133,000	\$ 130,000	\$ (3,000)	-2%
Fines & Fees	692,908	530,850	492,731	(38,119)	-7%
Other Revenue	705,809	329,400	495,000	165,600	50%
Total Other Revenues	\$ 1,529,989	\$ 993,250	\$ 1,117,731	\$ 124,481	13%
Sub Total Revenues	\$ 37,829,859	\$ 38,280,742	\$ 43,495,954	\$ 5,215,212	14%
Transfer from Fund Balance	\$ -	\$ 3,946,044	\$ 1,929,890	\$ (2,016,154)	-51%
Transfer to Fund Balance	672,267	-	-	-	
Total Sources of Funds	\$ 37,157,592	\$ 42,226,786	\$ 45,425,844	\$ 3,199,058	8%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 12,430,918	\$ 13,566,138	\$ 14,766,591	\$ 1,200,453	9%
Benefits	3,640,853	4,213,500	4,818,086	604,586	14%
Total Salaries & Benefits	\$ 16,071,771	\$ 17,779,638	\$ 19,584,677	\$ 1,805,039	10%
Library Books & Materials	\$ 8,296,242	\$ 8,273,586	\$ 8,139,065	\$ (134,521)	-2%
Supplies	1,105,821	1,470,059	1,587,418	117,359	8%
Vehicles	-	140,000	-	(140,000)	-100%
Other Services & Charges	3,197,461	4,840,532	4,589,726	(250,806)	-5%
Internal Transactions /Cost Allocation	1,599,493	1,748,514	1,886,026	137,512	8%
Total Operating Expenditures	\$ 30,270,788	\$ 34,252,329	\$ 35,786,912	\$ 1,534,583	4%
Financing & Debt Service	\$ 1,519,238	\$ 1,486,667	\$ 1,448,432	\$ (38,235)	-3%
Capital Projects	\$ 5,367,567	\$ 6,487,790	\$ 8,190,500	\$ 1,702,710	26%
Total Uses of Funds	\$ 37,157,593	\$ 42,226,786	\$ 45,425,844	\$ 3,199,058	8%



TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2019 Budget

	2017 Actual	2018 Budget	2019 Budget
Beginning Fund Balance	\$ 17,491,968	\$ 17,491,968	\$ 18,164,234
Revenues	\$ 36,161,332	\$ 36,607,089	\$ 41,546,261
Capital Funding	1,668,527	1,673,653	1,949,693
Total Revenues	\$ 37,829,859	\$ 38,280,742	\$ 43,495,954
Expenditures			
Operating Expenditures	\$ 30,270,788	\$ 34,289,118	\$ 35,786,912
Debt Service	1,519,238	1,486,667	1,448,432
Capital Projects	5,367,567	6,487,790	8,190,500
Total Expenditures	\$ 37,157,593	\$ 42,263,575	\$ 45,425,844
Ending Fund Balance	\$ 18,164,234	\$ 13,509,135	\$ 16,234,344
Increase/(Decrease) in Fund Balance	\$ 672,266	\$ (3,982,833)	\$ (1,929,890)
Fund Balance Policy Calculation			
	2017 Actual	2018 Budget	2019 Budget 4.5 Mills
16% - Current Year Budgeted Revenues	\$ 6,052,777	\$ 6,124,919	\$ 6,959,353
9% - Current Year Budgeted Revenues - Uncertainty	3,404,687	3,445,267	3,914,636
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 9,457,465	\$ 9,570,186	\$ 10,873,989
50% of Current Year Budgeted Revenues	\$ 18,914,930	\$ 19,140,371	\$ 21,747,977
Total Maximum F/B Reserve Requirements (CEILING)	\$ 18,914,930	\$ 19,140,371	\$ 21,747,977
Above/(Below) Minimum (FLOOR)	\$ 8,706,769	\$ 3,938,949	\$ 5,360,355
Above/(Below) Maximum (CEILING)	\$ (750,696)	\$ (5,631,236)	\$ (5,513,633)



TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2019 Budget

Sources and Uses of Funds	2017 Actual	2018 Budget	2018 Amended Budget	2019 Budget	\$ Incr(Decr) 2018 to 2019 Budget	% Incr(Decr) 2018 to 2019 Budget
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Taxes	\$ 35,409,860	\$ 35,518,639	\$ 35,518,639	\$ 41,376,815	\$ 5,858,176	16%
Delinquent Taxes	43,327	96,167	96,167	105,503	9,336	10%
Prior Year Cancellations	(141,745)	(27,635)	(27,635)	(80,608)	(52,973)	192%
Urban Renewal	(700,288)	-	-	(996,510)	(996,510)	
Penalties & Interest	20,189	26,668	26,668	23,330	(3,338)	-13%
Total Taxes	\$ 34,631,343	\$ 35,613,839	\$ 35,613,839	\$ 40,428,530	\$ 4,814,691	14%
Federal & State Grants	\$ 131,272	\$ 133,000	\$ 133,000	\$ 130,000	\$ (3,000)	-2%
Library Fines	567,005	395,800	395,800	365,000	(30,800)	-8%
Other Fees	125,903	135,050	135,050	127,731	(7,319)	-5%
Investment Income	345,733	241,400	241,400	322,000	80,600	33%
Contributions from Private Sources	103,781	30,000	30,000	85,000	55,000	183%
E-Rate & Other	256,295	58,000	58,000	88,000	30,000	52%
Total Revenues	\$ 36,161,332	\$ 36,607,089	\$ 36,607,089	\$ 41,546,261	\$ 4,939,172	13%
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 10,691,940	\$ 11,712,233	\$ 12,268,624	\$ 13,872,155	\$ 1,603,531	13%
Awards & Bonuses	-	120,000	120,000	125,000	5,000	4%
Termination Pay	42,066	-	-	-	-	
Temporary Salaries	1,695,666	2,060,789	2,063,934	2,080,360	16,426	1%
Overtime	1,246	14,130	14,130	7,130	(7,000)	-50%
Vacancy Savings	-	(900,550)	(900,550)	(1,318,054)	(417,504)	46%
Benefits	3,640,853	4,037,798	4,213,500	4,818,086	604,586	14%
Total Salaries & Benefits	\$ 16,071,771	\$ 17,044,400	\$ 17,779,638	\$ 19,584,677	\$ 1,805,039	10%
Library Books & Materials	\$ 6,307,632	\$ 8,102,000	\$ 6,907,000	\$ 6,768,000	\$ (139,000)	-2%
Library Computer Materials	1,860,275	1,259,239	1,234,706	1,173,185	(61,521)	-5%
Library Periodicals	128,335	131,880	131,880	197,880	66,000	50%
Sub-Total Library Collections	\$ 8,296,242	\$ 9,493,119	\$ 8,273,586	\$ 8,139,065	\$ (134,521)	-2%
Supplies	\$ 1,105,821	\$ 1,460,309	\$ 1,470,059	\$ 1,587,418	\$ 117,359	8%
Other Services & Charges	3,197,461	4,422,776	4,840,532	4,589,726	(250,806)	-5%
Vehicles	-	120,000	140,000	-	(140,000)	-100%
Direct Internal Charges	175,573	140,762	140,762	196,182	55,420	39%
Indirect Cost Allocation	758,653	929,085	929,085	1,067,744	138,659	15%
Intra County Transactions	665,267	678,667	678,667	622,100	(56,567)	-8%
Total Supplies and Other	\$ 5,902,775	\$ 7,751,599	\$ 8,199,105	\$ 8,063,170	\$ (135,935)	-2%
Total Uses of Funds	\$ 30,270,788	\$ 34,289,118	\$ 34,252,329	\$ 35,786,912	\$ 1,534,583	4%

Authorized Positions	2017 Actual	2018 Budget	2018 Amended Budget	2019 Budget	Change 2018 to 2019
FTE Positions - Active	208.0	214.0	229.5	253.0	23.5
FTE Positions - Reserved	7.0	1.0	-	-	-
Total Authorized Positions	215.0	215.0	229.5	253.0	23.5



TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2019 Budget

Sources and Uses of Funds	2017 Actual	2018 Budget	2019 Budget	\$ Change 2018 to 2019 Budget
Debt Service				
Principal - Arvada (2005-2024)	\$ 516,095	\$ 528,501	\$ 539,667	\$ 11,166
Interest - Arvada (2005-2024)	107,157	94,823	82,192	(12,631)
Principal - Refunding Series 2013	632,740	608,264	608,264	-
Interest - Refunding Series 2013	116,772	91,544	61,695	(29,849)
Principal - COP - Capital Projects	142,143	142,143	142,143	-
Interest - COP - Capital Projects	4,331	21,392	14,472	(6,920)
Total Debt Service	\$ 1,519,238	\$ 1,486,667	\$ 1,448,432	\$ (32,571)

Arvada

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

Build America Bonds

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

Certificates of Participation (COP)

Total Issue \$995,000
Term 2014-2020
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot



TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2019 Budget

Sources and Uses of Funds	2017 Actual	2018 Amended Budget	2019 Budget	\$ Incr (Decr) 2018 to 2019 Budget
Sources of Funds				
Property Tax - Capital - 4.5%	\$ 1,668,527	\$ 1,673,653	\$ 1,949,693	\$ 276,040
Transfer from FB - Edgewater Library Project	-	2,600,000	-	(2,600,000)
Transfer from FB - Capital Expenses	-	1,346,044	1,929,890	583,846
Total Sources of Funds	\$ 1,668,527	\$ 5,619,697	\$ 3,879,583	\$ (1,740,114)
Uses of Funds				
Annual Replacement & Maintenance Program (ARM)				
ARM-01 Capital Maintenance	\$ 124,470	\$ 250,000	\$ 200,000	\$ (50,000)
ARM-02 Furniture & Equipment	42,644	36,000	36,000	-
ARM-03 Computer Replacement Plan	154,776	250,000	250,000	-
ARM-04 Book Sorter Replacement	159,837	350,000	250,000	(100,000)
ARM-05 IT Infrastructure Replacement	551,075	351,650	200,000	(151,650)
2016 Projects				
16-01 Lakewood Parking Lot	\$ 7,355	\$ -	\$ -	\$ -
16-03 Evergreen HVAC Rebuild	31,848	-	-	-
16-04 Wheat Ridge HVAC Replacement	41,599	-	-	-
16-09 Implement Wireless Upgrade	539	-	-	-
16-10 Intranet/Document Management	27,178	171,282	-	(171,282)
16-12 IT Software Projects	11,809	-	-	-
16-13 III Database Server	5,560	-	-	-
16-14 High Availability Internet Redundancy	-	36,000	36,000	-
2017 Projects				
17-01 Evergreen HVAC Rebuild	\$ -	\$ 57,536	\$ -	\$ (57,536)
17-02 Entry Door Replacement	-	18,600	-	(18,600)
17-03 Virtual Servers upgrades	20,899	-	-	-
17-05 Implement RFID/Self Check	264,736	-	-	-
17-08 Large Format Printer	4,477	-	-	-
17-10 Mobility Solution	1,300	-	-	-
17-11 Long-Range Facility Master Plan	47,640	30,960	-	(30,960)
17-13 Standley Lake Outdoor Learning Environment	7,592	45,200	-	(45,200)
2018 Projects				
18-02 Lakewood Fence Replacement	\$ -	\$ 55,000	\$ -	\$ (55,000)
18-03 Lakewood Public Restroom Expansion	-	120,000	-	(120,000)
18-04 Lakewood Admin Restroom Remodel	-	48,000	-	(48,000)
18-05 Evergreen Parking Lot	-	125,000	-	(125,000)
18-06 Sorter Replacement	-	500,000	-	(500,000)
18-07 LSC Garage & Loading Dock Planning	-	10,000	150,000	140,000
18-08 Bookmobile Replacement	-	200,000	200,000	-
2019 Projects				
19-01 Standley Lake Clerestory Roof Replacement	\$ -	\$ -	\$ 35,000	35,000
19-02 Document Management System	-	-	60,000	60,000
19-03 South County Library	-	-	350,000	350,000
Multi-Year Construction Projects				
16-16 Columbine Remodel	\$ 3,772,952	\$ 798,342	\$ -	\$ (798,342)
17-07 Edgewater Library	89,281	2,684,220	-	(2,684,220)
18-01 Belmar Remodel	-	350,000	6,423,500	6,073,500
Total Capital Projects	\$ 5,367,567	\$ 6,487,790	\$ 8,190,500	\$ 1,702,710



TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2019 Budget

Sources and Uses of Funds	2017 Actual	2018 Amended Budget	2019 Budget	\$ Incr (Decr) 2018 to 2019 Budget
Bookmobile Sinking Fund Reserve				
Beginning Balance	\$ -	\$ -	\$ 200,000	
Source	-	200,000	200,000	
Use	-	-	400,000	
Balance	\$ -	\$ 200,000	\$ -	



TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
5 -Year Capital Improvement Plan
2019-2023

Project	2018 Amended Budget	2019	2020	2021	2022	2023	Total 2019 -2023
Annual Replacement Plan							
ARM-01 Capital Maintenance	\$ 250,000	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,200,000
ARM-02 Furniture & Equipment	36,000	36,000	36,000	36,000	36,000	36,000	180,000
ARM-03 Computer 5-year Replacement Plan	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
ARM-04 Book Sorter Replacement	350,000	250,000	250,000	250,000	250,000	250,000	1,250,000
ARM-05 IT Infrastructure Replacement (2018 - Hardware: \$195,300; Software: \$126,350)	351,650	200,000	200,000	200,000	200,000	200,000	1,000,000
Total ARM	\$ 1,237,650	\$ 936,000	\$ 986,000	\$ 986,000	\$ 986,000	\$ 986,000	\$ 4,880,000
5-Year Capital Improvement Plan							
16-10 Intranet/Document Management	\$ 171,282	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16-14 High Availability Internet Redundancy	36,000	36,000	-	-	-	-	36,000
16-16 Columbine Remodel	798,342	-	-	-	-	-	-
17-01 Evergreen HVAC Rebuild	57,536	-	-	-	-	-	-
17-02 Entry Door Replacement	18,600	-	-	-	-	-	-
17-07 Edgewater Library Tenant Finish	2,684,220	-	-	-	-	-	-
17-11 Long-Range Facility Master Plan	30,960	-	-	-	-	-	-
17-13 Standley Lake Outdoor Learning Environment	45,200	-	-	-	-	-	-
18-01 Belmar Library Remodel	350,000	6,423,500	-	-	-	-	6,423,500
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 Evergreen Parking Lot	125,000	-	-	-	-	-	-
18-06 Sorter Replacement	500,000	-	-	-	-	-	-
18-07 LSC Garage & Loading Dock	10,000	150,000	-	-	-	-	150,000
18-08 Bookmobile Replacement	200,000	200,000	-	-	-	-	200,000
19-01 Standley Lake Clerestory Roof Replacement	-	35,000	-	-	-	-	35,000
19-02 Document Management System	-	60,000	-	-	-	-	60,000
19-03 South County Library	-	350,000	3,650,000	12,000,000	-	-	16,000,000
21-01 Evergreen Library Remodel	-	-	-	300,000	3,170,000	-	3,470,000
22-01 Standley Lake Library Remodel	-	-	-	-	300,000	8,300,000	8,600,000
23-01 Admin Construction	-	-	-	-	-	300,000	300,000
Total CIP	\$ 5,250,140	\$ 7,254,500	\$ 3,650,000	\$ 12,300,000	\$ 3,470,000	\$ 8,600,000	\$ 35,274,500
Total 5-Year Capital Plan	\$ 6,487,790	\$ 8,190,500	\$ 4,636,000	\$ 13,286,000	\$ 4,456,000	\$ 9,586,000	\$ 40,154,500

TOTAL FUND SUMMARY
2019 Budget

Sources and Uses of Funds	2018 Amended Budget	2019 Budget	% Incr(Decr) 2018 to 2019 Budget
Revenues			
Total Revenues	\$ 38,280,742	\$ 43,495,954	14%
Transfer from Fund Balance	3,946,044	1,929,890	-51%
Total Sources of Funds	\$ 42,226,786	\$ 45,425,844	8%
Expenditures			
Total Operating Expenditures	\$ 34,252,329	\$ 35,786,912	4%
Financing & Debt Service	1,486,667	1,448,432	-3%
Capital Development Fund	6,487,790	8,190,500	26%
Total Uses of Funds	\$ 42,226,786	\$ 45,425,844	8%





JCPL 2019 Proposed Final Budget

Presented to the Library Board of Trustees on 12/13/18



JCPL 2019 Budget



Jefferson County
PUBLIC LIBRARY

Keeping Promises to the Community

- Ensure Appropriate Staffing
- Invest in Capital Development & Improvement
- Address Library Strategic Priorities



Changes Between Draft Budget and Proposed Final Budget

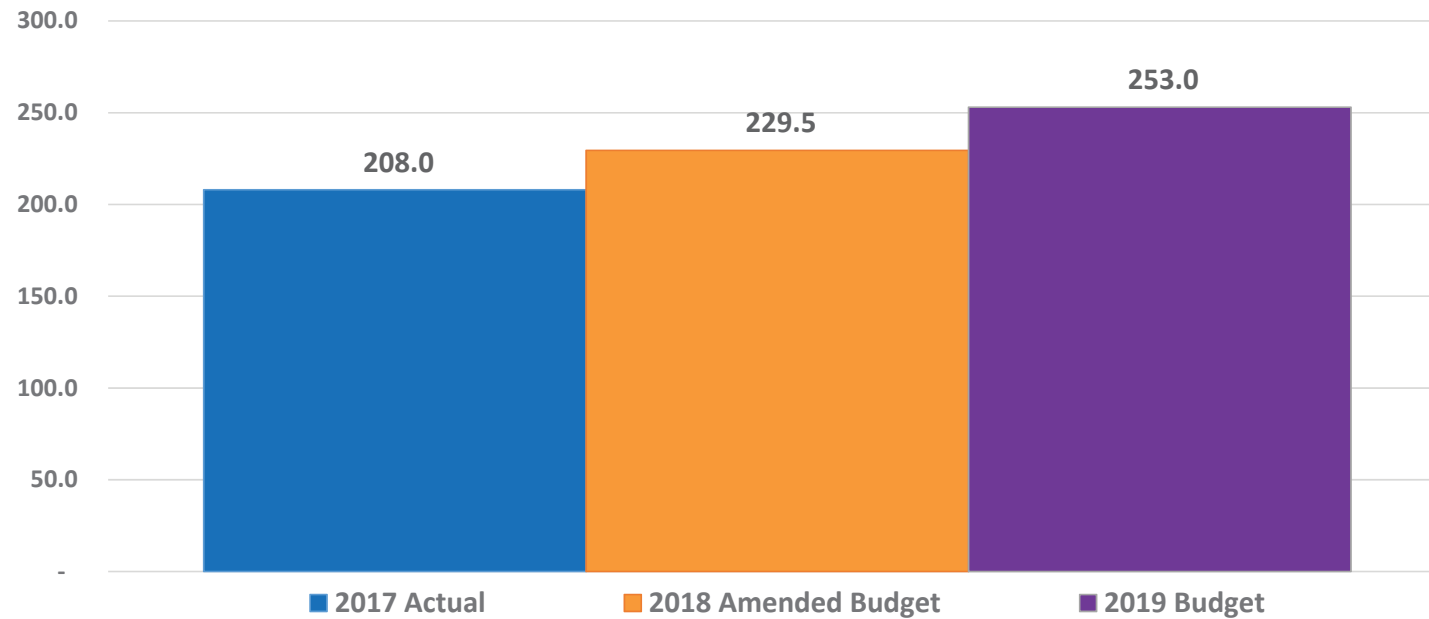


- Increased total budgeted revenue by \$50K.
- Decreased budgeted expenses by \$243K.
- Adjusted budgets for Belmar Renovation and South County Library projects.
- Reduced budget for Library Books & Materials by \$250K
- Decreased the use of Fund Balance from \$2.47M to \$1.93M

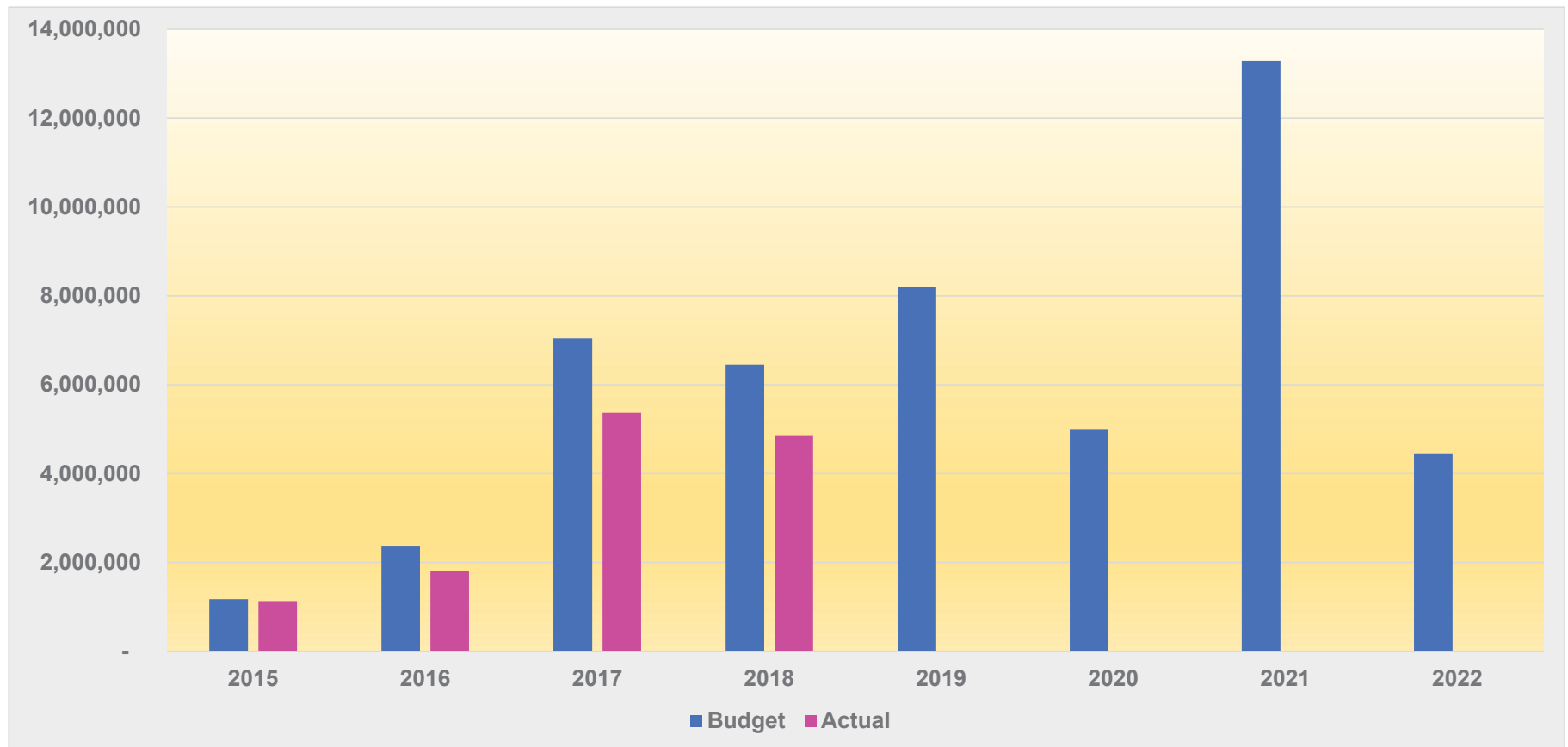
Focus on Staffing – Change in Active FTE's



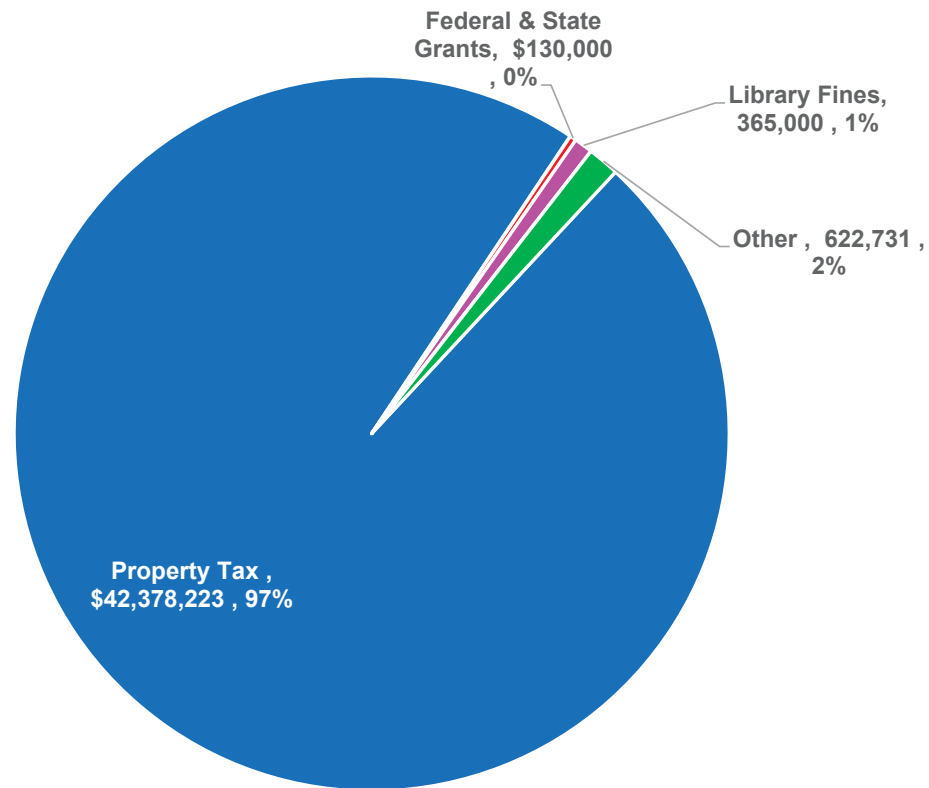
Jefferson County
PUBLIC LIBRARY



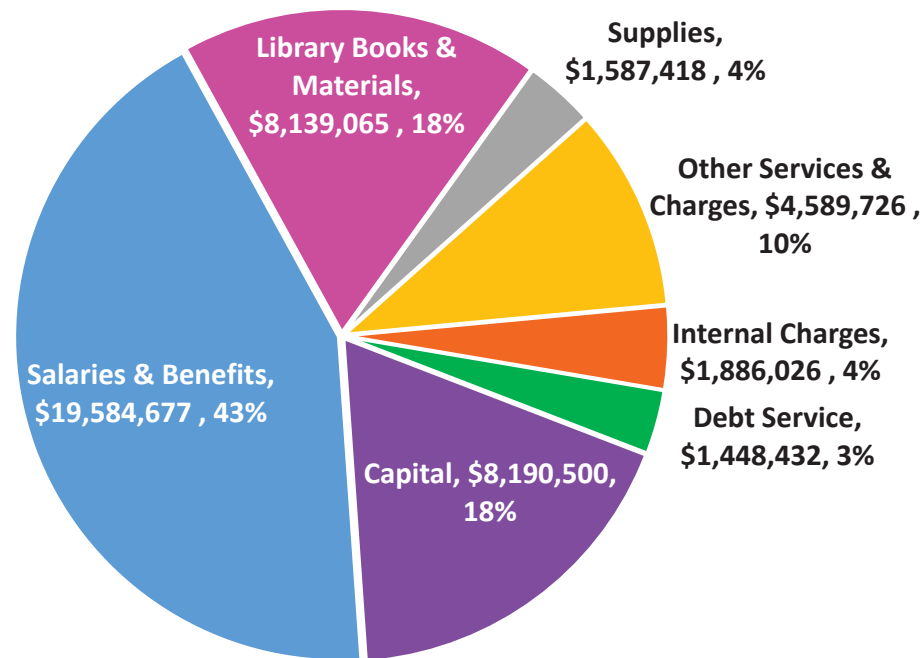
Focus on Capital Investment



2019 Budget: Total Projected Revenue = \$43,495,954



2019 Total Projected Expenses = \$45,425,844



2019 Capital Investments



Annual Replacement Plan	
ARM-01 Capital Maintenance	\$ 200,000
ARM-02 Furniture & Equipment	36,000
ARM-03 Computer 5-year Replacement Plan	250,000
ARM-04 Book Sorter Replacement	250,000
ARM-05 IT Infrastructure Replacement	200,000
Total ARM	\$ 936,000
5-Year Capital Improvement Plan	
16-14 High Availability Internet Redundancy	36,000
18-01 Belmar Library Remodel	6,423,500
18-07 LSC Garage & Loading Dock	150,000
18-08 Bookmobile Replacement	200,000
19-01 Standley Lake Clerestory Roof Replacement	35,000
19-02 Document Management System	60,000
19-03 South County Library	350,000
Total CIP	\$7,254,500
Total Capital Plan	\$8,190,500

Questions?





Jefferson County
PUBLIC LIBRARY

memorandum

to: Donna Walker, Executive Director
from: Barbara Long, Interim Director of Finance & Budget
re: Finance Monthly Report - Budget to Actual Tables
date: December 11, 2018

A. **Budget to Actual Tables**

The Budget to Actual Tables for November are attached.

The financial tables for November do not include property tax or interest revenue for the month of November as these transactions have not posted yet. These receipts will be reflected in the year-end statements. Based on receipts to date, it is likely that 2018 property tax revenue will be less than the amount budgeted. Revenue projections shown on Table 3 are updated for November and include a projected shortfall of \$400,000 in property tax. This anticipated weakness in property tax revenue is offset by other revenue that has come in over budget, notably investment income and contributions from the Library Foundation. The projected year-end fund balance is displayed on Table 2 and linked to the more detailed projections displayed on Tables 3 and 5. The Library's second debt service payment posted in November and all debt service expenses for 2018 are now included in the financial tables.

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

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Amended Budget	YTD Actual 11/30/2018	\$ Variance 2018 Budget	Budget to Actual %
Sources of Funds	4.500		4.000			
Revenues						
Taxes						
Property Tax - Operating	\$ 34,728,137	\$ 34,631,343	\$ 35,613,839	\$ 35,191,405	\$ (422,434)	-1%
Property Tax - Capital	1,664,831	1,668,527	1,673,653	1,655,348	(18,305)	-1%
Total Taxes	\$ 36,392,968	\$ 36,299,870	\$ 37,287,492	\$ 36,846,753	\$ (440,739)	-1%
Federal & State Grants	\$ 130,000	\$ 131,272	\$ 133,000	\$ 130,042	\$ (2,958)	-2%
Fines & Fees	792,970	692,908	530,850	452,043	(78,807)	-15%
Other Revenue	546,220	705,809	329,400	865,341	535,941	163%
Total Other Revenues	\$ 1,469,190	\$ 1,529,989	\$ 993,250	\$ 1,447,426	\$ 454,176	46%
Sub Total Revenues	\$ 37,862,158	\$ 37,829,859	\$ 38,280,742	\$ 38,294,179	\$ 13,437	0%
Fund Balance Activity						
Transfer from FB - Operating	\$ -	\$ -	\$ -	\$ -	\$ -	NA
Transfer from FB - Capital Projects	2,173,025		3,946,044	-		NA
Transfer to Fund Balance		672,267	-	5,802,611		NA
Total Sources of Funds	\$ 40,035,183	\$ 37,157,592	\$ 42,226,786	\$ 32,491,568	\$ (9,735,218)	-23%
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 12,592,392	\$ 12,430,918	\$ 13,566,138	\$ 11,919,058	\$ (1,647,080)	-12%
Benefits	3,793,380	3,640,853	4,213,500	3,536,211	(677,289)	-16%
Total Salaries & Benefits	\$ 16,385,772	\$ 16,071,770	\$ 17,779,638	\$ 15,455,269	\$ (2,324,369)	-13%
Library Books & Materials	\$ 8,349,727	\$ 8,296,242	\$ 8,273,586	\$ 7,210,921	\$ (1,062,665)	-13%
Supplies	1,287,301	1,105,821	1,470,059	1,025,957	(444,102)	-30%
Vehicles	12,000	-	140,000	-	(140,000)	-100%
Other Services & Charges	3,784,203	3,197,461	4,840,532	3,019,478	(1,821,054)	-38%
Internal Transactions /Cost Allocation	1,599,551	1,599,493	1,748,514	1,589,694	(158,820)	-9%
Total Operating Expenditures	\$ 31,418,554	\$ 30,270,788	\$ 34,252,329	\$ 28,301,319	\$ (5,951,010)	-17%
Financing & Debt Service	\$ 1,548,403	\$ 1,519,238	\$ 1,486,667	\$ 1,486,667	\$ -	0%
Capital Projects	\$ 7,068,226	\$ 5,367,566	\$ 6,487,790	\$ 2,703,582	\$ (3,784,208)	-58%
Total Uses of Funds	\$ 40,035,183	\$ 37,157,592	\$ 42,226,786	\$ 32,491,568	\$ (9,735,218)	-23%

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

	2017 Budget	2017 Actual	2018 Budget	YTD Actual 11/30/2018	Year End Projected Fund Balance
Beginning Fund Balance	\$ 13,779,031	\$ 17,491,968	\$ 13,779,031	\$ 18,164,234	\$ 18,164,234
Revenues	\$ 36,197,327	\$ 36,161,332	\$ 36,607,089	\$ 36,638,831	\$ 36,722,230
Capital Funding	1,664,831	1,668,527	1,673,653	1,655,348	1,673,653
Total Revenues	\$ 37,862,158	\$ 37,829,859	\$ 38,280,742	\$ 38,294,179	\$ 38,395,883
Expenditures					
Operating Expenditures	\$ 31,418,554	\$ 30,270,788	\$ 34,252,329	\$ 28,301,318	\$ 33,304,449
Debt Service	1,548,403	1,519,238	1,486,667	1,486,667	1,486,667
Capital Projects	7,068,226	5,367,566	6,487,790	2,703,582	4,686,619
Total Expenditures	\$ 40,035,183	\$ 37,157,592	\$ 42,226,786	\$ 32,491,567	\$ 39,477,735
Increase/(Decrease) in Fund Balance	\$ (2,173,025)	\$ 672,267	\$ (3,946,044)	\$ 5,802,612	\$ (1,081,852)
Ending Fund Balance	\$ 11,606,006	\$ 18,164,234	\$ 9,832,987	\$ 23,966,846	\$ 17,082,382

Fund Balance Policy Calculation

	2017 Budget		2018 Budget		
16% - Current Year Budgeted Revenues	\$ 6,057,945		\$ 6,124,919		
9% - Current Year Budgeted Revenues - Uncertainty	3,407,594		3,445,267		
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 9,465,539		\$ 9,570,186		
50% of Current Year Budgeted Revenues	\$ 18,931,079		\$ 19,140,371		
Total Maximum F/B Reserve Requirements (CEILING)	\$ 18,931,079		\$ 19,140,371		
Above/(Below) Minimum (FLOOR)	\$ 2,140,467		\$ 262,802		
Above/(Below) Maximum (CEILING)	\$ (7,325,073)		\$ (9,307,384)		

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

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Amended Budget	YTD Actual 11/30/2018	Projected Year-End 2018	Variance 2018 Budget
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Taxes	\$ 35,331,413	\$ 35,409,860	\$ 35,518,639	\$ 35,130,173	\$ 35,118,639	\$ (400,000)
Delinquent Taxes	50,124	43,327	96,167	40,938	96,167	-
Prior Year Cancellations	(76,556)	(141,745)	(27,635)	-	(27,635)	-
Urban Renewal	(606,610)	(700,288)	-	-	-	-
Penalties & Interest	29,766	20,189	26,668	20,294	26,668	-
Total Taxes	\$ 34,728,137	\$ 34,631,343	\$ 35,613,839	\$ 35,191,405	\$ 35,213,839	\$ (400,000)
Federal & State Grants	\$ 130,000	\$ 131,272	\$ 133,000	\$ 130,042	\$ 130,042	\$ (2,958)
Library Fines	639,500	567,005	395,800	336,233	365,800	(30,000)
Charges for Services	153,470	125,903	135,050	115,810	125,810	(9,240)
Investment Income	149,200	345,733	241,400	554,310	574,310	332,910
Library Foundation	200,000	103,653	30,000	178,602	180,000	150,000
E Rate Revenue	197,020	237,343	58,000	107,068	107,068	49,068
Other Revenue	-	19,080	-	25,361	25,361	25,361
Total Revenues	\$ 36,197,327	\$ 36,161,332	\$ 36,607,089	\$ 36,638,831	\$ 36,722,230	\$ 115,141
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 11,398,213	\$ 10,691,940	\$ 12,268,624	\$ 10,131,138	\$ 12,125,781	\$ (142,843)
Awards & Bonuses	100,000	-	120,000	-	120,000	-
Termination Pay	-	42,066	-	142,843	142,843	142,843
Temporary Salaries	1,946,245	1,695,666	2,063,934	1,643,647	2,063,934	-
Overtime	13,900	1,246	14,130	1,431	14,130	-
Vacancy Savings	(865,966)	-	(900,550)	-	(1,150,550)	(250,000)
Benefits	3,793,380	3,640,853	4,213,500	3,536,211	4,213,500	-
Total Salaries & Benefits	\$ 16,385,772	\$ 16,071,771	\$ 17,779,638	\$ 15,455,269	\$ 17,529,638	\$ (250,000)
Library Books & Materials	\$ 6,900,603	\$ 6,307,632	\$ 6,907,000	\$ 6,214,101	\$ 6,907,000	\$ -
Library Computer Materials	1,317,744	1,860,275	1,234,706	863,425	1,234,706	-
Library Periodicals	131,380	128,335	131,880	133,395	134,000	2,120
Sub-Total Library Collections	8,349,727	8,296,242	8,273,586	7,210,921	8,275,706	2,120
Supplies	\$ 1,287,301	\$ 1,105,821	\$ 1,470,059	\$ 1,025,957	\$ 1,370,059	\$ (100,000)
Other Services & Charges	3,784,203	3,197,461	4,840,532	3,019,478	4,240,532	(600,000)
Vehicles	12,000	-	140,000	-	140,000	-
Direct Internal Charges	178,688	175,573	140,762	162,103	140,762	-
Indirect Cost Allocation	758,653	758,653	929,085	774,238	929,085	-
Intra County Transactions	662,210	665,267	678,667	653,354	678,667	-
Total Supplies and Other	\$ 15,032,782	\$ 14,199,017	\$ 16,472,691	\$ 12,846,050	\$ 15,774,811	\$ (697,880)
Total Uses of Funds	\$ 31,418,554	\$ 30,270,788	\$ 34,252,329	\$ 28,301,319	\$ 33,304,449	\$ (947,880)

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

Sources and Uses of Funds	2017 Budget	2017 Actual	2018 Budget	YTD Actual 11/30/2018	Projected Year End 2018	Variance 2018 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 516,095	\$ 516,095	\$ 528,501	\$ 528,501	\$ 528,501	\$ -
Interest - Arvada (2005-2024)	107,157	107,157	94,823	94,823	94,823	-
Principal - Refunding Series 2013	632,740	632,740	608,264	608,264	608,264	-
Interest - Refunding Series 2013	116,772	116,772	91,544	91,544	91,544	-
Principal - COP - Capital Projects	142,143	142,143	142,143	142,143	142,143	-
Interest - COP - Capital Projects	33,496	4,331	21,392	21,392	21,392	-
Total Debt Service	\$ 1,548,403	\$ 1,519,238	\$ 1,486,667	\$ 1,486,667	\$ 1,486,667	\$ -

Arvada

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

Build America Bonds

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

Certificates of Participation (COP)

Total Issue \$995,000
Term 2014-2020
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot

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

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Budget	2018 Amended Budget	YTD Actual 11/30/2018	Projected Year End 2018	Variance 2018 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 1,664,831	\$ 1,668,527	\$ 1,673,653	\$ 1,673,653	\$ 1,655,348	\$ 1,673,653	\$ -
Transfer from FB - Edgewater Library Project	-	-	2,600,000	2,600,000	2,600,000	2,600,000	-
Transfer from FB - Capital Expenses	-	3,699,039	285,293	1,346,044	1,346,044	1,346,044	-
Total Sources of Funds	\$ 1,664,831	\$ 5,367,566	\$ 4,558,946	\$ 5,619,697	\$ 5,601,392	\$ 5,619,697	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM)							
ARM-01 Capital Maintenance	\$ 250,000	\$ 124,470	\$ 250,000	\$ 370,000	\$ 249,873	\$ 370,000	\$ -
ARM-02 Furniture & Equipment	56,000	42,644	36,000	36,000	17,724	36,000	-
ARM-03 Computer Replacement Plan	151,000	154,776	250,000	250,000	161,438	250,000	-
ARM-04 Book Sorter Replacement	400,000	159,837	350,000	350,000	84,507	84,507	265,493
ARM-05 IT Infrastructure Replacement	596,665	551,075	321,650	351,650	152,719	351,650	-
2016 Projects							
16-01 Lakewood Parking Lot	\$ -	\$ 7,355	\$ -	\$ -	\$ -	\$ -	\$ -
16-03 Evergreen AHU Rebuild	42,979	31,848	-	-	-	-	-
16-04 Wheat Ridge HVAC Replacement	41,600	41,599	-	-	-	-	-
16-09 Implement Wireless Upgrade	-	539	-	-	-	-	-
16-10 Intranet/Records Management	79,000	27,178	120,000	171,282	57,920	70,000	101,282
16-12 IT Software Projects	11,809	11,809	-	-	-	-	-
16-13 ILL Database Server	5,560	5,560	-	-	5,560	5,560	(5,560)
16-14 High Availability Internet Redundancy	-	-	36,000	36,000	-	-	36,000
2017 Projects							
17-01 Evergreen HVAC Rebuild	\$ 135,000	\$ -	\$ -	\$ 57,536	\$ 57,536	\$ 57,536	\$ -
17-02 Entry Door Replacement	36,800	-	18,600	18,600	29,605	29,605	(11,005)
17-03 Virtual Servers upgrades	91,000	20,899	-	-	-	-	-
17-05 Implement RFID/Self Check	315,740	264,736	-	-	-	-	-
17-08 Large Format Printer	10,000	4,477	-	-	-	-	-
17-09 JCPL Mobile Experience	15,700	-	-	-	-	-	-
17-10 Mobility Solution	25,000	1,300	-	-	-	-	-
17-11 Long-Range Facility Master Plan	78,600	47,640	-	30,960	30,960	30,960	-
17-13 Standley Lake Outdoor Learning Env.	-	7,592	-	45,200	1,260	20,000	25,200
2018 Projects							
18-02 Lakewood Fence Replacement	\$ -	\$ -	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ 55,000
18-03 Lakewood Public Restroom Expansion	-	-	120,000	-	-	-	-
18-04 Lakewood Admin Restroom Remodel	-	-	48,000	48,000	-	-	48,000
18-05 Evergreen Parking Lot	-	-	125,000	125,000	-	-	125,000
18-06 Sorter Replacement - 2 sites	-	-	500,000	500,000	-	-	500,000
18-07 LSC Garage & Loading Dock Planning	-	-	10,000	10,000	-	-	10,000
18-08 Bookmobile Replacement Sinking Fund	-	-	200,000	200,000	-	200,000	-
Multi-Year Construction Projects							
16-16 Columbine Library Remodel	\$ 4,536,773	\$ 3,772,952	\$ -	\$ 798,342	\$ 93,173	\$ 146,581	\$ 636,286
17-07 Edgewater Library	160,000	89,281	2,600,000	2,684,220	1,739,162	2,684,220	-
18-01 Belmar Library Remodel	-	-	350,000	350,000	22,146	350,000	-
Total Capital Projects	\$ 7,039,226	\$ 5,367,566	\$ 5,390,250	\$ 6,487,790	\$ 2,703,582	\$ 4,686,619	\$ 1,801,171

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

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

Project	2018 Amended Budget	YTD Actual 11/30/2018	YTD Encumbrances 11/30/2018	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 370,000	\$ 249,873	\$ 39,638	\$ 289,511	\$ 80,489
ARM-02 Furniture & Equipment	36,000	17,724	-	17,724	18,276
ARM-03 Computer Replacement Plan	250,000	161,438	624	162,062	87,938
ARM-04 Book Sorter Replacement	350,000	84,507	4,448	88,954	261,046
ARM-05 IT Infrastructure Replacement	351,650	152,719	73,828	226,547	125,103
16-10 Intranet/Document Management	171,282	57,920	-	57,920	113,362
16-13 III Database Server	-	5,560	-	5,560	(5,560)
16-14 High Availability Internet Redundancy	36,000	-	-	-	36,000
17-01 Evergreen HVAC Rebuild	57,536	57,536	-	57,536	-
17-02 Entry Door Replacement	18,600	29,605	-	29,605	(11,005)
17-11 Long-Range Facilities Master Plan	30,960	30,960	-	30,960	-
17-13 Standley Lake Outdoor Learning Envir.	45,200	1,260	-	1,260	43,941
18-02 Lakewood Fence Replacement	55,000	-	-	-	55,000
18-03 Lakewood Public Restroom Expansion	-	-	-	-	-
18-04 Lakewood Admin Restroom Remodel	48,000	-	-	-	48,000
18-05 Evergreen Parking Lot	125,000	-	-	-	125,000
18-06 Sorter Replacement - 2 sites	500,000	-	-	-	500,000
18-07 LSC Garage & Loading Dock Planning	10,000	-	-	-	10,000
18-08 Bookmobile Replacement Sinking Fund	200,000	-	-	-	200,000
Multi-Year Projects Construction Projects					
16-16 Columbine Remodel	798,342	93,173	35,598	128,770	669,572
17-07 Edgewater Library	2,684,220	1,739,162	295,771	2,034,932	649,288
18-01 Belmar Library Remodel	350,000	22,146	89,254	111,400	238,600
Total Capital Projects	\$ 6,487,790	\$ 2,703,582	\$ 539,160	\$ 3,242,742	\$ 3,245,048

Operational Updates

Facilities & Construction Projects

memorandum

To: Donna Walker, Executive Director JCPL
From: Steve Chestnut, Director of Facilities and Construction
Re: Reauthorization of Janitorial Contract
Date: November 30, 2018

Background

JCPL entered into a contract with Kleen-Tech Services in 2015 to perform janitorial services for us. The contract allows us to extend the term of the contract for up to (4) four additional years. The Library has found the services under the contract to be satisfactory and it is our desire to renew that agreement and continue those services for another year. The new contract cost will include a 6.35% escalation over 2018 which is primarily due to the State required increase in minimum wage for 2019.

Budget

\$515,00.00

Action Request

I would like to ask the Board of Trustees to authorize you to renew our contract with Kleen-Tech Services Corporation that terminates on December 30th 2018 for a period of one year for the sum of \$410,124.00.

Consent Agenda

PROPOSED 11-15-18

2019 GOVERNANCE PROCESS CALENDAR

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

Month	Governance Process	Monitoring & Ends	Board Action
January	Begin Trustees planning cycle (4.3.2) Chair presents tentative agenda plan (4.3.2.B) Chair appoints committee to review Board Bylaws (4.4.2D) Chair appoints nominating committee for Board officers (4.4.2D)	<ul style="list-style-type: none"> Trustees review Global Ends Statements 1.0 - 1.4 Review of Final 2018 Strategic Priorities Review of 2019 Strategic Priorities 	Trustees approve the “Sunshine Resolution” Trustees approve budget transfer requests from the previous calendar year Chair appoints Trustee representative to Foundation Board
February		2.0 General Management Constraints 2.1 Treatment of Patrons 2.2 Treatment of Staff 2.3 Financial Condition and Activities 2.4 Asset Protection	Trustees review, amend as needed and approve Board Bylaws. Nominating Committee Reports to Board
March			Trustees elect Board officers
April			
May	Trustees enlist external audit, as needed Trustees set Governance Budget for next year (4.8.2)		
June	Executive Director presents the annual budget to the Trustees (4.2.5.A). May be rescheduled based on the budget development schedule provided by the County.		
July	Trustees authorize the Executive Director to submit the annual budget request to the BCC (4.2.5.C). May be rescheduled based on the budget development schedule provided by the County.	Mid-Year Statistics & Strategic Priority Review	
August		2.5 Financial Planning, Budgeting 2.6 Compensation and Benefits 2.7 Emergency Executive Director Succession 2.8 Board Awareness and Support 2.9 Materials Selection	
September	Trustees review Executive Director’s performance and compensation (4.3.6)		
October			
November	Trustees review 2020 governance process calendar		
December	Trustees adopt 2020 governance process calendar (4.3.2 and 4.3.2.B) Trustees adopt the annual budget (4.2.5.A) End Trustees planning cycle (4.3.1)		

Ongoing Board Decisions

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

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

ADMINISTRATION

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

jeffcolibrary.org



Jefferson County

PUBLIC LIBRARY