



Jefferson County
PUBLIC LIBRARY

BOARD STUDY SESSION

DATE: November 14, 2019

TIME: 5:30 P.M.

PLACE: Administration Conference Room
10200 W. 20th Avenue
Lakewood, CO 80215

Topics:

- Financial Review of September 2019 Financials
- CLiC Courier Contract Information
- Document Management System Contract Information
- South County Expansion Project Input Session

NEXT BOARD STUDY SESSION



Jefferson County
PUBLIC LIBRARY

memorandum

to: Donna Walker, Executive Director
from: Barbara Long, Assistant Director for Finance & Budget
re: Finance Monthly Report - Budget to Actual Tables
date: November 1, 2019

A. **Budget to Actual Tables**

The Budget to Actual Tables for September are attached. The tables show all revenue received in September, including funding of \$130,873 from the Library Foundation. The Library Foundation also directly purchased \$1,000 in Summer Reading prizes, resulting in total support from the Foundation of \$131,873 YTD. In-kind support provided to the Foundation by the Library through the end of September is valued at \$56,014 (Ratio of 2.35:1).

Table 3, Operating Expenditures, includes updated projections for both revenue and expense through the end of 2019. Property tax revenue is likely to come in under budget and the tables show an expected shortfall of \$600,000. Projected revenue from library fines is also under budget due to the implementation of auto-renewal for library patrons while revenue from investment earnings, the Library Foundation and E-rate has already exceeded the budgeted amount. In total, current projections include a revenue shortfall of \$242,000. This projected shortfall in revenue is offset by projected savings in the operating budget in the areas of salaries and benefits, supplies and unspent contingency funds. Total projected operating expense savings are almost \$440,000.

Table 5 shows year-end projections for capital projects. With the exception of the Standley Lake roof project, which is not moving forward, projected balances for capital projects reflect timing rather than savings. All other capital projects are in progress: underway, under contract with funds encumbered or in the procurement process.

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2019 ACTUAL TO BUDGET

Sources and Uses of Funds	2018 Amended Budget	2018 Actual	2019 Amended Budget	YTD Actual 9/30/2019	\$ Variance 2019 Budget	Budget to Actual %
<i>Sources of Funds</i>	4.000		4.500			
Revenues						
Taxes						
Property Tax - Operating	\$ 35,613,839	\$ 35,191,405	\$ 40,428,530	\$ 39,592,978	\$ (835,552)	-2%
Property Tax - Capital	1,673,653	1,655,348	1,949,693	1,861,693	(88,000)	-5%
Total Taxes	\$ 37,287,492	\$ 36,846,753	\$ 42,378,223	\$ 41,454,671	\$ (923,552)	-2%
Federal & State Grants	\$ 133,000	\$ 130,042	\$ 130,000	\$ 128,084	\$ (1,916)	-1%
Fines & Fees	530,850	495,864	492,731	353,808	(138,923)	-28%
Other Revenue	329,400	924,514	495,000	906,027	411,027	83%
Total Other Revenues	\$ 993,250	\$ 1,550,420	\$ 1,117,731	\$ 1,387,919	\$ 270,188	24%
Sub Total Revenues	\$ 38,280,742	\$ 38,397,173	\$ 43,495,954	\$ 42,842,590	\$ (653,364)	-2%
Fund Balance Activity						
Transfer from FB - Capital Projects	3,946,044		3,248,054	-		NA
Transfer to Fund Balance	-	1,365,309	-	16,482,228		NA
Total Sources of Funds	\$ 42,226,786	\$ 37,031,864	\$ 46,744,008	\$ 26,360,362		
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 13,566,138	\$ 13,365,746	\$ 14,766,591	\$ 10,610,807	\$ (4,155,784)	-28%
Benefits	4,213,500	3,988,172	4,818,086	3,194,532	(1,623,554)	-34%
Total Salaries & Benefits	\$ 17,779,638	\$ 17,353,918	\$ 19,584,677	\$ 13,805,339	\$ (5,779,338)	-30%
Library Books & Materials	\$ 8,273,586	\$ 8,170,418	\$ 8,139,065	\$ 5,621,422	\$ (2,517,643)	-31%
Supplies	1,470,059	1,283,607	1,587,418	868,861	(718,557)	-45%
Vehicles	140,000	104,805	-	-	-	NA
Other Services & Charges	4,840,532	3,407,329	4,400,112	2,829,493	(1,570,619)	-36%
Internal Transactions /Cost Allocation	1,748,514	1,776,357	1,886,026	1,638,933	(247,093)	-13%
Total Operating Expenditures	\$ 34,252,329	\$ 32,096,434	\$ 35,597,298	\$ 24,764,047	\$ (10,833,251)	-30%
Financing & Debt Service	\$ 1,486,667	\$ 1,486,667	\$ 1,448,432	\$ 79,179	\$ (1,369,253)	-95%
Capital Projects	\$ 6,487,790	\$ 3,448,762	\$ 9,727,586	\$ 1,517,137	\$ (8,210,449)	-84%
Total Uses of Funds	\$ 42,226,786	\$ 37,031,864	\$ 46,773,316	\$ 26,360,362	\$ (20,412,954)	-44%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2019 ACTUAL TO BUDGET

	2018 Amended Budget	2018 Actual	2019 Amended Budget	YTD Actual 9/30/2019	Year End Projected Fund Balance
Beginning Fund Balance	\$ 17,491,968	\$ 18,164,234	\$ 18,164,234	\$ 19,529,543	\$ 19,529,543
Revenues	\$ 36,607,089	\$ 36,741,825	\$ 41,546,261	\$ 40,980,897	\$ 41,304,372
Capital Funding	1,673,653	1,655,348	1,949,693	1,861,693	1,949,693
Total Revenues	\$ 38,280,742	\$ 38,397,173	\$ 43,495,954	\$ 42,842,590	\$ 43,254,065
Expenditures					
Operating Expenditures	\$ 34,252,329	\$ 32,096,434	\$ 35,597,298	\$ 24,764,047	\$ 35,158,161
Debt Service	1,486,667	1,486,667	1,448,432	79,179	1,448,432
Capital Projects	6,487,790	3,448,762	9,727,586	1,517,137	4,367,841
Total Expenditures	\$ 42,226,786	\$ 37,031,864	\$ 46,773,316	\$ 26,360,362	\$ 40,974,434
Increase/(Decrease) in Fund Balance	\$ (3,946,044)	\$ 1,365,309	\$ (3,277,362)	\$ 16,482,228	\$ 2,279,632
Ending Fund Balance	\$ 13,545,924	\$ 19,529,543	\$ 14,886,872	\$ 36,011,770	\$ 21,809,174

Fund Balance Policy Calculation					
	2018 Budget		2019 Amended Budget		
16% - Current Year Budgeted Revenues	\$ 6,124,919		\$ 6,959,353		
9% - Current Year Budgeted Revenues - Uncertainty	3,445,267		3,914,636		
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 9,570,186		\$ 10,873,989		
50% of Current Year Budgeted Revenues	\$ 19,140,371		\$ 21,747,977		
Total Maximum F/B Reserve Requirements (CEILING)	\$ 19,140,371		\$ 21,747,977		
Above/(Below) Minimum (FLOOR)	\$ 3,975,739		\$ 4,012,884		
Above/(Below) Maximum (CEILING)	\$ (5,594,447)		\$ (6,861,105)		

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2019 ACTUAL TO BUDGET

Sources and Uses of Funds	2018 Amended Budget	2018 Actual	2019 Amended Budget	YTD Actual 9/30/2019	Projected Year-End 2019	Variance 2019 Budget
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Taxes	\$ 35,518,639	\$ 35,130,173	\$ 41,376,815	\$ 39,509,262	\$ 40,759,584	\$ (634,462)
Delinquent Taxes	96,167	40,938	105,503	48,155	105,503	-
Prior Year Cancellations	(27,635)	-	(80,608)	-	(80,608)	-
Urban Renewal	-	-	(996,510)	-	(996,510)	-
Penalties & Interest	26,668	20,294	23,330	35,561	40,561	17,231
Total Taxes	\$ 35,613,839	\$ 35,191,405	\$ 40,428,530	\$ 39,592,978	\$ 39,828,530	\$ (600,000)
Federal & State Grants	\$ 133,000	\$ 130,042	\$ 130,000	\$ 128,084	\$ 128,084	\$ (1,916)
Library Fines	395,800	367,082	365,000	258,001	280,000	(85,000)
Charges for Services	135,050	128,782	127,731	95,807	127,731	-
Investment Income	241,400	592,860	322,000	665,332	685,332	363,332
Library Foundation	30,000	188,415	85,000	130,873	144,373	59,373
E Rate Revenue	58,000	107,068	88,000	93,865	93,865	5,865
Other Revenue	-	36,170	-	15,958	16,458	16,458
Total Revenues	\$ 36,607,089	\$ 36,741,825	\$ 41,546,261	\$ 40,980,897	\$ 41,304,372	\$ (241,889)
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 12,268,624	\$ 11,373,583	\$ 13,872,155	\$ 9,181,193	\$ 13,772,155	\$ (100,000)
Awards & Bonuses	120,000	-	125,000	-	125,000	-
Termination Pay	-	158,188	-	51,102	-	-
Temporary Salaries	2,063,934	1,832,115	2,080,360	1,376,158	2,080,360	-
Overtime	14,130	1,860	7,130	2,353	7,130	-
Vacancy Savings	(900,550)	-	(1,318,054)	-	(1,318,054)	-
Benefits	4,213,500	3,988,172	4,818,086	3,194,532	4,793,086	(25,000)
Total Salaries & Benefits	\$ 17,779,638	\$ 17,353,918	\$ 19,584,677	\$ 13,805,339	\$ 19,459,677	\$ (125,000)
Library Books & Materials	\$ 6,907,000	\$ 6,859,918	\$ 6,768,000	\$ 4,453,058	\$ 6,768,000	\$ -
Library Computer Materials	1,234,706	1,176,240	1,173,185	1,048,296	1,173,185	-
Library Periodicals	131,880	134,260	197,880	120,068	197,880	-
Sub-Total Library Collections	8,273,586	8,170,418	8,139,065	5,621,422	8,139,065	-
Supplies	\$ 1,470,059	\$ 1,283,607	\$ 1,587,418	\$ 868,861	\$ 1,387,418	\$ (200,000)
Other Services & Charges	4,840,532	3,407,329	4,400,112	2,829,493	4,200,112	(200,000)
Vehicles	140,000	104,805	-	-	-	-
Direct Internal Charges	140,762	173,788	196,182	105,980	162,000	(34,182)
Indirect Cost Allocation	929,085	929,085	1,067,744	800,808	1,067,744	-
Intra County Transactions	678,667	673,484	622,100	732,145	742,145	120,045
Total Supplies and Other	\$ 16,472,691	\$ 14,742,517	\$ 16,012,621	\$ 10,958,708	\$ 15,698,484	\$ (314,137)
Total Uses of Funds	\$ 34,252,329	\$ 32,096,434	\$ 35,597,298	\$ 24,764,047	\$ 35,158,161	\$ (439,137)

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2019 ACTUAL TO BUDGET

Sources and Uses of Funds	2018 Budget	2018 Actual	2019 Budget	YTD Actual 9/30/2019	Projected Year End 2019	Variance 2019 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 528,501	\$ 528,501	\$ 539,667	\$ -	\$ 539,667	\$ -
Interest - Arvada (2005-2024)	94,823	94,823	82,192	41,096	82,192	-
Principal - Refunding Series 2013	608,264	608,264	608,264		608,264	-
Interest - Refunding Series 2013	91,544	91,544	61,695	30,847	61,695	-
Principal - COP - Capital Projects	142,143	142,143	142,143		142,143	-
Interest - COP - Capital Projects	21,392	21,392	14,472	7,236	14,472	-
Total Debt Service	\$ 1,486,667	\$ 1,486,667	\$ 1,448,432	\$ 79,179	\$ 1,448,432	\$ -

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 ACTUAL TO BUDGET

Sources and Uses of Funds	2018 Amended Budget	2018 Actual	2019 Budget	2019 Amended Budget	YTD Actual 9/30/2019	Projected Year End 2019	Variance 2019 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 1,673,653	\$ 1,655,348	\$ 1,949,693	\$ 1,949,693	\$ 1,861,693	\$ 1,949,693	\$ -
Transfer from FB - Edgewater Library Project	2,600,000	2,600,000	-	-	-	-	-
Transfer from FB - Capital Expenses	1,346,044	1,346,044	1,929,890	3,248,054	-	3,248,054	-
Total Sources of Funds	\$ 5,619,697	\$ 5,601,392	\$ 3,879,583	\$ 5,197,747	\$ 1,861,693	\$ 5,197,747	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 370,000	\$ 348,088	\$ 200,000	\$ 229,559	\$ 194,053	\$ 229,559	\$ -
ARM-02 Furniture & Equipment	36,000	17,724	36,000	36,000	14,771	25,000	11,000
ARM-03 Computer Replacement Plan	250,000	163,168	250,000	250,000	96,373	250,000	-
ARM-04 Book Sorter Replacement	350,000	88,954	250,000	250,000	-	250,000	-
ARM-05 IT Infrastructure Replacement	351,650	210,774	200,000	200,000	108,469	200,000	-
Alternative Services	-	-	-	250,000	117,163	250,000	-
2016 Projects							
16-10 Intranet/Document Management	\$ 171,282	\$ 57,920	\$ -	\$ -	\$ -	\$ -	\$ -
16-13 III Database Server	-	5,560	-	-	-	-	-
16-14 High Availability Internet Redundancy	36,000	-	36,000	72,000	-	72,000	-
2017 Projects							
17-01 Evergreen HVAC Rebuild	\$ 57,536	\$ 57,536	\$ -	\$ -	\$ -	\$ -	\$ -
17-02 Entry Door Replacement	18,600	29,605	-	-	-	-	-
17-11 Long-Range Facilities Master Plan	30,960	30,960	-	-	-	-	-
17-13 Standley Lake Outdoor Learning Env.	45,200	20,735	-	67,014	72,566	72,566	(5,552)
2018 Projects							
18-02 Lakewood Fence Replacement	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18-04 Lakewood Admin Restroom Remodel	48,000	-	-	-	-	-	-
18-05 Evergreen Parking Lot	125,000	-	-	172,000	175,009	175,009	(3,009)
18-06 Sorter Replacement	500,000	-	-	-	-	-	-
18-07 LSC Garage & Loading Dock Planning	10,000	-	150,000	169,531	-	169,531	-
18-08 Bookmobile Replacement Sinking Fund	200,000	-	200,000	400,000	-	200,000	200,000
2019 Projects							
19-01 Standley Lake Clerestory Roof	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ 35,000
19-02 Document Management System	-	-	60,000	160,000	-	160,000	-
Multi-Year Construction Projects							
16-16 Columbine Library Remodel	\$ 798,342	\$ 126,270	\$ -	\$ -	\$ -	\$ -	\$ -
17-07 Edgewater Library	2,684,220	2,195,273	-	139,175	139,175	139,175	-
18-01 Belmar Library Remodel	350,000	96,194	6,423,500	6,947,307	599,558	2,050,000	4,897,307
19-03 South County Library	-	-	350,000	350,000	-	125,000	225,000
Total Capital Projects	\$ 6,487,790	\$ 3,448,762	\$ 8,190,500	\$ 9,727,586	\$ 1,517,137	\$ 4,367,841	\$ 5,359,746

Bookmobile Sinking Fund Reserve							
Beginning Balance	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	
Source	-	200,000	200,000	200,000	-	-	
Use	-	-	-	-	-	-	
Balance	\$ -	\$ 200,000	\$ 400,000	\$ 400,000	\$ -	\$ -	

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2019 BUDGET TO ACTUAL

Project	2019 Amended Budget	YTD Actual 9/30/19	YTD Encumbrances 9/30/19	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 229,559	194,053	\$ 90,234	\$ 284,287	\$ (54,728)
ARM-02 Furniture & Equipment	36,000	14,771	1,404	16,175	19,825
ARM-03 Computer Replacement Plan	250,000	96,373	-	96,373	153,627
ARM-04 Book Sorter Replacement	250,000	-	259,640	259,640	(9,640)
ARM-05 IT Infrastructure Replacement	200,000	108,469	79,780	188,248	11,752
Library Alternative Services	250,000	117,163	128,185	245,348	4,652
16-14 High Availability Internet Redundancy	72,000	-	-	-	72,000
17-13 Standley Lake Outdoor Learning Envir.	67,014	72,566	-	72,566	(5,552)
18-05 Evergreen Parking Lot	172,000	175,009	12,717	187,726	(15,726)
18-07 LSC Garage & Loading Dock	169,531	-	-	-	169,531
18-08 Bookmobile Replacement Sinking Fund	400,000	-	-	-	400,000
19-01 Standley Lake Clerestory Roof	35,000	-	-	-	35,000
19-02 Document Management System	160,000	-	-	-	160,000
Multi-Year Projects Construction Projects					
17-07 Edgewater Library	139,175	139,175	-	139,175	-
18-01 Belmar Library Remodel	6,947,307	599,558	5,450,106	6,049,664	897,644
19-03 South County Library	350,000	-	-	-	350,000
Total Capital Projects	\$ 9,727,586	\$ 1,517,137	\$ 6,022,066	\$ 7,539,202	\$ 2,188,384

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Debbi Mikash, Collections Manager

DATE: October 24, 2019

RE: Colorado Courier

History of Contract: Colorado Library Consortium (CLiC) – Colorado Courier

Jefferson County Public Library participates in the Colorado Statewide Courier to facilitate the movement of library materials between 300+ libraries that support programs such as Interlibrary Loan, Prospector, Mobius and the Colorado Libraries Collaborate program.

- Contract administered and managed by the Colorado Library Consortium (CLiC)
 - JCPL benefits from being part of this courier consortium as the volume and reach of the Colorado Courier could not be replicated or managed on our own.
- JCPL signs a yearly agreement to participate that renews on October 1st
 - JCPL has participated for 30+ years
 - The cost of \$0.29 per item is far less than purchasing items and is an excellent return on investment.
- In the last agreement year of 2018-2019 JCPL moved over 196,967 items using the Colorado Courier
- The Colorado Courier also connects to state courier systems in Kansas and Missouri at no added cost
- This is the second year that we are coming to the Board of Trustees to approve this contract because again the contract exceeds \$50,000. The cost for the renewal for 2019-2020 is \$57,854.76.

Total Cost: \$57,855

2018-2019 price was \$50,428. This year's price is an increase of 11.5% over last's price.

CLiC calculates the cost in two parts:

1. Number of service days per week – JCPL has daily deliveries Monday through Friday
2. Volume of materials moved.

Budget:

Collections - 70080.435810 – paid across two budget years:

- 2019 Budget (October – December) \$14,464
- 2020 Budget (January – September) \$43,391

Action Requested:

We are asking the Library Board of Trustees to authorize the Executive Director to approve the agreement with the Colorado Library Consortium for statewide courier services for October 2019 through September 2020 within the approved 2019 and 2020 budgeted amounts.

jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of IT

DATE: November 5, 2019

RE: Document Management System

JCPL issued a Request for Proposal (RFP) for a document management system (DMS) on July 19, 2019 to create a permission-based central repository for the library's documents that will allow for collaboration, version control, retention management and easy searching. JCPL currently has 5 terabytes of electronic files and over 25 boxes of paper files both of which are subject to current Colorado and Federal archival and retention regulations. There is no master index or catalogue for electronic or physical files, which creates an inefficient system and workflows.

Reasons for this project include:

- To create a centrally managed repository, ensuring that organizational documents are stored securely and in compliance with current security standards.
- To allow for role-based permissions for document access and modifications.
- To increase staff efficiency through easy searching and retrieval capabilities and customizable dashboards.
- To create a methodology for records management including lifecycle management, archival and retention guidelines.
- To ensure JCPL provides reliable systems with high availability.

We created a multi-disciplinary selection team and completed a needs assessment to determine our requirements for the DMS system. These requirements were included in the RFP. The RFP was posted and 11 vendors submitted proposals. After assessing all 11 proposals, we selected the top five vendors to provide us with product demonstrations. The product demos were completed in early September. We selected IQ Business Group, Inc. for this project.

Due to high long-term proposal costs, which were included in information presented to the board in September, we decided to modify the scope of the project to focus on high need work areas and to reduce risk without changing the requirements. Some of the scope changes are:

- Leveraging Microsoft SharePoint to reduce number of licenses needed
- Fewer user and administration software license purchased
- Excluding electronic files over 5 years old from the new system to reduce online storage space requirements

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

jeffcolibrary.org



Budget:

The implementation cost for the DMS project is part of the Library's 2019 capital budget. The budgeted amount for this project is \$160,000. The cost of the system will include the ongoing cost of annual software licensing as well as funds for implementation. This is a cloud-based product, so no additional hardware or server space is needed.

Action Requested:

The selection team is recommending IQ Business Group, Inc. to provide a document management system for the library. We are asking the Library Board of Trustees to authorize the Executive Director to sign a contract with the recommended vendor for up to \$80,000.

TO: Library Board of Trustees
FROM: Donna Walker
DATE: 11/5/19
RE: South County Expansion Project, Board Input

In February of 2018, our Facility Master Plan recommended the construction of a new destination library of at least 30,000 square feet in south Jefferson County. The following actions are completed:

- December of 2018, the Board authorized a planning and design budget for 2019 for \$350,000.
- In May of 2019, the Board was provided the anticipated costs of 3 different options for a south county library. Consensus was to purchase an existing building and renovate it as the first option.
- June of 2019, the Board adopted the 2020 Capital Improvement Plan that recommends a South County Expansion starting in 2021 and approved submission of that plan to the Board of County Commissioners as part of the 2020 budget.
- October 10, 2019, the Board authorized a notice to proceed with HDR to begin the process of searching, starting with these three tasks:
 1. Using input from Staff and the Board, create a Fact Sheet for key messages to educate the public and solicit feedback
 2. Using data provided by the Library and input with Staff, create an online public meeting
 3. Engage the community at large and JCPL to establish guiding principles, priorities, and program.

At the November 14, 2019 Board Study Session, Trustees will engage in facilitated activities to kick off the project and make progress on item #1 above.

What you can expect:

- An opportunity to ask clarifying questions about the Library Service Areas map (included in packet)
- An activity, with an intended outcome of the Board reaching a shared understanding on their important role in the South County Expansion project
 - Facilitated by Sandie Coutts, our director of People and Culture and certified Prosci Change Manager.
- Activities with an intended outcome of gathering trustee input on key messaging from the Board to be used in the creation of the Fact Sheet
 - Facilitated by HDR

Agenda

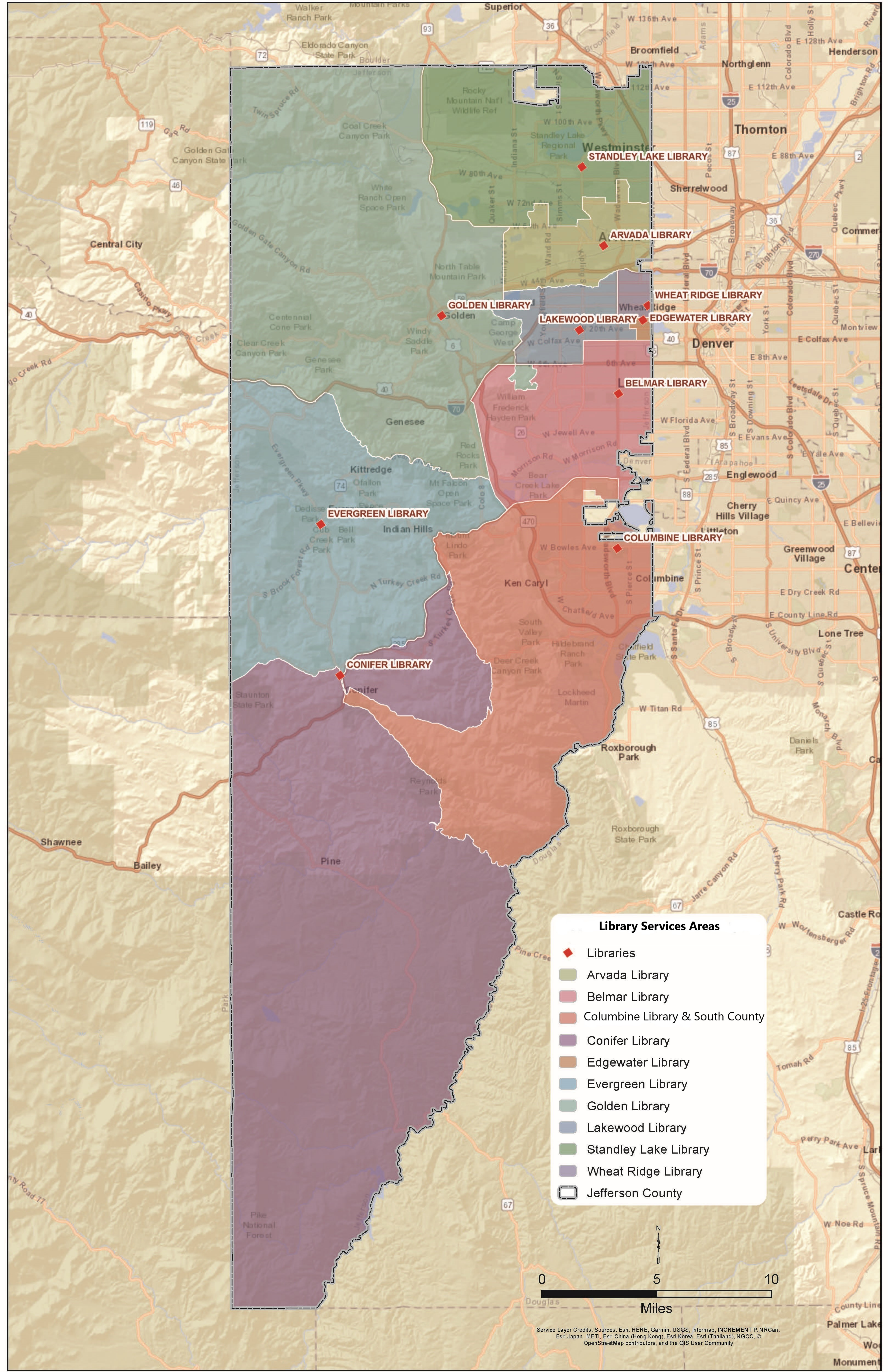
Project: South County Library Expansion

Subject: Community Engagement Kick-Off Meeting

Date: Thursday, November 14, 2019

Location: Lakewood Administration Building

-
- | | |
|--|------------|
| 1. HDR Introductions | 2 minutes |
| 2. Share a library memory | 10 minutes |
| 3. Purpose and expectations of this meeting | 5 minutes |
| 4. Fact Sheet Brainstorm | 30 minutes |
| a. What is a fact sheet? What is the purpose of the fact sheet? | |
| b. Get input on the components of the Fact Sheet and key messaging | |
| 5. Stakeholder Identification | 10 minutes |
| a. Trustee Brainstorm | |
| 6. Next step | 3 minutes |
| a. Follow up meeting | |



Library Services Areas

Libraries

Arvada Library

Belmar Library

Columbine Library & South County

Conifer Library

Edgewater Library

Evergreen Library

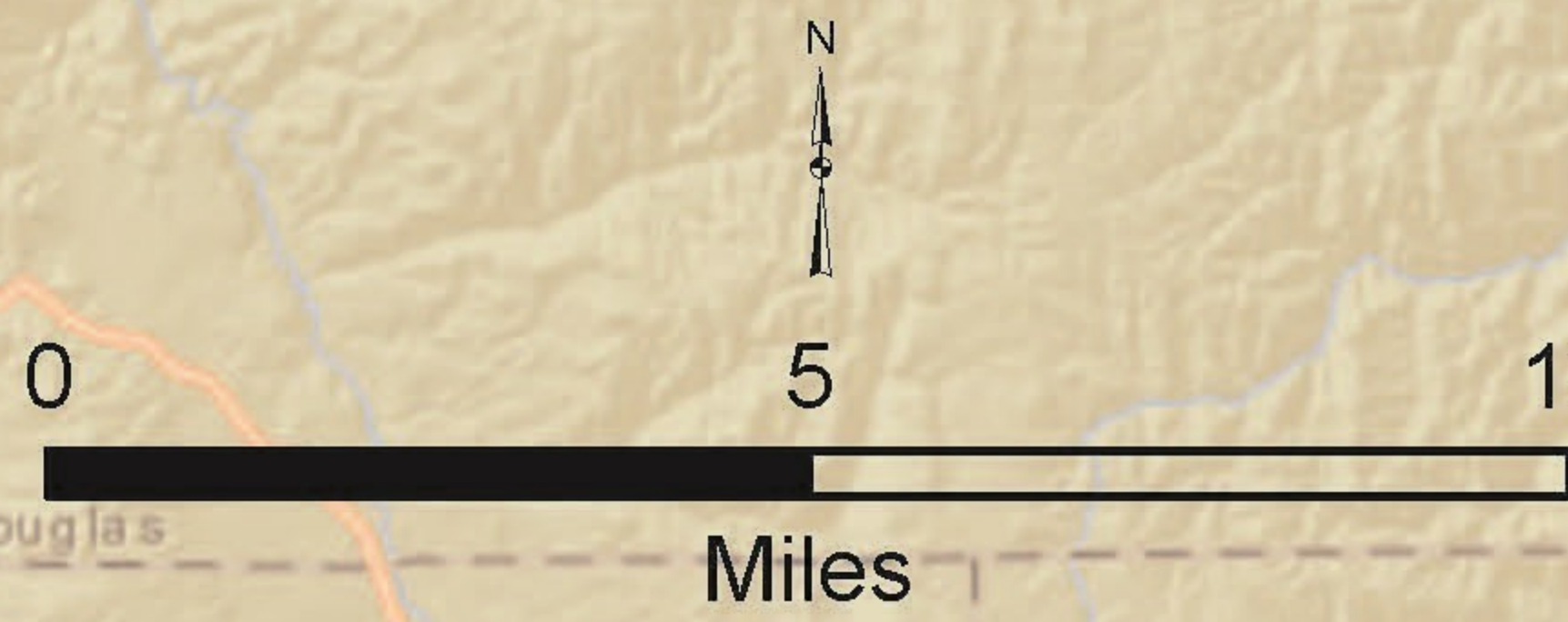
Golden Library

Lakewood Library

Standley Lake Library

Wheat Ridge Library

Jefferson County



Service Layer Credits: Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, © OpenStreetMap contributors, and the GIS User Community