

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

January 16, 2020



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, January 16, 2020 – LAKEWOOD LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2.	Pledge of Allegiance
3. Action	Approve Agenda Call for motion and second
4.	Public Comment
5. CONSENT AGENDA Action	Approval of Consent Agenda Call for motion and second a) December 12, 2019 Board Meeting Minutes
6. Information	<ul style="list-style-type: none"> Foundation Report – Jo Schantz
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> Executive Director Update Finance and Budget <ul style="list-style-type: none"> Financial Report Belmar Project Financial Report <u>Pine Library Gift</u> Call for motion and second Facilities and Construction Projects <ul style="list-style-type: none"> Belmar Project Update – NV5 STAT Courier Contract Authorization Call for motion and second Kleen Tech Janitorial Services Contract Authorization Call for motion and second
8. Action as Needed	Items Removed From Consent Agenda (4.3.4) The Board may address and/or vote on any items that were removed from the Consent Agenda
9. Emerging Issues Action as Needed	
10. Action as Needed	Ends <ul style="list-style-type: none"> Trustees review Global Ends Statements – Charles Naumer Review Draft 2020-2025 Strategic Plan – Donna Walker

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

11. Action as Needed	<p>Board Governance</p> <p><u>Sunshine Resolution</u></p> <ul style="list-style-type: none">• <i>Action Item: Call for Motion and Second:</i> Trustees approve the Sunshine Resolution LB-01-16-20 <p><u>Chair Appointments:</u></p> <ul style="list-style-type: none">• <i>Action Item:</i> Chair appoints committee to review Board Bylaws (4.4.2D)• <i>Action Item:</i> Chair appoints nominating committee for Board officers (4.4.2D)• <i>Action Item:</i> Chair appoints Trustee representative to Foundation Board <p><u>Adopted 2020 Governance Process Calendar</u></p> <p><i>Informational:</i> 2020 Governance Process Calendar as adopted at the December 12, 2019 Library Board meeting.</p>
12. Suggest Agenda Items	<p>BOARD SCHEDULE – NEXT MEETINGS</p> <ul style="list-style-type: none">• February 13, 2020 – Study Session – 5:30 pm – Pam Nissler Conference Room at Library Administration• February 20, 2020 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room• March 12, 2020 – <u>EXTENDED</u> Study Session – 5:30 pm – Pam Nissler Conference Room at Library Administration• March 19, 2020 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room• April 9, 2020 – Study Session – 5:30 pm – Pam Nissler Conference Room at Library Administration• April 16, 2020 – Board Meeting – 5:30 pm – Arvada Library Meeting Room <p><u>CONFERENCES</u></p> <ul style="list-style-type: none">• Public Library Association Conference 2020 (PLA) – February 25-29, Nashville TN• National Library Legislative Day (NLLD) – May 4-5, Washington DC• Colorado Association of Libraries 2020 Conference (CAL) – September 10-12, Loveland CO
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	<p>Announcements/General Information Sharing</p> <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. Adjournment	

CONSENT AGENDA

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

jeffcolibrary.org



TO: Library Board of Trustees

FROM: Charles Naumer, Chair and Donna Walker, Executive Director

DATE: January 9, 2020

RE: Consent Agenda for the January 16, 2020 Board Meeting

- a) December 12, 2019 Board Meeting Minutes
 - o Library Board of Trustees approve the minutes of the December 12, 2019 Board Meeting as presented.

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
December 12, 2019

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 December 12, 2019. Library Board of Trustees Chair, Charles Naumer, called the meeting to order at 5:30 p.m. Other Trustees present: Kim Johnson (Vice-Chair), Pam Anderson (Secretary), John Bodnar, Jeanne Lomba and German Zarate-Bohorquez.

Trustees not present: Jill Fellman. Trustee Lomba left the meeting at 6:30 pm and was not present for votes on the Belmar Library Naming Agreements.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Steve Chestnut, Director of Facilities and Construction Projects; Rex Whisman, Director of Strategy and Engagement; Barbara Long, Assistant Director of Finance and Budget; Sandie Coutts, Director of People and Culture; Lizzie Gall, Assistant Director of Library Experience; Padma Polepeddi, Assistant Director of Library Experience; and Amber Fisher, Executive Assistant, Office of the Executive Director.

APPROVAL OF AGENDA

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

PUBLIC COMMENT

There was no public comment.

APPROVAL OF CONSENT AGENDA

The Chair asked the Trustees if any of the items should be removed from the consent agenda. There were no requests for items to be removed.

MOTION: John Bodnar moved that the Library Board of Trustees approve the items on the consent agenda. Seconded by Pam Anderson the consent agenda was approved by unanimous vote of all Trustees present.

FOUNDATION REPORT

Jo Schantz, Foundation Executive Director, provided an update to the Board. The holiday book sales raised over \$6,300. The Foundation received \$18,000 in donations on Colorado Gives Day, a 32% increase over last year.

EXECUTIVE TEAM OPERATIONAL UPDATES

Executive Director Update

Donna Walker, Executive Director, provided an update to the Board and called the Board's attention to the two building projects noted in her report. The Golden City Council is meeting this evening to discuss the Civic Center process rollout and there may be more information to report after that meeting. For Conifer High School, a schematic design is expected in January and as noted in the report, the library will be minimally impacted by the construction.

Trustee Bodnar asked to be advised when the registration date for National Library Legislative Day is available and indicated that he would like to attend.

Finance and Budget Department

Financial Reports

Barbara Long, Assistant Director of Finance and Budget addressed the Board. At this point, the November financial report is showing the final property tax numbers and they are under budget. Finance will continue to update projections for yearend positions.

In response to questions, the Board was advised that:

- All material receipts from property taxes have been received.
- The difference in projected yearend numbers reflects encumbrances where contracts are in place. The funds may be fully encumbered under contract but they may not all be spent in 2019.
- The Document Management System (DMS) funds are not encumbered at this time.

2020 Budget Adoption

Barbara Long advised the Board that the 2020 Budget review was presented at the November Board meeting. In response to questions, the Board was advised that:

- The Library requested 4.5 mils in 2019, 4.0 in 2018, and is requesting 4.5 in 2020
- The Library uses the County Assessor's certification report projection of 9%.
- The Library can provide a breakdown of the Other Services and Charges category. The largest portion is approximately \$1.0 million for software related to the Library's catalog.

MOTION: Kim Johnson moved that the Library Board of Trustees adopt the 2020 budget and authorize the Executive Director to implement the spending plan contained therein. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Facilities & Construction Projects

Belmar Library Renovation Project Update – NV5

Sara Lara with NV5 addressed the Board and provided an update on the Belmar Library Renovation Project. The building permit was issued and Fransen Pittman subcontractors can move forward with pulling individual permits; the big one is for fire alarms and the sprinkler system. Purchase orders for furniture and shelving are starting to be released. Fransen Pittman will re-sequence their schedule now that the permit has been received. The impact on the timeline is mostly for the exterior work.

South County Input Session

The Executive Director addressed the Board and directed their attention to the overview of the facilitated discussion at the November Board meeting. That discussion included determining the Trustee's role in the South County Project:

- **Budget:** Be responsible for resource allocation and capital oversight. Focus on long-term impact of project and return on investment for "ownership" (residents) by representing the taxpayers.
- **Advocacy, Outreach and Engagement:** Be the conduit linking the ownership (residents) to the operational by being ambassadors, defining and communicating the message, being able to explain the "why" of the project.
- **Strategy:** Assess and represent the needs of the community through your public process and defining a vision for the successful outcome.

The Chair asked the Board for a check on consensus and agreement that Board agrees on their role in the South County Project. By verbal acknowledgement, the Board indicated their consensus.

Julianne Rist, Director of Libraries, addressed the board and presented visuals and information on mapping South County and the outcomes the Library would like to reach with the Board including:

1. Understanding how JCPL is defining the South County Expansion Library Service Area
2. Understanding where the opportunity is in terms of active and inactive users in that Library Service Area

Maps were displayed showing the Library service areas of all of Jefferson County and then a map of the South County service area.

The Columbine Library and a weekly Bookmobile stop currently serve South County. Columbine is undersized for both the population (141,211) and geographic area. The Columbine Library cannot provide adequate library services and resources for the area. Maps were displayed showing the five and ten-minute drive times, population density, active households and inactive households within the South County service area. The one thing that brings people to a library or keeps them from coming is convenience.

The maps also displayed the potential for growth for active library users and people who have a library card but have not used it in the past 12 months. This map displayed that the lack of convenience means there are many residents who are not using the library and illustrates the potential for who might become active cardholders again. The area where people live who will use a new South County location is the proposed service area. It is geographically large however, the population density drops off dramatically south and west of C470 as the area becomes more rural or becomes national forest. The total population of this proposed library service area is 66,402. The proposed service area boundaries may change as the Library gathers community input. Right now, they are defined by a drive time to the Columbine Library, population density and traffic patterns.

In response to questions, the Board was advised that:

- The Library utilizes data from market analyses through Orange Boy, Savannah, Jefferson County Geographic Information System (GIS) and mapping, census data and usage data from the Library's statistics database.
- The Library's next steps include working with Jefferson County Planning and Zoning.
- Fehringer Ranch falls outside of the proposed service area
- The population of Jefferson County is 583,000. South County is 140,000.
- In terms of growth, Orange Boy worked with all the planning departments. The Library's master facility plan looked at future growth projections. It is something the Library will review. The Library also has HDR gathering more input.

Key Messaging from the Board and the Fact Sheet

Julianne Scherer, Managing Principal / Associate Vice President, HDR, addressed the Board and introduced Whitney Grant, Design Coordinator and Katie Angell, strategic communications. The Board engaged in activities to continue gathering input on key messaging from the Board to be used in the creation of the Fact Sheet.

The Board reviewed key messaging from the last session including vision, purpose, service area background, location selection, timeline, public engagement and budget.

In response to questions, the Board was advised that:

- One of the next steps is to gather input from JCPL leadership
- The Master Facility Plan concluded that anything under 20,000 square feet is not a full service library and 30,000 square feet is tight for the South County population.
- Any timeline would reflect a high level, multi-year process

Activity: Defining Library

HDR facilitated an activity with the Board to gather more input from the Trustees.

The Chair expressed appreciation to HDR and the staff for continuing to engage the Board in this important process.

Strategy and Engagement

The Executive Director advised the Board that there were two naming opportunities for the Belmar Library in their packet.

Belmar Naming Agreement – Naishtut

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign the donation and naming agreement between the Jefferson County Public Library, the Jefferson County Library Foundation and Rachelle Naishtut for a \$1,000 donation to the Belmar Library. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

Belmar Naming Agreement – Melvin & Elaine Wolf Foundation

MOTION: John Bodnar moved that the Library Board of Trustees authorize the Executive Director to sign the donation and naming agreement between the Jefferson County Public Library, the Jefferson County Library Foundation and Kelly Ann Hodges/The Melvin & Elaine Wolf Foundation, Inc. for a \$5,000 donation to the Belmar Library. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

There were no emerging issues.

BOARD SCHEDULE – NEXT MEETINGS

- January 9, 2020 – Study Session – 5:30 pm – Pam Nissler Conference Room at Library Administration
- January 16, 2020 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- February 13, 2020 – Study Session – 5:30 pm – Pam Nissler Conference Room at Library Administration
- February 20, 2020 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- March 12, 2020 – Study Session – 5:30 pm – Pam Nissler Conference Room at Library Administration
- March 19, 2020 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Executive Director advised the Board that there is potential to hold only one meeting in January.

ADJOURNMENT

The Board meeting was adjourned at 7:15 pm.

Pam Anderson, Secretary

FOUNDATION REPORT

JEFFERSON COUNTY LIBRARY FOUNDATION
EXECUTIVE DIRECTOR REPORT
JANUARY 2019 (DEC. 12 TO JAN. 16)
By Jo Schantz, MNM, CFRE

1. News, Meetings and Networking

December 19th was the date JCLF hosted a fond farewell to our retiring Warehouse Coordinator **Don DuBé**, and we did so in style with an evening reception held at Luke's Steak House in Wheat Ridge.

More than 35 of our faithful volunteers, staff members, Board members and Don's family attended the retirement celebration, which included a tribute to Don for his long-time service, along with an amusing line up of gag gifts.

Last month, I introduced you to our new Warehouse Coordinator – **Neil Thoreson**. As of January 1, Neil is now running the warehouse operation solo, after more than 4 weeks of training with Don DuBé.



I was glad to visit the **Epic STEM challenge** that was produced by JCPL on Friday, December 13, at the Jeffco Fairgrounds. More than 160 students (in grades 5-8) participated in this year's competition -- one that featured hands-on exhibits and displays ranging from cleaning the oceans and controlling the earth's greenhouse effect, to women's health issues and the futuristic role of robotics.



Judges and mentors for the event featured representatives from the US Dept. of Energy, Denver Water, Colorado School of Mines, Lockheed Martin, Wilson Water Group, Metropolitan State University and the National Center for Atmospheric Research.



Event sponsors included the **Jefferson County Library Foundation**, **Sunflower Bank** and the **Verizon Foundation**.



I attended the **South Lakewood Business Association** January meeting on Jan. 7 at Westwoods Community Church in Lakewood, and I attended the **Wheat Ridge Business Association** breakfast meeting on Tuesday, Jan. 14, at the Wheat Ridge Rec Center.



JCPL contract worker **Rebecca Winning** and I met with **Lakewood Mayor Adam Paul** and **City Manager Kathy Hodgson**, on Dec. 16th to discuss possible funders for naming opportunities at the Belmar Library. We also discussed the opportunity to apply for a grant via **Great Outdoors Colorado (GOCO)**, for the Library's proposed picnic area, Outdoor Adventure Space and the outdoor decks. Proposals to GOCO will require the City of



Lakewood to serve as the fiscal agent, and the City has agreed to do this. We also learned of added funding available through the Lakewood Legacy Foundation and the Lakewood Community Grant program.

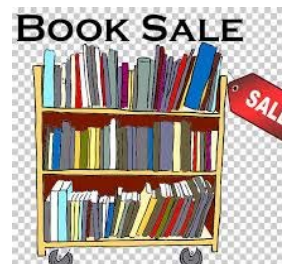
I participated in a **2020 Good News Breakfast** meeting on Wednesday, January 8, to help prepare for this year's celebration on April 21 at the Jeffco Fairgrounds. I'm serving as the contact person for nominations, and I also serve on the committees for script writing and program materials. The theme for the breakfast is: *"Enriching the Earth, Enhancing the Future."* That afternoon, I provided JCPL employee **Rex Whisman** (Director of Strategy and Engagement) with a site visit at the JCLF office/warehouse complex in Wheat Ridge. Rex will be my main contact for grants information in the near future.

JCPL Executive Director **Donna Walker** and I met with two of JCLF's major donors – **Allison Brigham and her father, Warren Roeske** – on Friday, Dec. 20, at Warren's retirement home in Arvada. Donna and I showed each donor the naming opportunities document for Belmar Library and a blueprint of the Library's renovation. I'm pleased that at this meeting, Warren and Allison agreed to redirect their \$15,000 gift from Phase 2 of the Outdoor Adventure Space at Standley Lake Library to be used as matching funds in a proposal to the **Gates Family Foundation**. The following Monday, Donna and I had our monthly lunch meeting at Bonefish Grill in Golden.

I joined major donor Jeannie Mann for lunch on Friday, Jan. 3, and later that day, I met with Caleb Roth and Michael Minnick (from **Empty Shelves**) to discuss a potential new book re-sell arrangement with JCLF.

2. Upcoming events and activities

March Madness Book and Gift Sale
Golden Library, 1019 10th Street in Golden
Friday, March 20, 9 a.m. to 4 p.m.
Saturday, March 21, 9 a.m. to 4 p.m.



3. Grants and Sponsorships Update

Grants Pending: (these grants were submitted in summer 2019 and we have received no responses to date)

- Hewit Family Foundation* -- \$20,000 general operating support
- Key Bank Foundation* -- \$5,000 for general operating support
- Vicksman Charitable Trust* -- \$5,000 (\$2,500 for **1,000 Books** and \$2,500 for Babies First Books)
- Schramm Foundation* -- \$5,000 general operating support
- Believe in Reading Foundation* -- \$5,000 (\$2,500 for **1,000 Books** and \$2,500 for Babies First Books)

Recent grants pending:

- Golden Civic Foundation – \$5,350 for a menu of items and programs for Golden Library
- MDU Resources Foundation* -- \$5,000 for **1,000 Books**
- Max and Victoria Dreyfus Foundation* -- \$10,000 for **1,000 Books** and Babies First Books
- Harmes C. Fishback Foundation* -- \$5,000 for general operating support

Grants Approved/Received:

- City of Wheat Ridge -- \$2,000 to help fund a 3-tiered children's activity center
- Foundation at Rolling Hills -- \$2,000 general operating support

Grants Denied:

- BOK Financial Foundation* -- \$5,000 for Babies First Books
- Lawrence Foundation* -- \$5,000 for **1,000 Books**

Those with an asterisk indicate new funders that JCLF is approaching for the first time.*

Operational Updates

Executive Director Update



January 2020 EXECUTIVE DIRECTOR REPORT

1st Quarter 2020 Focus:

1. Unveil new long-range Strategic Plan and online dashboard
2. Fully transition Strategy and Engagement Team
3. 2021 Budget and Project Planning
4. New Trustee Orientation

2019 4th Quarter Focus Status Update:

1. Fill key Strategy Team positions - **completed**
2. Finalize draft 2020 Strategic Plan - **completed**
3. Begin Community Engagement for South County Project - **completed**
4. Finish out 2019 Strategic Priorities – **completed**

Finance for non-financial managers class at University of Denver - **completed**

Community Engagement

Lizzie Gall, assistant director of Patron Experience, will be attending the American Library Association (ALA) mid-winter conference as part of her committee work.

JCPL SERVICE HIGHLIGHTS:

Fine Free

January 1 marked the end of overdue fines for JCPL. All library users are starting 2020 with a clean slate as overdue fines were removed from accounts over the New Year closure. We are thrilled to support and serve all members of our community by increasing access to library resources through this exciting change. JCPL will continue to charge and collect replacement fees for items that are lost, damaged, or otherwise unusable. A public marketing campaign is planned for the coming weeks.

Signature Event – Romance in the Rockies

We will be hosting bestselling author Robyn Carr and an award winning local romance author panel at the Arvada Center on January 25th for an evening of indulgence. Robyn is a big supporter of libraries and her latest book in the *Sullivan's Crossing* series takes place right here in Colorado. Her new series *Virgin River* that has just been released on Netflix. As of Friday, January 3rd, we have over 300 people registered and are expecting a sellout crowd. Those who can't make it in person will have a chance to experience the event livestreamed.



Advocacy and Engagement Opportunities for Trustees

- Connect with Rachel Zenzinger, State Senator, (D) (JBC) - – see Donna for details on advocacy opportunity
- Connect with Kerry Tipper, State Representative (D) (Caucus leader) – see Donna for details on advocacy opportunity
- Colorado Library Legislative Day – March 18th – details forthcoming
- **Colorado State Library Trustee Corner:** The Trustee Corner is a monthly series featuring information of interest to public library boards. Topics include training opportunities, legal issues, helpful information, and relevant news impacting public library governance.

New Trustee orientation is under development.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, January, 2020

ACTIVITY	PURPOSE	IMPACT
Colorado Association of Libraries (CAL) Legislative Committee	Engage with this advocacy group to influence legislation that supports libraries in Colorado.	Learned about advocacy opportunities for staff and trustees.
Cyber security meeting with County personnel	Assess level of participation needed by the Library.	Mapped out a course of action for participation in the threat-hunting engagement.
Heart of Golden meeting with city manager and deputy city manager of Golden	Assess level of participation for the Library in the city's community engagement efforts for development of the Clear Creek corridor.	Got more fully informed on the City's approach, and how and when the library might participate.
Elected Officials Personnel Board Meeting <i>Scheduled for January 9th</i>	Agenda is pending. Relationship building. Collaboration with key stakeholders in the community.	
Quarterly meeting with County Finance and IT director <i>Scheduled for January 9th</i>	Relationship building. Expectations check in.	
Business After Hours, West Metro Chamber of Commerce Kick off <i>Scheduled for January 9th</i>	Participate as a Board of Director. Build relationships with key stakeholders in the business community.	
Dusty Boots tour at Belmar Library for trustees <i>Scheduled for January 13th</i>	Engage trustees in the Belmar redesign project.	
Jefferson County Leadership Academy Kick off <i>Scheduled for January 23rd</i>	Welcome participants. Share JCPL success stories.	



Romance in the Rockies – JCPL Signature Event <i>Scheduled for January 25th</i>	Engage with staff and the community at one of our 4 annual signature events.	
Meeting with Jo Schantz, executive director of the Jefferson County Library Foundation <i>Scheduled for January 27th</i>	Maintain relationship with community partner.	
Heart of Golden Visioning Workshop Scheduled for January 29th	Engage with residents of Golden in envisioning the Clear Creek corridor.	
West Metro Chamber of Commerce Chairman's Gala <i>Scheduled for January 31st</i>	Engage with West Metro staff and the Jeffco business community in their signature event.	



Operational Updates

Finance and Budget Department

memorandum



To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Finance & Budget
Re: Finance Monthly Report
Date: January 2020

A. Budget to Actual Tables

The Budget to Actual Tables for December 2019 will be forwarded before the meeting and will include the analysis discussion.

B. Pine Library Contribution

Jefferson County Public Library provides an annual gift to the North Fork Library Association to support the Pine Library's operating expenses. This gift helps pay for the Library's insurance, as that cost alone would consume almost the entire Pine Library income each year.

In the years 2016 through 2019 the Jefferson County Library Board granted Pine Library \$1,000. The Library's 2020 budget includes \$1,000 for this gift.

Action Item: I recommend that the Library Board of Trustees authorize a gift of \$1,000 to the North Fork Library Association to support operating expenses of the Pine Library in 2020.

jeffcolibrary.org

To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Finance & Budget
Re: Finance Monthly Report
Date: January 14, 2020

A. Budget to Actual Tables December 2019

Attached are the preliminary financial tables for the month of December 2019. The tables are described as preliminary because many transactions for the 2019 fiscal year have not been recorded. Invoices for 2019 goods and services are still coming in for most operating and capital expense categories, and salary costs for time worked in 2019 but paid in 2020 are not yet posted. Revised financial tables for 2019 will be presented at February's board meeting along with the Library's request for project carryover funds. Adjustments to 2019 financial activity could continue past February, but significant changes in future months are not likely.

Year-to-date, the Library received funding of \$177,817 from the Library Foundation in December. The Library Foundation also directly purchased \$1,000 in Summer Reading prizes, resulting in total support from the Foundation of \$178,817. This amount includes \$25,000 from the Genesee Mountain Foundation for naming of the Belmar Family Place. In-kind support provided to the Foundation by the Library in 2019 is valued at \$79,990 (Ratio of 2.24:1).

The financial tables include projected costs for operating (Table 3) and capital (Table 5) expenses to account for the remainder of expected 2019 expenses. Expenditures for Salaries and Benefits are below budget, and the vacancy factor will be met. Supplies are projected to be under budget mainly due to savings in Furniture and Equipment. Services and Charges will be under budget due to savings across several different areas and unspent contingency funds of \$156K.

Projected expenses for capital projects include known and estimated 2019 costs. Most significantly, expenses of more than \$500K for the Belmar redesign will be included in the updated tables. Many of the 2019 capital projects are continuing into the New Year and will be included in the Library's upcoming carryforward request.

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 12/31/2019	\$ 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	\$ 39,809,536	\$ (618,994)	-2%
Property Tax - Capital	1,673,653	1,655,348	1,949,693	1,871,346	(78,347)	-4%
Total Taxes	\$ 37,287,492	\$ 36,846,753	\$ 42,378,223	\$ 41,680,882	\$ (697,341)	-2%
Federal & State Grants	\$ 133,000	\$ 130,042	\$ 130,000	\$ 128,084	\$ (1,916)	-1%
Fines & Fees	530,850	495,864	492,731	435,186	(57,545)	-12%
Other Revenue	329,400	924,514	495,000	1,090,335	595,335	120%
Total Other Revenues	\$ 993,250	\$ 1,550,420	\$ 1,117,731	\$ 1,653,605	\$ 535,874	48%
Sub Total Revenues	\$ 38,280,742	\$ 38,397,173	\$ 43,495,954	\$ 43,334,487	\$ (161,467)	0%
Fund Balance Activity						
Transfer from FB - Capital Projects	3,946,044		3,248,054	-		NA
Transfer to Fund Balance	-	1,365,309	-	5,801,922		NA
Total Sources of Funds	\$ 42,226,786	\$ 37,031,864	\$ 46,744,008	\$ 37,532,565		
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 13,566,138	\$ 13,365,746	\$ 14,766,591	\$ 13,963,446	\$ (803,145)	-5%
Benefits	4,213,500	3,988,172	4,818,086	4,245,225	(572,861)	-12%
Total Salaries & Benefits	\$ 17,779,638	\$ 17,353,918	\$ 19,584,677	\$ 18,208,671	\$ (1,376,006)	-7%
Library Books & Materials	\$ 8,273,586	\$ 8,170,418	\$ 8,139,065	\$ 7,772,076	\$ (366,989)	-5%
Supplies	1,470,059	1,283,607	1,612,418	1,310,903	(301,515)	-19%
Vehicles	140,000	104,805	-	-	-	NA
Services & Charges	4,840,532	3,407,329	4,245,804	3,735,444	(510,360)	-12%
Internal Transactions /Cost Allocation	1,748,514	1,776,357	1,886,026	1,980,880	94,854	5%
Total Operating Expenditures	\$ 34,252,329	\$ 32,096,434	\$ 35,467,990	\$ 33,007,974	\$ (2,460,016)	-7%
Financing & Debt Service	\$ 1,486,667	\$ 1,486,667	\$ 1,448,432	\$ 1,448,432	\$ 0	0%
Capital Projects	\$ 6,487,790	\$ 3,448,762	\$ 9,827,586	\$ 3,076,159	\$ (6,751,427)	-69%
Total Uses of Funds	\$ 42,226,786	\$ 37,031,864	\$ 46,744,008	\$ 37,532,565	\$ (9,211,443)	-20%

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

	2018 Amended Budget	2018 Actual	2019 Amended Budget	YTD Actual 12/31/2019	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	\$ 41,463,141	\$ 41,463,141
Capital Funding	1,673,653	1,655,348	1,949,693	1,871,346	1,949,693
Total Revenues	\$ 38,280,742	\$ 38,397,173	\$ 43,495,954	\$ 43,334,487	\$ 43,412,834
Expenditures					
Operating Expenditures	\$ 34,252,329	\$ 32,096,434	\$ 35,467,990	\$ 33,007,974	\$ 33,794,152
Debt Service	1,486,667	1,486,667	1,448,432	1,448,432	1,448,432
Capital Projects	6,487,790	3,448,762	9,827,586	3,076,159	3,722,332
Total Expenditures	\$ 42,226,786	\$ 37,031,864	\$ 46,744,008	\$ 37,532,565	\$ 38,964,916
Increase/(Decrease) in Fund Balance	\$ (3,946,044)	\$ 1,365,309	\$ (3,248,054)	\$ 5,801,922	\$ 4,447,918
Ending Fund Balance	\$ 13,545,924	\$ 19,529,543	\$ 14,916,180	\$ 25,331,464	\$ 23,977,460

Committed to Capital Projects		\$ 1,160,331			
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Reserve Fund Balance		\$ 18,369,212			
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Reserve Fund Balance Policy Calculation

	2018 Budget	2018 Actual	2019 Amended Budget	2019 Actual	
Year-End Reserve Fund Balance		\$ 18,369,212		\$ -	
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)		\$ 8,799,026			
Above/(Below) Maximum (CEILING)		\$ (771,159)			

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 12/31/2019	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	\$ 39,714,114	\$ 39,714,114	\$ (1,727,701)
Delinquent Taxes	96,167	40,938	105,503	48,155	48,155	(57,348)
Prior Year Cancellations	(27,635)	-	(80,608)	-	-	80,608
Urban Renewal	-	-	(996,510)	-	-	996,510
Penalties & Interest	26,668	20,294	23,330	47,267	47,267	23,937
Total Taxes	\$ 35,613,839	\$ 35,191,405	\$ 40,428,530	\$ 39,809,536	\$ 39,809,536	\$ (618,994)
Federal & State Grants	\$ 133,000	\$ 130,042	\$ 130,000	\$ 128,084	\$ 128,084	\$ (1,916)
Library Fines	395,800	367,082	365,000	309,575	309,575	(55,425)
Charges for Services	135,050	128,782	127,731	125,611	125,611	(2,120)
Investment Income	241,400	592,860	322,000	800,508	800,508	478,508
Library Foundation	30,000	188,415	85,000	177,817	177,817	92,817
E Rate Revenue	58,000	107,068	88,000	93,865	93,865	5,865
Other Revenue	-	36,170	-	18,145	18,145	18,145
Total Revenues	\$ 36,607,089	\$ 36,741,825	\$ 41,546,261	\$ 41,463,141	\$ 41,463,141	\$ (83,120)
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 12,268,624	\$ 11,373,583	\$ 13,872,155	\$ 12,101,243	\$ 12,501,243	\$ (1,370,912)
Awards & Bonuses	120,000	-	125,000	-	-	(125,000)
Termination Pay	-	158,188	-	71,279	71,279	71,279
Temporary Salaries	2,063,934	1,832,115	2,080,360	1,788,205	1,908,205	(172,155)
Overtime	14,130	1,860	7,130	2,719	2,719	(4,411)
Vacancy Savings	(900,550)	-	(1,318,054)	-	-	-
Benefits	4,213,500	3,988,172	4,818,086	4,245,225	4,395,225	(422,861)
Total Salaries & Benefits	\$ 17,779,638	\$ 17,353,918	\$ 19,584,677	\$ 18,208,671	\$ 18,878,671	\$ (706,006)
Library Books & Materials	\$ 6,907,000	\$ 6,859,918	\$ 6,768,000	\$ 6,577,873	\$ 6,577,873	\$ (190,127)
Library Computer Materials	1,234,706	1,176,240	1,173,185	1,071,928	1,071,928	(101,257)
Library Periodicals	131,880	134,260	197,880	122,274	122,274	(75,606)
Sub-Total Library Collections	8,273,586	8,170,418	8,139,065	7,772,076	7,772,076	(366,989)
Supplies	\$ 1,470,059	\$ 1,283,607	\$ 1,612,418	\$ 1,310,903	\$ 1,340,903	\$ (271,515)
Services & Charges	4,840,532	3,407,329	4,245,804	3,735,444	3,820,444	(425,360)
Vehicles	140,000	104,805	-	-	-	-
Direct Internal Charges	140,762	173,788	196,182	140,822	142,000	(54,182)
Indirect Cost Allocation	929,085	929,085	1,067,744	1,067,744	1,067,744	-
Intra County Transactions	678,667	673,484	622,100	772,313	772,313	150,213
Total Supplies and Other	\$ 16,472,691	\$ 14,742,517	\$ 15,883,313	\$ 14,799,303	\$ 14,915,481	\$ (967,832)
Total Uses of Funds	\$ 34,252,329	\$ 32,096,434	\$ 35,467,990	\$ 33,007,974	\$ 33,794,152	\$ (1,673,838)

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 12/31/2019	Projected Year End 2019	Variance 2019 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 528,501	\$ 528,501	\$ 539,667	\$ 539,667	\$ 539,667	\$ -
Interest - Arvada (2005-2024)	94,823	94,823	82,192	82,192	82,192	-
Principal - Refunding Series 2013	608,264	608,264	608,264	608,264	608,264	-
Interest - Refunding Series 2013	91,544	91,544	61,695	61,695	61,695	-
Principal - COP - Capital Projects	142,143	142,143	142,143	142,143	142,143	-
Interest - COP - Capital Projects	21,392	21,392	14,472	14,472	14,472	-
Total Debt Service	\$ 1,486,667	\$ 1,486,667	\$ 1,448,432	\$ 1,448,432	\$ 1,448,432	\$ -

Arvada

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

Build America Bonds

Total Issue \$6,293,000
Term 2011-2020
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 12/31/2019	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	\$ 1,871,346	\$ 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	\$ 1,871,346	\$ 5,197,747	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 370,000	\$ 348,088	\$ 200,000	\$ 329,559	\$ 236,399	\$ 285,000	\$ 44,559
ARM-02 Furniture & Equipment	36,000	17,724	36,000	36,000	16,175	25,000	11,000
ARM-03 Computer Replacement Plan	250,000	163,168	250,000	250,000	200,868	212,868	37,133
ARM-04 Book Sorter Replacement	350,000	88,954	250,000	250,000	59,862	59,862	190,138
ARM-05 IT Infrastructure Replacement	351,650	210,774	200,000	200,000	124,742	154,742	45,258
Alternative Services	-	-	-	250,000	246,753	250,000	-
2016 Projects							
16-10 Intranet/Document Management	\$ 171,282	\$ 57,920	\$ -	\$ -	\$ -	\$ -	\$ -
16-13 Ill 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	72,195	72,195	(5,181)
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	175,008	175,008	(3,008)
18-06 Sorter Replacement 0 2 sites	500,000	-	-	-	-	-	-
18-07 LSC Garage & Loading Dock Planning	10,000	-	150,000	169,531	44,601	64,601	104,930
18-08 Bookmobile Replacement Sinking Fund	200,000	-	200,000	400,000	-	-	400,000
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	(0)
18-01 Belmar Library Remodel	350,000	96,194	6,423,500	6,947,307	1,754,481	2,271,881	4,675,426
19-03 South County Library	-	-	350,000	350,000	5,900	12,000	338,000
Total Capital Projects	\$ 6,487,790	\$ 3,448,762	\$ 8,190,500	\$ 9,827,586	\$ 3,076,159	\$ 3,722,332	\$ 6,105,254
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 12/31/19	YTD Encumbrances 12/31/19	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 329,559	\$ 236,399	\$ 44,806	\$ 281,205	\$ 48,354
ARM-02 Furniture & Equipment	36,000	16,175	-	16,175	19,825
ARM-03 Computer Replacement Plan	250,000	200,868	-	200,868	49,133
ARM-04 Book Sorter Replacement	250,000	59,862	-	59,862	190,138
ARM-05 IT Infrastructure Replacement	200,000	124,742	-	124,742	75,258
Library Alternative Services	250,000	246,753	-	246,753	3,247
16-14 High Availability Internet Redundancy	72,000	-	-	-	72,000
17-13 Standley Lake Outdoor Learning Envir.	67,014	72,195	-	72,195	(5,181)
18-05 Evergreen Parking Lot	172,000	175,008	-	175,008	(3,008)
18-07 LSC Garage & Loading Dock	169,531	44,601	-	44,601	124,930
18-08 Bookmobile Replacement	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	1,754,481	-	1,754,481	5,192,826
19-03 South County Library	350,000	5,900	-	5,900	344,100
Total Capital Projects	\$ 9,827,586	\$ 3,076,159	\$ 44,806	\$ 3,120,966	\$ 6,706,620

Belmar Library Renovation Project to Date - Budget to Actual

December 31, 2019

Project Description

JCPL is rennovating the Belmar Library to reflect new trends in library service, make better use of available space, increase safety for patrons and library staff and to update furnishings and fixtures. The Belmar Library first opened in 2000 and was last updated in 2007.

Project Budget

\$350,000	2018 Phase I Planning Budget
6,423,500	2019 Original Project Budget
270,000	2019 Additional funding, approved 7/25/19
<u>\$7,043,500</u>	Total Project Budget

2018 Timeline

\$350,000	2018 Budget
<u>\$96,194</u>	2018 Actual
<u>\$253,806</u>	Remaining 2018 Budget

2019 Timeline

\$6,423,500	Board of Trustee approved the 2019 Budget in December, 2018
\$253,806	Board of Trustees approved \$253,806 in project carryover at the Feb 14, 2019 Board Mtg.
\$270,000	Additional funding approved at the July 25, 2019 Board Meeting
\$6,947,306	2019 Project Budget
<u>1,754,481</u>	2019 Actual Expenses
<u>\$5,192,825</u>	Remaining 2019 Budget

Belmar Library Renovation Project
Project - Budget to Actual
Inception-to-Date
December 31, 2019

	Design & Engineering	Owner's Requirements (Rep)	Construction	Survey, Testing, Permits	FFE	Technology	Contingencies & Escalation	Total
Budget	\$ 750,985	\$ 220,000	\$ 4,648,200	\$ 40,000	\$ 738,000	\$ 375,174	\$ 271,141	\$ 7,043,500
Revised Budget	\$ 750,985	\$ 220,000	\$ 4,648,200	\$ 40,000	\$ 738,000	\$ 375,174	\$ 271,141	\$ 7,043,500
2018 Actual								
Nov		22,146						22,146
Dec	49,400	24,648						74,048
Total 2018	49,400	46,794	-	-	-	-	-	96,194
2019 Actual								
Jan								-
Feb	32,805	19,808						52,613
March								-
April	32,382	9,829						42,211
May	33,078	9,904		4,190				47,172
June								-
July	86,833	12,500		300				99,633
August	109,117	17,320	9,900					136,337
September	196,341	8,660	3,300	11,761		1,530		221,592
October	22,525	8,860			25,534	64,910		121,829
November		10,160	465,571		1,211	930		477,872
December	41,285	8,760	314,929	1,730	148,670	39,849		555,223
Total 2019	554,366	105,801	793,700	17,981	175,415	107,219	-	1,754,481
Total Expenditures	603,766	152,594	793,700	17,981	175,415	107,219	-	1,850,675
Remaining Budget	\$ 147,219	\$ 67,406	\$ 3,854,500	\$ 22,019	\$ 562,585	\$ 267,955	\$ 271,141	\$ 5,192,825

Operational Updates

Facilities & Construction Projects

Belmar Library Renovation – Progress Reporting

DATE: January 2020

I. PROJECT TEAM:

Jefferson County Public Library
JCPL Steering Committee
NV5
HDR
Fransen Pittman

Owner
Advisory Group
Owner's Representative
Architect/Design Team
General Contractor

II. PROJECT PROGRESS / STATUS:

- A. Piers for the entry canopy have been drilled (week of 30DEC19) and are being poured week of 06JAN20.
- B. Wall framing is complete & the majority of electrical and plumbing rough-ins are complete; drywall has begun. Doorframe installation will begin the week of 06JAN.
- C. Ceiling paint (white) is about 50% complete as of 02JAN20.
- D. "Box Walk" – verification of electrical locations for power and data was conducted by the FP, JCPL and HDR teams. This allowed JCPL and HDR to verify that power & data were in the correct locations prior to starting drywall.
- E. Ballot box location has been approved. The Elections Dept. of the County will absorb cost.
- F. Furniture and shelving orders have been placed.

III. CURRENT PROJECT OPPORTUNITIES &/OR RISKS:

- A. Fire Sprinkler permit has been received.
- B. Fire Alarm permit is still under review by City.

IV. UPCOMING KEY DECISIONS:

- A. Minor RFI and Material/Submittal decisions are on-going. RFIs have slowed down following demo; Majority of long-lead and large submittals have been completed.

V. MEETINGS:

- A. Weekly, Thursdays @ 1:00pm: OAC Meetings & Project Site Walk

VI. MILESTONES PROJECTED FOR NEXT PERIOD:

A. Complete Ceiling Paint / Bathroom Tile / Complete Gyp Board Install / Canopy Steel

VII. PROGRESS PHOTOS:



Framing of study rooms



Canopy pier cages;
ready for concrete
pour.



Painting of Ceilings



Framing of Entrance Walkway

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: January 2, 2020

RE: STAT Courier Service Contract

History of Contract: STAT Courier Service, Inc - Intra- Library Courier

In January 2019, JCPL entered into a contract with STAT Courier Service for delivery services. The authorization by the Board allowed the option to reauthorize the contract for up to four additional years with their approval. The contract contains a 2% escalation clause for each subsequent year following the initial service year.

In addition to the 2% escalation increase, we have expanded the services and volume of delivery for 2020. This includes a new drop box at Conifer and transport of holiday books that were not in the original scope/count of STAT's contract.

JCPL has been happy with STAT's services for the last 6 years and would like continue utilizing STAT Courier in 2020.

Cost Breakout:

2019 costs

\$245,000

2020 costs

\$245,000

\$ 4,900 2% escalation by contract

\$ 4747.26 Conifer service

\$ 3718.08 Holiday book service

\$258,365.34 TOTAL 2020 COST

Next Actions:

I would like to ask the Library Board of Trustees to authorize the Library Executive Director to enter into a contract with STAT Courier Services Inc. for \$258,366.00.

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: January 6, 2020 - **AMENDED 01/14/20**

RE: Reauthorization of Kleen-Tech Janitorial Services Contract – **AMENDED 01/14/20**

Background: Kleen-Tech Services Corporation- Janitorial Services

In 2015 JCPL entered into a year contract with Kleen-Tech Services Corp. to perform janitorial services at all library locations except Conifer. This contract has been renewed each year through 2019. The Library continues to find the services provided under the contract to be satisfactory, and wishes to renew the agreement for another year. The new contract cost includes a 5.98% increase in pricing over 2019. This increase is primarily due to the State required increase in minimum wage (\$12.00 per hour) for 2020.

The 2020 renewal is the last one permitted under the original contract. JCPL will go out to bid for janitorial services this year and initiate an RFP in the 2nd quarter of 2020 with a proposed start date of January 1, 2021 for the selected vendor.

Budget:

The total base cost of library janitorial services for 2020 is \$495,000 and the Library has the ability to request additional services if needed. The total annual cost to the Library will be within the 2020 budget for cleaning services of \$612,000.

Next Actions:

I would like to ask the Library Board of Trustees to authorize the Library Executive Director to renew the contract with Kleen-Tech Services Corporation for the base amount of \$495,000.

ENDS

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: ENDS
POLICY TITLE: *ENDS POLICIES*

POLICY 1.0

Global Ends Statements:

*The following new Ends Statements were adopted at the January 2019 Board Meeting
and will go into effect January 2020*

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

1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.
2. All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.
3. Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.
4. JCPL maximizes return on shared investment by delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.

TO: Library Board of Trustees

FROM: Donna Walker

RE: Draft 2020 – 2025 Strategic Plan and Planning

DATE: January 8, 2020

Attached is the draft 2020 – 2025 Strategic Plan for Jefferson County Public Library. It is intended to be a document for internal stakeholders like staff and our trustees. I would like to call your attention to the Library's five strategic priorities and nine initiatives which are intended to connect directly to the new Board ends statements.

For the past six years, Jefferson County Public Library has developed an annual strategic plan. We are now taking a longer view and developing a five-year strategic plan to meet the needs of our community.

This plan is based on a multitude of inputs, including but not limited to:

- 2020 budget
- 5 year Capital Improvement Plan
- 10 Year Financial Forecast
- 2019 Community Input Sessions
- Trend, Market, Use, and Demographic Analyses
- 2019 Board and Staff Input Sessions
- 2018 Facilities Master Plan and annual updates
- 2018 Benchmarking study
- 2017 Organizational Analysis and annual updates

Based on extensive analysis of these and other inputs, JCPL has chosen the strategic priorities, initiatives, and success measures included in this plan. We are confident that a five-year strategic plan provides the direction to focus our resources and strengthen our operations towards the Board's end statements. The strategic plan helps us determine how best to invest our ideas and be responsive to market conditions and competition, justify our decisions, and effectively position JCPL for the future.

At the January 16th regular meeting of the Board of Trustees, we will gather feedback on the concept of a longer-term plan, the priorities, and initiatives. At the extended study session in March we will review success measures, get Board feedback on short and long-range performance targets, and preview a new, online approach to informing our public about our plans and progress.

With your help, we expect to use the following planning calendar to reach these outcomes:

- a detailed 2021 budget,
- performance targets for 2020, & 2021-2025, and
- an updated 5-year capital improvement plan and 10-year forecast

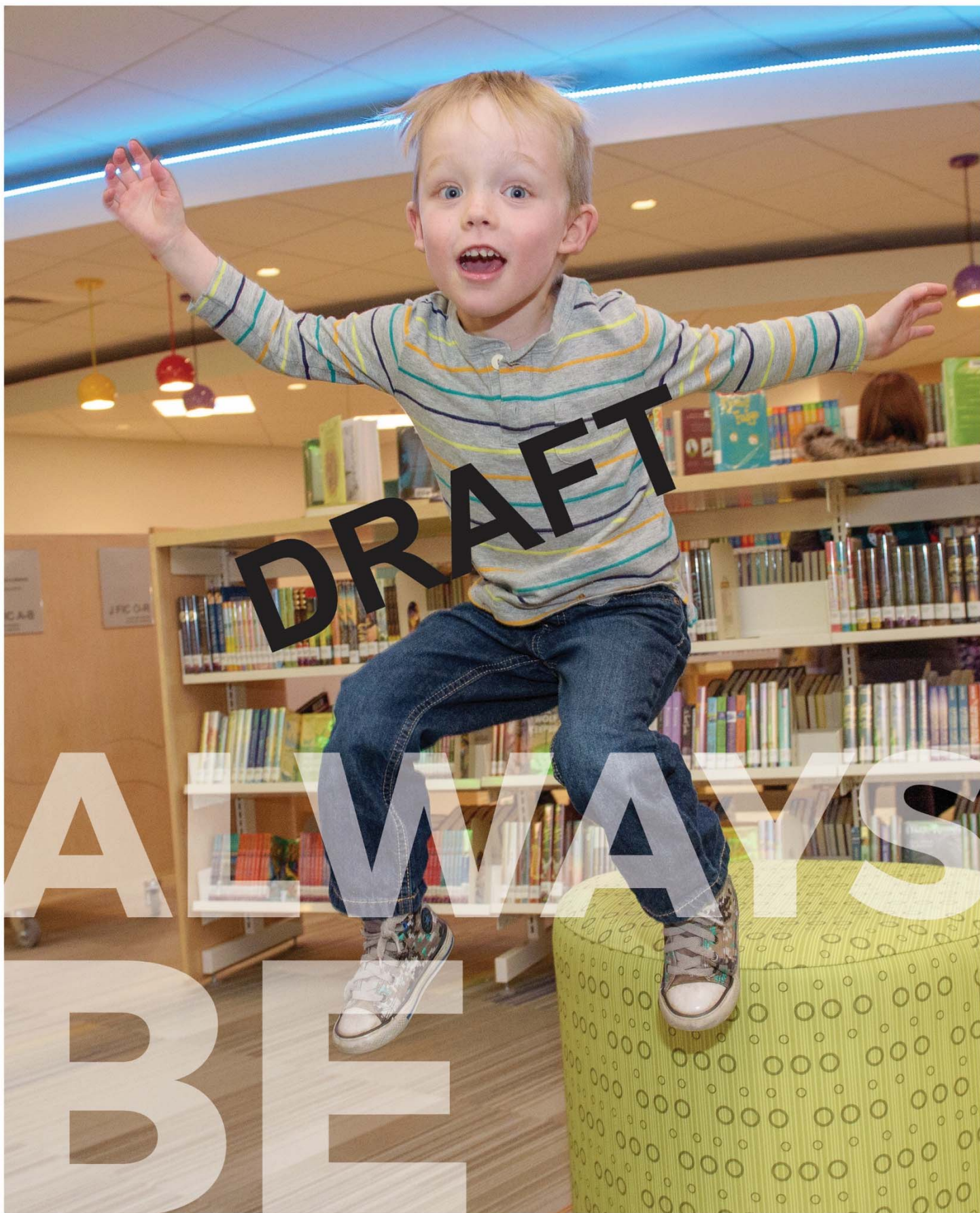
Annual milestone-opportunities for Board engagement and input:

Draft Planning Calendar	
Month	Output
January	Board Reviews Ends Statements; Board Feedback on draft 2020-2025 Strategic Plan
March (extended Study Session)	Board Provides Input on Short and Long-Range Performance Targets & Success Measures, External Strategic Plan Dashboard, and other potential topics
May	Board Feedback on 2021 Budget, 5 Year CIP and 10 Year Financial Forecast
June	Board approves 2021 Budget and 5 Year CIP
August – September	Review 2021 Budget Highlights with Board of County Commissioners
November	Review 2021 Budget
December	Approve 2021 Budget

In conversation with Chic and Kim, Chic suggested the chart below as a way for trustees to have clarity on their role in the various processes around planning.

ENDS STATEMENTS Long Term Goals	STRATEGY How to Achieve Ends	OPERATIONS Execution of Strategy
<u>Board Roles:</u> <ul style="list-style-type: none"> Decision Making 	<u>Board Roles:</u> <ul style="list-style-type: none"> Collaborative Decision Making 	<u>Board Roles:</u> <ul style="list-style-type: none"> Oversight Support
<u>Leadership Team Roles:</u> <ul style="list-style-type: none"> Support Advise 	<u>Leadership Team Roles:</u> <ul style="list-style-type: none"> Collaborative Decision Making 	<u>Leadership Team Roles:</u> <ul style="list-style-type: none"> Decision Making

We look forward to working with you as we make progress on Connecting Jeffco to the Future.



Jefferson County
PUBLIC LIBRARY

2020-2025 **STRATEGIC PLAN**



Jefferson County
PUBLIC LIBRARY

STRATEGIC PLAN 2020-2025

UPDATED JANUARY 8, 2020

CONTENTS

Message from Our Executive Director	3
Planning Process and Prioritization	4
Strategic Framework	5
Success Measures and Targets	11
Appendix A: Glossary	12



MESSAGE FROM OUR EXECUTIVE DIRECTOR



PLANNING PROCESS AND PRIORITIZATION

Strategic planning is the process of developing a long-term vision for Jefferson County Public Library (JCPL) and is used to set our strategic priorities and initiatives, focus our resources and strengthen our operations towards our end statements. Strategic planning helps determine how best to invest our ideas and be responsive to market conditions and competition, as well as justify our decisions and effectively position JCPL for whatever the future holds. The process requires a deep understanding of our community, and the perceptions, perspectives and experiences of our internal and external stakeholders. For the past six years, Jefferson County Public Library has developed an annual strategic plan. JCPL is now taking a longer view and developing a five-year strategic plan.

Each year Jefferson County Public Library conducts a benchmarking study to compare and evaluate key operating and success measures as indicators of library services, and the value to our community by measuring use of our services. JCPL monitors progress against the overall goal of performing at or above the 75th percentile from a pool of comparative public peer libraries in key performance areas. In 2017, JCPL conducted an organizational assessment which identified actions for improvement including increased patron experience staffing, revised operations and services, enhanced community engagement, improved safety and security, increased staffing and support, a succession plan and employee development programs.

In 2018, JCPL created a facilities master plan to guide the planning, decision-making and capital investment in our facilities over the next two decades. The master plan set forth a clear set of recommended capital projects including a new South County Library. In 2019, JCPL engaged our community in a series of meetings to build relationships, understand stakeholder expectations and aspirations, learn more about stakeholder priorities, and determine how stakeholders measure the value of JCPL. In 2019, JCPL undertook an extensive market, data and trend analysis. Conversations with our community and a planning and prioritization process between our Board of Trustees and Library leadership, led to the establishment of our five-year strategic plan.

Our strategic plan is a living document and is comprised of a structured method used to define how initiatives and projects support our strategic priorities and end statements. This strategic framework is described on the following pages.

STRATEGIC FRAMEWORK

PLAN LEVEL	SETS DIRECTION FOR	RESPONSIBILITY
Mission, Vision and Values	All of JCPL	Board of Trustees
End Statements	All of JCPL	Board of Trustees
Strategic Priorities	All of JCPL	Board / Executive Director / Executive Team
Initiatives	All of JCPL	Library Leadership
Projects	Work Groups	Directors / Assistant Directors / Managers

The table above illustrates how all activities at Jefferson County Public Library derive from our mission, vision and values, how our strategic priorities and initiatives are mapped to JCPL's end statements and the personnel responsible for setting direction at each level of strategic planning. Below is a description of each planning level, which determine how we will implement our strategic plan over the next five years.

MISSION, VISION AND VALUES

Our mission, vision and values set the direction for our end statements.

MISSION

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

VISION

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

VALUES

INNOVATION: We collaborate, evaluate and continually improve. We are creative and flexible. We take risks, embrace change and look for opportunities to say yes.

ACCOUNTABILITY: We are committed and honest. We participate and communicate. We take personal responsibility, provide follow through and build trust.

EXCELLENCE: We are positive and productive. We perform with purpose to transform lives. We focus on quality, consistently aim high and deliver outstanding results.



END STATEMENTS

Our end statements derive from Jefferson County Public Library’s mission, vision and values, and set the direction for our strategic priorities.

EQUITY OF ACCESS

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

CREATE PLACE

All Jefferson County residents have safe, convenient and radically welcoming places to go to access information and resources and participate in community life.

PROVIDE LEADING-EDGE SERVICES

Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.

MAXIMIZE VALUE

Jefferson County Public Library maximizes return on shared investment delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.

STRATEGIC PRIORITIES AND INITIATIVES

The five strategic priorities and nine initiatives in the plan are oriented toward satisfying our end statements – the broad organizational goals set by our Board of Trustees, and align with our mission, vision and values. To achieve our strategic priorities over the next five years, each division develops system-wide initiatives and projects, and reports on their progress.

Jefferson County Public Library recognizes that some of our strategic priorities will change over time, new opportunities will present themselves and some priorities will be accomplished at a different pace than expected. Shifts in our priorities over the next five years will be determined by our Executive Team, with input from the Board of Trustees, Library staff and other stakeholders. During the implementation of our initiatives, JCPL will inform our stakeholders about what we are doing using internal and external dashboards. The following provides an overview of our five strategic priorities and nine initiatives.



STRATEGIC PRIORITIES

Our strategic priorities derive from Jefferson County Public Library's end statements, and set the direction for our initiatives.

CREATE LIBRARIES FOR THE FUTURE

Jefferson County Public Library will create libraries for the future throughout the county via expansion, redesign and construction.

REACH MORE PEOPLE

Jefferson County Public Library will reach more people through alternative services, customer experience, diversity, equity, inclusion initiatives, and community engagement and outreach.

FOCUS ON BUILDING LITERACIES

Jefferson County Public Library will focus on building literacies through creative technologies, digital literacy services, school and workforce readiness, adulting programs, small business support and financial literacy initiatives.

BE THE THIRD PLACE

Jefferson County Public Library will facilitate civil civic conversation, develop collaborative community discovery spaces, and serve as the place to be for out-of-school time and not-to-miss events.

GROW SUSTAINABLY

Jefferson County Public Library will manage financial resources to meet our planned capital and service build-out within our current mill levy rate of 4.5 and account for a variety of economic conditions.

INITIATIVES

Our initiatives derive from Jefferson County Public Library's strategic priorities, and set the direction for our projects.

INITIATIVE	OBJECTIVE	PROJECT EXAMPLES
SOUTH COUNTY	JCPL will extend its reach to the southern part of the county and build a new library to meet the needs of those underserved communities.	<ul style="list-style-type: none">• Community Input• Program of Service• Site Acquisition
LIBRARY REDESIGN	JCPL will expand, renovate or relocate existing facilities to deliver equitable access and improve the community's experience.	<ul style="list-style-type: none">• Evergreen Library• Golden Library• Standley Lake Library
ALTERNATIVE SERVICES	JCPL will provide convenient access to library materials and services at non-library locations, through patron self-service opportunities.	<ul style="list-style-type: none">• Hold Lockers• Pop-up Libraries• Vending
CUSTOMER SERVICE	JCPL will fulfill its commitment to the community by providing effective, efficient and welcoming customer service.	<ul style="list-style-type: none">• Core Services Master Plans• Fine Free• School ID Library Cards
CONTINUOUS PROCESS IMPROVEMENT	JCPL will continue to provide improved systems that maximize efficiency, advance services and increase organizational effectiveness.	<ul style="list-style-type: none">• Document Management System• Safety and Security• Workday

INITIATIVES (CONT.)

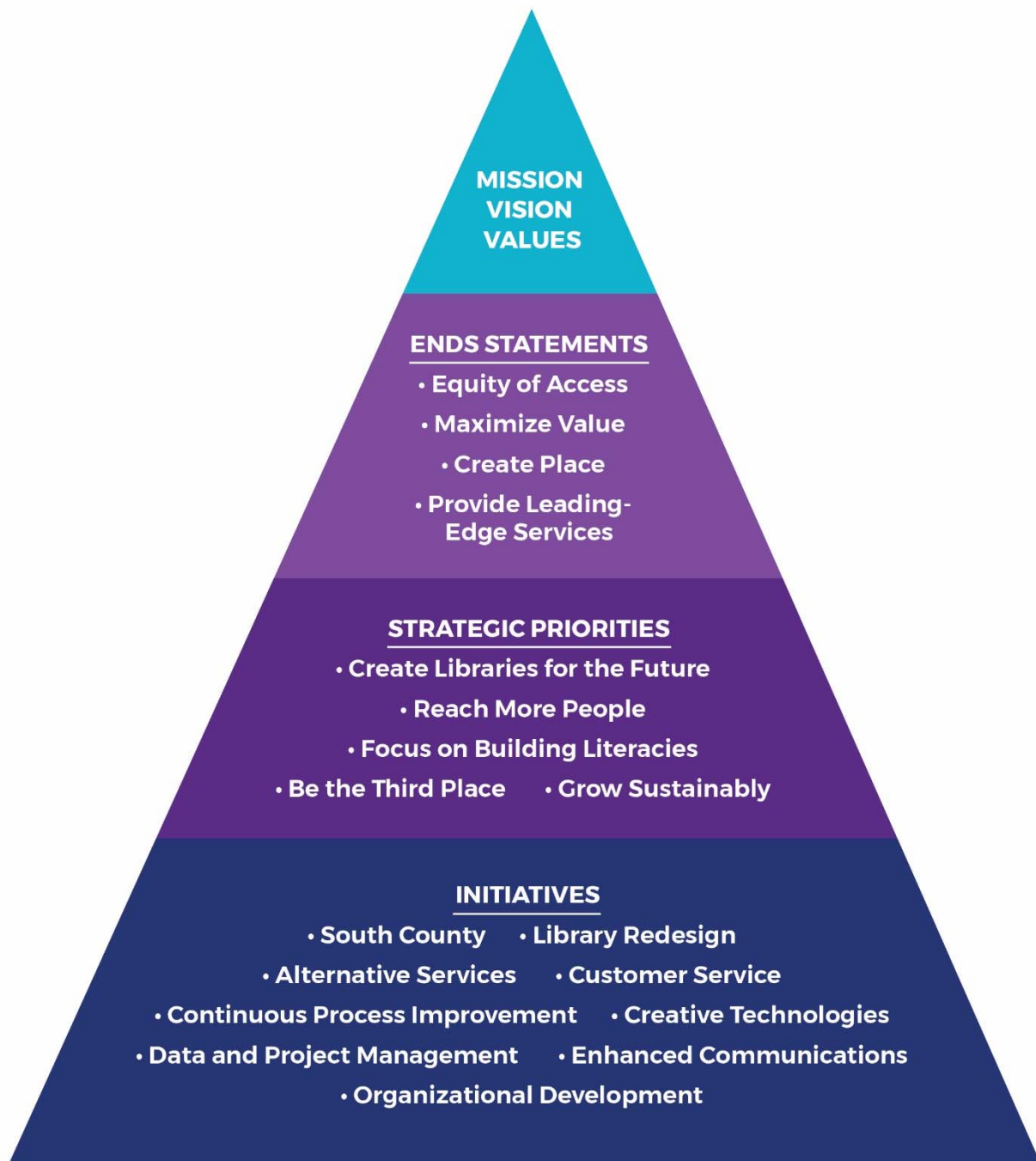
INITIATIVE	OBJECTIVE	PROJECT EXAMPLES
CREATIVE TECHNOLOGIES	JCPL will expand our digital capacity and focus on bringing new technologies to build literacies for the community.	<ul style="list-style-type: none">• Creative Tech Garage• Digital Literacy Training• EDGE Recommendations and Implementation
DATA AND PROJECT MANAGEMENT	JCPL will develop a new focus on expertise in data gathering, analysis, operations and systems management.	<ul style="list-style-type: none">• Performance Metric Development and Management• Project Management• Strategic Planning
ORGANIZATIONAL DEVELOPMENT	JCPL will implement the recommendations of a comprehensive organizational analysis and provide total rewards programs that attract and maximize the talents of a diverse workforce.	<ul style="list-style-type: none">• Change Management• FTE Expansion Plan• Pay Equity
ENHANCED COMMUNICATIONS	JCPL will develop a new approach to internal and external messaging based on the needs of diverse audiences.	<ul style="list-style-type: none">• Community Engagement Program• Partnerships• Internal Communications Plan

PROJECTS

Our projects derive from Jefferson County Public Library's initiatives.

The above list of projects represent a sampling of activities to support our initiatives. Each project management document will include applicable initiatives, responsible work groups, milestones and success measures.

2020 – 2025 STRATEGIC FRAMEWORK





SUCCESS MEASURES AND TARGETS

Jefferson County Public Library measures how our strategic priorities and initiatives meet the broad organizational goals set by our Board of Trustees. We track quantified success measures and targets to determine how well we meet our commitment to our community and impact their lives for the better. Success measures and targets are set by the Executive Team and their respective staff, and scored to inform how well expectations are met.

Success measures guide Jefferson County Public Library's strategic planning with our Board of Trustees and inform our process. Updated semi-annually, these measures include:

- Public service hours per capita
- Square feet per capita
- Funding per capita
- FTE per capita

Jefferson County Public Library also tracks progress in meeting our commitment to the public and regularly updates our progress on our website dashboard. These measures include:

- Total collection use
- Total visits
- Program attendance
- Net promoter score
- Active households

Additionally, each JCPL division tracks their success measures and determines how effectively outcomes align with our mission, vision, values, end statements, strategic priorities and initiatives.

A comprehensive scorecard from a variety of industry success measures and targets is in the development stages, and will include:

- EDGE Initiative: compares JCPL with leading libraries of similar size in terms of public access to technology and support for digital literacy
- Project Outcome: a survey instrument used to seek feedback from patron outcomes of library programs



APPENDIX A: GLOSSARY

To establish a common language, and ensure consistency and understanding, we have developed a glossary of terms related to strategic planning for Jefferson County Public Library (JCPL).

Active Cardholders: Any cardholder who has measureable JCPL activity within the past three years.

Active Households: Households that contain at least one active JCPL cardholder within the past 12 months.

Division: Top-level JCPL administrative groups—Facilities and Construction, Information Technology, People and Culture, Public Services, and Strategy and Engagement.

End Statements: The broad organizational goals established by JCPL’s Board of Trustees that indicate expected outcomes for our community.

Executive Team: The Executive Director and the directors who lead each JCPL division.

Impacts: Long-term or indirect positive effects of JCPL’s outcomes.

Initiatives: Directed by JCPL’s strategic priorities, these high-level actions set the direction for our projects.

Inputs: Resources JCPL devotes to our programs and services.

Library Leadership: Any JCPL staff in a role of authority, accountability or responsibility for developing programs, services and support.

Management Team: All JCPL directors and staff who report to a JCPL director.

Mission: A short declaration of why JCPL exists and what our primary objective is.

Net Promoter Score: An index ranging from -100 to 100 that measures the likelihood that a JCPL cardholder will recommend our libraries to others based on a single question.

Outcomes: The beneficial changes that occur because of JCPL’s programs.

Outputs: What JCPL produces.

Program Attendance: Total number of attendees to any of JCPL’s programs.



GLOSSARY (continued)

Programs and Services: What JCPL does.

Projects: JCPL activities that involve multiple tasks, mapped to our initiatives and managed by our divisions.

Stakeholder: A person or group that has an investment, share or interest in JCPL.

Strategic Framework: A structured method used to define JCPL's initiatives and projects, which support our strategic priorities and end statements.

Strategic Plan: A JCPL management activity used to set our strategic priorities, focus our resources, and strengthen our operations towards our end statements.

Strategic Priorities: Primary objectives to be accomplished over the next five years and prepare JCPL for long-term changes and successes.

Success Measures: Quantified measures of success for strategic priorities, initiatives and projects tracked on a scorecard and updated to determine whether JCPL satisfies our end statements.

Targets: Quantified JCPL performance goals updated and set on a scorecard.

Total Collection Use: Total number of items, both physical and digital, that are checked out and renewed at JCPL.

Total Visits: Total number of visits to any JCPL location, physical or digital, and to the Bookmobile.

Values: JCPL principles and beliefs that guide our decision-making and activities.

Vision: An aspirational description of what JCPL wants to achieve or accomplish in the mid-term or long-term future.

Board Governance

PROPOSED FOR ADOPTION AT
JANUARY 16, 2020 LIBRARY BOARD MEETING

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: LB 01-16-20

WHEREAS, effective June 1, 1991, the Board of Trustees of the Jefferson County Public Library is subject to the provisions of Senate Bill 91-33 (the "Colorado Sunshine Act"); and

WHEREAS, pursuant to Section 24-6-402(2) (c), the Board is required to give notice of meetings, which notice must be posted in a designated public place within the boundaries of the local body no less than twenty-four (24) hours prior to the meeting; and

WHEREAS, the public place in which such notice will be posted must be designated annually.

WHEREAS, the notice must include specific agenda information where possible.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the Jefferson County Public Library hereby designates a public bulletin board in each branch of the Jefferson County Public Library as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Date: January 16, 2020

2020 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 2020 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	Governance Policy 3.4.6 (All policies instructing the Executive Director will be monitored – 2.0 – 2.4 annually in 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 <ul style="list-style-type: none"> Review of Final 2019 Strategic Plan Achievements 	Trustees review, amend as needed and approve Board Bylaws. Nominating Committee Reports to Board Trustees adopt Governance Policies 2.0 through 2.4
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.		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.
July			
August	Governance Policy 3.4.6 (All policies instructing the Executive Director will be monitored – 2.5 – 2.9 annually in 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 <ul style="list-style-type: none"> Strategic Plan Mid-year Update 	Trustees adopt Governance Policies 2.5 through 2.9
September	Trustees review Executive Director’s performance and compensation (4.3.6)		
October			
November	Trustees review 2021 governance process calendar		
December	Trustees adopt 2021 governance process calendar (4.3.2 and 4.3.2.B)		Trustees adopt the 2021 budget and authorize the Executive Director to implement the spending plan
	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

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Lakewood, CO 80215
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jeffcolibrary.org



Jefferson County

PUBLIC LIBRARY