

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

June 17, 2021



Outdoor Story Time



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

| ITEM# / ACTION | Thursday, June 17, 2021 – 5:30 pm - <u>ONLINE MEETING VIA WEBEX</u> |
|--|---|
| 1. | Call to order & attendance (4.5.8) Verbal roll call – Each Trustee announces their presence by stating their name. |
| 2. | Pledge of Allegiance |
| 3. Agenda Action | Approve Agenda Chair: Call for motion and second |
| 4. Public Comment | Public Comment Public comments are currently being submitted to the Board via a link on the Board of Trustees webpage. Comments will be acknowledged in the minutes of the meeting. |
| 5. CONSENT AGENDA Action | Approval of Consent Agenda Chair: Call for motion and second <ul style="list-style-type: none"> A. May 20, 2021 Board Meeting Minutes B. Standley Lake Trailhead Intergovernmental Agreement Authorization C. Baker and Taylor Contract Renewal Authorization D. D-Tech Contract Extension Authorization E. Approve 2022 Board Governance Budget F. Approve 2022 Board Meeting Schedule |
| 6. Foundation Report | Foundation Report – Jo Schantz, Executive Director and Jill Fellman, Trustee Representative |
| 7. Operational Updates Action as Needed | Executive Director <ul style="list-style-type: none"> 1. Executive Director Report Strategy, Engagement & Finance <u>Finance and Budget</u> <ul style="list-style-type: none"> 1. Financial Report (May) 2. <u>2022 Budget</u> <ul style="list-style-type: none"> A. Review 2022 Proposed Budget Plan B. Review 2022 5-Year Capital Plan C. Review letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the library Public Services <ul style="list-style-type: none"> 1. Service Highlight - Presentation on Summer Challenge Technology and Innovation <ul style="list-style-type: none"> 1. Workforce Business Center Inter-Agency Memorandum of Understanding Chair: Call for motion and second |

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

| | |
|--|---|
| 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">No items |
| 11. Action as Needed | Board Governance <ul style="list-style-type: none">No items |
| 12. Suggest Agenda Items | BOARD SCHEDULE – NEXT MEETINGS – Location of meetings of the Library Board of Trustees are being determined in cooperation with guidelines from Jefferson County. Information on meeting location will be posted at least one week prior to the scheduled meeting date. <u>2021 Board Meeting Schedule</u> <ul style="list-style-type: none">July 8, 2021 – Study Session – 5:30 pm – TBDJuly 15, 2021 – Board Meeting – 5:30 pm - TBDAugust 12, 2021 – Study Session – 5:30 pm – TBDAugust 19, 2021 – Board Meeting – 5:30 pm – TBD |
| 13. Discussion | Board Questions or Comments Related to Items on the Meeting Agenda |
| 14. Discussion | Evaluate Board Meeting (4.1.9) |
| 15. Information | Announcements/General Information Sharing <ul style="list-style-type: none">Report of the Chair – Correspondence, OtherOther Announcements |
| 16. Adjournment | |

CONSENT AGENDA

TO: Library Board of Trustees

FROM: Kim Johnson, Chair and Donna Walker, Executive Director

DATE: June 8, 2021

RE: Consent Agenda for the June 17, 2021 Board Meeting

- A. Approve the May 20, 2021 Board Meeting Minutes
- B. Authorize the Executive Director to sign the Intergovernmental Agreement between the City of Arvada and the Jefferson County Public Library Designating Maintenance Responsibilities for the Rocky Mountain Greenway Trailhead at the Standley Lake Library.
- C. Authorize the Executive Director to sign the contract renewal with Baker and Taylor within the approved budgeted amount.
- D. Authorize the Executive Director to renew the contract with D-Tech International, USA LLC for an additional one-year term within the approved budgeted amount.
- E. Approve the 2022 Board Governance Budget
- F. Approve the 2022 Board Meeting Schedule

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES**

May 20, 2021

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on May 20, 2021. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m. Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), Jeanne Lomba, Charles Naumer and German Zarate-Bohorquez.

Trustees not present: All Trustees were present.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Bernadette Berger, Director of Technology and Innovation; Steve Chestnut, Director of Facilities and Construction Projects; Barbara Long, Assistant Director of Finance and Budget; Lizzie Gall, Assistant Director of Library Experience; Padma Polepeddi, Assistant Director of Library Experience; Heather Grimshaw, Stakeholder Engagement Manager; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

Guests: HDR, Inc. Julianne Scherer, Principal, Library Design Lead; James Braam, Principal, Architect; Whitney Swanson, PM, Architect.

There were additional Library staff members attending the online WebEx meeting.

APPROVAL OF AGENDA

MOTION: Charles Naumer moved that the Library Board of Trustees approve the agenda as presented. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

PUBLIC COMMENT

Public comments are currently being submitted to the Board via a link on the Board of Trustee's webpage. Comments will be acknowledged in the minutes of the meeting. The Chair noted that four public comments were received and asked if any of the individuals were present to address the Board. No individuals responded. The Chair stated that the comments have been provided to the Board and asked that it be noted in the minutes.

- Public comment regarding expanding library hours
- Two public comments regarding masks and medical exemption
- Public comment regarding Conifer Library services

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: Jeanne Lomba moved that the Library Board of Trustees approve the consent agenda in its entirety as listed. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- A. April 8, 2021 Study Session Minutes
- B. April 15, 2021 Board Meeting Minutes
- C. Authorize the Library Executive Director to sign the Contract Amendment with RFID Library Systems, Inc. for the replacement of the Automated Materials Handling System at the Golden Library in the approved budgeted amount of \$230,775.
- D. Authorize the Library Executive Director to sign a contract with Lumen for Category 1 services including Lit Fiber and Internet Services within the approved budgeted amount.
- E. Authorize the Executive Director to sign a contract with Sentinel Technologies for Category 2 hardware for Network Equipment and Firewall in the approved budgeted amount of \$316,775.
- F. Authorize the Executive Director to sign the naming agreement between the Jefferson County Public Library, Jefferson County Library Foundation and Allison Brigham in support of the Discover Together: Outdoor Adventure Space at Belmar Library.

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, provided an update to the Board. The Foundation hired two new workers, Anna Horn, warehouse assistant and Janet Spaeth, book store assistant. Jill Fellman, Trustee Liaison and Cleo Arellano, new JCLF board member, attended the Foundations orientation. The Foundation recently received a \$100,000 contribution from Allison Brigham for the Belmar Library's Discover Together Outdoor Adventure Space, in memory of her parents, Shirley M. and Warren A. Roeske. Jo expressed appreciation to the Trustees for approving the naming agreement. The Foundation's three endowments are showing steady growth with a combined amount of over \$738,000. The Foundation is paying tribute to Linda Abbott, a long time dedicated volunteer who recently passed away. JCLF received another generous legacy chapter gift.

Carol Christensen passed away and donated \$15,000 in unrestricted funds from her estate. The Foundation is grateful for the inclusion of JCLF in her planned giving. FirstBank is providing a \$1,000 sponsorship contribution for the Library Summer Challenge. The Whales Tale books and gift shop is doing more than \$12,000 gross sales every month.

Jill Fellman, Trustee Liaison, expressed appreciation for the orientation provided by the Foundation, and to Donna Walker for her support in this new role. Jill noted that she is thankful for the opportunity and will work hard.

The Chair expressed appreciation to Jo Schantz for her work on the naming agreement and to Jill Fellman for taking on the liaison responsibilities.

EXECUTIVE DIRECTOR REPORT

Executive Director Report

The Executive Director addressed the Board and expressed appreciation to Jill Fellman for her Trustee Liaison role with the Foundation.

Covid Service and Staffing Response: The Library is working on the Covid service and staffing response to the changes in the public health order issued over the weekend that removed the mask requirement. Over 11,000 people visited our libraries since Sunday when the mask requirement was removed. JCPL continued with the current mask policy until we received clarification on a couple of issues. Starting Friday, May 21, staff will be requested, not required, to wear a mask in public spaces and indoors when six foot distancing is not possible. Unvaccinated staff will be strongly encouraged to wear a mask at all times for the safety of staff and our community. Patrons will not be required, but requested to wear a mask. That request will come through posters from Jefferson County Public Health. JCPL will not ask staff or the public about their vaccination status. Staff has been informed through a message from the Executive Director and the public will be informed in the morning. Julianne Rist, Director of Libraries, will share more information about library services later in the meeting.

South County Expansion: HDR will be presenting more information on the community engagement findings and the Board will see invitations tomorrow with a link to the public readout of the input that was gathered.

Philanthropy Development: Jo Schantz has signed the amended and extended agreement and that agreement is with the County Attorney's office for final review.

The Executive Director advised the Board that there are vacancies on the leadership team. The Director of People and Culture interviews have gone well. Rex Whisman resigned his

position as of May 7. The Executive Director is looking to make adjustments to the organizational structure at the leadership level to better align essential functions and create capacity for more robust attention to business performance strategies and to support fundraising development activities. Some job descriptions have been redrafted to indicate this focus for the leadership team.

In response to questions, the Board was advised that:

- The Library is following public health orders and guidance. The Be Covid Safe message from local public health directors includes that in public spaces indoors it is courtesy to wear a mask. We are also mindful that children under 11 are not vaccinated.
- Patrons will not be required, but requested to wear a mask. That request will come through posters from Jefferson County Public Health not a verbal request from staff.
- The Library is updating the Code of Conduct.

EXECUTIVE TEAM OPERATIONAL UPDATES

Strategy, Engagement & Finance

Strategy and Engagement – South County Expansion Project

South County Read Out from Community & Stakeholder Engagement. Guests: HDR, Inc. Julianne Scherer, Principal, Library Design Lead; James Braam, Principal, Architect; and Whitney Swanson, PM, Architect, will present information.

Julianne Scherer shared information on the results of the South County community engagement activities.

Community Engagement

Online engagement survey

- The virtual engagement survey was launched on March 19th, 2021 and was closed on April 21st, 2021.
- The survey was available in both English and Spanish and accessible from computer or mobile device.
- 1,277 responses were gathered from the survey and the findings are included in the body of this report.

Community/Stakeholder meeting results

- Four virtual community engagement meetings were held via ZOOM during the month of April. Meetings were made available for both English and Spanish speakers.
- Approximately 120 community members registered and approximately 60 people attended the meetings and participated in a series of activities meant to gather information about what the community wants in their new library.

- Two input meetings were held with the JCPL Managers, two input meetings were held with the JCPL Directors Team, and one input meeting was held with the JCPL Board of Trustees.
- The detailed insights of the survey and meetings are included in the body of the report and the feedback received informed the guiding principles, location analysis, and space program.
- 1,337 total participants
- Top 3 community priorities: Comfortable, Convenient, Welcoming.

Guiding Principles

Guiding principles to inform the space program, site selection, and program of services were developed based on the priorities and are included in the report. These Guiding Principles are intended to inform what goes into the library and the qualities of those spaces and the future place that the library destination will become. They are the cornerstones of the design process moving forward.

Inspirational place for learning

Community **Gathering** Place

Connection to **Outdoors**

A place to **Create**

Elevating **Convenience**

Welcoming for all

A model of **Flexibility** & **Adaptability**

Location Analysis

Information gathered from the community was also intended to inform the location and site selection of the future library. Survey response data generated “heat maps” of where community members currently go for multiple functions such as school, shopping, entertainment and recreation. In addition demographic, environmental, other amenities, and social data has been included to support the Library in selecting a site that best serves the future patrons.

Space Programming - Quantitative Space Program

A quantitative space program was developed for the purpose of recommending the types of spaces and how large they could be to accommodate particular uses and a certain

number of occupants. This program will guide the size of the library destination and provide a framework for the design of the library and program of services. Community and stakeholder input guided the types of spaces proposed and recommendations for the flexibility and/or individuality of the purpose of each space. One of the biggest findings from the community engagement and from the Board, was the expressed need/desire for an event space or civic anchor for 400-500 people.

The back up to the program summary in the report provides detailed information about space sizes and anticipated occupancy and these areas can be adjusted as needed to respond to space available in the selected site, budget, and finalized program of services.

Adjacency Diagrams

Programming adjacency diagrams were developed to show potential relationships between proposed spaces and rooms in the future library. These diagrams are intended to support test fit considerations of potential sites and inform the design moving forward. Feedback from the community supports the adjacencies. This report is intended to set the stage for the future library destination based on the wants and needs of the community and future patrons it serves. It will guide the site selection process, support JCPL as they develop a program of services, and inform the designers as they move forward on the final design of the future library.

Board Comments

- What I'm hearing is very close to the public meeting I attended and nicely recapped what I heard.
- Reminds me very much of the community meetings I attended, and what I heard in our Board conversations as well.
- Struck by the parallels of our vision and mission for the library
- Outdoor space including play space for children – I always hear that as a priority.
- Heat maps and layering data is really helpful in sharing with the community - this is what you told us and here's data we're layering in.
- The online community engagement was great – inclusive – people were engaged, enthusiastic and excited about the library – well done and very productive.
- Very impressed with how well you drew out people to communicate online.

In response to questions, the Board was advised that:

- Whether or not seasonal changes would affect the results of the heat maps was not one of the layers included in the heat map.
- In thinking about the event space size and flexibility, it depends on how diverse you want that programming and how many people you want to accommodate. A meeting room for 200-250 people is one thing. But if you want an event space it's a larger

accommodation for 400-500 persons. This was just showing some examples – once you start planning the building, you will start to reveal how flexible different spaces could become and what you could use them for. Performance/music areas have different acoustic requirements than for art shows or lecturing. Digging into that next level of program validation and concept development. This is different from JCPL's other libraries and could be a great draw to provide something different than you've had before.

The Board expressed appreciation to HDR for their presentation and great work on community engagement for the South County Expansion Project.

Finance and Budget

Financial Review – March 2021

Barbara Long, Assistant Director of Finance and Budget, addressed the Board. There were no questions regarding the March 2021 financial report.

Financial Report – April 2021

Barbara Long advised the Board that property tax revenue is still not reported in Workday. Information from colleagues at the County is that we should see that revenue reported in Workday by the end of the week. For now, the Library is using information from the Treasurer's office. Property tax collections are 10% behind from where they were last year. Library operating expenses are on track and capital expenses still indicate supply chain issues and getting equipment we've ordered in the door. The carry forward request is going to the BCC for approval next week and will be reflected in May in the Library's capital budget.

In response to a question, the Board was advised that it is possible that the issues with getting equipment in the door may result in a carryover at the end of the year.

Capital & Long Term Financial Plan & Sinking Fund Recommendation

Barbara Long advised the Board that as part of the usual rhythm of the budget development process, the Library will present information about the long term financial plan to inform, provide context and get Board feedback to refine our 2022 budget. We are in a much different place than we were last year at this time.

Revenue Assumptions

- 10% growth in property tax revenue from 2021 to 2022
- 4.0 Mills for 2022 & 2023
- 4.5 Mills for 2024 and beyond
- 5% growth in property values in future years
- No change in residential or commercial assessment rate

The 10% growth in property tax is based on projections from the County Assessor's office. Included in the Board's report is an article about that 10% growth, which was a surprise. Last year every scenario we looked at had a decrease driven by concerns regarding an economic downturn and Gallagher. For 2022 and 2023 in the long term plan, and the 2022 budget in particular, JCPL is recommending a temporary reduction in the mil levy from 4.5 to 4.0 and going back up to 4.5 in 2024 and beyond. Projections include a 5% growth in property values in future years and no change in the residential or commercial assessment rate. As noted in the Board's report, there is a potential ballot issue that should it come to pass, it would decrease revenue.

In response to questions regarding the revenue assumptions, the Board was advised that:

- .5 mils is approximately \$6 million. It would be \$12 million for the two years, 2022 and 2023. The basic assumptions for those two years' revenue is the same.
- \$12 million over two years is enough revenue to do something big. The information presented is looking at the fund balance and not introducing a novel assumption or putting in the plan that we will dramatically accelerate capital projects. This information is just a model and the Board will make a recommendation for the 2022 budget, not future years.
- For context the proposed mil levy change for a homeowner of a \$500,000 property is less than a \$20 difference. It may feel up and down in terms of aggregate revenue. For the individual property owner it may not be that impactful.
- The Board does recommend the mil levy rate one year at a time. There is always flexibility in what the Board decides. It is possible to recommend 4.5 in 2022 and take the next year as it comes. The driver is the fund balance and what the mil levy would accomplish. The Board could decide to preserve the sinking fund for a little longer to get through phase 2 of the FMP (Facility Master Plan). The Board could decide that they are okay with the fund balance level and holding on to that. There is certainly flexibility to make decisions in an informed way.

The Executive Director advised the Board that there would be a different strategy if the Board wants to compress the FMP and not reduce the mil levy. Capacity would need to be considered if the Board wants more projects going at the same time. JCPL would shift our FTE plan and have a different approach to projects. Some libraries do build multiple libraries at a time, however it is something JCPL has not done. If the Board is looking for an accelerated capital plan, the Library would develop a different strategy and approach to staffing and building projects.

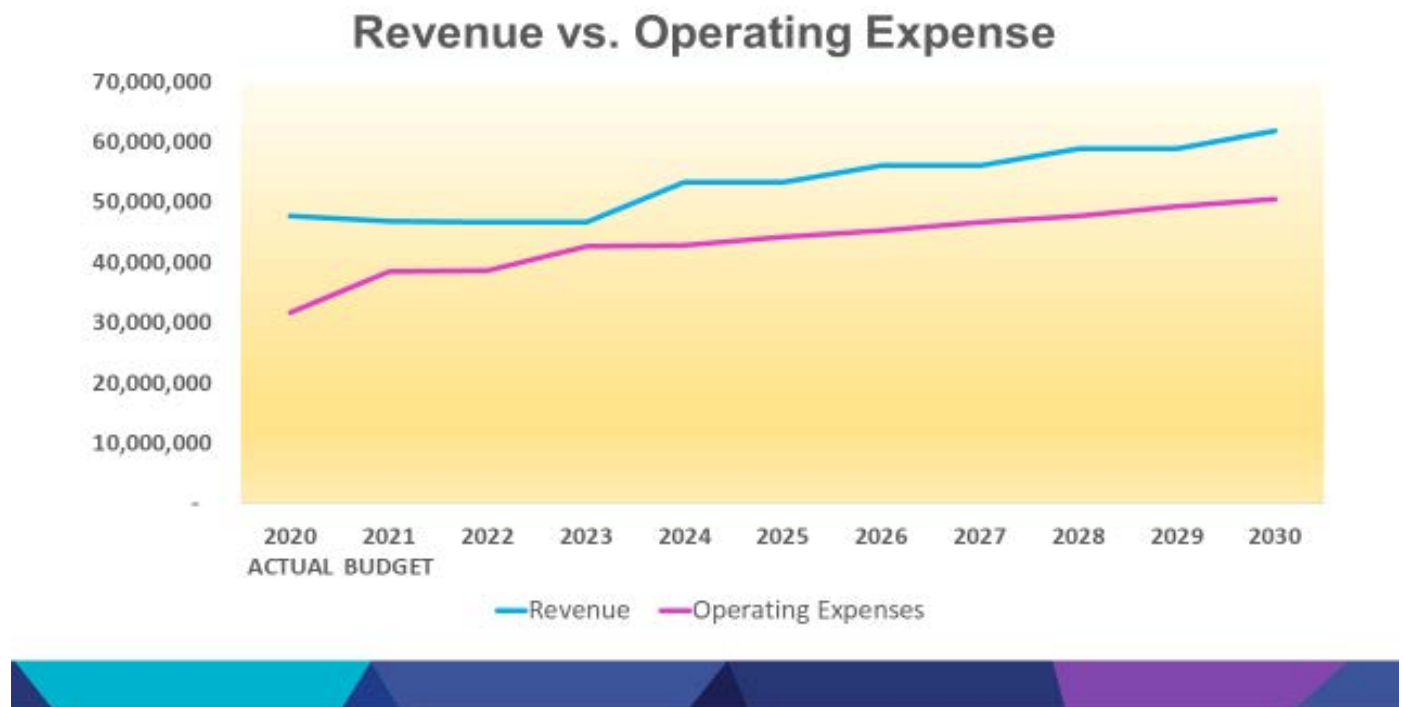
Expense Assumptions

- 9.5 positions added in 2022. 8.5 of these positions were included in the 2020 budget but not filled.

- South County Library opens in 2023
- Capital projects follow each other without gap years

The Library is recommending for the 2022 budget, 9.5 positions – 8.5 of those were included in 2020 budget but unfilled when we took a step back because of the uncertainties in 2020. South County is indicated as opening in 2023 and those operating expenses are included. Capital projects follow each other without the gap year.

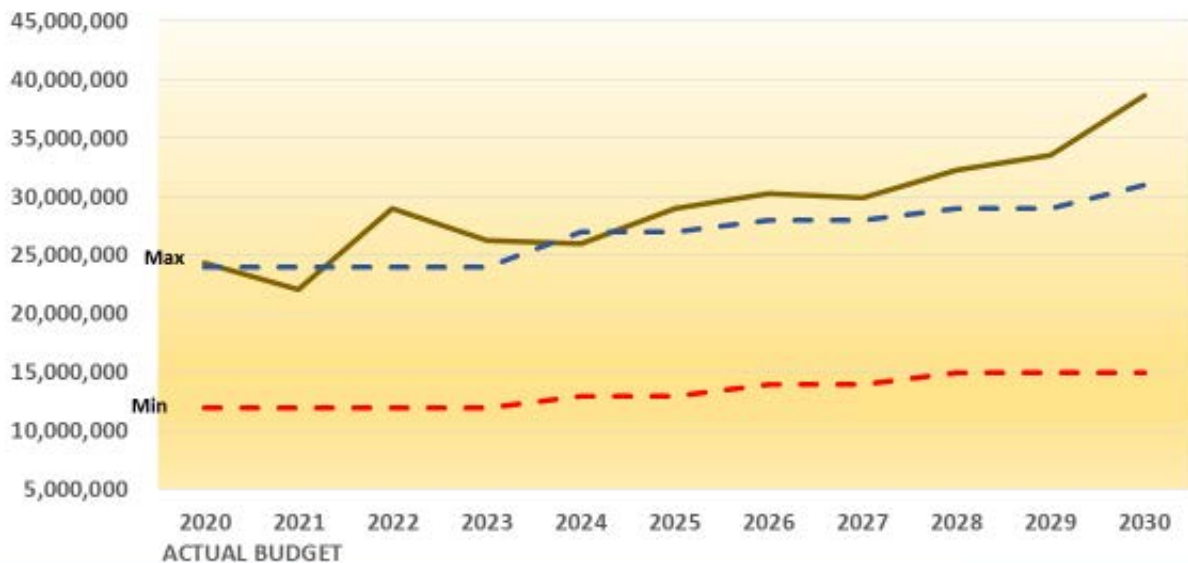
Revenues vs. Operating Expenses



Last year we saw operating expenses exceeding revenue when South County opens. This year we do have a small pinch point but that gap does widen and we can continue developing capital projects.

Fund Balance Over Time

Fund Balance Over Time



Fund balance is projected to grow over time if the assumptions of continued growth and today's assessment rates continue to hold. In this scenario, the maximum and minimum fund balance levels will shift up with each assessment year, starting in 2024 because maximum and minimum fund balance levels are 25% and 50% of revenue. The mil levy is 4.0 in 2022 and 2023 then 4.5 for future years. This reflects just the fund balance and not the reserves. You do see the jump, which we planned for, and our projection for fund balance is very close to maximum and even over maximum in future years. This was a driver for the recommended temporary reduction in the mil levy specifically for 2022. There are definitely other ways to address that.

In response to questions, the Board was advised that:

- The 10% assumption of growth is from the County Assessor's office.
- The Library did include in the projections, the increasing building costs for South County. That is absolutely the biggest area in the plan of uncertainty. Steve Chestnut, Director of Facilities and Construction Projects, did provide updated construction costs based on a 40,000 square foot facility. We do want to acknowledge that this is a large area of uncertainty. The numbers in this model do include a higher cost and also financial flexibility to do a development once a site is found and we know what we will be working with to spend more money if we need to.
- The Library did not model the full 10 years at a 4.0 mil levy, only 2022 and 2023.
- The Library always provides options and the Board is only deciding on one year at a time. A model presenting the impact of a reduction to the assessment rate was not

done based on information from the Assessor's office. However, it is a possibility and there are a wide range of different things that could happen. The long term financial plan model is a tool and the value is in setting the context and painting a picture of the financial environment. The Library would not recommend making a decision beyond the budget year we are working on.

Discussion and Comments:

Trustee Johnson: When I look at the 10-year model, our reserve balance is still \$8 million over our max. Thinking it through we have a lot of flexibility already – more concerned with taking more than we need than I am about the estimates being high. There is a lot of flex and room in here. Curious to see what happens if you model at 4.0 – know it's a lot of work – and I'm not asking for it, I'm just curious. If the 10% estimate is incorrect and only 5% - or people challenge and it comes in at zero – then if we had to get into fund balance you would recommend 4.5 in 2023. We still would be above our max balance and we would have spent money on South County at that point. If revenues are lower than expected we have to go back to 4.5 mills. I'd like to see if we can get pulse from the Board on the options between sticking with this plan vs. accelerating it and adding capacity – is it something Board has appetite for – what is your thinking so staff can hear where we are going.

Trustee Anderson: Preface with I'm not sure I have enough information – might need to contemplate the budget process and 5 year plan mechanism to help with that. Donna, is there reticence to accelerating the 5 year plan – assuming there is a reason it wasn't in the recommendation. If I land on that side, I do have economic inflation concerns and a lot of uncertainty. I have more comfort in a temporary adjustment of the mil and being transparent. It's a one year decision. I'm also anxious to meet community needs. The FMP is a really long term thing. It is appealing to accelerate it.

Executive Director: If we hadn't been in a pandemic – we would have been okay let's do this – we know people who do this – you hire a firm and we say we want these libraries built and they go and do it. We hear the needs are Evergreen, South County, Conifer – and northwest Arvada is booming. The community may be saying hurry it up. My experience with Jefferson County is that is not the way – it's more take things one at a time, calculate risk and do the next thing. We sure can do it – would go back and adjust some things around our leadership and team and shift our thinking. Multiple projects at once – we're certainly capable of doing it.

Trustee Anderson: That's helpful to hear – you guys are coming off of a lot – being robustly assertive is asking a lot. With respect to outsourcing – I have confidence in your team to select good partners – leaning on more acceleration but open to hearing more

about that. Is it realistic when talking about a short time span? Also hearing what the community thinks and concerns with inflation, opportunity cost concerns and volatility around some of the assumptions we're making right now – its good news now.

Trustee Fellman: I agree with Pam and with Kim. I actually think this year with the up and down – Barbara mentioned all the uncertainties that are coming at us – changing too much too fast right now – because of all the changes – that may or may not happen – what makes me feel better – we're only doing this for a year – not making decisions for many years. We need to make a good decision for this next year and we have some guidance for future years. We don't have to put it in stone. I'm less inclined to want to make a lot of changes right now.

Trustee Anderson: Changes in mil levy policy or changes in capital plan?

Trustee Fellman: I like accelerating the capital plan. I'm hesitant to make changes right now with the mil – need to study that more. Our fund balance is healthy now but I don't want to put us in an unhealthy place. I'd rather us take a breath and not make too many changes right now.

Trustee Naumer: I'm leaning more toward being more aggressive and doing more sooner. Our reserve is high – fund balance is high and gives us cushion. There is still uncertainty but less than last year. We did delay things based on the pandemic and it was the right thing to do. We should consider a more aggressive plan. What projects are easier to move forward and explore a model to hire outside help. We could learn from it and do more moving forward.

Trustee Zarate-Bohorquez: There is uncertainty – how different is it to add capacity for the acceleration. At the same time putting in perspective – to make sure we are in agreement if we do the aggressive approach and doing them well without affecting fund size – which is very good. The other question – property values are higher – means more revenue in the future – everyone can see property values increase. The assessment is increasing and that means more revenue in the future – am I wrong with that.

Barbara Long: The 10% increase is driven by property values and future increases as well.

Trustee Zarate-Bohorquez: Acceleration and more aggressive plan.

Trustee Lomba: Normally full steam ahead – leaning toward more aggressive. My opinion – let's be more aggressive while we can.

Trustee Johnson: My sentiment is to at least think about accelerating a little bit – not immediately – getting us to some substantial point with South County. At least have that project off and running. Bringing in outside help to do the projects. My sentiment is that's what our taxpayers would like to see. If we can build capacity on the leadership team – you still have to manage outside vendors. Want to be cautious of that – there's some good opportunities here in the next few years to give Jeffco some of the things they've been looking for.

Executive Director: Thankyou that is super helpful and I'm excited. I would ask that instead of modeling 4.0 moving out, we model at 4.5 with an acceleration of these projects. Instead of reducing the mil and spend money faster. I want to be clear on what we bring back at the June study session.

Trustee Johnson: The \$20 per \$500,000 house has a lot to do with my thoughts. It's not a significant enough savings for taxpayers but has grand potential for what we can offer on the other side. Taxpayers embraced 4.5 and did so with expectations – great if we could fulfil those.

Trustee Naumer: Targeting our fund reserve in the middle of our range – what we ask for in terms of mil levies – close to max – nice to see that go down to mid-range – help us by spending some of that in the short term.

Executive Director: Yes, uncertainty around South County – have that rainy day. Barbara, I want to make sure we have clarity here.

Trustee Anderson: We have to look at it that way– this is not easy work. The modeling and information is so incredibly well thought out – give space to say it's challenging to do short term budget policy and long term planning at this minute level of detail. Struggling a little bit – making short term policy decisions but trying to think more globally. Make sure you are building in team capacity with that modeling – not just capital but leadership and operational.

Executive Director: I am thinking of that

Trustee Anderson: I want to see that in the modeling and I would not be surprised to see that.

Trustee Johnson: I wholeheartedly agree – thank you Barbara – know how much work goes into this – really do appreciate this. Thank you Board for going through that discussion. I know the Library will rise to that.

Barbara Long: I'd like to mirror back what I heard. I will modify the projection with 4.5 mils – compressing the capital plan as much as we can – focusing on the 5 year plan. Adding the additional operational costs necessary to drive that forward as best we can estimate. Will come up with something new to share.

The Board indicated agreement with the modifications as stated by Barbara Long, Assistant Director of Finance and Budget.

Facilities and Construction Projects

Standley Lake Roof/Clerestory Replacement Project

Steve Chestnut, Director of Facilities and Construction Projects addressed the Board. Several years ago we received an estimate for this project and then realized that the cost and scope were larger than expected. We would like to reinstate that project to get that roof repaired. There is a lot of distress with that roof and we are worried about water damage and damage to other systems.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to transfer \$140,000 from contingency to the roof/clerestory replacement project at Standley Lake. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

Public Services

Updates to Covid Service and Staffing

Julianne Rist, Director of Libraries, addressed the Board and provided an update to service and staffing. The new county dial and public health order had a two phased approach with the expected timeframe of April to August. The goal is to move the County to full reopening. JCPL will mirror that approach with changes that have already been planned and implemented. The Library's GRIST team (Gradual Return to In Person Services Team) will start to stand down to monitoring public health orders and executive orders to make sure we are meeting requirements. The Library is ramping up service and staffing. As a recap, from April 16 to May 15, JCPL made changes that had a direct impact on our patrons and public services. We added tables and chairs, study rooms became reservable and walk-in hours have a consistent opening time of 9:00 am. Patrons can choose from curbside or walk-in services.

During Phase 2, JCPL will begin the transition from short term planning for a gradual return to in person services, to the longer term planning of our COVID-19 Services and Staffing Response Strategic Project. During this transition period, GRIST will ensure JCPL is ready to transition to other levels if required and start to stand down. During this time

our top priorities will continue to be the health and safety of our staff and community, and restoring services to pre-pandemic levels. This includes expanding building capacity, expanding open hours, putting furniture back out on the public floor, adding back computers and offering outdoor in-person programming.

Plans over the next two months include, on Sunday, we will be removing the one hour time limit and sticker process. We will also begin increasing the number of people in the building weekly until we reach our full pre-pandemic capacity. The hold lockers at Columbine are being installed this week, and will be available for patrons by the end of the month. We will be doing an email communication to Columbine patrons to let them know about this new service. The Library ordered five sets of hold lockers that were expected to be delivered in December 2020, but due to global manufacturing shortages we have just received our first set. This week we were informed that quarantining materials is no longer required and plan to have the quarantine process stopped and processing returned items right away by the end of the month. We will also be implementing a new software that will allow us to do the curbside process though texting.

Looking ahead to June, we will be offering outdoor in person programming for all of our summer reading programs. We will also be bringing back furniture and computers that were removed to support the 6 foot social distancing, as these item will be needed as we increase the number of people in the building. As we increase furniture and computers we will also be increasing the time limits on computer sessions and study rooms. Finally in June we will be reopening Wheat Ridge to walk in services now that we are no longer quarantining materials. We will be evaluating efficiencies in new curbside software and impact of lockers at locations that have them in order to increase open hours. In addition to the service expansions that are planned for June, we will also be looking ahead to evaluate how and when we can Increase open hours. Some of the staffing constraints are offering curbside while trying to offer services on the floor.

In response to a question, the Board was advised that Conifer High School is still in their construction phases that may impact the front doors. The Library will be having discussions with Conifer High School so we can ensure what we do will be sustained

The Chair expressed appreciation to Julianne Rist and all front line staff for their amazing work as the Library moved in and out of Covid procedures.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

Trustee Naumer inquired about Amazon's arrangement to make books available to libraries. Julianne Rist advised the Board that it is 11,000 titles with restricted use through

another platform and she is looking at that to see if there is anything JCPL can take advantage of.

ENDS

There were no items.

BOARD GOVERNANCE

- Board reviews 2022 Board Governance Budget (Approval at June Board Meeting Consent Agenda)
- Board reviews 2022 Board Meeting Schedule (Approval at June Board Meeting Consent Agenda)

BOARD SCHEDULE – NEXT MEETINGS

In response to COVID-19, protecting the health and safety of our staff, patrons and community is our number one priority. Board of Trustees meetings will be conducted online, until further notice.

2021 Board Meeting Schedule

- June 10, 2021 – Study Session – 5:30 pm – WebEx
- June 17, 2021 – Board Meeting – 5:30 pm - WebEx
- July 8, 2021 – Study Session – 5:30 pm – To be determined – WebEx, Hybrid or In-Person
- July 15, 2021 – Board Meeting – 5:30 pm – To be determined – WebEx, Hybrid or In-Person

In response to a question about why meetings are continuing in WebEx, the Board was advised that the Library is hoping to have options for July. The BCC has not communicated further on their direction that all of their appointed Boards and Commissions hold in place until their task force has a plan for meetings. Additionally, the Library's meeting rooms are currently full of quarantine materials as well as furniture that was moved out of the public spaces to accommodate six foot distancing. For now, the Library's focus and resources are on restoring services to the public.

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

There were no announcements.

ADJOURNMENT

The Board meeting was adjourned at 7:22 pm.

Jill Fellman, Secretary

administration

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

jeffcolibrary.org



TO: LIBRARY BOARD OF TRUSTEES

FROM: KIM JOHNSON, CHAIR

DATE: May 11, 2021

RE: **PROPOSED 2022** GOVERNANCE BUDGET - POLICY 4.8.2

The Library Board will consciously invest in its ability to govern competently and wisely. Accordingly, costs will be prudently incurred, but sufficient to ensure the development and maintenance of superior governance, including funds sufficient for:

- A. Library Board training, including publications and dues.
- B. Library Board member travel/reimbursements to annually attend the Colorado Association of Libraries (CAL) annual conference, national conferences, and non-conference travel, as appropriate.
- C. Auditing and other third party monitoring of organizational performance.
- D. Surveys focus groups and opinion analysis (included in Communications budget).
- E. Library Board-hosted ownership linkage/outreach events.
- F. Library Board meeting and retreat costs.

| Account Category | Account Number | Account Description | 2022 Proposed 05-11-21 | 2021 Budget |
|-----------------------------------|----------------|--|-------------------------------------|-----------------------|
| 426000 - Supplies | 426137 | Office Supplies | 100 | 100 |
| | 426183 | Recognition/Appreciation | 300 | 300 |
| | 426190 | General Supplies | 100 | 100 |
| | 426390 | Food Supplies | 100 | 100 |
| | 426440 | Professional Publications | 200 | 400 |
| 433090- Professional Services | 433090 | Professional & Technical Services (Other) Pine Library Contribution | 1,500 | 1,500 |
| 435600 – Dues, Meetings, Training | 435625 | Food/Beverages | 6,500 | 6,500 |
| | 435630 | Professional Dues | 750 | 750 |
| | 435635 | Business Meals | 750 | 1,000 |
| | 435640 | Training and Education | 2,000 | 2,000 |
| | 435660 | Conferences and Trade Shows | 15,200 | 15,200 |
| 435800 – Travel | 435850 | Mileage | 1,000 | 1,000 |
| TOTAL | | | \$28,500 | \$28,500 |

State Conference (CAL): 7 @\$350.00 = \$2,450; National Conference(s): 5 @\$2,560.00 (NLLD, Washington DC, ALA Annual Conference, Chicago, IL: June 24-29, 2021) = \$12,800.

Membership Dues: ALA Trustee Annual Membership \$65 each; CAL Trustee Membership \$45 each.

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

jeffcolibrary.org



Jefferson County
PUBLIC LIBRARY

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

PROPOSED 2022 BOARD MEETING SCHEDULE

| <u>LIBRARY BOARD STUDY SESSIONS</u> | |
|--|--------------------------------|
| <u>5:30 PM</u> | |
| <u>Date</u> | <u>Location</u> |
| January 13 | Administration Conference Room |
| February 10 | Administration Conference Room |
| March 10 | Administration Conference Room |
| April 14 | Administration Conference Room |
| May 12 | Administration Conference Room |
| June 9 | Administration Conference Room |
| July 14 | Administration Conference Room |
| August 11 | Administration Conference Room |
| September 8 | Administration Conference Room |
| October 13 | Administration Conference Room |
| November 10 | Administration Conference Room |
| | |

| <u>LIBRARY BOARD MEETINGS</u> | |
|--------------------------------------|---|
| <u>5:30 PM</u> | |
| <u>Date</u> | <u>Location</u> |
| January 20 | Lakewood Library Meeting Room |
| February 17 | Lakewood Library Meeting Room |
| March 17* | Lakewood Library Meeting Room |
| April 21 | Arvada Library Meeting Room |
| May 19 | Columbine Library Meeting Room |
| June 16 | Evergreen Library Meeting Room |
| July 21 | Golden Library Meeting Room |
| August 18 | Standley Lake Library Meeting Room |
| September 15 | Belmar Library Meeting Room |
| October 20 | Lakewood Library Meeting Room |
| November 17 | Lakewood Library Meeting Room |
| December 8 | Combined Study Session & Board Meeting Lakewood Library Meeting Room |

| | |
|--|---|
| Arvada Library 7525 West 57 th Avenue, Arvada | Belmar Library 555 S. Allison Parkway, Lakewood |
| Columbine Library 7706 West Bowles Avenue, Littleton | Evergreen Library 5000 Highway 73, Evergreen |
| Golden Library 1019 10 th Street, Golden | Standley Lake 8485 Kipling Street, Arvada |

Foundation Update



■ JUNE 2021

Executive Director Report

Jo Schantz, MNM, CFRE, GPC -- JCLF Executive Director



WHALE OF A USED
Book Sale



The Jefferson County Library Foundation (JCLF) is pleased to announce that its ever-popular Whale of a Used Book Sale will have a new location in 2021. This first big sale of the year will be hosted at the Lakewood Church of the Nazarene's education campus and gymnasium located at 1755 Dover St. in Lakewood.



As with JCLF's sale last fall, pre-paid reservations are required, and to help ensure the safety of our shoppers and encourage social distancing, only 80 shoppers will be permitted in the sale each hour. Reservation fees are \$5 per hour for individuals and \$10 per hour for families (up to four family

members). Reservations can be made at www.wholesale.org or by calling 303-403-5075.

Summer sale dates and times are:

- Wednesday, June 23, 5 to 8 p.m. – FRIENDS ONLY Preview Night
- Thursday, June 24, 9 a.m. to 5 p.m.
- Friday, June 25, 9 a.m. to 5 p.m.
- Saturday, June 26, 9 a.m. to 5 p.m. – Half-Price Day for Educators, Friends and Jeffco Employees (with ID)
- Sunday, June 27, 10 a.m. to 4 p.m. – Bag Day! A grocery-sized bag of books for \$8

We need LOTS of volunteers to help with this huge sale. You can sign up online by visiting these websites: www.wholesale.org; www.jeffcolibraryfoundation.org; or www.jeffclf.org.

Recent Grants, Sponsorships and Bequests

Grants Pending

Big Lots Foundation -- \$5,000 for 1,000 Books Before Kindergarten

Theda & Tamblin Clark Smith Family Foundation -- \$5,000 for 1,000 Books Before Kindergarten

City of Wheat Ridge -- \$1,750 for a senior photography program & competition at Wheat Ridge Library

Sam S. Bloom Foundation -- \$5,000 for 1,000 Books Before Kindergarten

Grants Received or Approved

City of Lakewood/Lakewood Legacy Foundation -- \$7,500 for programs at Belmar Library

Ent Credit Union -- \$2,500 for Library Summer Challenge

Sponsorships

Foothills Vision Center -- \$250 for Friends Annual Meeting

Taurus Fund -- \$250 for Friends Annual Meeting

Bequests Received

Roderick D. Carroll Trust -- \$21,789.40

WE HAVE A NEW URL! WWW.JEFFCLF.ORG



■ PAGE 2

■ JUNE 2021

Executive Director Report

STRONG SALES CONTINUE AT OUR USED BOOKSTORE IN COLORADO MILLS MALL



It's been more than six months since JCLF first opened the doors to our used book shop in Colorado Mills Mall. And since that time, this new storefront operation has exceeded our projected sales goals each month.

Our May 2021 numbers were no exception. During that time frame, our Whale's Tale Books & Gifts shop generated \$11,749 in gross sales. Our budgeted projection was \$10,000 in gross sales per month.

Our operations costs have been kept low, as well. For our electronic sales mechanism, we use a hotspot donated by Jefferson County Public Library instead of using the Mall's wifi, and that has saved us an added fee. Plus, the shop is mainly staffed by dedicated volunteers, and we have hired only two JCLF staff members -- one part-time worker and one contractor -- to manage the storefront.

I'm also delighted that one of the Library Trustees, Jill Fellman, has recently joined the ranks of our Whale's Tale volunteers!

Many thanks to everyone who has supported this exciting new fundraising venture and has contributed to our success.



Community Connections

I am participating in the monthly S. Lakewood Business Association breakfast meeting on Tuesday, June 8.

I will attend the monthly lunch meeting for the Applewood Business Association on Thursday, June 10, at Rolling Hills Country Club.

I have a virtual Foundation presentation slated on Tuesday, June 29, for the Lakewood-Foothills Rotary Club.

Scheduled Meetings

JCLF held a Whale Sale Crew Chiefs meeting on Tuesday, June 8, to review plans for our upcoming Whale of a Used Book Sale.

On Friday, June 11, I scheduled a lunch meeting with major donor Allison Brigham. Allison and her late father donated to the Belmar Library's Outdoor Adventure Space.

Library Executive Director Donna Walker and I have our monthly meeting slated for Monday, June 21.

Continuing Education

I am participating (virtually) in this year's International Public Library Fundraising Conference Tuesday and Wednesday, June 8 and 9.

I recently received online training for a new foundation funding research database, Foundation Search America.

WE HAVE A NEW URL! WWW.JEFFCLF.ORG

Operational Updates

Executive Director Report



June 2021 EXECUTIVE DIRECTOR REPORT

Second Quarter Focus:

1. COVID-19 Service & Staffing Response
2. South County Expansion
3. Philanthropy Development

COVID-19 Service & Staffing Response:

In June, the Library is focusing on,

- Transitioning in-person service to full capacity, no time limit, more furnishings, increased hours of operation, and more computer availability
- Streamlining curbside service to reduce staffing load

South County Expansion:

In June, the Library is focusing on,

- Architect interviews
- Community Influencer input gathering
- Community Output Report meeting

Philanthropy Development:

In June, the Library is focusing on,

- Posting new position with an essential function for fundraising development

Advocacy and Engagement Opportunities for Trustees


[ALA Annual Virtual](#): June 23-29, 2021. Registration is open. Contact Amber to register.

[CALCON 2021](#): Building a Bridge to Tomorrow. September 9 – 11 at the Westin Westminster. Contact Amber to register.

JCPL SERVICE HIGHLIGHTS

Community Engagement

Vaccination Sites: JCPL is hosting Jefferson County Public Health (JCPH) mobile vaccination clinics at several of our library locations in partnership with this community agency. Clinics are located outside library locations in tents set up and staffed by JCPH



Programming

Summer Challenge: Presentation on Summer Challenge activities at the meeting.

Outdoor Storytimes:

After so many months with no in-person programming, JCPL started offering outdoor storytimes as part of the Summer Challenge kickoff. Some of our locations had over 40 participants.



Offsite Services News: Below is a photo of the new JCPL bookmobile chassis in the process of being customized to our requirements. Anticipated delivery is spring 2022. Next to it is a photo of the holds lockers installed at the Columbine Library at the end of May. Both are exciting capital investments in offsite services for now and the future.




New Bookmobile Chassis



New Holds Lockers at Columbine Library

Professional Engagement:

Colorado Shared Risk & Protective Factor Virtual Conference: Arra Katona, Teen Outreach Coordinator, will be presenting in collaboration with other members of the Communities that Care (CTC) coalition.



JCPL Leader in the News: Check out the Colorado Association of Libraries (CAL) [quarterly newsletter](#) for an impactful interview by our very own Padma Polepeddi. Padma was selected as a Colorado library leader to spotlight by the CAL Mentorship Interest Group. Scroll down the newsletter or click here for the link to her [video interview](#).

ALA Annual (Virtual Conference). Eight JCPL staff are attending. Trustee Jill Fellman is also attending.

Edelweiss Bookfest (Virtual) – **Amy Hall**, Collections Librarian, attending. This is a “virtual conference by the industry for the industry.”

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, **June 2021**

- Meeting with **Carly Lorentz**, Golden deputy city manager, on the Heart of Golden development
- Meeting with **Patrick Goff**, Wheat Ridge City manager, and **Bud Starker**, Wheat Ridge mayor on potential opportunities for partnership in a civic center
- Calls with **ULC colleagues** on approaches to concurrent building projects
- South County Library input meetings with **Lesley Dahlkemper**, Jefferson County commissioner, **Mary Berg**, executive director, Jefferson County Human Services, **Jeff Shrader**, Jefferson County sheriff, **Kelly Dunkin**, executive director, Community First Foundation, **Don Davis**, Jefferson County manager, **Reg Cox**, Lakewood Connects, **Tom Hoby**, Jeffco Open Space, and others.
- **Jeffco Connections** regular meeting of Combined Management leadership and **Communities that Care** (CTC) Key Leaders.
- South County Library **Community Update**
- Monthly meeting with **Jefferson County Elected/Appointed Officials**
- **Colorado Association of Libraries (CAL)** Mentorship Interest Group
- **West Metro Chamber of Commerce** Board of Directors
- Bi-weekly meetings with **Jefferson County Public Health** (JCPH) and local elected/appointed officials
- Monthly call with **Colorado Public Library Directors** (CPLD)
- Monthly call with **Urban Libraries Council Directors** (ULC)
- Monthly meeting with **Jefferson County Library Foundation** (JCLF) executive director
- Attendance at **ALA national conference**

Operational Updates

Strategy, Engagement and Finance

memorandum

To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Budget & Finance
Re: Finance Monthly Report
Date: June 9, 2021

1. **Budget to Actual Tables**

The Budget to Actual Tables for May 2021 will be forwarded before the meeting and will include the analysis discussion.

2. **2022 Budget**

Tables for the 2022 proposed budget will be provided before the meeting. The information provided will include:

- A. 2022 Proposed Budget Plan
- B. 2022 Proposed 5-Year Capital Plan
- C. Letter to the Board of County Commissioners setting the mil levy necessary to maintain and operate the library for 2022 at 4.500.

memorandum



To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Finance & Budget
Re: 2021 Proposed Budget
Date: July 16, 2020

A. May 2021 Financial Tables

The Budget to Actual Tables for May 2021 are attached. Workday implementation is still causing a delay in getting revenue entered into the financial system. January's property tax revenue of just under \$1M is included, but revenue from subsequent months is not displayed. Through the end of May, the Library received funding of \$146,943 from the Library Foundation. This includes the contribution of \$100K for the Belmar Outdoor Space. In-kind support provided to the Foundation by the Library in 2021 through May is valued at \$31,780 (Ratio of 4.62:1).

The May tables now show carryforward funds and the approved transfer to the Standley Lake Clerestory Roof project in the capital tables.

B. Jefferson County Public Library's 2022 Proposed Budget

The 2022 proposed budget includes the five year capital plan that was presented to the Library Board at the last meeting and is based on direction provided by the Board of Trustees in discussions about the Library's long term financial plan. Investments in both capital projects and operational funds to support these projects are increased to support an accelerated timeline for project completion. The 2022 budget and capital plan prioritizes large projects which add significant library space for the community. This approach makes use of fund balance accumulated during 2020 when projects were put on hold in response to uncertainty.

Revenue Assumptions:

Projected 2022 revenue matches the estimates that were included in the long term planning scenarios. Property tax assumptions are:

- The mill levy is 4.5.
- Property tax revenue increases by 10%.

Budgeted revenue for 2022 includes \$100,000 from the Library Foundation.

Planned Expenses:

The proposed 2022 budget includes the addition of 11 FTE, for a total of 279.5 standard positions. This is 2.5 more than the number of positions which were approved in the 2020 budget and two of these positions have been added specifically to increase JCPL's capacity for capital development.

memorandum



The Library's capital projects in the 2022 budget and 5 year Capital Improvement Plan (CIP) reflect the Board's direction to tackle larger projects at a faster pace with continued funding for development of the South County Library and for land acquisition in NW Arvada. Redesigning the Evergreen library will also begin in 2022 and funding for Annual Repair and Maintenance (ARM) allows the Library to take care of existing buildings and update the IT infrastructure that patrons and staff rely on.

The proposed budget for 2022 includes continued investment in books and materials, library programming and other services with the goal of balancing growth and enhancements to library services with long-term financial sustainability.

Attachments

1. 2022 Budget Tables
2. Trustee's 2022 Budget Letter

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2021 BUDGET TO ACTUAL

| Sources and Uses of Funds | 2020 Amended Budget | 2020 Actual | 2021 Amended Budget | YTD Actual 5/31/2021 | \$ Variance 2021 Budget | Budget to Actual % |
|---|----------------------|----------------------|----------------------|----------------------|-------------------------|--------------------|
| <i>Sources of Funds</i> | 4.500 | | 4.500 | | | |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Property Tax - Operating | \$ 44,134,625 | \$ 44,550,056 | \$ 44,134,625 | \$ 844,592 | \$ (43,290,033) | -98% |
| Property Tax - Capital | 2,165,680 | 2,194,337 | 2,165,680 | 40,187 | (2,125,493) | -98% |
| Total Taxes | \$ 46,300,305 | \$ 46,744,393 | \$ 46,300,305 | \$ 884,779 | \$ (45,415,526) | -98% |
| Federal & State Grants | \$ 128,000 | \$ 161,962 | \$ 121,051 | \$ 125,817 | \$ 4,766 | 4% |
| Fines & Fees | 239,513 | 47,797 | 145,000 | 4,501 | (140,499) | -97% |
| Other Revenue | 572,640 | 797,130 | 298,640 | 234,647 | (63,993) | -21% |
| Total Other Revenues | \$ 940,153 | \$ 1,006,889 | \$ 564,691 | \$ 364,965 | \$ (199,726) | -35% |
| Sub Total Revenues | \$ 47,240,458 | \$ 47,751,282 | \$ 46,864,996 | \$ 1,249,744 | \$ (45,615,252) | -97% |
| Fund Balance Activity | | | | | | |
| Transfer from FB - Capital Projects | 8,311,655 | | 498,235 | - | | NA |
| Transfer to/(from) Fund Balance | - | 8,955,407 | - | (14,818,141) | | NA |
| Total Sources of Funds | \$ 55,552,113 | \$ 38,795,875 | \$ 47,363,231 | \$ 16,067,885 | | |
| <i>Uses of Funds</i> | | | | | | |
| Operating Expenditures | | | | | | |
| Salaries & Employee Benefits | | | | | | |
| Salaries | \$ 15,935,735 | \$ 13,055,682 | \$ 16,081,526 | \$ 5,900,940 | \$ (10,180,586) | -63% |
| Benefits | 5,288,399 | 4,566,527 | 5,373,904 | 1,949,131 | (3,424,774) | -64% |
| Total Salaries & Benefits | \$ 21,224,134 | \$ 17,622,209 | \$ 21,455,431 | \$ 7,850,071 | \$ (13,605,360) | -63% |
| Library Books & Materials | \$ 8,135,190 | \$ 7,354,512 | \$ 7,747,102 | \$ 4,163,151 | \$ (3,583,951) | -46% |
| Supplies | 1,449,965 | 1,111,151 | 1,522,999 | 219,256 | (1,303,743) | -86% |
| Vehicles | - | - | - | - | - | NA |
| Services & Charges | 4,914,583 | 3,350,808 | 5,057,772 | 2,267,968 | (2,789,804) | -55% |
| Internal Transactions /Cost Allocation | 2,251,204 | 2,177,691 | 2,582,108 | 905,773 | (1,676,336) | -65% |
| Total Operating Expenditures | \$ 37,975,076 | \$ 31,616,370 | \$ 38,365,412 | \$ 15,406,218 | \$ (22,959,194) | -60% |
| Financing & Debt Service | \$ 1,410,421 | \$ 1,409,294 | \$ 621,819 | \$ 28,050 | \$ (593,769) | -95% |
| Capital Projects | \$ 16,166,616 | \$ 5,770,211 | \$ 10,122,783 | \$ 633,617 | \$ (9,489,166) | -94% |
| Total Uses of Funds | \$ 55,552,113 | \$ 38,795,875 | \$ 49,110,014 | \$ 16,067,885 | \$ (33,042,129) | -67% |

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2021 BUDGET TO ACTUAL

| | 2020 Amended Budget | 2020 Actual | 2021 Amended Budget | YTD Actual 5/31/2021 |
|---|------------------------|----------------------|------------------------|-------------------------|
| Beginning Fund Balance | \$ 19,529,543 | \$ 24,364,581 | \$ 24,364,581 | \$ 33,319,987 |
| Revenues | \$ 45,074,778 | \$ 45,556,945 | \$ 44,699,316 | \$ 1,209,557 |
| Capital Funding | 2,165,680 | 2,194,337 | 2,165,680 | 40,187 |
| Total Revenues | \$ 47,240,458 | \$ 47,751,282 | \$ 46,864,996 | \$ 1,249,744 |
| Expenditures | | | | |
| Operating Expenditures | \$ 37,975,076 | \$ 31,616,370 | \$ 38,505,412 | \$ 15,406,218 |
| Debt Service | 1,410,421 | 1,409,294 | 621,819 | 28,050 |
| Capital Projects | 16,166,646 | 5,770,211 | 10,122,783 | 633,617 |
| Total Expenditures | \$ 55,552,143 | \$ 38,795,876 | \$ 49,250,014 | \$ 16,067,885 |
| Increase/(Decrease) in Fund Balance | \$ (8,311,685) | \$ 8,955,406 | \$ (2,385,018) | \$ (14,818,141) |
| Ending Fund Balance | \$ 11,217,858 | \$ 33,319,987 | \$ 21,979,563 | \$ 18,501,846 |
| Committed to Capital Projects - Carryforward | | \$ 1,746,783 | | |
| Committed to Capital Projects - Sinking Fund | | \$ 9,000,000 | \$ 9,000,000 | |
| Reserve Fund Balance | | \$ 22,573,204 | \$ 12,979,563 | |

Reserve Fund Balance Policy Calculation

| | 2020 Amended Budget | 2020 Actual | 2021 Amended Budget | 2021 Actual |
|---|------------------------|-----------------------|------------------------|-------------|
| Year-End Reserve Fund Balance | | \$ 22,573,204 | | |
| 16% - Current Year Budgeted Revenues | \$ 7,558,473 | | \$ 7,498,399 | |
| 9% - Current Year Budgeted Revenues - Uncertainty | 4,251,641 | | 4,217,850 | |
| Total Minimum F/B Reserve Requirements (FLOOR) | \$ 11,810,115 | | \$ 11,716,249 | |
| 50% of Current Year Budgeted Revenues | \$ 23,620,229 | | \$ 23,432,498 | |
| Total Maximum F/B Reserve Requirements (CEILING) | \$ 23,620,229 | | \$ 23,432,498 | |
| Above/(Below) Minimum (FLOOR) | | \$ 10,763,090 | | |
| Above/(Below) Maximum (CEILING) | | \$ (1,047,025) | | |

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2021 BUDGET TO ACTUAL

| Sources and Uses of Funds | 2020 Amended Budget | 2020 Actual | 2021 Budget | YTD Actual 5/31/2021 | Projected Year-End 2021 | Variance 2021 Budget |
|---|----------------------|----------------------|----------------------|----------------------|-------------------------|----------------------|
| Sources of Funds | | | | | | |
| Revenues | | | | | | |
| Taxes | | | | | | |
| Property Taxes | \$ 45,960,543 | \$ 46,568,712 | \$ 45,960,543 | \$ 852,859 | \$ 45,960,543 | \$ - |
| Delinquent Taxes | 48,032 | 80,773 | 48,032 | - | 48,032 | - |
| Prior Year Cancellations | (385,353) | (708,709) | (385,353) | - | (385,353) | - |
| Urban Renewal | (1,509,624) | (1,402,175) | (1,509,624) | - | (1,509,624) | - |
| Penalties & Interest | 21,027 | 11,456 | 21,027 | (8,267) | 21,027 | - |
| Total Taxes | \$ 44,134,625 | \$ 44,550,056 | \$ 44,134,625 | \$ 844,592 | \$ 44,134,625 | \$ - |
| Federal & State Grants | \$ 128,000 | \$ 161,962 | \$ 121,051 | \$ 125,817 | \$ 121,051 | \$ - |
| Library Fines | 107,950 | 15,537 | 40,000 | 3,744 | 40,000 | - |
| Charges for Services | 131,563 | 32,260 | 105,000 | 757 | 105,000 | - |
| Investment Income | 322,000 | 298,834 | 108,000 | 38 | 108,000 | - |
| Library Foundation | 160,000 | 160,490 | 100,000 | 146,943 | 176,943 | 76,943 |
| E Rate Revenue | 90,640 | 146,448 | 90,640 | 81,372 | 90,640 | - |
| Other Revenue | - | 43,917 | - | 6,294 | 6,294 | 6,294 |
| Transfer | - | 147,441 | - | - | - | - |
| Total Revenues | \$ 45,074,778 | \$ 45,556,945 | \$ 44,699,316 | \$ 1,209,557 | \$ 44,782,553 | \$ 83,237 |
| Uses of Funds | | | | | | |
| Operating Expenditures | | | | | | |
| Salaries & Employee Benefits | | | | | | |
| Salaries | \$ 15,093,111 | \$ 13,493,744 | \$ 14,816,028 | \$ 5,304,995 | \$ 14,816,028 | \$ - |
| Awards & Bonuses | 130,000 | | 135,000 | | 135,000 | - |
| Termination Pay | | 172,528 | 110,000 | 82,521 | 110,000 | - |
| Temporary Salaries | 2,146,611 | 1,273,728 | 2,095,441 | 511,328 | 2,095,441 | - |
| CARES Reimburse Salaries | | (1,887,045) | | | - | - |
| Overtime | 5,130 | 2,726 | - | 2,096 | - | - |
| Vacancy Savings | (1,439,117) | | (1,074,943) | | (1,074,943) | - |
| Benefits | 5,288,399 | 4,566,527 | 5,373,904 | 1,949,131 | 5,373,904 | - |
| Total Salaries & Benefits | \$ 21,224,134 | \$ 17,622,209 | \$ 21,455,431 | \$ 7,850,071 | \$ 21,455,431 | \$ - |
| Library Books & Materials | \$ 7,976,840 | \$ 7,182,373 | \$ 7,615,102 | \$ 4,099,501 | \$ 7,615,102 | \$ - |
| Library Periodicals | 158,350 | 172,139 | 132,000 | 63,650 | 132,000 | - |
| Sub-Total Library Collections | 8,135,190 | 7,354,512 | 7,747,102 | 4,163,151 | 7,747,102 | - |
| Supplies | \$ 1,449,965 | \$ 1,111,151 | \$ 1,522,999 | 219,256 | \$ 1,522,999 | \$ - |
| Services & Charges | 4,914,583 | 3,350,808 | 5,057,772 | 2,267,968 | 5,057,772 | - |
| Vehicles | - | | - | | - | - |
| Direct Internal Charges | 164,067 | 111,388 | 145,090 | 228,013 | 145,090 | - |
| Indirect Cost Allocation | 1,145,837 | 1,145,837 | 1,355,518 | 677,759 | 1,355,518 | - |
| Intra County Transactions | 941,300 | 920,466 | 1,081,500 | - | 1,081,500 | - |
| Total Supplies and Other | \$ 8,615,752 | \$ 6,639,650 | \$ 9,162,879 | \$ 3,392,996 | \$ 9,162,879 | \$ - |
| Total Operating | \$ 37,975,076 | \$ 31,616,370 | \$ 38,365,412 | \$ 15,406,218 | \$ 38,365,412 | \$ - |

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2021 BUDGET TO ACTUAL

| Sources and Uses of Funds | 2020 Budget | 2020 Actual | 2021 Budget | YTD Actual 5/31/2021 | Projected Year End 2021 | Variance 2021 Budget |
|------------------------------------|---------------------|---------------------|-------------------|-------------------------|----------------------------|-------------------------|
| Debt Service | | | | | | |
| Principal - Arvada (2005-2024) | \$ 552,073 | \$ 552,073 | \$ 565,720 | | \$ 565,720 | \$ - |
| Interest - Arvada (2005-2024) | 69,294 | 69,294 | 56,099 | 28,050 | 56,099 | - |
| Principal - Refunding Series 2013 | 608,265 | 608,265 | - | | - | - |
| Interest - Refunding Series 2013 | 31,303 | 30,176 | - | | - | - |
| Principal - COP - Capital Projects | 142,143 | 142,143 | - | | - | - |
| Interest - COP - Capital Projects | 7,343 | 7,343 | - | | - | - |
| Total Debt Service | \$ 1,410,421 | \$ 1,409,294 | \$ 621,819 | \$ 28,050 | \$ 621,819 | \$ - |

| |
|-------------------------------|
| 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
2021 BUDGET TO ACTUAL

| Sources and Uses of Funds | 2020 Amended Budget | 2020 Actual | 2021 Budget | 2021 Amended Budget | YTD Actual 5/31/2021 | Projected Year End 2021 | Variance 2021 Budget |
|--|----------------------|---------------------|---------------------|----------------------|----------------------|-------------------------|----------------------|
| Sources of Funds | | | | | | | |
| Property Tax - Capital - 4.5% | \$ 2,165,680 | \$ 2,194,337 | \$ 2,165,680 | \$ 2,165,680 | \$ 40,187 | \$ 2,165,680 | \$ - |
| Transfer from FB - Capital Expenses | 2,267,039 | | 2,267,039 | | | - | - |
| Total Sources of Funds | \$ 4,432,719 | \$ 2,194,337 | \$ 4,432,719 | \$ 2,165,680 | \$ 40,187 | \$ 2,165,680 | \$ - |
| Uses of Funds | | | | | | | |
| Annual Replacement & Maintenance Program (ARM) and Recurring Projects | | | | | | | |
| ARM-01 Capital Maintenance | \$ 307,000 | \$ 161,086 | \$ 250,000 | \$ 250,000 | \$ 96,910 | \$ 250,000 | \$ - |
| ARM-02 Furniture & Equipment | 36,000 | 5,148 | 36,000 | 36,000 | 468 | 36,000 | - |
| ARM-03 Computer Replacement Plan | 180,000 | 134,156 | 200,000 | 490,000 | 125,408 | 490,000 | - |
| ARM-04 Book Sorter Replacement | 470,000 | 384,870 | 300,000 | 385,130 | 122,729 | 385,130 | - |
| ARM-05 IT Infrastructure Replacement | 370,000 | 147,545 | 350,000 | 500,000 | 204,419 | 500,000 | - |
| Alternative Services | 450,000 | 54,209 | 100,000 | 495,791 | 43,186 | 495,791 | - |
| 2016 Projects | | | | | | | |
| 16-14 High Availability Internet Redundancy | \$ 41,000 | \$ 33,108 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 2017 Projects | | | | | | | |
| 18-07 LSC Garage & Loading Dock Planning | 122,583 | 135,783 | - | - | - | - | - |
| 18-08 Bookmobile Replacement | 547,411 | 118,623 | - | 428,818 | 2,583 | 428,818 | - |
| 2019 Projects | | | | | | | |
| 19-02 Document Management System | 160,000 | 80,000 | - | 80,000 | - | 80,000 | - |
| 2020 Projects | | | | | | | |
| 20-01 Arvada HVAC Upgrade | \$ 140,000 | \$ 49,870 | \$ - | \$ - | \$ - | - | \$ - |
| 2021 Projects | | | | | | | |
| Standley Lake Clerestory Roof | \$ - | \$ - | \$ - | \$ 140,000 | \$ - | 140,000 | \$ - |
| Multi-Year Construction Projects | | | | | | | |
| 18-01 Belmar Library Remodel | 4,602,522 | 4,438,756 | - | - | - | - | - |
| 19-03 South County Library | 4,344,100 | 27,055 | 7,000,000 | 7,317,045 | 37,914 | 7,317,045 | - |
| 20-02 Golden Library | 4,396,000 | | | - | | | |
| Total Capital Projects | \$ 16,166,616 | \$ 5,770,211 | \$ 8,236,000 | \$ 10,122,783 | \$ 633,617 | \$ 10,122,783 | \$ - |

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2021 BUDGET TO ACTUAL

| Project | 2021 Budget | YTD Actual 5/31/21 | YTD Encumbrances 5/31/21 | YTD Total Actual + Enc | Remaining Budget |
|--|----------------------|-----------------------|--------------------------------|---------------------------|---------------------|
| ARM-01 Capital Maintenance | \$ 250,000 | \$ 96,910 | \$ 7,296 | \$ 104,205 | \$ 145,795 |
| ARM-02 Furniture & Equipment | 36,000 | 468 | - | 468 | 35,532 |
| ARM-03 Computer Replacement Plan | 490,000 | 125,408 | 197,813 | 323,221 | 166,779 |
| ARM-04 Book Sorter Replacement | 385,130 | 122,729 | - | 122,729 | 262,401 |
| ARM-05 IT Infrastructure Replacement | 500,000 | 204,419 | - | 204,419 | 295,581 |
| Library Alternative Services | 495,791 | 43,186 | 181,373 | 224,559 | 271,232 |
| Bookmobile Replacement | 428,818 | 2,583 | | 2,583 | 426,234 |
| Standley Lake Clerestory Roof | 140,000 | | | | |
| Document Management System | 80,000 | - | | - | 80,000 |
| Multi-Year Projects Construction Projects | | | | | |
| South County Library | 7,317,045 | 37,914 | 24,380 | 62,294 | 7,254,751 |
| Total Capital Projects | \$ 10,122,783 | \$ 633,617 | \$ 410,861 | \$ 1,044,478 | \$ 8,938,305 |

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2022 PROPOSED Budget

| Sources and Uses of Funds | 2020 Actual | 2021 Budget | 2022 Budget (Proposed) | \$ Incr(Decr) 2021 to 2022 Budget | % Incr(Decr) 2021 to 2022 Budget |
|---|----------------------|----------------------|------------------------------|--------------------------------------|--|
| Sources of Funds | | | | | |
| Revenues | | | | | |
| Property Tax (net of adjustments) | \$ 46,744,393 | \$ 46,300,305 | \$ 51,111,040 | \$ 4,810,735 | 10% |
| Total Taxes | \$ 46,744,393 | \$ 46,300,305 | \$ 51,111,040 | \$ 4,810,735 | 10% |
| Federal & State Grants | \$ 161,962 | \$ 121,051 | \$ 125,000 | \$ 3,949 | 3% |
| Library Fees | 47,797 | 145,000 | 115,000 | (30,000) | -21% |
| Other Revenue | 797,130 | 298,640 | 298,640 | - | 0% |
| Total Other Revenues | \$ 1,006,889 | \$ 564,691 | \$ 538,640 | \$ (26,051) | -5% |
| Sub Total Revenues | \$ 47,751,282 | \$ 46,864,996 | \$ 51,649,680 | \$ 4,784,684 | 10% |
| Transfer from Fund Balance | \$ - | \$ 498,235 | | | |
| Transfer to Fund Balance | 8,955,407 | - | \$ (4,381,587) | | |
| Total Sources of Funds | \$ 38,795,875 | \$ 47,363,231 | \$ 56,031,267 | \$ 8,668,037 | 18% |
| Uses of Funds | | | | | |
| Operating Expenditures | | | | | |
| Salaries & Employee Benefits | | | | | |
| Salaries | \$ 13,055,682 | \$ 16,081,526 | \$ 16,300,035 | \$ 218,509 | 1% |
| Benefits | 4,566,527 | 5,373,904 | 5,453,844 | 79,940 | 1% |
| Total Salaries & Benefits | \$ 17,622,209 | \$ 21,455,431 | \$ 21,753,880 | \$ 298,449 | 1% |
| Library Books & Materials | \$ 7,354,512 | \$ 7,747,102 | \$ 7,937,400 | \$ 190,298 | 2% |
| Supplies | 1,111,151 | 1,522,999 | 1,559,475 | 36,476 | 2% |
| Vehicles | - | - | - | - | |
| Services & Charges | 3,350,808 | 5,197,772 | 5,162,440 | (35,332) | -1% |
| Internal Transactions /Cost Allocation | 2,177,691 | 2,582,108 | 2,669,592 | 87,484 | 3% |
| Total Operating Expenditures | \$ 31,616,370 | \$ 38,505,412 | \$ 39,082,787 | \$ 577,375 | 1% |
| Financing & Debt Service | \$ 1,409,294 | \$ 621,819 | \$ 621,945 | \$ 126 | 0% |
| Capital Projects | \$ 5,770,210 | \$ 8,236,000 | \$ 16,326,536 | \$ 8,090,536 | 98% |
| Total Uses of Funds | \$ 38,795,875 | \$ 47,363,231 | \$ 56,031,267 | \$ 8,668,037 | 18% |



TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2022 PROPOSED Budget

| | 2020 Actual | 2021 Budget | 2022 Budget (Proposed) |
|---|-----------------------|----------------------|------------------------------|
| Beginning Fund Balance | \$ 24,364,581 | \$ 24,364,581 | \$ 33,319,988 |
| Revenues | \$ 45,556,945 | \$ 44,699,316 | \$ 49,264,680 |
| Capital Funding | 2,194,337 | 2,165,680 | 2,385,000 |
| Total Revenues | \$ 47,751,282 | \$ 46,864,996 | \$ 51,649,680 |
| Expenditures | | | |
| Operating Expenditures | \$ 31,616,370 | \$ 38,505,412 | \$ 39,082,787 |
| Debt Service | 1,409,294 | 621,819 | 621,945 |
| Capital Projects | 5,770,210 | 8,236,000 | 16,326,536 |
| Total Expenditures | \$ 38,795,875 | \$ 47,363,231 | \$ 56,031,267 |
| Ending Fund Balance | \$ 33,319,988 | \$ 23,866,346 | \$ 28,938,401 |
| Increase/(Decrease) in Fund Balance | \$ 8,955,407 | \$ (498,235) | \$ (4,381,587) |
| Commitment to Capital Projects | \$ 1,746,783 | \$ 1,746,783 | |
| Commitment to Capital Projects Sinking Fund | \$ 9,000,000 | \$ 9,000,000 | \$ 9,000,000 |
| Reserve Fund | \$ 22,573,205 | \$ 13,119,563 | \$ 19,938,401 |
| Reserve Balance Policy Calculation | | | |
| | 2020 Actual | 2021 Budget | 2022 Budget (Proposed) |
| 16% - Current Year Budgeted Revenues | \$ 7,640,205 | \$ 7,498,399 | \$ 8,263,949 |
| 9% - Current Year Budgeted Revenues - Uncertainty | 4,297,615 | 4,217,850 | 4,648,471 |
| Total Minimum F/B Reserve Requirements (FLOOR) | \$ 11,937,821 | \$ 11,716,249 | \$ 12,912,420 |
| 50% of Current Year Budgeted Revenues | \$ 23,875,641 | \$ 23,432,498 | \$ 25,824,840 |
| Total Maximum F/B Reserve Requirements (CEILING) | \$ 23,875,641 | \$ 23,432,498 | \$ 25,824,840 |
| Above/(Below) Minimum (FLOOR) | \$ 10,635,385 | \$ 12,150,096 | \$ 7,025,980 |
| Above/(Below) Maximum (CEILING) | \$ (1,302,436) | \$ 433,848 | \$ (5,886,439) |



TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2022 PROPOSED Budget

| Sources and Uses of Funds | 2020 Actual | 2021 Budget | 2022 Budget (Proposed) | \$ Incr(Decr) 2021 to 2022 Budget | % Incr(Decr) 2021 to 2022 Budget |
|---|----------------------|----------------------|------------------------|-----------------------------------|----------------------------------|
| Sources of Funds | | | | | |
| Revenues | | | | | |
| Taxes | | | | | |
| Property Taxes | \$ 46,568,712 | \$ 45,960,543 | \$ 50,615,000 | \$ 4,654,457 | 10% |
| Delinquent Taxes | 80,773 | 48,032 | 48,032 | - | 0% |
| Prior Year Cancellations | (708,709) | (385,353) | (297,432) | 87,921 | -23% |
| Urban Renewal | (1,402,175) | (1,509,624) | (1,660,586) | (150,962) | 10% |
| Penalties & Interest | 11,456 | 21,027 | 21,027 | - | 0% |
| Total Taxes | \$ 44,550,056 | \$ 44,134,625 | \$ 48,726,040 | \$ 4,591,415 | 10% |
| Federal & State Grants | \$ 161,962 | \$ 121,051 | \$ 125,000 | \$ 3,949 | 3% |
| Library Fines | 15,537 | 40,000 | 10,000 | (30,000) | -75% |
| Charges for Services | 32,260 | 105,000 | 105,000 | - | 0% |
| Investment Income | 298,834 | 108,000 | 108,000 | - | 0% |
| Library Foundation | 160,490 | 100,000 | 100,000 | - | 0% |
| E-Rate Revenue | 146,448 | 90,640 | 90,640 | - | 0% |
| Other Misc Revenue | 43,917 | - | - | - | - |
| Transfer | 147,441 | - | - | - | - |
| Total Revenues | \$ 45,556,945 | \$ 44,699,316 | \$ 49,264,680 | \$ 4,565,364 | 10% |
| Uses of Funds | | | | | |
| Operating Expenditures | | | | | |
| Salaries & Employee Benefits | | | | | |
| Salaries | \$ 13,453,616 | \$ 14,816,028 | \$ 15,528,063 | \$ 712,035 | 5% |
| Awards & Bonuses | - | 135,000 | 140,000 | 5,000 | 4% |
| Termination Pay | 176,378 | 110,000 | 110,000 | - | 0% |
| Temporary Salaries | 1,310,007 | 2,095,441 | 1,687,043 | (408,398) | -19% |
| CARES Reimbursed Salaries | (1,887,045) | - | - | - | - |
| Overtime | 2,726 | - | - | - | - |
| Vacancy Savings | - | (1,074,943) | (1,165,071) | (90,128) | 8% |
| Benefits | 4,566,527 | 5,373,904 | 5,453,844 | 79,940 | 1% |
| Total Salaries & Benefits | \$ 17,622,209 | \$ 21,455,431 | \$ 21,753,880 | \$ 298,449 | 1% |
| Library Books & Materials | \$ 7,215,785 | \$ 7,615,102 | \$ 7,737,400 | \$ 122,298 | 2% |
| Library Periodicals | 138,727 | 132,000 | 200,000 | 68,000 | 52% |
| Sub-Total Library Collections | \$ 7,354,512 | \$ 7,747,102 | \$ 7,937,400 | \$ 190,298 | 2% |
| Supplies | \$ 1,111,151 | \$ 1,522,999 | \$ 1,559,475 | \$ 36,476 | 2% |
| Services & Charges | 3,350,808 | 5,197,772 | 5,162,440 | (35,332) | -1% |
| Vehicles | - | - | - | - | - |
| Direct Internal Charges | 111,388 | 145,090 | 145,090 | - | 0% |
| Indirect Cost Allocation | 1,145,837 | 1,355,518 | 1,443,002 | 87,484 | 6% |
| Intra County Transactions | 920,466 | 1,081,500 | 1,081,500 | - | 0% |
| Total Supplies and Other | \$ 6,639,650 | \$ 9,302,879 | \$ 9,391,507 | \$ 88,628 | 1% |
| Total Operating | \$ 31,616,370 | \$ 38,505,412 | \$ 39,082,787 | \$ 577,375 | 1% |



| Authorized Positions | 2020 Budget (Amended) | 2021 Budget | 2022 Budget (Proposed) | Incr(Decr) 2021 to 2022 Budget |
|----------------------------|--------------------------|----------------|------------------------------|--------------------------------------|
| FTE Positions - Active | 277.0 | 268.5 | 279.5 | 11.0 |
| FTE Positions - Reserved | - | 8.5 | - | (8.5) |
| Total Authorized Positions | 277.0 | 277.0 | 279.5 | 2.5 |



TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2022 PROPOSED Budget

| Sources and Uses of Funds | 2020 Actual | 2021 Budget | 2022 Budget (Proposed) | \$ Change 2020 to 2021 Budget |
|------------------------------------|---------------------|-------------------|------------------------------|----------------------------------|
| Debt Service | | | | |
| Principal - Arvada (2005-2024) | \$ 552,073 | \$ 565,720 | \$ 579,366 | \$ 13,647 |
| Interest - Arvada (2005-2024) | 69,294 | 56,099 | \$ 42,578 | (13,521) |
| Principal - Refunding Series 2013 | 608,265 | - | - | - |
| Interest - Refunding Series 2013 | 30,176 | - | - | - |
| Principal - COP - Capital Projects | 142,143 | - | - | - |
| Interest - COP - Capital Projects | 7,343 | - | - | - |
| Total Debt Service | \$ 1,409,294 | \$ 621,819 | \$ 621,945 | \$ 126 |

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
2022 PROPOSED Budget

| Sources and Uses of Funds | 2020 Actual | 2021 Budget | 2022 Budget (Proposed) | \$ Incr (Decr) 2019 to 2020 Budget |
|--|---------------------|---------------------|------------------------------|--|
| Sources of Funds | 4.69% | 4.68% | 4.67% | |
| Property Tax - Capital - 4.5% | \$ 2,194,337 | \$ 2,165,680 | \$ 2,385,000 | \$ 219,320 |
| Transfer from FB - Capital Expenses | | | | (0) |
| Total Sources of Funds | \$ 2,194,337 | \$ 2,165,680 | \$ 2,385,000 | \$ 219,320 |
| Uses of Funds | | | | |
| Annual Replacement & Maintenance Program (ARM) & Ongoing Projects | | | | |
| ARM-01 Capital Maintenance | \$ 161,086 | \$ 250,000 | \$ 250,000 | \$ - |
| ARM-02 Furniture & Equipment | 5,148 | 36,000 | 36,000 | - |
| ARM-03 Computer Replacement Plan | 134,156 | 200,000 | 235,000 | 35,000 |
| ARM-04 Book Sorter Replacement | 384,870 | 300,000 | 500,000 | 200,000 |
| ARM-05 IT Infrastructure Replacement | 147,545 | 350,000 | 250,000 | (100,000) |
| Alternative Services | 54,209 | 100,000 | 200,000 | 100,000 |
| 2016 Projects | | | | |
| 16-14 High Availability Internet Redundancy | 33,108 | - | - | - |
| 2018 Projects | | | | |
| 18-07 LSC Garage | 135,783 | | | |
| 18-08 Bookmobile Replacement | 118,623 | - | - | - |
| 2019 Projects | | | | |
| 19-02 Document Management System | 80,000 | - | - | - |
| 2020 Projects | | | | |
| 20-01 Arvada HVAC Control Upgrade | 49,870 | - | - | - |
| 2022 Projects | | | | |
| Library Location Holds Lockers | - | - | 205,000 | 205,000 |
| Data Warehouse | - | - | 125,000 | 125,000 |
| Multi-Year Construction Projects | | | | |
| Edgewater Library | - | - | - | - |
| Belmar Remodel | 4,438,756 | - | - | - |
| South County Library | 27,055 | 7,000,000 | 9,125,536 | 2,125,536 |
| Evergreen Remodel | - | - | 700,000 | 700,000 |
| NW Arvada Library | - | - | 4,700,000 | 4,700,000 |
| Total Capital Projects | \$ 5,770,210 | \$ 8,236,000 | \$ 16,326,536 | \$ 3,390,536 |



TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
5 -Year Capital Improvement Plan
2022 - 2026 Proposed Budget

| Project | 2021 Budget | 2022 Budget (Proposed) | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | Total 2022-2026 |
|---|---------------------|------------------------------|----------------------|----------------------|----------------------|---------------------|----------------------|
| Annual Replacement Plan | | | | | | | |
| ARM-01 Capital Maintenance | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,250,000 |
| ARM-02 Equipment Replacement | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | 36,000 | 180,000 |
| ARM-03 Computer 5-year Replacement Plan | 200,000 | 235,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,235,000 |
| ARM-04 Book Sorter Replacement | 300,000 | 500,000 | 350,000 | 350,000 | 350,000 | 350,000 | 1,900,000 |
| ARM-05 IT Infrastructure Replacement | 350,000 | 250,000 | 350,000 | 350,000 | 350,000 | 350,000 | 1,650,000 |
| Total ARM & Ongoing Projects | \$ 1,136,000 | \$ 1,271,000 | \$ 1,236,000 | \$ 1,236,000 | \$ 1,236,000 | \$ 1,236,000 | \$ 6,215,000 |
| 5-Year Capital Improvement Plan | | | | | | | |
| Alternative Services | \$ 100,000 | \$ 200,000 | \$ - | \$ 50,000 | \$ - | \$ 175,000 | \$ 425,000 |
| Library Location Holds Lockers | - | 205,000 | - | - | - | - | 205,000 |
| South County Library | 7,000,000 | 9,125,536 | - | - | - | - | 9,125,536 |
| Golden Library | - | - | 350,000 | - | - | - | 350,000 |
| Evergreen Library Redesign | - | 700,000 | 3,520,000 | - | - | - | 4,220,000 |
| NW Arvada Library | - | 4,700,000 | 5,680,000 | 4,500,000 | - | - | 14,880,000 |
| Fehringer Ranch Admin & Library | - | - | 350,000 | 10,993,500 | 9,943,500 | - | 21,287,000 |
| Lakewood Library Remodel | - | - | - | 350,000 | - | - | 350,000 |
| Standley Lake Library Remodel | - | - | 350,000 | - | - | 4,000,000 | 4,350,000 |
| Data Warehouse | - | 125,000 | - | - | - | - | 125,000 |
| ILS Replacement | - | - | 750,000 | - | - | - | 750,000 |
| Total CIP | \$ 7,100,000 | \$ 15,055,536 | \$ 11,000,000 | \$ 15,893,500 | \$ 9,943,500 | \$ 4,175,000 | \$ 56,067,536 |
| Total 5-Year Capital Plan | \$ 8,236,000 | \$ 16,326,536 | \$ 12,236,000 | \$ 17,129,500 | \$ 11,179,500 | \$ 5,411,000 | \$ 62,282,536 |

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

jeffcolibrary.org



To: Honorable Jefferson County Commissioners

From: Library Board of Trustees

Re: 2022 Proposed Budget

Date: July 17, 2021

Honorable County Commissioners,

Working collaboratively with the County staff and the Library staff, the Library Board of Trustees has submitted a proposed budget for the year 2022. The budget development process is governed by the Board of County Commissioners annual guidelines, and the Library Board of Trustees fiduciary responsibilities.

State of Colorado Library Law, 24-90-109 Powers and duties of board of trustees instruct the Board of Trustees to:

III (d) "Submit annually a budget as required by law and certify to the legislative body of the governmental unit or units that the library serves the amount of the mill necessary to maintain and operate the library during the ensuing year.

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

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

The amount that the Board of Trustees has determined necessary to deliver on our promises, operate the library and provide the residents of Jefferson County with a responsible level of library services in 2022 is a mill levy of 4.500. This mill levy will provide an estimated net property tax revenue of \$51 million dollars.

As Library Trustees, we take our fiduciary responsibility seriously and we believe the 2022 proposed budget represents a responsible level of spending to support Library services.

Kim Johnson, Chair

Library Board of Trustees



JCPL 2022 Proposed Budget

June 17, 2021

ASSUMPTIONS FOR 2022 PROPOSED BUDGET



Jefferson County
PUBLIC LIBRARY

- Property Tax Revenue Based on 4.5 Mills; Estimated 10% Increase
- Includes Salary Increase of 2.6%
- Benefits, Interest Revenue and County Charges Estimated



5 & 10 YEAR FINANCIAL MODEL – A NEW APPROACH TO CAPITAL PROJECTS

- Property Tax Revenue Based on 4.5 Mills
- Prioritizing capital projects which add space:
South County Library, NW Arvada Library,
Fehringer Ranch Admin & Library
- Using Fund Balance to Accelerate Facility
Master Plan



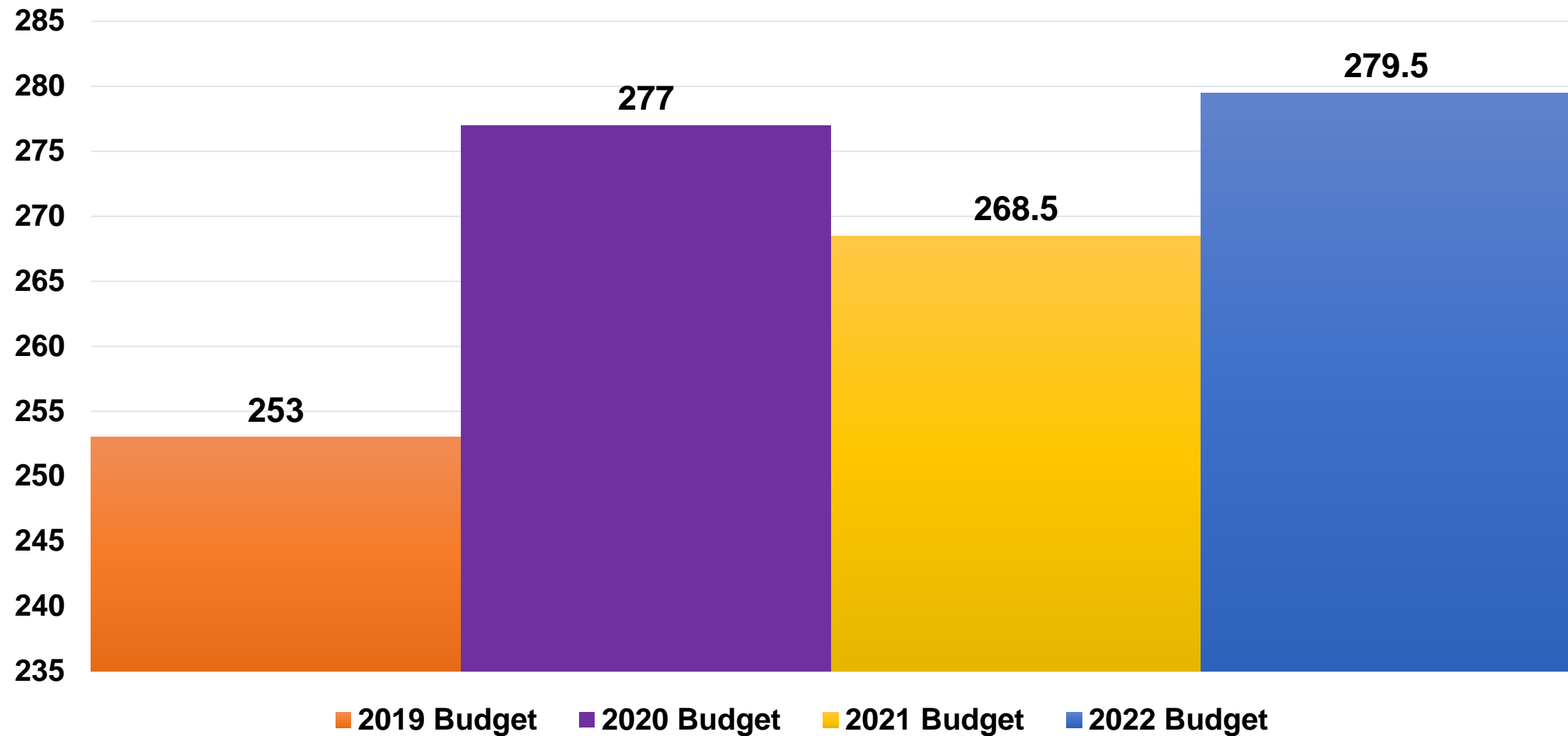
2022 PROPOSED BUDGET HIGHLIGHTS



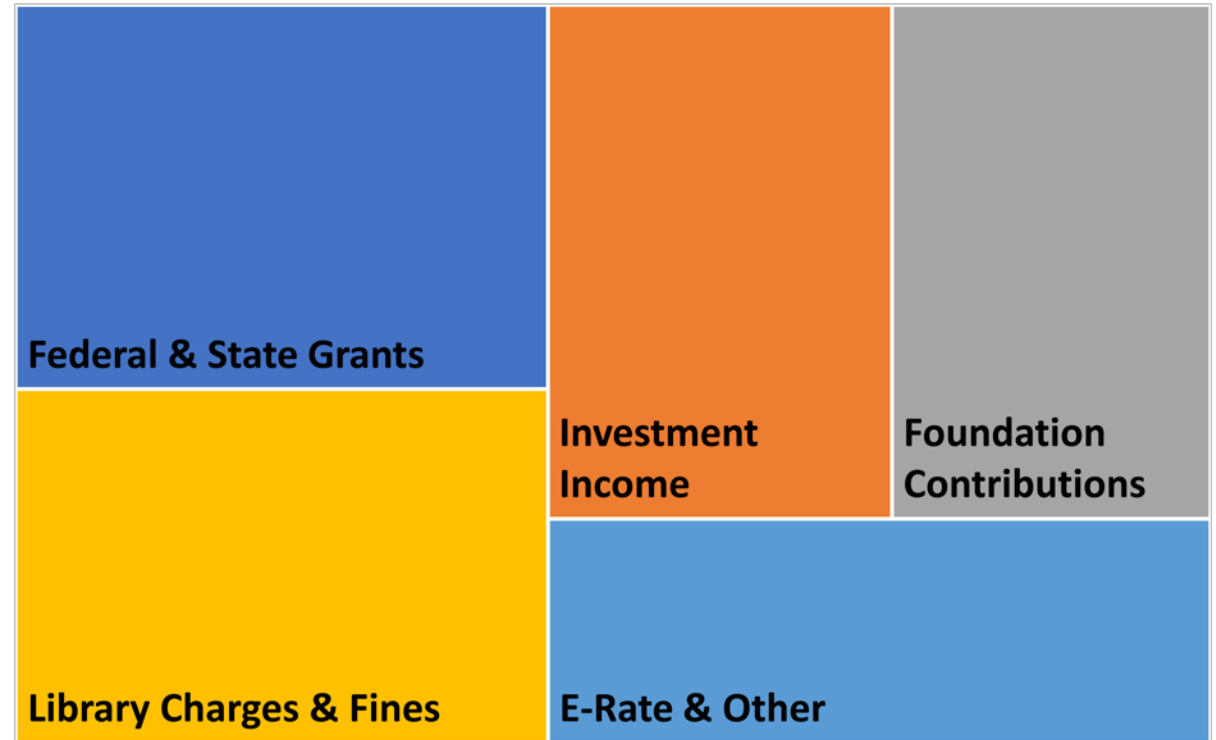
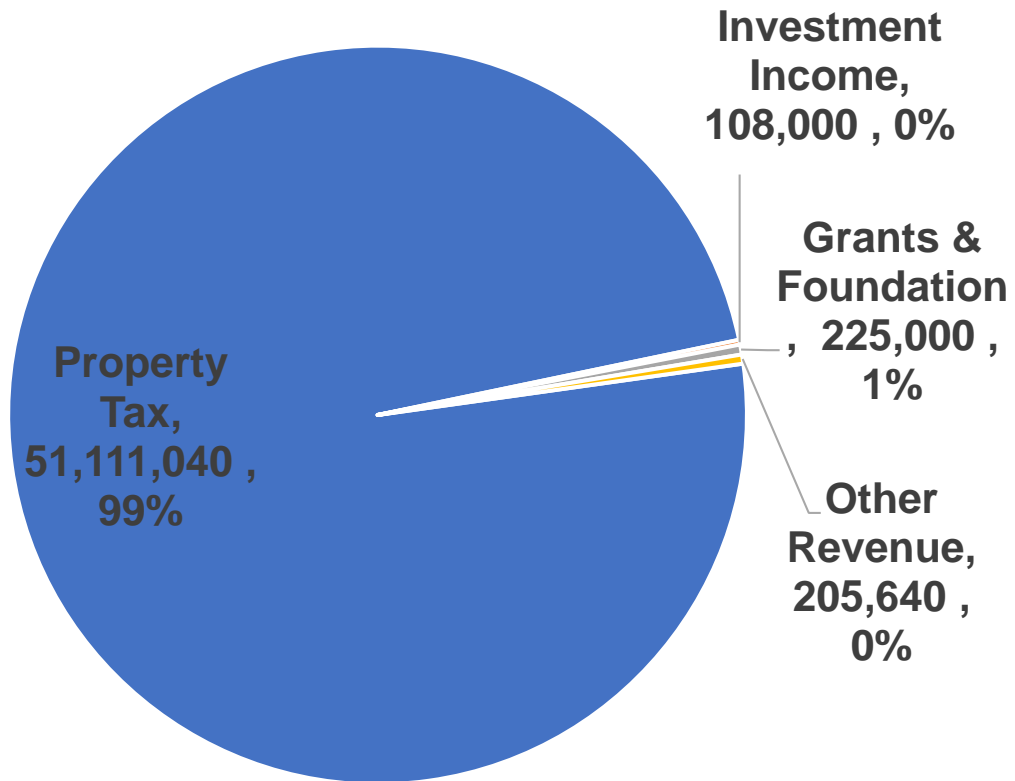
- Investment in Capital Projects
- Adding 11 FTE, 2.5 more than approved in 2020
- Increased budget for professional services to support capital projects
- Continue investments in library collection and alternative services.



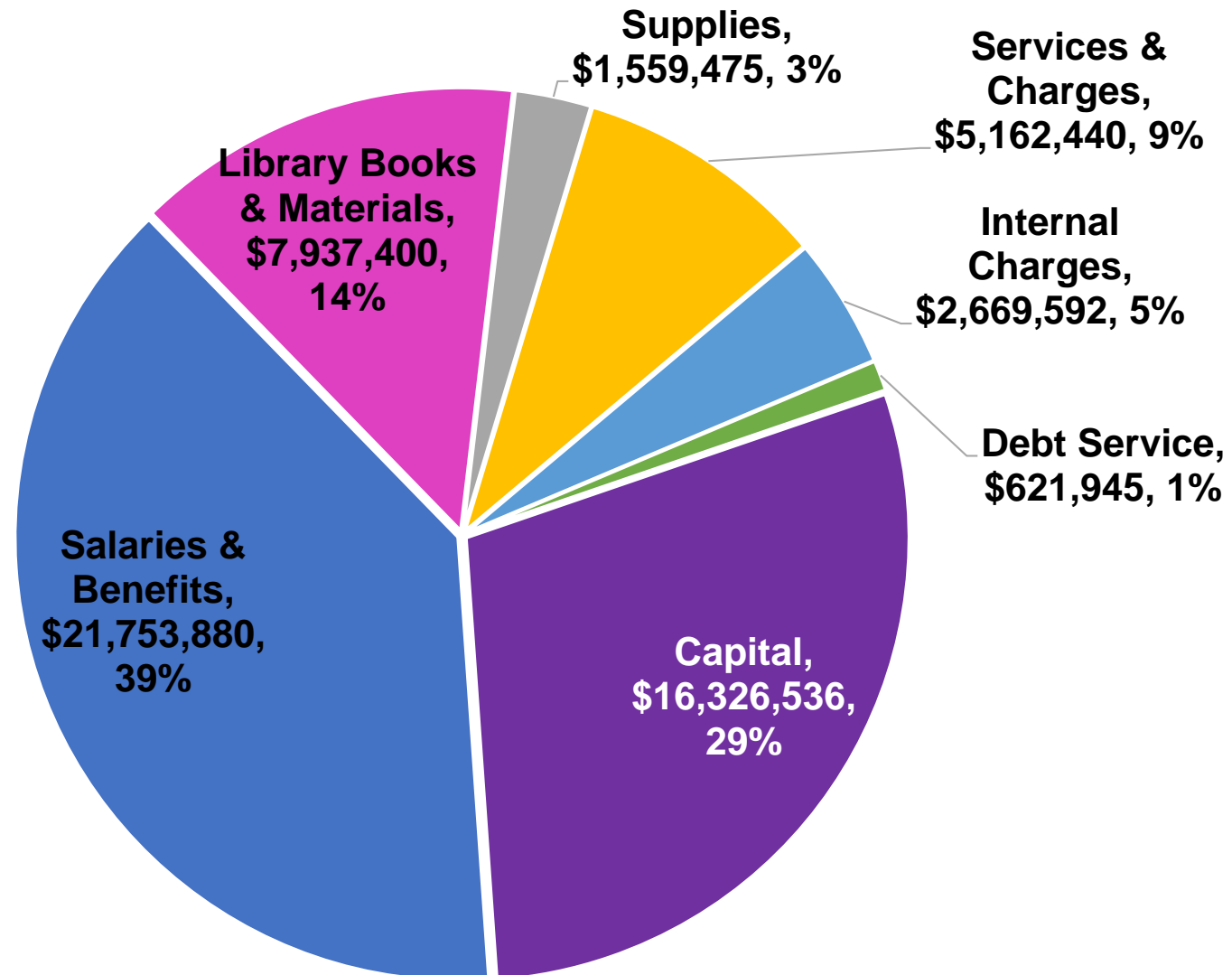
BUDGETED POSITIONS OVER TIME



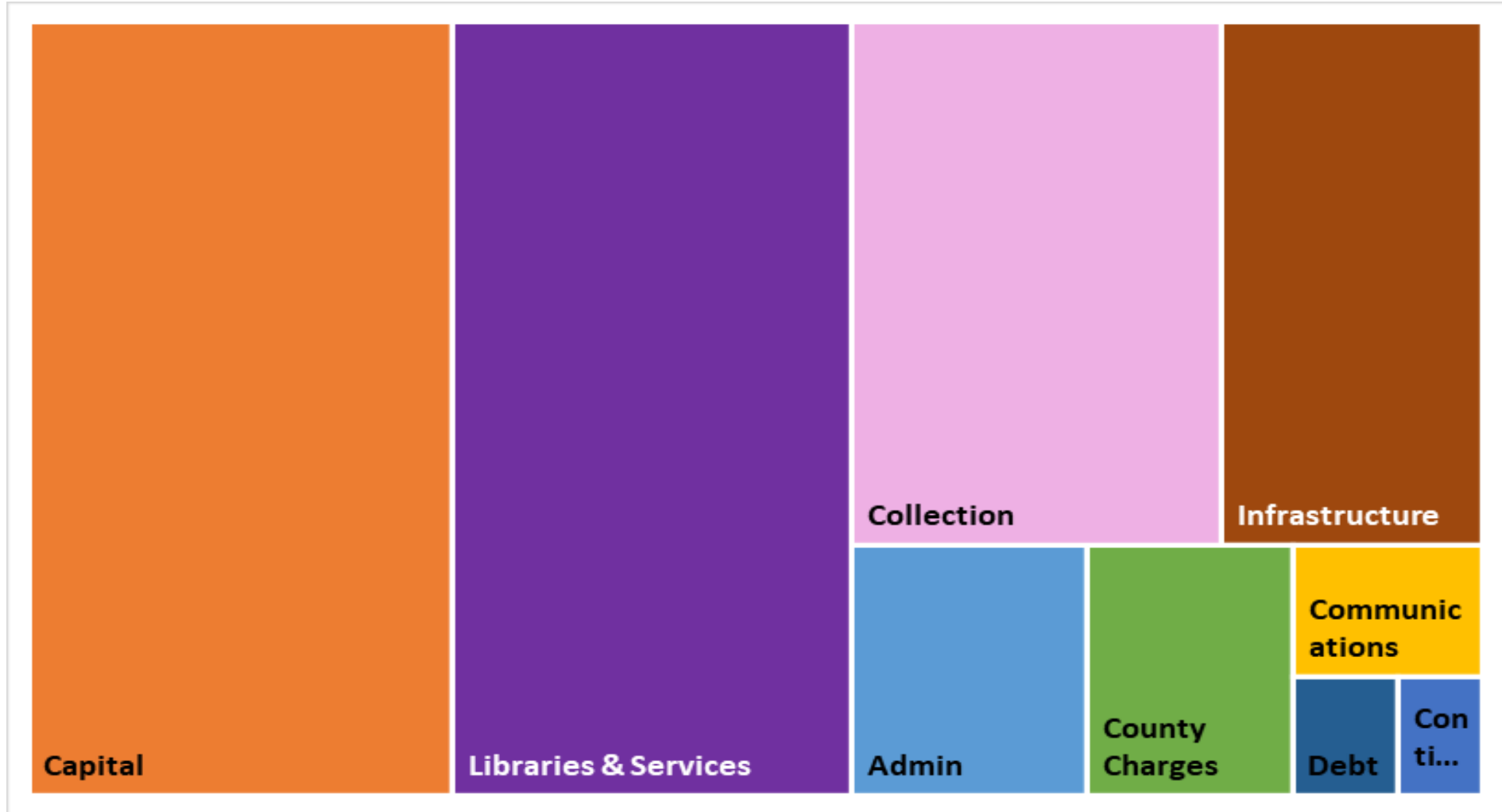
2022 BUDGET: TOTAL PROJECTED REVENUE = \$51,649,680



2022 TOTAL PROPOSED EXPENSES = \$56,031,267



2022 TOTAL PROPOSED EXPENSES = \$56,031,267

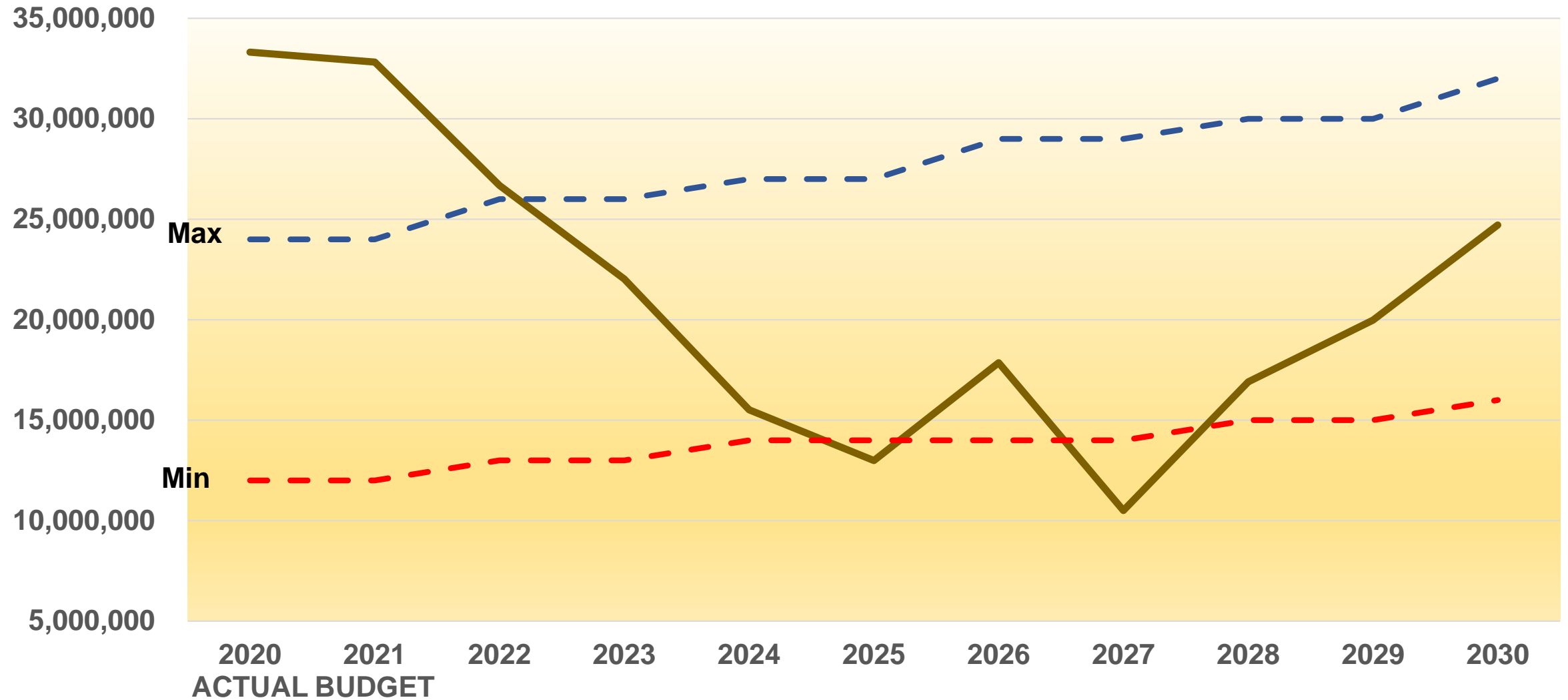


2022 CAPITAL INVESTMENTS



| Annual Replacement Plan | |
|---|----------------------|
| ARM-01 Capital Maintenance | \$ 250,000 |
| ARM-02 Equipment Replacement | 36,000 |
| ARM-03 Computer 5-year Replacement Plan | 235,000 |
| ARM-04 Book Sorter Replacement | 500,000 |
| ARM-05 IT Infrastructure Replacement | 250,000 |
| Total ARM | \$ 1,271,000 |
| Capital Projects | |
| Alternative Services | \$ 200,000 |
| Library Location Holds Lockers | 205,000 |
| South County Library | 9,125,536 |
| Evergreen Library Redesign | 700,000 |
| NW Arvada Library | 4,700,000 |
| Data Warehouse | 125,000 |
| Total Capital Projects | \$ 15,055,536 |
| Total Capital Improvement Plan | \$ 16,326,536 |

LONG TERM PLAN: FUND BALANCE



NEXT STEPS

- Board Meeting July, 2021
- Authorize Executive Director to Submit Budget
- Sign Trustees' Budget Cover Letter





Questions and Discussion

Barbara.Long@JeffcoLibrary.org

Operational Updates

Technology & Innovation

jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of Technology and Innovation

DATE: June 8, 2021

RE: Inter-Agency Memorandum of Understanding between JCPL and Business and Workforce Center

Background: Memorandum of Understanding

Jefferson County Business and Workforce Center (BWC) and JCPL would like enter into a partnership to meet the community need to support job seekers by addressing the digital divide that has been exacerbated by the recent pandemic. Over the past year, community partners have communicated to JCPL staff that access to technology and the internet has been a barrier to reemployment, especially for people in underserved communities. The goal of this partnership between JCPL and BWC is to remove this barrier by providing access to technology to Jefferson County residents who are currently unemployed and referred to JCPL by BWC. Federal funding would be used to purchase tablets or laptops with built-in internet access that would be available to check out to patrons. The marketing would be targeted to meet the needs of job-seeking individuals throughout the county and would highlight other available library and county resources. This new partnership with the BWC will leverage CARES Act funding that the BWC has already obtained with the existing JCPL lending process.

The two organizations have drafted a Memorandum of Understanding (MOU), which clarifies expectations, roles, and responsibilities of both Jefferson County entities. Under the proposed agreement and utilizing BWC funding, JCPL will direct the acquisition of equipment and software, manage the lending process, and provide technical support for the patrons utilizing the equipment. BWC agrees to finance the purchase of the equipment and software, fund required staff support for this program and to refer citizens to the program. Both parties agree to market, monitor, and provide reports as necessary. The projected start date for the program is June 18, 2021.

JCPL will hire one limited term employee (LTE) to assist with the development and oversight of the program. The term of this employee will match the term of this agreement and funding for this employee will be provided by BWC.

Budget:

Under terms of the MOU, BWC will provide funding for this program, which includes the costs of equipment, software, internet fees, and a LTE. The approximate total cost is \$151,000.

Action Requested:

We believe that this partnership will increase equity of access to resources, and help maximize our value in the community. We are asking the Board of Trustees to authorize the Library Executive Director to sign an inter-agency MOU with the Jefferson County Business and Workforce Center to develop a new program that works towards reducing the digital divide by providing job seekers with access to internet-connected devices.