



Jefferson County  
**PUBLIC LIBRARY**

## **BOARD STUDY SESSION**

**DATE:** June 10, 2021  
**TIME:** 5:30 P.M.  
**PLACE:** Online via WebEx

**Topics:**

- Financial Review (April)
- Standley Lake Trailhead Intergovernmental Agreement Information
- Baker and Taylor Contract Renewal Information
- D-Tech Contract Extension Information
- Accelerating the JCPL Facility Master Plan
  - Long Term Financial Plan Revisions

**NEXT BOARD STUDY SESSION**

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



[jeffcolibrary.org](http://jeffcolibrary.org)

TO: Donna Walker, JCPL Executive Director  
FROM: Steve Chestnut, JCPL Director of Facilities and Construction  
DATE: May 29, 2021  
RE: Standley Lake Trailhead Intergovernmental Agreement

### Background

The Board of Trustees provided a letter of support for a new trailhead project at the Standley Lake Library in January 2021. The trailhead would be a collaboration between the City of Arvada, Jefferson County Open Space, and Jefferson County Public Library to install a connecting trail to the Rocky Mountain Greenway trail, as well as a shelter, plaza, bike racks, drinking fountain, shaded benches and a bike repair station on Library property at Standley Lake.

The grant that funds the project was approved by the governing board of Jefferson County Open Space and was subsequently authorized by the Board of County Commissioners. The City and the Library have developed a pre-design Intergovernmental Agreement (IGA), and the City and County legal departments have approved it. The IGA has been approved and signed by the City of Arvada and requires library execution to complete it. The agreement dictates that the City would fund all construction and maintain the structures and components; the Library would be responsible for the utilities used by the shelter and seasonal maintenance for landscape & snow removal.

### Recommendation

This project provides value for the community and the Library. Per our strategic plan, we will be able to leverage community partnerships to reach more people and increase our value to Jefferson County residents. The Library has taken an active role in the development of the IGA, and we feel it provides a balanced and fair distribution for costs and responsibilities. I recommend execution of the IGA by the Jefferson County Public Library.

### Action Requested

I would request the Library Board of Trustees to authorize the Library's Executive Director to sign and execute the IGA for the Rocky Mountain Greenway Trailhead as signed by the City of Arvada. **This item will be placed on the consent agenda for the June 17, 2021 Library Board meeting unless otherwise instructed by the Board.**

### Attachments:

Attachment A - Conceptual Drawing

Attachment B – Rocky Mountain Greenway Trailhead at the Standley Lake Library IGA





Exhibit A

**AN INTERGOVERNMENTAL AGREEMENT BY AND 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**

**1.0 PARTIES.** This Intergovernmental Agreement (Agreement) is between the City of Arvada, a Colorado home rule municipal corporation, 8101 Ralston Road, Arvada, CO 80002 (Arvada), and the Jefferson County Public Library, 10200 W. 20th Avenue, Lakewood, CO 80215 (JCPL). Individually referred to as “Party,” collectively as “Parties.”

**2.0 RECITALS AND PURPOSE.**

**2.1** Arvada and JCPL support the Jefferson County Open Space Trails Partnership Program (the Partnership Program).

**2.2** Arvada applied for and was granted funding from the Partnership Program for building a trailhead at the Standley Lake Library which will connect users to the Rocky Mountain Greenway, Little Dry Creek, and Heritage Canal Trails (Trailhead).

**2.3** The Trailhead will include a shelter/kiosk, plaza, trail maps/rules, wayfinding signs, interpretive signage, bike racks, bike repair station, shaded benches, a drinking fountain, trash receptacles, xeric garden, safety lighting, two ADA approved ramps, 1,450 linear feet of 8 foot wide concrete path, and 10 linear feet of soft surface trail, as further detailed in the attached Site Plan, **Exhibit A**.

**2.4** The Trailhead will connect JCPL patrons to Jefferson County’s outdoor systems and give them the opportunity to observe nature and resource conservation.

**2.5** Arvada and JCPL would like to designate maintenance and other responsibilities in this Agreement to clarify each organizations’ duties and ensure an organized partnership.

**2.6** Pursuant to Article XIV, § 18(2)(a), Colorado Constitution, and § 29-1-203, C.R.S., JCPL and Arvada have the authority to enter into intergovernmental agreements.

**3.0 TERM.** This Agreement shall be effective upon execution by the Parties. This Agreement shall last in perpetuity unless:

**3.1** JCPL or its location at Standley Lake cease to exist;

3.2 The Trailhead ceases to exist or if the trail or Trailhead should become permanently unusable for any reason; or

3.3 By written consent and agreement of both Parties.

#### **4.0 ROLES AND RESPONSIBILITIES.**

4.1 JCPL. JCPL shall be responsible for:

4.1.1 Maintenance of the Trailhead and soft surface trail including mowing, snow removal, landscaping, trash removal, and irrigation; and

4.1.2 Monthly cost of electricity and water utilities; and

4.1.3 Maintenance of the existing Standley Lake Library parking lot.

4.2 Arvada. Arvada will be responsible for:

4.2.1 Cleaning, repair or replacement of site features including, but not limited to the trails, plaza, shelter, furnishings, and signs;

4.2.2 Construction of the Trailhead;

4.2.3 Requiring any construction contractor to indemnify and defend JCPL against any third-party claim, loss, or damage arising out of the contractor's actions on JCPL property;

4.2.4 Requiring any construction contractor to maintain insurance coverage appropriate to the work being performed;

4.2.5 All construction administration, permitting, design, and engineering required for the construction of the Trailhead;

4.2.6 Water and sewer tap fees, if required; and

4.2.7 Repair and/or replacement of JCPL property damaged or requiring relocation during construction.

4.3 Mutual Obligations.

4.3.1 Both Parties agree to cooperate and work together during the development, construction, maintenance, and preservation phases of the Trailhead; and

4.3.2 The Parties agree to execute an appropriate construction easement before construction activities commence on JCPL property; and

4.3.3 The Parties agree to communicate with one another about any issues that may arise; and

4.3.4 The Parties agree that Trailhead users may use the existing parking lot at the Standley Lake Library; however, nothing shall



prevent the Parties from adopting a parking lot use agreement at a later date if the number of users becomes problematic; and

**4.3.5** The Parties agree to share a schedule of planned outdoor events and programs to assure that the parking needs of both Parties are met; and

**4.3.6** Each Party hereto will meet its obligations as set forth in C.R.S. 29-1-205, as amended, to include information about this Agreement in a filing with the Division of Local Government; however, failure to do so shall in no way affect the validity of this Agreement or the remedies available to the Parties hereunder.

**5.0 TERMS AND CONDITIONS.**

**5.1** Generally.

**5.1.1** No separate entity formed. The Parties agree this Agreement is intended to facilitate cooperation between the Parties in the provision of the services provided herein, but does not establish a separate legal entity to do so. Except as set forth herein, this Agreement does not authorize any Party to act for another Party for any purpose whatsoever. This Agreement shall provide only that the Parties cooperate in the design, development, and construction of the Site as contained in this Agreement.

**5.1.2** Records are public. Records relating to the project may be public or open records, and will be released in accordance with the Colorado Open Records Act.

**6.0 ADDITIONAL DOCUMENTS OR ACTION.** The Parties agree to take any additional action and execute any additional documents that are necessary to carry out this Agreement.

**7.0 ASSIGNMENT.** This Agreement may not be assigned by any Party without the prior written consent of the other Party.

**8.0 FORCE MAJEURE.** Any delays in or failure of performance by any Party of its obligations under this Agreement will be excused if such delays or failure are a result of acts of God, fires, floods, strikes, labor disputes, accidents, regulations or orders of civil or military authorities, shortages of labor or materials, or other causes, similar or dissimilar, which are beyond the control and such Party.

**9.0 BINDING EFFECT.** This Agreement will inure to the benefit of, and be binding upon, the Parties, their respective legal representative, successors, heirs, and assigns; provided, however, that nothing in this paragraph may be construed

to permit the assignment of this Agreement except as otherwise expressly authorized herein.

**10.0 NOTICES.** Any notice or notification required or permitted by the Agreement shall be in writing and shall be deemed to have been sufficiently given for all purposes if sent by:

**3.1.1** Confirmed electronic transmission. It shall be deemed received on the transmission date if transmitted on a business day and during normal business hours of the recipient, and otherwise on the next business day following transmission.

**3.1.2** Certified mail or registered mail, postage and fees prepaid, addressed to the party to whom such notice is to be given at the address set forth below, or at such other address as has been previously furnished in writing, to the other party or parties. Such notice or notification shall be deemed to have been given when deposited in the United States mail.

Arvada: Gordon Reusink  
Director of Vibrant Communities and Neighborhoods  
City of Arvada  
8101 Ralston Road  
Arvada, Colorado 80002  
[gordon@arvada.org](mailto:gordon@arvada.org)

JCPL: Donna Walker  
Executive Director  
Jefferson County Public Library  
10200 W. 20th Avenue  
Lakewood, CO 80215  
[ExecutiveDirector@jeffcolibrary.org](mailto:ExecutiveDirector@jeffcolibrary.org)

With a copy to:  
Jefferson County Attorney  
100 Jefferson County Pkwy.  
Golden, Colorado 80419-5500  
Tel: 303-271-8900  
[E-Mail: CAOContracts@jeffco.us](mailto:CAOContracts@jeffco.us)

Each Party may designate another employee to be responsible for the day-to-day administration of this Agreement.

**11.0 INTEGRATION AND AMENDMENT.** This Agreement represents the entire agreement between the Parties and there are no oral or collateral agreements or understandings. This Agreement may be amended only by an instrument in writing signed by the Parties. If any other provision of the Agreement is held

invalid or unenforceable, no other provision shall be affected by such holding, and all of the remaining provisions of this Agreement shall continue in full force and effect.

- 12.0 WAIVER OF BREACH.** A waiver by any Party to the Agreement of the breach of any term or provision of this Agreement shall not operate or be construed as a waiver of any subsequent breach by another Party.
- 13.0 GOVERNING LAW AND VENUE.** This Agreement will be governed by the laws of the State of Colorado. Venue for any action arising under this Agreement or for the enforcement of this Agreement will be in the appropriate court for Jefferson County, Colorado.
- 14.0 NO MULTI-YEAR FISCAL OBLIGATION.** Arvada's and JCPL's financial obligations, if any, after the current year are contingent on funds for that purpose being appropriated, budgeted and otherwise made available by the governing body of either Party. Arvada's and JCPL's obligations under the Agreement shall be from year to year only and shall not constitute a multiple-fiscal year direct or indirect debt or other financial obligation within the meaning of Article X, Section 20 of the Colorado Constitution.
- 15.0 GOVERNMENTAL IMMUNITY.** Each Party shall be responsible for its own negligent or intentional acts or omissions, and for those of its employees and volunteers. The Parties intend that nothing herein shall be deemed or construed as a waiver by any Party of any rights or protections afforded to them under the Colorado Governmental Immunity Act (Section 24-10-101, C.R.S., *et seq.*). The Parties agree that in the event any claim or suit is brought against any Party or Parties by any third party as a result of the operation of this Agreement, each Party will cooperate with each other and with the insuring entities of each Party in defending such claim or suit.
- 16.0 NO THIRD PARTY BENEFICIARIES.** It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, shall be strictly reserved to the Parties, and nothing contained in this Agreement shall give or allow any such claim or right of action to any other third party on this Agreement. It is the express intention of the Parties that any person or entity other than the Parties receiving services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.
- 17.0 AUTHORIZED SIGNATORIES.** Each signatory below represents he or she is authorized to bind the Party he or she represents; each Party is relying upon this representation.



**18.0 COUNTERPART EXECUTION.** This Agreement may be executed in several counterparts and by facsimile, each of which shall be deemed an original, and all of which together shall constitute one and the same instrument.



**CITY OF ARVADA,**  
a Colorado municipal corporation

By: Marc Williams  
Marc Williams, Mayor  
8101 Ralston Road  
Arvada, Colorado 80002

ATTEST:

By: Kristen Rush  
City Clerk

APPROVED AS TO FORM:

Rachel A. Morris, City Attorney

By: Kylie Justus

**Jefferson County Public Library**

\_\_\_\_\_  
Donna Walker, Executive Director  
10200 W. 20th Avenue  
Lakewood, CO 80215

ATTEST:

\_\_\_\_\_  
By:

APPROVED AS TO FORM:

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



[jeffcolibrary.org](http://jeffcolibrary.org)

TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Libraries

DATE: June 10, 2021

RE: Baker & Taylor Annual Renewal

**History of Contract: Baker & Taylor – Primary Print Vendor**

Baker & Taylor is our primary vendor for print materials. Jefferson County Public Library purchases print books for all ages from Baker & Taylor for patrons to use. In June 2018 the Library Board of Trustees approved a contract, renewable annually for four years. We are asking the Board of Trustees to renew this contract for a third time

**Total Cost:**

Budgeted amount for 2021 is \$2,500,000

**Budget:**

**CC70205-SC557500 Print**

This expenditure is within the 2021 approved budget.

**Next Actions:**

I am recommending that we continue to use Baker & Taylor as our primary vendor for print. I am asking the Library Board of Trustees to authorize the Executive Director to sign a renewal of the contract with Baker & Taylor for 2021. **This item will be placed on the consent agenda for the June 17, 2021 Library Board meeting unless otherwise instructed by the Board.**

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



[jeffcolibrary.org](http://jeffcolibrary.org)

TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Libraries

DATE: June 1, 2021

RE: 2<sup>nd</sup> Renewal of Contract with D-Tech International, USA LLC for Lease, Installation, and Service of Book Lockers

**Background:**

Jefferson County Public Library had a need to provide alternative services to the community during the closure of Belmar Library while the library was under construction. The library went out to RFP in March 2019 and recommended D-Tech International, USA LLC as the best vendor available to provide Book lockers and/or a Book Vending system that could be redeployed to provide expanded services. The Board approved a one-year contract in May 2019 with the option to renew for four additional one-year terms with Board approval. We have successfully redeployed the Book Lockers at multiple sites in the community after the Belmar Library remodel was completed. We have previously renewed the contract one time, and the current contract is set to expire June 18, 2021. The contract renewal provides the opportunity for the library to place orders for additional book lockers from D-Tech International, USA LLC. The renewal does not obligate the library to purchase any additional book lockers.

**Total Cost:**

Any cost for new hold lockers would come out of the approved 2021 Alternative Services budget of \$495,791. Each set of lockers includes 69 holds slots and a control computer unit. The approximate cost is \$43,500 per locker unit.

**Next Actions:**

We recommend the Board of Trustees authorize the Executive Director to renew the contract with D-Tech International, USA LLC for an additional one-year term. **This item will be placed on the consent agenda for the June 17, 2021 Library Board meeting unless otherwise instructed by the Board.**

## MEMORANDUM

TO: Board of Trustees

FROM: Donna Walker, executive director, Julianne Rist, director of Libraries, Steve Chestnut, director of Facilities and Construction, and Bernadette Berger, director of Technology and Innovation

RE: Accelerating the JCPL Facility Master Plan: Creating Libraries for the Future...Faster

DATE: June 2, 2021

### **Background:**

At the May 20, 2021 regular meeting of the Library Board of Trustees, the Board requested that the Library bring back information on what it might look like to accelerate and compress our Facility Master Plan (FMP) schedule.

### **Recommended Strategy:**

**Prioritize the addition of new library space in Jefferson County to improve access to library services in a compressed time span.**

- This strategy aligns with the original promises made to our voters in 2015 to repair and refurbish existing facilities and improve service in underserved areas.
- This plan prioritizes a new library facility in northwest Arvada as a potential substitute for a major expansion of Standley Lake Library.
- The schedule prioritizes new builds that add square footage to align with the recommendation of the FMP to increase square footage per capita from .4 to .5 -.6. This is accomplished at an increased pace, completing in 2029-2030 rather than 2032.
- All FMP projects fit into this financial forecast including potential projects from Phase 3 that had been scheduled farther into the future. Total JCPL locations at completion: 13. (See Updated Long Term Financial Plan memo attached)
- This approach creates flexibility and funding for responding to community needs in Lakewood, Golden, Wheat Ridge and Conifer.
- This approach may create new synergies with and opportunities for fundraising development.
- The approach aligns with our 5 year strategic plan to create libraries for the future, reach more people, be the third place, build literacies, and grow sustainably as well as Board Ends for Equity of Access, Maximizing Value, Creating Place and Providing Leading Edge Services.





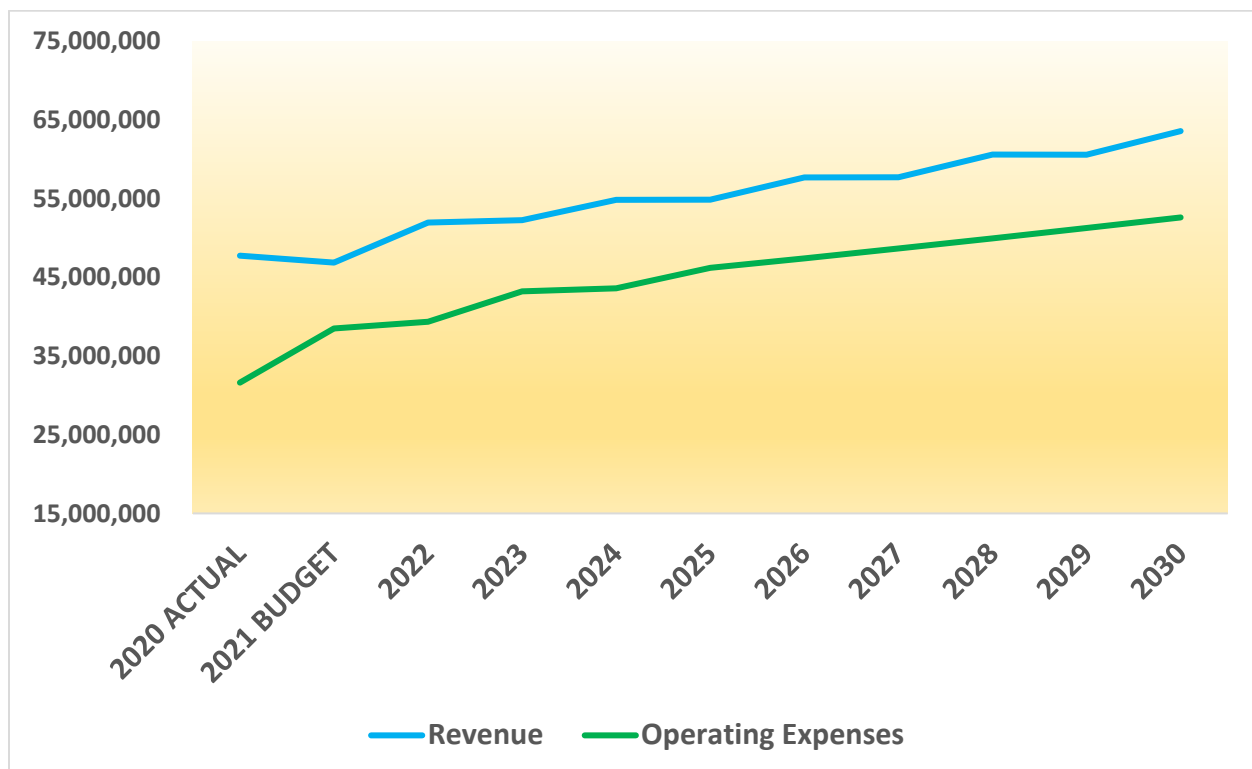
## memorandum

To: Donna Walker, Executive Director  
From: Barbara Long, Assistant Director for Finance & Budget  
Re: Updates to the Long Term Financial Plan  
Date: June, 2021

### Long Term Financial Plan Update

In response to the Board's direction at the meeting on May 20<sup>th</sup>, the attached financial plan shows the impact of accelerating capital development. This plan includes renovation of the Evergreen library as well as funding for planning and acquisition to build a new library in North West Arvada in the 2022 budget. Construction of these projects is budgeted in the following years. Planning for the development of an administration building and library at the Fehringer Ranch site and renovation of the Standley Lake and Golden libraries is budgeted in 2023. This plan prioritizes large building projects which add significant space and library services to the Jefferson County community.

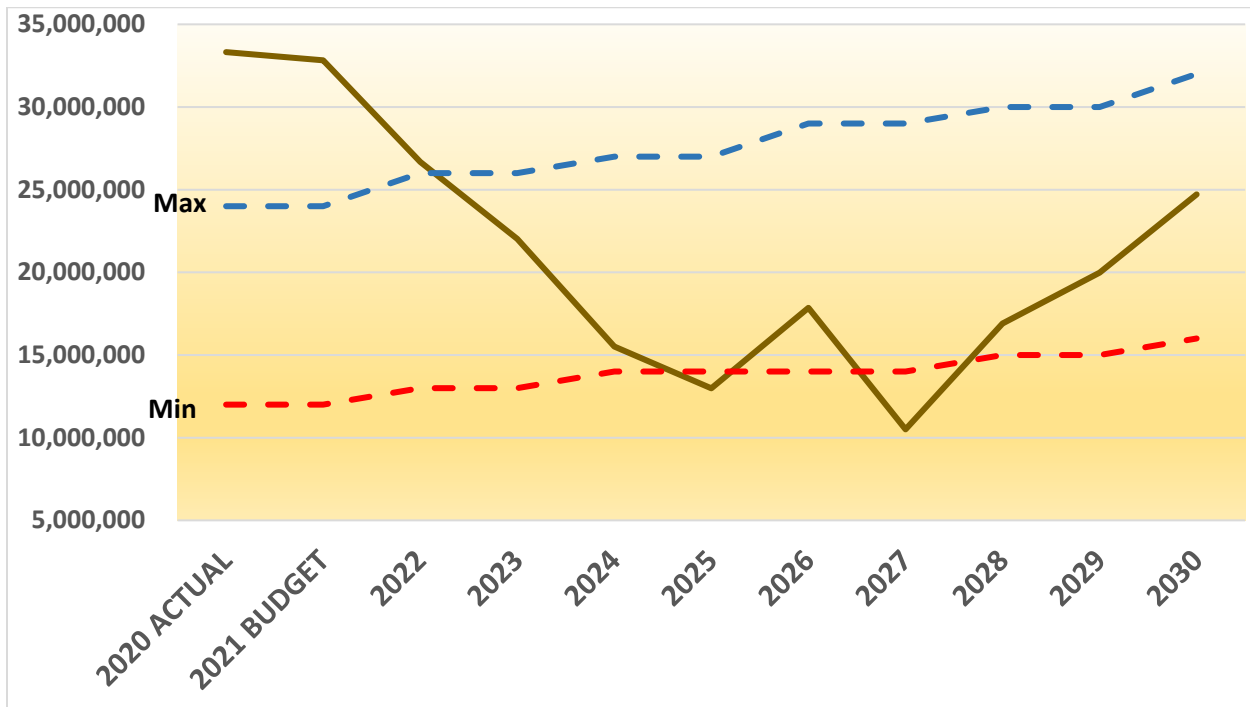
This approach makes use of fund balance committed to capital projects from 2020 savings and projected revenue growth. The planned addition of a new, larger library in NW Arvada will also increase operating costs. These costs are shown in a separate line of the financial plan for transparency. A comparison of revenue and operating expenses is shown in the chart below:





# memorandum

The impact on fund balance is shown in the chart below:



These projections show fund balance below the minimum levels twice in a three year period. In 2025, the fund balance projection is slightly under the minimum reserve level as a result of completing the three major building projects: South County library, NW Arvada library and Fehringher Ranch administration and library building. The second dip is caused by the simultaneous renovation of the Lakewood and Standley Lake libraries. There are multiple opportunities to revise planning based on new information, including two more property tax assessments, before committing to the concurrent renovation of the Standley Lake and Lakewood libraries.

This financial plan is meant to be directional; operating costs associated with concurrent development projects will be refined, revenue uncertainty due to the potential 2022 ballot proposal to reduce the assessment rate is not reflected and revenue from the sale of the Library Services Center, which will no longer be needed when the Fehringher Ranch property is developed, is not included. However, the plan does show that is possible to fund three major building projects over the next four years and to significantly accelerate JCPL's capital investments.

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

Project	2021 Budget	2022 Budget (Proposed)	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Total 2022-2026
<b>Annual Replacement Plan</b>							
ARM-01 Capital Maintenance	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,450,000
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	300,000	300,000	300,000	300,000	1,435,000
ARM-04 Book Sorter Replacement	300,000	500,000	300,000	300,000	300,000	300,000	1,700,000
ARM-05 IT Infrastructure Replacement	350,000	250,000	300,000	300,000	300,000	300,000	1,450,000
<b>Total ARM &amp; Ongoing Projects</b>	<b>\$ 1,136,000</b>	<b>\$ 1,271,000</b>	<b>\$ 1,236,000</b>	<b>\$ 1,236,000</b>	<b>\$ 1,236,000</b>	<b>\$ 1,236,000</b>	<b>\$ 6,215,000</b>
<b>5-Year Capital Improvement Plan</b>							
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	10,950,643	-	-	-	-	10,950,643
Golden Library	-		350,000	-	-	-	350,000
Evergreen Library Remodel	-	700,000	4,364,000	-	-	-	5,064,000
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
<b>Total CIP</b>	<b>\$ 7,100,000</b>	<b>\$ 16,880,643</b>	<b>\$ 11,844,000</b>	<b>\$ 15,893,500</b>	<b>\$ 9,943,500</b>	<b>\$ 4,175,000</b>	<b>\$ 58,736,643</b>
<b>Total 5-Year Capital Plan</b>	<b>\$ 8,236,000</b>	<b>\$ 18,151,643</b>	<b>\$ 13,080,000</b>	<b>\$ 17,129,500</b>	<b>\$ 11,179,500</b>	<b>\$ 5,411,000</b>	<b>\$ 64,951,643</b>



**JEFFERSON COUNTY PUBLIC LIBRARY - 10% Increase in Assessed Value for 2022; 5% Increase in Assessed Value Thereafter**

	ACTUAL 2019	ACTUAL 2020	FINAL BUDGET 2021	PROJECTED BUDGET 2022	PROJECTED BUDGET 2023	PROJECTED BUDGET 2024	PROJECTED BUDGET 2025	PROJECTED BUDGET 2026	PROJECTED BUDGET 2027	PROJECTED BUDGET 2028	PROJECTED BUDGET 2029	PROJECTED BUDGET 2030
<b>Property Tax</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>	<b>4.5000 Mills</b>
Property Tax	\$ 41,680,883	\$ 46,744,393	\$ 46,300,305	\$ 51,418,832	\$ 51,418,832	\$ 53,989,774	\$ 53,989,774	\$ 56,689,263	\$ 56,689,263	\$ 59,523,726	\$ 59,523,726	\$ 62,499,912
Subtotal Taxes	41,680,883	46,744,393	46,300,305	51,418,832	51,418,832	53,989,774	53,989,774	56,689,263	56,689,263	59,523,726	59,523,726	62,499,912
Intergovernmental	128,084	161,962	121,051	125,000	147,290	147,290	147,290	151,709	151,709	156,260	156,260	156,260
Charges for Services	125,659	32,260	105,000	105,000	111,395	114,736	118,178	121,724	125,375	129,137	133,011	137,001
Fines & Forfeitures	309,575	15,537	40,000	10,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Investment Income	1,122,445	298,834	108,000	108,000	341,610	351,858	362,414	373,286	384,485	425,000	407,900	420,137
Contributions & Donations	177,817	160,490	100,000	100,000	100,000	100,000	100,000	200,000	200,000	200,000	200,000	200,000
E Rate Reimbursement	93,865	146,448	90,640	90,640	96,160	99,045	102,016	105,077	108,229	111,476	114,820	118,265
Miscellaneous	18,145	43,917	-	-	-	-	-	-	-	-	-	-
Intra-County Transactions	-	147,441	-	-	-	-	-	-	-	-	-	-
Subtotal Revenues	43,656,473	47,751,282	46,864,996	51,957,472	52,255,287	54,842,703	54,859,672	57,681,058	57,699,061	60,585,598	60,575,717	63,571,575
<b>Use of Fund Balance</b>												
<b>TOTAL SOURCES</b>	<b>\$ 43,656,473</b>	<b>\$ 47,751,282</b>	<b>\$ 46,864,996</b>	<b>\$ 51,957,472</b>	<b>\$ 52,255,287</b>	<b>\$ 54,842,703</b>	<b>\$ 54,859,672</b>	<b>\$ 57,681,058</b>	<b>\$ 57,699,061</b>	<b>\$ 60,585,598</b>	<b>\$ 60,575,717</b>	<b>\$ 63,571,575</b>
Salaries & Benefits	\$ 18,723,005	\$ 17,622,209	\$ 21,455,431	\$ 21,541,004	\$ 22,687,234	\$ 23,767,851	\$ 24,480,887	\$ 25,215,313	\$ 25,971,773	\$ 26,750,926	\$ 27,553,454	\$ 28,380,057
Supplies	1,343,599	1,111,151	1,515,924	1,547,985	1,575,204	1,619,310	1,664,651	1,711,261	1,759,176	1,808,433	1,859,069	1,911,123
Library Books and Materials	7,777,885	7,354,512	7,754,177	7,937,400	7,769,091	7,844,527	7,923,631	8,006,584	8,093,574	8,184,800	8,280,470	8,380,804
Services & Charges	3,869,644	3,350,808	5,197,772	4,932,440	5,214,610	5,325,226	5,439,027	5,572,829	5,727,603	5,887,180	6,034,047	6,166,918
Vehicle	-	-	60,000	60,000	-	-	-	-	-	-	-	-
Interdepartmental	1,983,894	2,177,691	2,582,108	2,840,319	2,925,528	3,013,294	3,103,693	3,196,804	3,292,708	3,391,489	3,493,234	3,598,031
Subtotal Operating	\$ 33,698,027	\$ 31,616,371	\$ 38,505,412	\$ 38,859,148	\$ 40,171,668	\$ 41,570,209	\$ 42,611,889	\$ 43,702,791	\$ 44,844,833	\$ 46,022,828	\$ 47,220,274	\$ 48,436,933
Operating Costs -So County	-	-	-	-	2,523,064	1,500,776	1,545,799	1,592,173	1,639,938	1,689,137	1,739,811	1,792,005
Operating - NW Arvada	-	-	-	500,000	515,000	530,450	546,364	562,754	579,637	597,026	614,937	633,385
Operating - Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Operating w/Capital</b>	<b>33,698,027</b>	<b>31,616,371</b>	<b>38,505,412</b>	<b>39,359,148</b>	<b>43,209,732</b>	<b>43,601,435</b>	<b>46,204,052</b>	<b>47,402,718</b>	<b>48,655,759</b>	<b>49,948,081</b>	<b>51,263,285</b>	<b>52,601,234</b>
Debt Service	1,448,432	1,409,294	621,818	621,945	621,744	623,700	-	-	-	-	-	-
Capital Projects and Equipment	433,327	-	-	-	-	-	-	-	-	-	-	-
ARMs	644,390	832,805	1,136,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000
Facility Master Plan Projects	2,350,685	4,883,197	-	-	-	-	-	-	-	-	-	-
Subtotal - Debt, Capital, ARM	4,876,835	7,125,296	1,757,818	1,857,945	1,857,744	1,859,700	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000
Alternative Services	246,573	54,209	100,000	200,000	-	50,000	-	175,000	50,000	-	-	-
Library Location Holds Lockers	-	-	-	205,000	-	-	-	-	-	-	-	-
South County	-	-	7,000,000	10,950,643	-	-	-	-	-	-	-	-
Golden	-	-	-	-	350,000	-	-	4,046,000	-	-	-	-
Evergreen	-	-	-	700,000	4,364,000	-	-	-	-	-	-	-
NW Arvada	-	-	-	4,700,000	5,680,000	4,500,000	-	-	-	-	-	-
Fehringer Ranch Admin	-	-	-	350,000	10,993,500	9,943,500	-	-	-	-	-	-
Lakewood	-	-	-	-	350,000	-	-	7,000,000	-	-	-	-
Standley Lake	-	-	-	-	350,000	-	-	4,000,000	4,065,000	-	-	-
Data Warehouse	-	-	-	125,000	-	-	-	-	-	-	-	-
ILS	-	-	-	-	750,000	-	-	-	-	-	-	-
Arvada	-	-	-	-	-	-	-	350,000	3,000,000	-	-	-
Unspecified Capital Project	-	-	-	-	-	-	-	-	-	-	5,000,000	5,000,000
<b>TOTAL USES</b>	<b>\$ 38,821,435</b>	<b>\$ 38,795,876</b>	<b>\$ 47,363,230</b>	<b>\$ 58,097,736</b>	<b>\$ 56,911,476</b>	<b>\$ 61,354,635</b>	<b>\$ 57,383,552</b>	<b>\$ 52,813,718</b>	<b>\$ 65,052,759</b>	<b>\$ 54,184,081</b>	<b>\$ 57,499,285</b>	<b>\$ 58,837,234</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 4,835,038</b>	<b>\$ 8,955,406</b>	<b>\$ (498,234)</b>	<b>\$ (6,140,264)</b>	<b>\$ (4,656,189)</b>	<b>\$ (6,511,931)</b>	<b>\$ (2,523,880)</b>	<b>\$ 4,867,340</b>	<b>\$ (7,353,698)</b>	<b>\$ 6,401,517</b>	<b>\$ 3,076,432</b>	<b>\$ 4,734,341</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$ 19,529,543</b>	<b>\$ 24,364,581</b>	<b>\$ 33,319,987</b>	<b>\$ 32,821,753</b>	<b>\$ 26,681,490</b>	<b>\$ 22,025,301</b>	<b>\$ 15,513,369</b>	<b>\$ 12,989,490</b>	<b>\$ 17,856,829</b>	<b>\$ 10,503,131</b>	<b>\$ 16,904,648</b>	<b>\$ 19,981,080</b>
<b>Total Sources</b>	43,656,473	47,751,282	46,864,996	51,957,472	52,255,287	54,842,703	54,859,672	57,681,058	57,699,061	60,585,598	60,575,717	63,571,575
<b>Total Uses</b>	38,821,435	38,795,876	47,363,230	58,097,736	56,911,476	61,354,635	57,383,552	52,813,718	65,052,759	54,184,081	57,499,285	58,837,234
<b>ENDING FUND BALANCE</b>	<b>\$ 24,364,581</b>	<b>\$ 33,319,987</b>	<b>\$ 32,821,753</b>	<b>\$ 26,681,490</b>	<b>\$ 22,025,301</b>	<b>\$ 15,513,369</b>	<b>\$ 12,989,490</b>	<b>\$ 17,856,829</b>	<b>\$ 10,503,131</b>	<b>\$ 16,904,648</b>	<b>\$ 19,981,080</b>	<b>\$ 24,715,421</b>
<b>Committed to Capital</b>	5,897,205	9,000,000	9,000,000	-	-	-	-	-	-	-	-	-
<b>Reserve Balance</b>	<b>\$ 18,467,376</b>	<b>\$ 24,319,987</b>	<b>\$ 23,821,753</b>	<b>\$ 26,681,490</b>	<b>\$ 22,025,301</b>	<b>\$ 15,513,369</b>	<b>\$ 12,989,490</b>	<b>\$ 17,856,829</b>	<b>\$ 10,503,131</b>	<b>\$ 16,904,648</b>	<b>\$ 19,981,080</b>	<b>\$ 24,715,421</b>
<b>MIN RESERVE BALANCE</b>	<b>\$ 10,914,118</b>	<b>\$ 11,937,821</b>	<b>\$ 11,716,249</b>	<b>\$ 12,989,368</b>	<b>\$ 13,063,822</b>	<b>\$ 13,710,676</b>	<b>\$ 13,714,918</b>	<b>\$ 14,420,264</b>	<b>\$ 14,424,765</b>	<b>\$ 15,146,400</b>	<b>\$ 15,143,929</b>	<b>\$ 15,892,894</b>
<b>MAX RESERVE BALANCE</b>	<b>\$ 21,828,237</b>	<b>\$ 23,875,641</b>	<b>\$ 23,432,498</b>	<b>\$ 25,978,736</b>	<b>\$ 26,127,643</b>	<b>\$ 27,421,352</b>	<b>\$ 27,429,836</b>	<b>\$ 28,840,529</b>	<b>\$ 28,849,530</b>	<b>\$ 30,292,799</b>	<b>\$ 30,287,858</b>	<b>\$ 31,785,787</b>
<b>RESERVE BALANCE OVER MINIMUM</b>	<b>\$ 7,553,258</b>	<b>\$ 12,382,167</b>	<b>\$ 12,105,504</b>	<b>\$ 13,692,122</b>	<b>\$ 8,961,479</b>	<b>\$ 1,802,694</b>	<b>\$ (725,428)</b>	<b>\$ 3,436,565</b>	<b>\$ (3,921,634)</b>	<b>\$ 1,758,249</b>	<b>\$ 4,837,151</b>	<b>\$ 8,822,528</b>