

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

June 17, 2021

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on June 17, 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; Cindy Jaye, Public Services Manager; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

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

APPROVAL OF AGENDA

MOTION: German Zarate-Bohorquez 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. There were no public comments.

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: Jill Fellman moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- 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

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, provided an update to the Board. It's time for the summer whale sale. The dates and location changed. The sale will be held at the Lakewood Church of the Nazarene. The Friends only date is June 23 and then the sale runs from June 24 through the 27th. Trustee Fellman has volunteered to help out at the sale. The Foundation is continuing to work on grants and sponsorships including the Big Lots Foundation, the Theda and Tamblin Clark Smith Family Foundation, City of Wheat Ridge and the Sam S. Bloom Foundation. The Foundation received \$7,500 from the City of Lakewood for programs at the Belmar Library and \$2,500 from the Ent Credit Union for the Summer Challenge. The book store's gross sales for May was almost \$12,000. Jill Fellman also volunteered to help out at the book store.

Jill Fellman, Trustee Liaison, noted that it has been an honor to learn more about the Foundation and working with awesome people.

The Chair expressed appreciation to Trustee Fellman for jumping into her role as liaison role and all the extra efforts with the Foundation.

EXECUTIVE DIRECTOR REPORT

Executive Director Report

The Executive Director addressed the Board and provided an update on recent events. The South County community engagement output meeting had 99 people in attendance. There were lots of good questions and expressions of appreciation from the community for engaging with them and being transparent with our process. The Executive Director has an interview scheduled for tomorrow morning with a reporter from the Canyon Courier that covers the Conifer area.

The Chair asked for comments or questions about the Executive Directors report. Following are the comments:

- Trustee Naumer thanked the Executive Director for including the link to the Colorado Association of Libraries (CAL) interview with Padma Polepeddi. It was fantastic, insightful and inspirational, the Library is very lucky to have her on the staff. He

advised the Board that he attended the South County community output meeting and was impressed with the community engagement. HDR is doing an excellent job of organizing and running the community engagement exercises and compiling the information. People attending the meeting had strong, positive views in terms of what we're doing. They brought up topics and were appreciative of the Library's approach to repurposing an existing building. Overall, the discussions were very positive with a large virtual turnout and active participants.

- Trustee Fellman reported that she also attended the South County community output meeting and was impressed with how thoroughly the community's inputs were reflected.

The Executive Director thanked the Trustees for their comments and noted that Library staff worked very hard behind the scenes with HDR on the community engagement activities.

Trustee Anderson lost connection to the meeting at 5:46 pm. The meeting was paused to allow time for reconnection, which occurred at 5:50 pm.

In response to a question, the Board was advised that Julianne Rist, Director of Libraries, is implementing her plan to return library hours to their pre-pandemic levels. The target date for pre-pandemic hours is July 5.

EXECUTIVE TEAM OPERATIONAL UPDATES

Strategy, Engagement & Finance

Finance and Budget

Financial Report (May)

Barbara Long, Assistant Director of Finance and Budget, provided an overview of the May, 2021 financials. At 1:00 pm today, property tax revenues were posted in Workday. Those timing of that posting did not allow for those numbers to make it into the tables sent to the Board yesterday. The property tax revenues in Workday show just over \$34 million through the end of May. That compares to about \$33.5 million in property tax revenues last year which is in the same assessment cycle. The tables sent to the Board do include the carryforward funds and budget changes. There were no questions from the Board on the May 2021 financials.

2022 Budget

- 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

The Chair advised the Board that the 2022 budget presentation and discussion will not include a vote by the Board this evening. The Executive Director advised the Board that the Library's practice is to present the proposed budget information to the Board and also allow for public comment and discussion. The Board will be asked to vote on authorizing submittal of the budget at the July Board meeting.

JCPL 2022 Proposed Budget

Barbara Long addressed the Board and provided information on the proposed 2022 budget.

Assumptions for the 2022 Proposed Budget

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

Property tax revenue is based on 4.5 mils with an assumption of 10% over current year revenue based on property values information from the County Assessor's office. The proposed budget assumes a salary of increase of 2.6% which is the County baseline assumption at this time. Benefits, interest revenue and County charges are still estimates and those numbers may change.

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

The 5 and 10 year financial model includes a 4.5 mil levy and reflects the new approach to capital projects which prioritizes adding space in South County, Northwest Arvada and the Fehringer Ranch Administration and Library building. This plan is using fund balance to accelerate the Facility Master Plan (FMP), some of those funds were accumulated during the pause last year due to the pandemic.

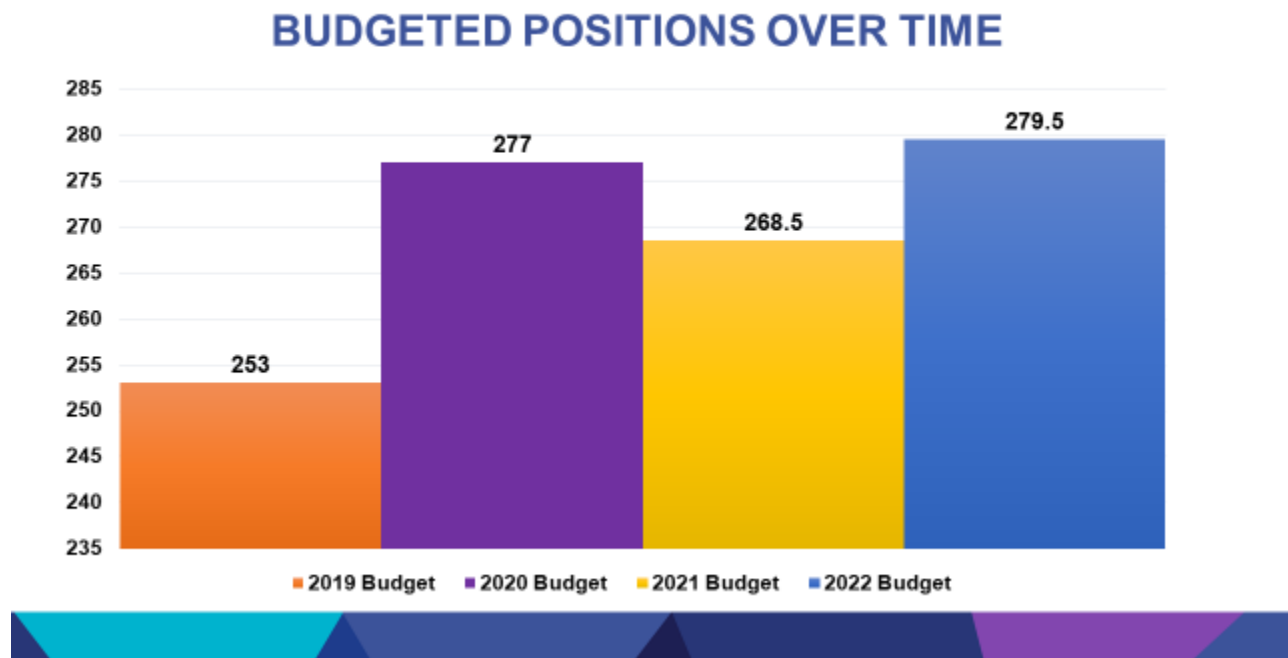
2022 Proposed Budget Highlights

- 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.

The 2022 proposed budget highlights include investment in capital project and adding 11.5 FTE, which is 2.5 more than approved in 2020. The Board had approved adding positions in 2020 during the budget development process, and then the Library took a step back during the pandemic and included fewer positions in 2021. The proposed 2022 budget includes an increase in professional services to support projects and continues investments in the library collection and in alternative services.

Budgeted Positions over Time

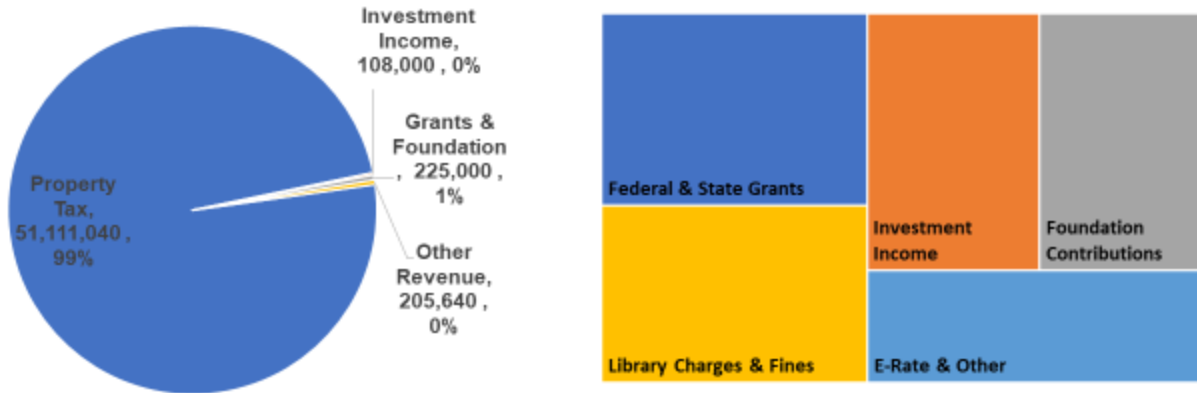
This chart shows the Library’s budgeted positions over time including the dip we took in 2021 and now moving back up gradually in the 2022 proposed budget.



2022 Budget: Total Projected Revenue

Total projected revenue for the 2022 proposed budget, with 4.5 mils and a 10% increase in property tax based on information from the County Assessor’s office, is \$51,649,680.

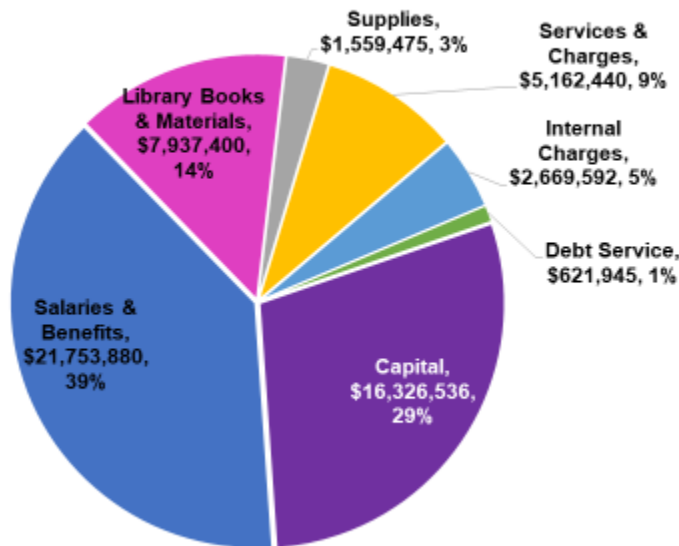
2022 BUDGET: TOTAL PROJECTED REVENUE = \$51,649,680



Total Proposed 2022 Budget Expenses

Total proposed expenses include a good sized materials budget, salaries, and debt service which is down from 2020, and includes \$4,381,587 use of fund balance.

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



Proposed 2022 Capital Investments

Capital investments include the South County Library and funding for property Acquisition in Northwest Arvada.

2022 CAPITAL INVESTMENTS

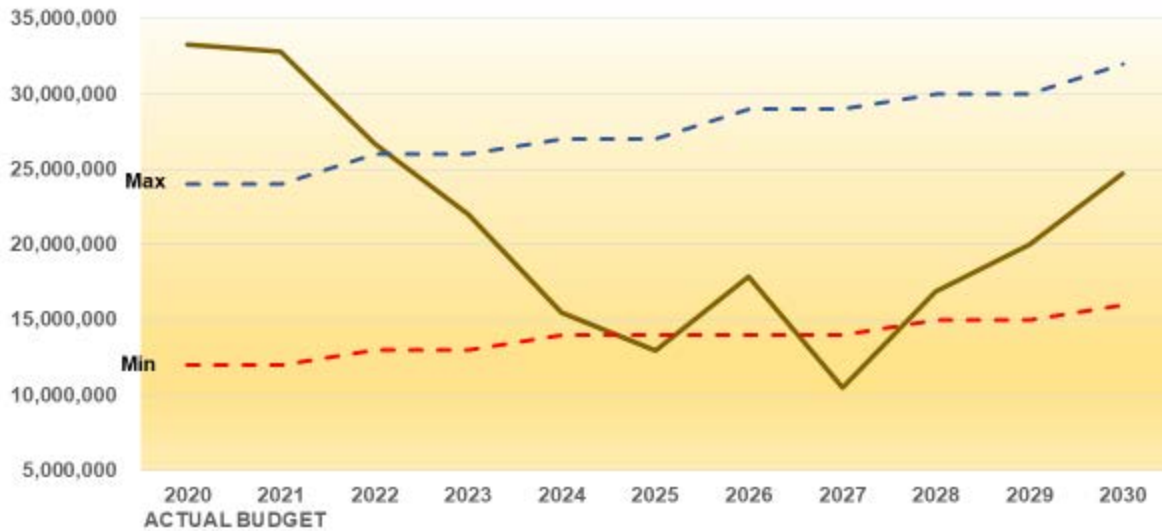
Annual Replacement Plan	
ARM-01 Capital Maintenance	\$ 250,000
ARM-02 Equipment Replacement	36,000
ARM-03 Computer 5-year Replacement Plan	235,000
ARM-04 Book Sorter Replacement	500,000
ARM-05 IT Infrastructure Replacement	250,000
Total ARM	\$ 1,271,000
Capital Projects	
Alternative Services	\$ 200,000
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

The long term fund balance charts reflects where we landed with our long term plan discussions.

LONG TERM PLAN: FUND BALANCE



Next Steps

At the Board meeting in July, the Trustees will vote to authorize the Executive Director to submit the 2022 budget to the County and authorize signing of the Trustee's cover letter to the Board of County Commissioners.

The Chair thanked Barbara Long for the herculean effort to develop the proposed 2022 budget.

In response to questions, the Board was advised that:

- The FTE are a mix of moving temporary to standard positions that were part of the organizational assessment, new positions that were delayed due to COVID and some positions that are new in order to accelerate the Facility Master Plan.
- Regarding Conifer, as discussed at the June Study Session, the Library is planning for a refresh of the Facility Master Plan (FMP) that will provide demographic data including square foot per capita for each library service area and other data for decision making. The Library has also received lots of community input on library services. Every year the Board looks at the capital plan and there are opportunities to make shifts as our refreshed FMP might indicate including how to best provide services in Conifer.
- The County doesn't have a final contract for benefits yet and those costs will probably change. The Library did use a different method for estimating the benefit costs this year. We have more exact costs for personnel and we estimated benefits using the historical rate on projected salary numbers. The benefits cost is still in development.

Board comments and discussion on the proposed 2022 budget:

- Trustee Anderson noted a clarification regarding Conifer. It's not that Conifer is not in the FMP, Conifer is just not in the 5-year capital plan. The entire plan has been accelerated and the refreshed FMP may reinforce the long term plan or indicate changes. Circumstances can drive changes as it did for the Evergreen Library remodel.
- Trustee Naumer noted that the Fehringer Ranch administration building is a \$21 million project and it might be helpful to understand the long term costs of having another building for administration rather than co-locating like it is done now. He stated that he knows the plan is to add library services to that building but he would like to understand the long term cost implications of supporting that building rather than co-locating. He noted that he is not opposed to an administration building, but wants to understand the cost better and what the trade-offs are. He stated that he doesn't have to get an answer today, but at what point do we have that discussion before we get to a point where we are not going to have options. The Board is starting to make decisions now and has to seriously consider that if it is something we're going to do. Maybe it is more cost effective to have an administration building, but he doesn't want to get too far down the road before we have a discussion about having it at Arvada or something. Maybe Fehringer Ranch is the answer. He noted that he does not want to hold up the budget, but wants to make sure the timeframe is not one where we are closing opportunities. Co-locating administration at an existing library seems like a more cost effective approach but he doesn't know because he has not seen the numbers. We're talking about adding 10,000 square feet of library service at administration; are we justifying a need there – adding library space there is more needed than Conifer or somewhere else. There are two pieces; what the cost savings are having a separate administration facility at \$21 million, or is it more cost effective to take an existing location and add administration to that, or the new building and adding it to that. The time to do the analysis is now and we can't push it out much further. In general, he'd like to look at cost benefits. For South County that's helpful to know. The specifics on where we might co-locate and general conversation about should we push to co-locate administration with a library. If we find it is just as cost effective we can drop that idea of using an existing or new facility to do it. Look at the long term costs to maintain a separate building. He doesn't know what Fehringer Ranch is worth but it is fairly significant and that money could go into a co-located facility. In principal he doesn't have an objection to the administration building, but he wants to say this is the analysis that was done to make the decision to have a standalone administration and be able to substantiate our decision to do that.
- Trustee Anderson noted that it is a fair question but she doesn't want to go backwards. Consolidating all the separate services for administration is important. She doesn't want to re-litigate consolidating administration services. That would be a different direction in the capital plan. Fleshing out the consolidation question and does it make

sense to co-locate with public services. Doing a cost benefit analysis on co-locating administration in a library or if there are any additional opportunities for co-locating. Time wise it's two different things if you're thinking of South County or every opportunity that's coming through. Centralization is key to efficiencies with respect to transportation. Consolidation was in the FMP and we do have the FMP update coming.

- The Chair stated that it is her understanding that the Executive Director is doing the demographic analysis. There are two different ideas here; co-locating is we consolidate administration and put it next to or in an existing branch or provide services at administration because the library is already there. A different cost analysis would go with that. The question is how much you can actually determine ahead of time. To clarify, putting a small library branch at Fehring Ranch came out of feedback from South County. Cost analysis of centralized administration is good to a point, some of those efficiencies are just the functionality of the organization and the ability to work more closely together – and perhaps it is lessons learned over the last 15 months. Planning is starting in 2023, and we still have time to do the additional analysis – at least another year before we even need to decide to move forward with that. The new South County library doesn't seem central enough to be part of the benefit for consolidation. We can ask the team to keep an eye on other possibilities like Golden or Wheat Ridge and on other options.

The Executive Director advised the Board that it would be helpful to understand their thoughts on the timing for the update of the FMP and taking a deeper dive into what the Library sees are efficiencies and cost savings. Is that analysis something they want to see before approval of the 2022 budget, or is it something to build into the Library's workflow in the fall. The Library does not see the new South County library or northwest Arvada as locations that would work for consolidating administration. They are not central and so many of the services run out of administration, like the outreach vehicles and library materials, would be more cost efficient in a more centrally located area in the County. The Library will tour the Lutheran Hospital campus next week and that is more central if we were going to co-locate administration with a library. We do need to do that study on the cost effectiveness and co-locating with a library. Our cost effectiveness is consolidating administrative services and not having those services located all over the place, which is what we have now and it is inefficient. Consolidation of administration in one building was a recommendation in the FMP. If you look at the map in the FMP, the original plan was to consolidate administration and put in alternative services. The Board will hear more about alternative services and the staff-less express library in July. As we are hearing community input for South County, and looking at that 285 corridor, we have heard from people about services in the Fehring Ranch area. In May, the Library did talk to the Board about refreshing the FMP to get down to the next level of detail as we complete each phase and understanding the next phase and the planning cycle. Evaluating the data and

going back to planning is where we are at in the cycle. It is valuable for us to hear this conversation. Steve has been working on numbers for efficiencies, but we would like to come to the Board with a full report including looking at Golden and Wheat Ridge. Consolidating administration is an important concept to us. We can't fit administration into any buildings we have now and a central consolidation is essential and it is what we are aiming for. We know that we don't have enough data to say this is the cost for that and we need to get that data. This was originally farther out in the plan and now it is in planning for 2023.

In response to questions, the Board was advised that:

- Demographics is part of the refresh of the FMP – it is what they did to develop the FMP and will be included in the refresh. The timing for the refresh is to start in the fall. Depending on the requirements that the Library is developing, we may go out to bid. The intent is to have this information ready for conversation for next year's budget cycle. The South County library is taking staff time as is resourcing to address the accelerated capital plan including the FMP refresh. This will take longer than a couple of months.
- For northwest Arvada, the intention is to do an acquisition in 2022. The \$4.7 million in the 2022 budget includes planning and an acquisition as a percentage of total cost.

The Chair asked the Board to weigh in on a possible land purchase in northwest Arvada in 2022 and sitting on that land if demographics and other information indicates we should delay construction. It is a pivotal question in the five year plan.

- Trustee Fellman stated that she is okay with sitting on land if that's the choice we make. Things are changing rapidly - what makes sense in 2022 in the beginning of the year may not make sense at the end of the year. It has to be well documented what we're doing and why. I do want us to have reasons for what we're doing – and we can go back and say what those reasons are.
- Trustee Anderson stated that it reinforces Donna's message around refreshing that FMP. We have a pretty good sense this is where the growth is and it makes sense to confirm. The Library won't come to the Board with an acquisition before the demographics. Thinking big on accelerating the capital plan doesn't mean we're not going to do the due diligence. Circumstances on the ground, data, and opportunity may change that as well. For purposes of the budget, I'm comfortable. Donna and her team makes sure that we're trusted stewards while also being visionary. And, the updated census numbers are late – won't have those until late summer or early fall. The FMP is long term and right now we're looking at the 5-year plan and next year's budget. I'm comfortable with that and know that we will see that data.
- The Chair noted that she is comfortable with the plan and would like to see the demographics before deciding to build in northwest Arvada.

The Executive Director noted that the Library likes to have the data, and as stated at the study session last week, the Library always starts with the data. The Library will move the refresh of the FMP and data gathering along as quickly as we can, but it is important not to rush this phase.

Barbara Long advised the Board that what she heard is that the 2022 budget tables provided to the Board represent what will be coming to the Board in July for authorization to submit the budget, there will not be any changes to the 2022 budget documents and the Board is ready to move forward.

The Executive Director asked for the Board's confirmation on the following:

- The 2022 budget tables as presented will be brought to the Board in July for authorization to submit
- The budget letter to the BCC as presented will be brought to the Board in July for authorization
- The Board would like to have more data to support decision making for:
 - Northwest Arvada
 - Consolidation of administrative services and the long term cost of having an administration building. How that would be different from our costs now that are spread out in several locations.
 - Cost benefit analysis of co-location of a library and administrative services. pros and cons, costs and offsets.
- The Board does not need the refresh of the FMP, data and analysis in July, and that data gathering is something the Library can take the next half a year to do well.

The Chair stated yes that is her understanding. The Chair asked the Board if there were any questions. There were no questions from the Board.

The Chair expressed appreciation to the Executive Director, Barbara Long and the whole team for all the work they put into the 2022 budget and all the work that will go into gathering the data.

Public Services

Service Highlight - Presentation on Summer Challenge

Cindy Jaye, Manager of Programming, addressed the Board and expressed appreciation for their time. This year the Library reimagined the summer reading program. Last year we added other educational activities and this year we changed the name to better reflect those extended learning opportunities through the Summer Challenge. The program is open to everybody, all ages from babies to teens to adults and to Board members. Kids grow up to be a reader if their adults are modeling that behavior. Once you sign up you earn a registration prize. Then you start earning points. You can build your own program.

You could just read or just do activities or any combination. It is customizable, making it a good fit for everybody in the community. 250 points is the halfway mark and you earn a prize. At 500 points you can pick up the finisher prize. The program doesn't end there. We're also offering a super challenge for every additional 500 points, your name is entered into a drawing for a new iPad. Every year the Library does a community goal – everyone's participation counts. The goal is to collectively earn 5 million points – then the Library Foundation has very generously offered to donate \$500 to our nonprofit partner – Jeffco Eats, a small but mighty local nonprofit. When kids are not in school, food insecurity has become big problem. This is a great collaboration – feeding bellies while we are feeding minds. Cindy noted that the communications and digital experience teams did an awesome job creating the logo and working on the email, web page and social media campaigns. We also have a 30 second ad on PBS that is really cool. This year, the community is responding wildly with 20,957 participants. Last year we had 18,452. We have already exceeded last year and we're only 17 days into the program. For the community goal of 5 million points – we achieved that goal yesterday. 5,601,369 points as of 4:30 today. We are thrilled by the numbers but the literacy gains the community is making by participating is the reason we do this. We want to keep kids from that summer slide and after such a tough school year we feel it's a really big win.

The Chair thanked Cindy for the presentation and for such a wonderful program. She noted that it is exciting to hear how successful the program is and how the community is really embracing it again this year. The Chair expressed appreciation to Cindy for the time, effort and leadership she has put into this program.

Technology and Innovation

Workforce Business Center Inter-Agency Memorandum of Understanding

Bernadette Berger, Director of Technology and Innovation, addressed the Board and provided information on the partnership with the Workforce Business Center. The Workforce Business Center approached library with a proposal to help close the digital divide and help people looking for jobs. Access, internet and having computers are issues that create an unfair environment when applying for jobs and the Library has it all together. The Workforce Center thought that they would provide funding and help purchase some type of device so people could apply for jobs, get help and leverage the services available within the County. The Library could distribute those devices and get them into the hands of people who need it most. The Library began working with them to craft a solution – trying to reach people and build literacies in the communities that need it the most to get back to work and increase computer skills. The Workforce Center will be providing funding for a LTE for us so we can partner with them and get these devices with cellular service out to the community. JCPL's staff with the Book a Librarian and Spanish speaking community services are really excited about this partnership. Padma

Polepeddi, Assistant Director of Library Experience, and Public Services staff have been instrumental in bringing this forward for your consideration. The agreement outline roles and responsibilities. The Library thought it best practice to have agreement going into this project.

In response to questions, the Board was advised that:

- The LTE position will be a Library employee paid by the Workforce Center
- Technically, the devices are being purchased with federal funding and their ownership would relate to that funding.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Library Executive Director to sign an inter-agency Memorandum of Understanding with the Jefferson County Business and Workforce Center. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

There were no emerging issues.

ENDS

There were no items.

BOARD GOVERNANCE

There were no 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.

2021 Board Meeting Schedule

- July 8, 2021 – Study Session – 5:30 pm – Online via WebEx.
- July 15, 2021 – Board Meeting – 5:30 pm – Online via WebEx.
- August 12, 2021 – Study Session – 5:30 pm – TBD
- August 19, 2021 – Board Meeting – 5:30 pm – TBD

The Chair addressed the Board and noted that at the July meeting, the Board will be approving the submittal of the 2022 budget and she is looking forward to full attendance at that meeting. As much as the Chair would like to have that meeting in person, it is

important to have as much attendance as possible and we are not quite ready to know what will happen with public participation. We will meet virtually in July and hope to be ready for an in-person meeting in August. As a Board, we will need to have two separate conversations and look at Board participation separate from public comment participation. The Chair noted that she will be working with the Executive Director on these issues in July.

In response to a question, the Executive Director advised the Board that the appointment of Trustees is handled by the Board of County Commissioners. They have a process related to that and an application process that usually opens in July.

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Chair advised the Board that she has sent a response to the Board to review related to correspondence received from the Conifer Area Council.

ADJOURNMENT

The Board meeting was adjourned at 7:00 pm.

A handwritten signature in cursive script that reads "Jill C. Fellman".

Jill Fellman, Secretary