BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

July 15, 2021



1000 Books before Kindergarten





BOARD MEETING AGENDA

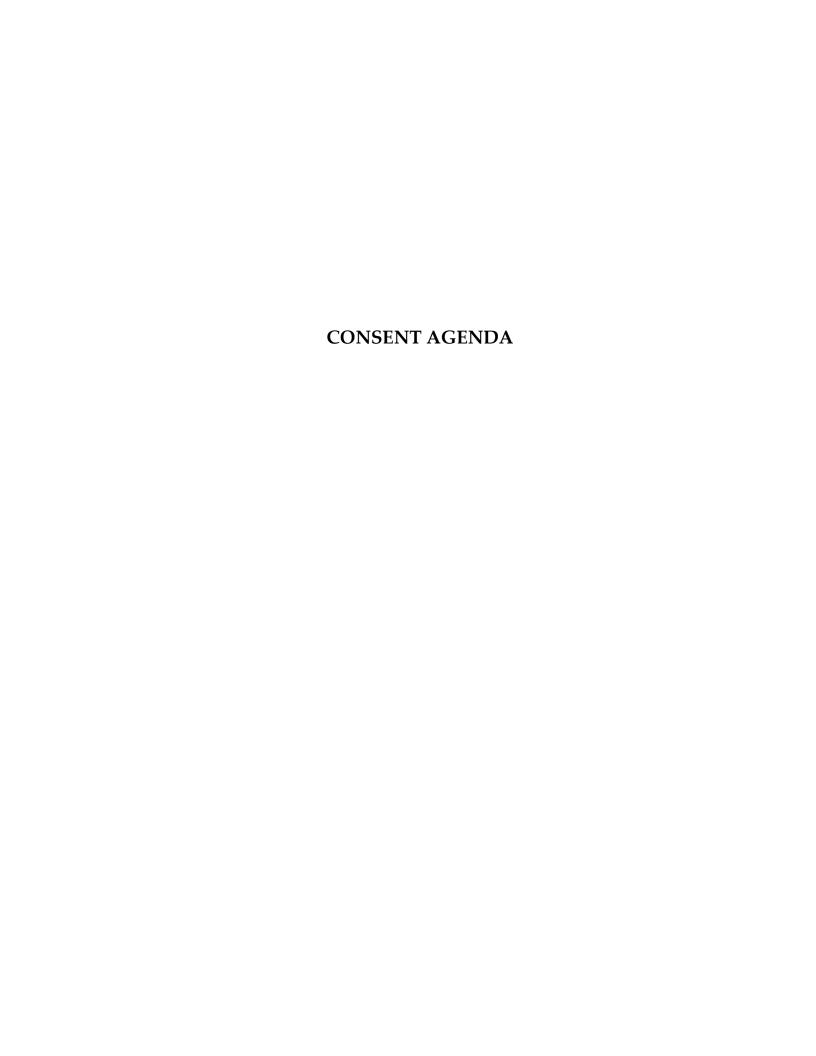
Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, July 15, 2021 – 5:30 pm - ONLINE MEETING VIA WEBEX
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 A. Minutes of June 10, 2021 Study Session B. Minutes of June 17, 2021 Board Meeting
6. Foundation Report	Foundation Report – Jo Schantz, Executive Director and Jill Fellman, Trustee Representative
7. Operational Updates Action as Needed	 Executive Director Executive Director Report Introduce Lisa Smith, director of People and Culture Business Strategy & Finance Finance and Budget Financial Review (May) Financial Report (June) 2022 Budget A. Letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the library – Call for motion and second 2022 5-Year Capital Plan – Call for motion and second 2022 Proposed Budget Plan – Call for motion and second Public Services JCPL & Jefferson County Public Health Intern IGA – Call for motion and second Offsite Services: New Service Concept and Pilot Update Technology and Innovation RFID Contract Amendment - Sorter Evergreen – Call for motion and second

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

~				
Consent Agenda 9. Emerging Issues Action as Needed 10. Action as Needed 11. Action as Needed 12. Suggest Agenda Items 13. 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 • August 19, 2021 – Study Session – 5:30 pm – TBD • September 9, 2021 – Study Session – 5:30 pm – TBD • September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session 13. Discussion Board Questions or Comments Related to Items on the Meeting Agenda 14. Discussion Announcements/General Information Sharing • Report of the Chair – Correspondence, Other • Other Announcements	8. Action as Needed	Items Removed From Consent Agenda (4.3.4)		
 9. Emerging Issues Action as Needed 10. Action as Needed 11. Action as Needed 12. Suggest Agenda Items 13. 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 August 19, 2021 – Study Session – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session 13. Discussion Board Questions or Comments Related to Items on the Meeting Agenda 14. Discussion Evaluate Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements 		The Board may address and/or vote on any items that were removed from the		
Action as Needed 10. Action as Needed 11. Action as Needed 12. Suggest Agenda Items 12. Suggest Agenda Items 13. Board Schedule - 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. 13. Discussion 14. Discussion 15. Information Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements		Consent Agenda		
Action as Needed 10. Action as Needed 11. Action as Needed 12. Suggest Agenda Items 12. Suggest Agenda Items 13. Board Schedule - 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. 13. Discussion 14. Discussion 15. Information Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements	9. Emerging Issues	Hybrid Meetings		
No items Board Governance 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 August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session 13. Discussion Board Questions or Comments Related to Items on the Meeting Agenda 14. Discussion Evaluate Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements				
No items Board Governance 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 August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session 13. Discussion Board Questions or Comments Related to Items on the Meeting Agenda 14. Discussion Evaluate Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements	10. Action as Needed	Ends		
11. Action as Needed Board Governance 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 August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Board Questions or Comments Related to Items on the Meeting Agenda 14. Discussion Evaluate Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements		No items		
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 August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Board Questions or Comments Related to Items on the Meeting Agenda 14. Discussion Evaluate Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements				
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 August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Board Questions or Comments Related to Items on the Meeting Agenda 14. Discussion Evaluate Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements	11. Action as Needed	Board Governance		
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 August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Board Questions or Comments Related to Items on the Meeting Agenda Location of meetings of the Library Board of Trustees are being determined in cooperation on meeting location with guidelines from Jefferson County. Information Fibrury. Information on meeting date.		No items		
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 August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Board Questions or Comments Related to Items on the Meeting Agenda Location of meetings of the Library Board of Trustees are being determined in cooperation on meeting location with guidelines from Jefferson County. Information Fibrury. Information on meeting date.				
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 August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Board Questions or Comments Related to Items on the Meeting Agenda Linformation Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements	12. Suggest Agenda	BOARD SCHEDULE – NEXT MEETINGS –		
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 August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Board Questions or Comments Related to Items on the Meeting Agenda Linder Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements		Location of meetings of the Library Board of Trustees are being determined in		
2021 Board Meeting Schedule August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Board Questions or Comments Related to Items on the Meeting Agenda Evaluate Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements		·		
 August 12, 2021 – Study Session – 5:30 pm – TBD August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm – TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Discussion Board Questions or Comments Related to Items on the Meeting Agenda Discussion Evaluate Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements 		location will be posted at least one week prior to the scheduled meeting date.		
 August 19, 2021 – Board Meeting – 5:30 pm – TBD September 9, 2021 – Study Session – 5:30 pm - TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Discussion Board Questions or Comments Related to Items on the Meeting Agenda Discussion Evaluate Board Meeting (4.1.9) Information Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements 		2021 Board Meeting Schedule		
 September 9, 2021 – Study Session – 5:30 pm - TBD September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session Discussion Board Questions or Comments Related to Items on the Meeting Agenda Discussion Evaluate Board Meeting (4.1.9) Information Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements 		• August 12, 2021 – Study Session – 5:30 pm – TBD		
 September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session 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 Report of the Chair – Correspondence, Other Other Announcements 		• August 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) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements		• September 9, 2021 – Study Session – 5:30 pm - TBD		
14. Discussion Evaluate Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements		• September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session		
14. Discussion Evaluate Board Meeting (4.1.9) Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements				
15. Information Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements	13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda		
15. Information Announcements/General Information Sharing Report of the Chair – Correspondence, Other Other Announcements				
 Report of the Chair – Correspondence, Other Other Announcements 	14. Discussion	Evaluate Board Meeting (4.1.9)		
 Report of the Chair – Correspondence, Other Other Announcements 				
Other Announcements	15. Information	Announcements/General Information Sharing		
		Report of the Chair – Correspondence, Other		
16. Adjournment		Other Announcements		
	16. Adjournment			



ADMINISTRATION

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

jeffcolibrary.org



TO: Library Board of Trustees

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

DATE: July 6, 2021

RE: Consent Agenda for the July 15, 2021 Board Meeting

A. Approve the June 10, 2021 Board Study Session Minutes

B. Approve the June 17, 2021 Board Meeting Minutes

Jefferson County Public Library Board of Trustees Study Session June 10, 2021 – 5:30 pm Online Meeting 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
 - o Long Term Financial Plan Revisions

Call to Order

Kim Johnson, Chair, called the Study Session to order at 5:30 p.m.

Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), Jeanne Lomba and Charles Naumer.

Trustees not present: German Zarate-Bohorquez.

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

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

Guests: None.

Financial Review (April)

The Chair asked if there were any questions about the April 2021 financials. In response to a question, the Board was advised that only January revenue is currently showing in Workday as under \$900,000 for the year which does not truly reflect the Library's financial position.

Standley Lake Trailhead Intergovernmental Agreement Information

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided a summary of the memorandum in the information packet for the meeting. The IGA for the Rocky Mountain Greenway Trailhead between the City of Arvada and JCPL outlines each party's responsibilities for the construction and maintenance of the trailhead. In response to a question, the Board was advised that this item will be on the consent agenda for the June 17, 2021 Board meeting.

Baker and Taylor Contract Renewal Information

Julianne Rist, Director of Libraries, addressed the Board and provided information on the third renewal of the Baker and Taylor contract. Baker and Taylor is the Library's primary vendor for all physical materials. The contract amount is budgeted and the contract does not obligate the Library to spend the entire budgeted amount with Baker and Taylor. The Library has a good working relationship with Baker and Taylor and is pleased with their product. There were no questions from the Board. The Board was advised that this item will be on the consent agenda for the June 17, 2021 Board meeting.

D-Tech Contract Extension Information

Julianne Rist introduced the topic and advised the Board that the contract extension with D-Tech locks in our pricing and doesn't obligate the Library to buy any additional lockers. The extension allows us to know the price and prevent any increases in case JCPL wants to add additional lockers to the four that are currently planned for this year. In response to questions, the Board was advised that:

- The pilot of the lockers at Columbine Library started on May 26. On June 4, the Library published the e-connect newsletter regarding the new locker service. JCPL is evaluating the service. If it proves useful to our community the Library does plan to expand the locker service to other locations.
- Usage for the Columbine lockers over the last two weeks, without a lot of publicity, is 63 items checked out and 170 holds for that locker location.
- The usage is what the Library expected given the community only found out about the service six days ago.
- There are four more lockers in the plan that the Library has been waiting on since last year. Receipt of those lockers was scheduled for December 2020 but due to supply chain issues delivery was delayed. The Library has been advised that all the metal from the fabricator is on site to complete our order. Once the lockers are ready they will need to have computers installed and programmed.
- Under the contract extension, should the Library order additional lockers, there would be no increase in the price from what was charged for the initial lockers.

The Board was advised that this item will be on the consent agenda for the June 17, 2021 Board meeting.

Accelerating the JCPL Facility Master Plan

Long Term Financial Plan Revisions

The Executive Director addressed the Board and introduced the topic. The Library has a presentation and, in anticipation of conversation and questions, has planned for time to allow a full discussion. At the May 20, 2021 regular Board meeting, there was productive conversation about the new revenue forecast and what it would look like to compress the Facility Master Plan (FMP) schedule. Staff took on that challenge to create a new vision and is excited to share that information with the Board.

Prioritize New Library Space

As the memorandum in the information packet provided, the Library's response is that we prioritize the addition of new library space in Jefferson County to improve access to library services in a compressed time span.

Topics

- Keep our Promises
- Increase Square Footage per Capita
- Accelerate Facility Master Plan
- Prioritize Northwest Arvada
- Create Flexibility & Opportunities
- Meet our Mission, Ends and Priorities

Keeping Our Promises

What we'll go over tonight is how the Library feels this plan will keep our promises made to the voters with the 2015 mill levy ballot initiative. Increase Square Footage per Capita to meet peer library benchmarks faster; Accelerate meeting our Facility Master Plan; Prioritize services in the Northwest Arvada region of the county; Create flexibility and opportunities for future maneuverability and financial strategies; Contribute to the Library meeting the mission, vision, ends and the Strategic Priorities of our 2020-2025 plan. The Library will review each topic to give an opportunity for Board conversation on the vision this model brings forward. We're eager to hear your feedback.

In 2015, Jefferson County voters approved a 1.0 mill levy increase in large measure based on the promises made to them to address these issues in this order:

- Restoring hours, collection, technology
- Repairing and refurbishing existing facilities
- Improving service in underserved areas

• Stabilizing long term finances

The Library has restored and expanded hours, significantly increased and improved the library collection of materials, and improved replacement cycles and upgraded technologies for patrons and staff. Our focus then was on repairing and refurbishing our existing facilities. We redesigned and renovated the Columbine and Belmar Libraries, and have Evergreen Library slated next as you see on the financial plan. When it comes to improving service in underserved areas, the Library greatly improved the Edgewater Library experience with the new library in the civic center, and at the urging of our Board, have invested in robust new alternative offsite services.

During this time, the library also invested in a facility master plan to help guide growth and refurbishment where it is needed most. Along with the increase in revenue due to the mill levy, new financial policies are in place that have addressed stabilizing long term finances.

The Executive Director advised the Board that Steve Chestnut will share more information about the Facility Master Plan in a moment, and asked the Board for comments about what they have heard so far.

Board comments:

- Keeping promises love that you put that first front and center it's the first thing we talk about.
- Appreciate that this reflects the discussion we had at our last meeting. Balancing
 and being flexible with what the current state is keeping focused on what the
 charge was and touching back on that. The investments so far are part of the
 master facility plan and that plan talked about maneuverability that touchstone
 is super important and appreciated.

In response to a question, the Board was advised that the Library considers the South County library part of the promise to improve service in underserved areas.

Accelerate Space and Facility Master Plan

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board. One of the outcomes of the Facility Master Plan (FMP) was the peer library benchmarking around library space per capita to aim for .5 to .6 square feet per capita which we use as a standard. The recommendation to prioritize the addition of new spaces moves JCPL from .39 square feet per capita to .51 in 2025. This plan completes the entire FMP in 2030 which is two years earlier than forecast. Steve Chestnut asked

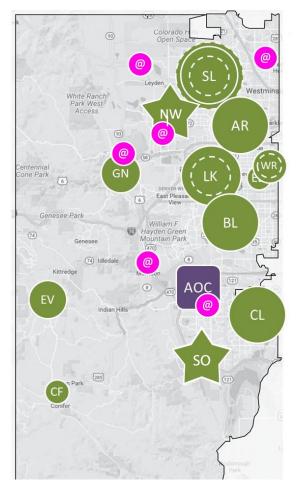
the Board if there were any questions or comments. There were no questions or comments from the Board. Steve advised the Board that Julianne Rist will present information and a map to show the alignment between this recommended prioritization and the Facility Master Plan.

Library Square Footage

Year	Population	Sq. Ft.	Sq. Ft. Per Capita
2020	583,081	229,407	0.39
2021	587,617	229,407	0.39
2022	593,199	229,407	0.39
2023	598,834	269,407	0.45
2024	604,522	299,407	0.50
2025	610,264	309,407	0.51

Facility Master Plan Map

Julianne Rist, Director of Libraries, addressed the Board and shared the Facility Master Plan map.



Page 5 of 14

Prioritize Northwest Arvada Location

On the map, the stars are the new libraries. You will see that Northwest Arvada was a dotted line star that we are proposing as a full service location. We are recommending that a new library is built in Northwest Arvada to service the growing population. This recommendation follows the Facility Master Plan (FMP) in building a destination library, and would follow the 1-2 net new locations suggested in the plan. This would be a potential substitute for a major expansion of Standley Lake. The FMP recommended the option of expanding Standley Lake or building a new branch in Northwest Arvada. We have been in conversations with developers in the area and we looked at those two options. The recommended approach would better meet the needs of that community and the opportunity now is better to find a site while that area is still growing versus when it is built out.

We are still recommending that all system wide administrative services be consolidated at the Fehringer Ranch property. When this occurs the library would no longer need the Library Service Center (LSC) building or leased office and warehouse space for facilities. The original FMP proposed that some type of alternative service be co-located with the administrative space. The change we are proposing is that a library similar to the size of the Edgewater Library is located in this same administration building.

In response to questions, the Board was advised that:

- The recommended size of the library service point at Fehringer Ranch would be similar to Edgewater. That service point would be co-located with the administration building. The Library has heard from the community that it is a long way from Belmar to Columbine. The preliminary size for just the library services at that location would be about 10,000 square feet. The Fehringer Ranch land was bought about twenty years ago.
- The recommendation in the Facility Master Plan for Standley Lake was to look at that library again when it came time to refurbish that location. The Library is not saying we don't need expansion or redesign, particularly a drive up service. However, we don't know that adding 15,000 square feet more to that library meets the needs of that community. While the Library has not had time to do a deep dive, the preliminary finding is that the most likely approach for Standley Lake is a redesign, but probably not a 15,000 square foot expansion.
- The Library is still planning on interim services in that area. Hold lockers fit a certain need and patron type but they don't replace a library service point. JCPL is still in discussions, and are close to bringing something before the Board, for hold lockers in northwest Arvada.
- The Library is also looking at a staff-less express library with browsing capability in that area. The current plan is for a 5-year lease.

- Conversations with developers in northwest Arvada have been around lockers
 and finding a partner location. In that process over the last two years, the Library
 has noticed the development and amount of construction in the area. The Library
 has not had conversations about larger facilities in the area until the Board
 indicates a direction.
- It has been awhile since the Library talked with Candelas about a library. We have been visiting that area since 2012 or 2013.
- The \$15 million in the draft plan is the assumption that northwest Arvada would be a new build, not a building purchase, with a land purchase in 2022. The recommendation is for a full service library in northwest Arvada.
- The co-located administration and library service building would be at Fehringer Ranch, not northwest Arvada.
- The Library is planning for a full presentation to the Board on alternative and off-site services including the new express library that we think would be the first in the State.
- The Library only does evidence based decision making. We are planning a
 refresh of the Facility Master Plan in the fall. The northwest Arvada area is
 becoming its own community and Standley Lake doesn't appear to be the
 connection. The Library would do a full analysis of the data including
 population and other demographics, drives times, all service areas and square
 feet per capita, etc. Doing that check in for each area is part of our data gathering.
- Space for Library administration is approximately 40,000 to 50,000 square feet. That would include all administration, collections processing, facilities, graphics, technology and innovation. All areas that are currently located in the Library Services Center building (LSC), facilities leased space and warehouse space, space for library vehicles including Library-2-You and the Lakewood administration building would be co-located in one location at Fehringer Ranch. One of the reasons the Library likes the timing in this recommendation is that right now work has changed dramatically due to the pandemic. There was a pendulum shift that may shift back in 2023. We will know more about what remote and flexible work looks like so we don't overbuild administration space. We want to know what kind of space we need for administrative services and staff in the future.
- The 5 and ten year plans include the dollar amount for the combined library administration and library service building.

Create Opportunity and Flexibility

The Executive Director addressed the Board and provided information on how the recommended approach provides for opportunity and flexibility. The reason the

Library recommended this approach to accelerating the FMP in this way, is that prioritizing new library space gives flexibility in the long run. There are several locations in flux that are future opportunities. The Executive Director had a conversation with the Deputy City Manager regarding plans for The Heart of Golden on June 1, and with the City of Wheat Ridge Mayor and City Manager on June 4, regarding the Lutheran Hospital campus that is up for sale. We also have had conversations with the Conifer Area Council and there is opportunity in the plan to have more discussions sooner. The plan also considers a variety of financial strategies including opportunity cost with the land availability and potential sites in northwest Arvada. The Fehringer Ranch property was purchased twenty years ago and the Library is having trouble finding space in South County. Finding new space at today's cost is a financial strategy and funding these new spaces at today's costs with the unknowns of cost escalations and inflation. There are synergies with our fundraising development strategic project that could fund amenities, that is underway and there are other financial strategies the Board might consider. Grouping all these things in a way to create opportunity. Our financial plan is to commit to our three large projects that add new public library square footage faster –we feel this recommendation is perfectly aligned with our mission, vision, Board Ends, and Library Strategic Priorities. Barbara Long, Assistant Director of Finance and Budget, will walk the Board through what the financial plan for this recommendation looks like.

Long Term Financial Plan

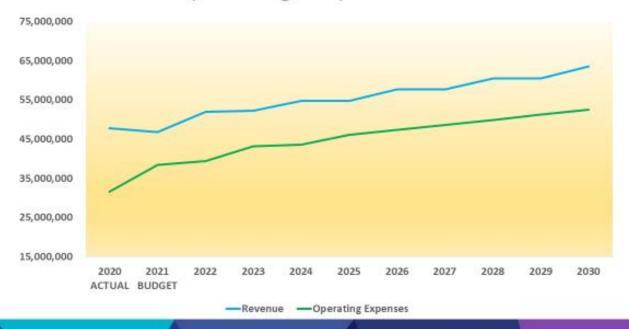
Barbara Long addressed the Board and provided information on the long term financial plan. The assumptions in the plan are the same revenue growth assumptions we looked at the last time. We have not accounted for impact of reduced assessment rate of the ballot measure and the State bill. Also, the numbers presented in the financial plan are not going to be exactly the same as the numbers in the 2022 budget. The administration/Fehringer Ranch location numbers show that we own the land. The sites for South County and Northwest Arvada have not been identified. Project costs will most certainly change. This financial plan is directional.

Revenue versus Expenses

This chart shows financial performance over time with significant changes in operating costs in opening new facilities. Last year the pinch points reflected the Gallagher issue and a prediction of recession. Under the new assumptions there is a pretty comfortable margin between revenue and operating expenses. South County opens in 2023 and Northwest Arvada opens in 2025 and we are still maintaining that gap between revenue and expenses. This also included continued capital maintenance and new capital projects as well. One of the key pieces of information in the financial plan is the

comparison of projected operating expense and revenue. When revenue exceeds operating expenses by a comfortable margin, JCPL can fund capital maintenance and projects. 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.

Revenue vs. Operating Expenses

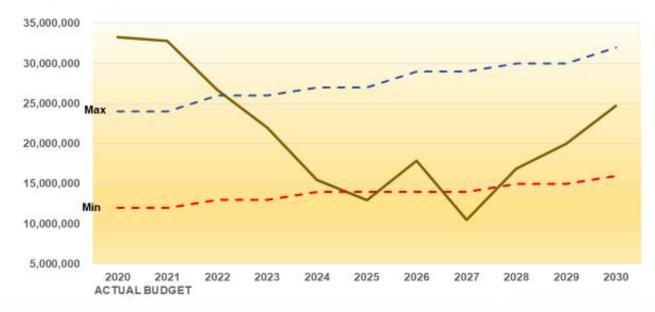


Fund Balance

This chart shows the total fund balance with a good portion, \$10 million, reserved for capital. The total fund balance at the end of year 2020 is over \$33 million, with about \$10 million set aside for capital projects, South County in particular. This plan has the Library using that fund balance for the big three capital projects presented to the Board tonight, adding additional square footage for library service. In 2025 there is a little dip after most of that big development is done, with around \$13 million left in the fund balance. The second dip is due to the planned concurrent renovation of Lakewood and Standley Lake libraries. Before the second dip there are multiple opportunities to revise the plan based on new information, spread things out and maybe see revenue even higher including two assessment periods. This chart shows the impact of the big three projects. All of them would start, to a certain extent, next year in the 2022 budget. Planning, acquisitions and, in South County, constructing and finishing up that library. If revenue ends up being lower earlier in the planning period, JCPL can acquire land in

Northwest Arvada and not develop it immediately. The plan is directional. The 2022 expenses will be refined before you see the proposed 2022 budget.

Fund Balance



In response to questions, the Board was advised that:

- One of the big areas where we have flexibility is with Northwest Arvada. We are
 looking at purchasing vacant land and can certainly hold that land. We don't
 have to begin development when we make that purchase. The Library is exempt
 from property tax and it doesn't cost us to hold on to that land much like we are
 with Fehringer Ranch.
- The plan has a commitment to the big adds now and doesn't leave much space until later. However, after the big adds we have Standley Lake and Lakewood concurrently. We could shift the timing of those projects and move them around. If the Board directs the Library to continue with this recommended plan and pursue high impact project square footage, it would constrain some flexibility until 2025 or 2026. That is where the flexibility lies if other opportunities were to present.
- With what we know now about Golden, it looks like it will be 2023 before they would have funds to pursue their project and there is no guarantee. In looking at phasing the projects, we do have a library in Golden serving that community. We could be part of a phase 2 which is further down the road.

- For Wheat Ridge, they are looking at the Lutheran Hospital campus. They are planning to start community conversations about master planning and that full move out by the hospital isn't until 2024.
- There are lots of opportunities and other financial strategies that we haven't talked about that could even out those dips. When planning this recommendation we were looking at a base of no dip in the fund balance below \$10 million and looking at the points where we can pause the plan. In 2022 there is the land acquisition for Northwest Arvada and in 2023 there is lots of planning that goes on as we go into the next phase in assessment year or ballot initiatives to reduce assessment rates. It would be hard to move Golden forward fast, but Lakewood and Standley Lake could switch places. There are libraries in those communities now so there isn't an urgent need like other areas.
- In terms supporting this recommendation and resource loading on the operational side, the Library has been having conversations with lots of people who have done this. There are many ways to approach the operational resources needed including outsourcing and other models. The Library did not want to get too far ahead until we heard from the Board and has not identified the exact approach and cost. However, for the 2022 budget we have built in accommodations in terms of additional operational costs. There is a new line item in operating expenses of \$500,000 for transparency. Also, some of the project costs have been inflated by a percentage to account for management of those projects. Those costs are based on scale and scope of the projects and included in the model presented.
- Before this recommendation, the two unidentified or unspecified projects were further out and not included in the 10 year financial forecast. While they are not identified, certainly the Library can consider those projects as having been moved up since they now appear in the 10 year plan. With \$5 million for each, Wheat Ridge and Conifer could be done for that amount. We want to have flexibility with Conifer and we have heard from that community that they view it as a community center. With South County going in, we did receive a lot of input from residents along 285 and travel in that area and we will look at that data in relation to Conifer. We are also looking at alternative service options that could benefit them as well. Conifer and Wheat Ridge are not specifically named in the 10 year plan.
- The planning for the Lakewood and Standley Lake projects is farther in advance of the renovation budgets because those projects are in concert with other projects. Moving out of Lakewood will take until 2025 and planning that in concert with Golden; for example will Golden become a bigger facility. And for Standley Lake, is that a bigger location or more amenities to make it better.

Lakewood operates fine if we have to wait a little bit. Lakewood, Golden and Wheat Ridge can operate fine as they are. Some of it has to do with money, that's when the biggest dip occurs in 2027. There is some risk in planning something that far ahead of when we could afford to build it.

Board comments:

Trustee Anderson: It is quite a shift. Aspirational leadership is very valuable to me as a board member, and as a board member you look for opportunities to be aspirational – not just oversight and decision making. We are relatively conservative and it's hard to come off of a year like we all had. I'm grateful to be on a board that can have such vision. Being data driven – updating the FMP will be helpful and to again recommunicate what that long term plan is – it was so well done to begin with. A refresh of data might inform us. Disparities between more densely populated areas and less densely – I know that you are data driven and appreciate that. We're out on this a few years – do have a little bit of time – policy and ballot issues may change things again. I'm excited to hear more about how alternative services are going – and I get the supply chain thing. Having the data sooner than later as we are making decisions. Garnering more demographic information. The timing is good –a 5 year refresh on the FMP, population, census, mobility, drive time all those things – would be helpful in making choices around the county and having more informative pieces of the plan. A data refresh and new census data to reconfirm. I agree that anyone who has been to the area knows where the growth is. Would like to see data broken down by service area and that square footage per capita – have it county wide and equitably assessed. I support the proposal – super excited. The distinct communities of interest – Evergreen and Conifer – with information we currently have, the renovation of Evergreen will benefit both communities. When we get updated data it might change that perspective. The board communicating what that vision is – and also responding to not only economics but our citizenry. If we issued the same survey county-wide it would come back that all communities want something sooner. That co-location is also creating some opportunities. At first blush that second dip is scary – but we do have some uncertainties – it is a conservative outlook so thank you. 10% for the first few years guaranteed - that assessment has already happened so we know that next two years is relatively certain. Then looking out 5 years - maybe conservative unless in a bubble and I don't feel this area is. Taking all of that in, I feel comfortable with this outlook and assumptions. I do think, as always, we are an initiative state – there are always uncertainties around revenues – will certainly look at that again – maybe different decision making. Given the shift we threw at you – the second dip doesn't have the same concern as I would ordinarily have – do think it will be shallower

- unless things change. I am comfortable with the plan and looking at opportunities to be creative with service provision.
- Trustee Naumer: I'm not concerned with the second dip. The fund balance minimum and maximum are arbitrary numbers but we put a lot of thought into setting those. It's not like we're running deficits and taking on debt I would look at that differently. This is probably what we should be doing in terms of fund balance I'm comfortable with that. The things we need to be concerned about are assessment rates that would significantly impact our finances for the long term and we would have a heads up on those ballot measure events that would allow us to make adjustments. I would also like to take a look at the data that would be very helpful. I'm very comfortable with this recommendation.
- Trustee Fellman: Living in northwest Arvada and seeing the changing demographic.
 I am interested in the census data what is the change, is it growing and is it
 consistent growth do we expect more when does it cap out. This continues to
 make sense. Such a change in the area I agree we should look at the area now and
 think about the location now. As things continue to grow we may have more
 certainty in our plan.
- Trustee Johnson: Thank you for putting this together in such short order appreciate the work. I'm personally very excited a little nervous for you but I have confidence we can do this. It is a great opportunity for us to serve our communities and it speaks to all communities. The plan has enough flexibility to take advantage of other things. For the unspecified projects, we can have conversations about alternative services and other options that could benefit them as well. I feel like we can communicate to that community without specifically naming it in the plan and I understand the desire to leave them as unspecified. In terms of that first look at the dips, it is visually shocking. For me, the length of time we are away from those dips and how many points there are where we can adjust the plan makes me more comfortable. I would like to take a look at the data again.

The Chair asked the Executive Director if she had the information she needed based on the comments from the Board. The Board indicated support for moving forward with the recommendation.

The Executive Director thanked the Board for being visionary and putting trust in the team. What went on the past week to put this recommendation together was impressive team work. We certainly hope the Board feels that their confidence is well placed in this team. With this new direction, the timing for the 2022 budget shifted. Next week the Library will bring the 2022 budget information forward and is taking the Board's comments and support to mean consensus from the Board to move forward with this

plan. By best practice, the Board's vote to submit the budget does not come at the same time the budget is presented. Approval to submit the budget will be in July.

The Executive Director asked Barbara Long if she had the information she needed. Barbara responded that the discussion was very helpful, she has what she needs, and she does have some work to do to refine the costs for the budget presentation next week.

Next Board Meetings

The Chair asked the Board for a show of hands regarding attendance at the July Board meeting. All Trustees indicated that they could attend with Trustee Fellman noting that she can attend if the meeting is remote.

The Executive Director advised the Board that the County has a task force working on hybrid meetings. It is the Library's understanding that the task force bought the technology and will be bringing a proposal around hybrid meetings forward to the Board of County Commissioners next week. In the June Board meeting packet the agenda shows "to be determined" for the location of Library Board meetings. We wanted to make sure we follow procedures and laws for a public meetings, and if we weren't ready to do a hybrid meeting for approval of our budget, we would have flexibility to continue remotely while we find out more information from County.

The Chair stated that she agreed with the approach and that for the budget meeting in particular, providing for proper public input and participation was important.

The Executive Director advised the Board that the Library will build the 2022 budget based on what was brought forward in the recommendation this evening. That budget, the mil levy budget letter, and capital plan, will be presented at the Board meeting next week.

ADJOURNMENT

The Study Session was adjourned at 6:50 p.m.

Jill Fellman, Secretary

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.

<u>Items on the Consent Agenda</u>

- 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

<u>Financial Report (May)</u>

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

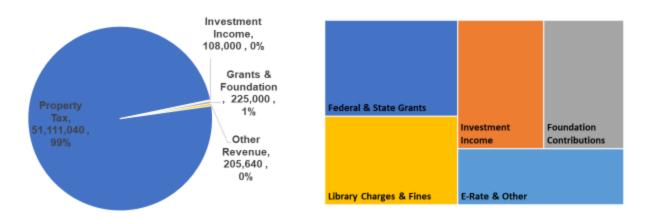
This chart shows the Library's budgeted positions over time including the dip we took in 2021 and now moving back up gradually in the 2022 proposed budget.



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.

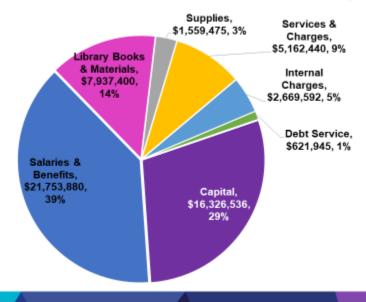
2022 BUDGET: TOTAL PROJECTED REVENUE = \$51,649,680



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

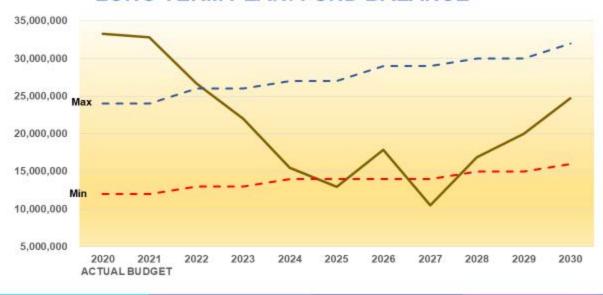
Annual Paulosament Plan				
Annual Replacement Plan				
ARM-01 Capital Maintenance	\$	250,000		
ARM-02 Equipment Replacement		36,000		
ARM-03 Computer 5-year Replacement Plan		235,000		
ARM-04 Book Sorter Replacement		500,000		
ARM-05 IT Infrastructure Replacement		250,000		
Total ARM	\$	1,271,000		
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 Fehringer 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 Fehringer 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.
 - o 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.

Jill Fellman, Secretary





JCLF EXECUTIVE DIRECTOR REPORT

Jo Schantz, MNM, CFRE, GPC

JULY HIGHLIGHTS

- SUMMER WHALE OF A USED BOOK SALE GROSSES MORE THAN \$52,000!
- FRIENDS ANNUAL MEETING IS JULY 16th FEATURING THRILLER AUTHOR BARBARA NICKLESS
- SUMMER TENT SALE COMING AUGUST 13/14 ON THE FRONT LAWN AT THE BRASS ARMADILLO ANTIQUE MALL IN WHEAT RIDGE



Whale's Tale Books & Gifts -- our used bookstore in Colorado Mills Mall -- continues to rack up JCLF's sales success! In June, gross sales were \$10,987.13, or nearly 10 percent more than we budgeted. This number continues a sales trend that has pumped up our sales record (budgeted at \$10,000 per month) to between 10 and 20 percent above our initial monthly projections.

We are always on the lookout for volunteers to help us staff the storefront. If you know someone who would like to volunteer to help us, please contact Kirstin Kraig, JCLF's Volunteer & Friends Coordinator, at 303-403-5072, or kirstin.kraig@jeffcolibrary.org.

JCLF'S SUMMER WHALE SALE MAKES A BIG SPLASH!

Each year, JCLF produces our semi-annual Whale of a Used Book Sales, and this year -- despite the precautions against COVID-19 -- we did it again! Instead of a spring sale, we decided to push the event back in the calendar and create a summer sale from June 23-27. We also chose a new location -- the Lakewood Church of the Nazarene's gymnasium and Life Center classrooms at 1755 Dover Street in Lakewood.

And there was no shortage of books to fill the sale to the brim! Our staff and volunteers had stockpiled two semi-trailers with 42 pallets of books, and we spent two full days setting up the 5-day book extravaganza. The sale launched with Friends Preview Night on June 23, followed by four full days of the public sale from June 24-27. More than 1,600 shoppers joined us in this summertime event.

Gross receipts show more than \$8,000 in event ticket sales alone (\$5 per person for one hour of shopping, or \$10 for a family of four). Add that to our book sales count, and we grossed a total of \$52,134.50 for the summer sale.

Special thanks go to these Crew Chief volunteers for helping us navigate a new time and a new location for the sale: Tyrenny Hidy, Doug Pratt, Sandy Kramer, Ron Proulx, Tim O'Neil and Joyce Mills. We are also grateful to Library Trustees Jill Fellman and Jeanne Lomba for assisting with check-in.

We want to acknowledge our Friends Community Partners that sponsored this event: Pinkard Construction, Westerra Credit Union, Bandimere Speedway, Colorado Women's Day, Stevinson Toyota West and 50 Plus Marketplace.



Book lovers find great bargains at Whale's Tale Books & Gifts



JCLF EXECUTIVE DIRECTOR REPORT

PAGE TWO

UPCOMING EVENTS

FRIENDS ANNUAL MEETING
AND LUNCHEON
FRIDAY, JULY 16
WHEAT RIDGE REC CENTER, WHEAT RIDGE
11:30 A.M. TO 1 P.M.



FEATURING THRILLER AUTHOR
BARBARA NICKLESS

VOLUNTEER APPRECIATION PICNIC FRIDAY, JULY 30 ANDERSON PARK PAVILION IN WHEAT RIDGE 11:30 A.M. TO 1 P.M.



CHUCKWAGON BBQ, ANNUAL AWARDS AND PRIZES FOR BEST WESTERN HAT AND FUNKIEST BOOTS!

JCLF SUMMER TENT SALE!



Our summer tent sale is back! Join us "under the tent" for great bargains on gently used books, CDs and DVDs.

Friday and Saturday, August 13/14 9 a.m. to 4 p.m. On the lawn in front of the Brass Armadillo Antique Mall 11301 W Interstate 70 Frontage Rd N Wheat Ridge, CO 80033



Operational Updates

Executive Director Report

July 2021 EXECUTIVE DIRECTOR REPORT

Third Quarter Focus:

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

COVID-19 Service & Staffing Response:

In July, the Library is focusing on,

- Returning to pre-pandemic hours
- Planning for in-person programs
- Input gathering for Remote Work philosophy development

South County Expansion:

In July, the Library is focusing on,

- Architect selection
- Finalizing the Program of Service, Technical Standards and Specifications
- Developing Site Selection Criteria

Philanthropy Development:

In July, the Library is focusing on,

- Reviewing candidates for new position with an essential function for fundraising development
- Peer library comparison scope of work and vendor selection

Advocacy and Engagement Opportunities for Trustees

<u>CALCON 2021</u>: Building a Bridge to Tomorrow. September 9 – 11 at the Westin Westminster. Contact Amber to register.

JCPL SERVICE HIGHLIGHTS

Community Engagement

Padma Polepeddi, assistant director of Library Experience, has been selected to serve on the Community Advisory Group in the Jefferson County Public Health Evolution Project.

Programming

Celebrating a Year of Virtual Story Times:

Prior to April, 2020, virtual story times at JCPL had not been implemented. The onset of the pandemic prompted us to accelerate new ideas for sustaining early literacy opportunities for kids and their families. With guidance from professional organizations, our team developed best practices and training, validated copyright requirements, and launched four virtual story times each week on JCPL's YouTube channel.

Bravo to all of the presenters system-wide, who ventured into this brand new service. Special appreciation to the Cuentacuentos presenters, who gained a new audience from the virtual format. Here's a compilation video that shows a bit of the work and people behind the scenes.

PBS Summer Challenge Promotional Video

Professional Engagement:

Paola Vilaxa, Outreach Services coordinator, and **Lisa Smith**, director of People and Culture, attending the Colorado Association of Libraries Equity, Diversity, Social Justice, and Inclusion Conference.

JCPL in the News:

Canyon Courier article on Conifer area Library service

Golden Transcript article on Summer Challenge

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES,

July 2021

- > Farewell event for Pam Bales, West Metro Chamber of Commerce
- Leadership interview with **University of Denver** intern
- Meeting with Kurt Behn, County Attorney's office re: hybrid meetings
- ➤ Meeting with Don Davis, **Jefferson County** manager
- Meeting with Tom Hoby, Jefferson County Open Space
- Meetings with Jeanne Lomba and German Zarate-Bohorquez
- > Calls with **ULC colleagues** on approaches to concurrent building projects
- Monthly meeting with Jefferson County Elected/Appointed Officials
- > Colorado Association of Libraries (CAL) Mentorship Interest Group
- ➤ 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 Jo Schantz, Jefferson County Library Foundation (JCLF) executive director

Operational Updates

Business Strategy and Finance



memorandum

To: Donna Walker, Executive Director

From: Barbara Long, Assistant Director for Finance & Budget

Re: 2022 Proposed Budget

Date: July 6, 2021

A. June 2021 Financial Tables

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

B. Jefferson County Public Library's 2022 Proposed Budget

JCPL's proposed budget for 2022 includes capital project investments based on direction provided by the Board of Trustees in discussions about the Library's long term financial plan. The proposed budget accelerates the library's facility master plan and prioritizes large projects which add significant library space for the community. The proposed budget also funds library services to support community needs and makes progress towards achieving the Library's strategic priorities.

Revenue Assumptions:

Projected 2022 revenue is mostly from property tax. 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. Two of these positions are added specifically to increase JCPL's capacity for capital development.

The Library's capital projects 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. Funding for Annual Repair and Maintenance (ARM) projects 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 programing 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. Long Term Financial Plan
- 3. Trustee's 2022 Budget Letter

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

Sources and Uses of Funds	2020 Actual			2021 Budget		2022 Budget (Proposed)		cr(Decr) 2021 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	Ĭ Ť	(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	Ι Ψ	8,955,407	Ψ	-30,200	\$	(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	Ť	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		-		-		-		<u>-</u>	
Services & Charges		3,350,808		5,197,772		5,162,440		(35,332)	-1%
Internal Transactions /Cost Allocation	\$	2,177,691 31,616,370	\$	2,582,108 38.505,412	\$	2,669,592 39,082,787	•	87,484	3%
Total Operating Expenditures	Ą	31,010,370	Ψ	30,303,412	Ψ	39,002,767	\$	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

		<u> </u>		
		2020 Actual	2021 Budget	2022 Budget (Proposed)
Beginning Fund Balance	\$	24,364,581	\$ 24,364,581	\$ 33,319,988
Revenues Capital Funding	\$	45,556,945 2,194,337	\$ 44,699,316 2,165,680	\$ 49,264,680 2,385,000
Total Revenues	\$	47,751,282	\$ 46,864,996	\$ 51,649,680
Expenditures Operating Expenditures Debt Service Capital Projects Total Expenditures	\$	31,616,370 1,409,294 5,770,210 38,795,875	\$ 38,505,412 621,819 8,236,000 47,363,231	\$ 39,082,787 621,945 16,326,536 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 F	Polic	y Calculation		
		2020 Actual	2021 Budget	2022 Budget (Proposed)
16% - Current Year Budgeted Revenues 9% - Current Year Budgeted Revenues - Uncertainty	\$	7,640,205 4,297,615	\$ 7,498,399 4,217,850	\$ 8,263,949 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

	2020	2021	2022	\$ Incr(Decr)	% Incr(Decr)
Sources and Uses of Funds	Actual	Budget	Budget	2021 to 2022	2021 to 2022
Sources of Funds			(Proposed)	Budget	Budget
Revenues					
Taxes					
Property Taxes	\$ 46,568,712		\$ 50,615,000	\$ 4,654,457	10%
Delinquent Taxes	80,773	,	48,032	-	0%
Prior Year Cancellations	(708,709				-23%
Urban Renewal	(1,402,175			(150,962)	
Penalties & Interest	11,456		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	I \$ 3,949	3%
Library Fines	15,537		10,000	(30,000)	
Charges for Services	32,260		105,000	(33,330)	0%
Investment Income	298,834		108,000	_	0%
Library Foundation	160,490		100,000		0%
E-Rate Revenue	146,448		90,640	_	0%
Other Misc Revenue	43,917		30,040	-	0%
Transfer	147,441			_	
Total Revenues	\$ 45,556,945		\$ 49,264,680	\$ 4,565,364	10%
Total Revenues	Ψ 45,550,945	Ψ 44,099,510	\$ 43,204,000	Ψ 4,303,304	10 /8
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	5)	-		
Overtime	2,726	-	-	-	
Vacancy Savings	-	(1,074,943)	(1,165,071)	(90,128)	8%
Benefits	4,566,527		5,453,844	79,940	1%
Total Salaries & Benefits	\$ 17,622,209		\$ 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		200,000	68,000	52%
Sub-Total Library Collections	\$ 7,354,512		\$ 7,937,400	\$ 190,298	2%
Supplies	\$ 1,111,151	\$ 1,522,999	\$ 1,559,475	\$ 36,476	2%
Services & Charges	3,350,808		5,162,440	(35,332)	-1%
Vehicles		_	-	' -	
Direct Internal Charges	111,388	145,090	145,090	-	0%
Indirect Cost Allocation	1,145,837		1,443,002	87,484	6%
Intra County Transactions	920,466		1,081,500	-	0%
Total Supplies and Other	\$ 6,639,650		\$ 9,391,507	\$ 88,628	1%
Total Operating	\$ 31,616,370	\$ 38,505,412	\$ 39,082,787	\$ 577,375	1.0/
Total Operating	Ψ 31,010,370	9 30,303,4 12	₩ 33,002,101	φ 5/1,3/5	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	(F	2022 Budget Proposed)	hange 2020 to 2021 Budget
		Dobt Com	ui o o				
		Debt Ser					
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

		OOLD Dud	900					
Sources and Uses of Funds		2020 Actual		2021 Budget	(F	2022 Budget Proposed)		Incr (Decr) 019 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 & Mainte	nan	ce Program	(AF	RM) & Ongoi	ng l	Projects	ī	
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
	0116	Projects		100,000		200,000		100,000
16-14 High Availability Internet Redundancy		33,108	Π	-		-		-
	018	Projects						
18-07 LSC Garage		135,783						
18-08 Bookmobile Replacement		118,623		-		-		-
	019	Projects						
19-02 Document Management System		80,000		-		-		-
	020	Projects					ī	
20-01 Arvada HVAC Control Upgrade	000	49,870				-		-
	022	Projects	ı		l	205 000	i i	005 000
Library Location Holds Lockers		-		_		205,000		205,000
Data Warehouse	Cor	- nstruction P	roje	- orts		125,000		125,000
Edgewater Library		-	J	_		_		
Belmar Remodel		4,438,756		- -				_
South County Library		27,055		7,000,000		9,125,536		2,125,536
Evergreen Remodel		21,000		-,000,000		700,000		700,000
NW Arvada Library	I	_		_		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	ĺ	2021 Budget	(F	2022 Budget Proposed)	ed) Projecto			2024 Projected	2025 Projected	2026 Projected		Total 2022-2026
			Ar	nual Repla	cer	nent 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-Y	'ea	r Capital Im	pro	vement Pla	n					
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				<u>-</u>		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 15, 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



memorandum

To: Donna Walker, Executive Director

From: Barbara Long, Assistant Director for Finance & Budget

Re: June Financial Tables

Date: July 14, 2021

June 2021 Financial Tables

The Budget to Actual Tables for June 2021 are attached. The property tax revenue of just over \$34M which is included in the tables represents receipts through May 2021. The library's June property tax revenue is not posted yet, but the Treasurer's office reported that 97% of all property tax revenue has been received. Through the end of June, the Library received funding of \$149,518 from the Library Foundation. In-kind support provided to the Foundation by the Library in 2021 through June is valued at \$38,520 (Ratio of 3.88:1). The "Transfer" revenue displayed in the Table 3, Operating, represents funding from the Workforce Business Center for the new equipment lending program.

Operating expenses are unremarkable for this time of year and capital projects continue to move forward.

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

Sources and Uses of Funds	20	20 Amended Budget	2	020 Actual	20	21 Amended Budget	,	YTD Actual 6/30/2021	2	\$ Variance 2021 Budget	Budget to Actual %
Sources of Funds		4.500				4.500					
Revenues											
Taxes											
Property Tax - Operating	\$	44,134,625	\$	44,550,056	\$	44,134,625	\$	32,675,230	\$	(11,459,395)	-26%
Property Tax - Capital	ľ	2,165,680	ľ	2,194,337		2,165,680		1,540,192	ľ	(625,488)	-29%
Total Taxes	\$	46,300,305	\$	46,744,393	\$	46,300,305	\$		\$	(12,084,883)	-26%
Federal & State Grants	\$	128.000	\$	161,962	\$	121.051	\$	125,817	\$	4.766	4%
Fines & Fees	Φ	-,	Φ		Φ	,	Φ		Ţ	,	
		239,513		47,797		145,000		7,098		(137,902)	
Other Revenue Total Other Revenues	\$	572,640	\$	797,130	•	298,640	•	325,250		26,610	9% -19%
Total Other Revenues	Þ	940,153	Þ	1,006,889	\$	564,691	\$	458,165	\$	(106,526)	-197
Sub Total Revenues	\$	47,240,458	\$	47,751,282	\$	46,864,996	\$	34,673,587	\$	(12,191,409)	-26%
Fund Balance Activity											
Transfer from FB - Capital Projects		8,311,655				2,245,018		-			N/
Transfer to/(from) Fund Balance		-		8,955,407		-		16,064,359			N/
Total Sources of Funds	\$	55,552,113	\$	38,795,875	\$	49,110,014	\$	18,609,228			
Uses of Funds											
Operating Expenditures											
Oalarias & Francisco Barrette											
Salaries & Employee Benefits	Φ.	4E 00E 70E	φ.	42.055.000	Φ	10 001 500	Φ.	7.005.054	φ.	(0.046.470)	500
Salaries	\$	15,935,735	\$	13,055,682	\$	16,081,526	\$	7,065,354	\$	(-,,	-56%
Benefits Total Salaries & Benefits	¢	5,288,399 21,224,134	\$	4,566,527 17,622,209	¢	5,373,904 21,455,431	\$	2,333,234	¢	(3,040,670) (12,056,843)	-57% - 56 %
Library Books & Materials	\$						\$		\$, , , ,	-45%
Supplies	Ф	8,135,190 1,449,965	Ф	7,354,512 1,111,151	Ф	7,754,177 1,515,924	Ф	4,244,786 517,158	Ф	(3,509,391) (998,766)	-45%
Vehicles		1,449,900		1,111,131		1,515,924		317,130		(990,700)	-00% NA
		- 4,914,583		3,350,808		- 5,057,772		2,234,205		(2,823,567)	-56%
Services & Charges Internal Transactions /Cost Allocation		2,251,204		2,177,691		2.582.108		1.418.872		(1,163,236)	-56% -45%
Total Operating Expenditures	\$		\$	31,616,370	\$	38,365,412	\$	17,813,609	\$		-43% - 54 %
	•	3.,0.0,0.0		, -,		-,,		, ,		(, , , , , , , , , , , , , , , , , , ,	3.,
Financing & Debt Service	\$	1,410,421	\$	1,409,294	\$	621,819	\$	28,050	\$	(593,769)	-95%
Canital Projects	\$	16,166,616	\$	5,770,211	¢	10,122,783	\$	767,569	\$	(9,355,214)	-92%
Capital Projects	Þ	10,100,016	φ	3,770,211	φ	10,122,703	Ą	101,009	Ψ	(3,335,214)	-92%
Total Uses of Funds	\$	55,552,113	\$	38,795,875	\$	49,110,014	\$	18,609,228	\$	(30,500,786)	-62%

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

	202	20 Amended Budget	2	2020 Actual	20	21 Amended Budget	_	/TD Actual 6/30/2021
		10 700 710		01.001.501		21 221 521		22 242 225
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	\$	33,133,395
Capital Funding	ľ	2,165,680	Ψ	2,194,337	ľ	2,165,680	Ψ	1,540,192
Total Revenues	\$	47,240,458	\$	47,751,282	\$	46,864,996	\$	34,673,587
	*	,,	T	,		10,001,000	7	0 1,01 0,001
Expenditures								
Operating Expenditures	\$	37,975,076	\$	31,616,370	\$	38,365,412	\$	17,813,609
Debt Service		1,410,421		1,409,294		621,819		28,050
Capital Projects		16,166,646		5,770,211		10,122,783		767,569
Total Expenditures	\$	55,552,143	\$	38,795,876	\$	49,110,014	\$	18,609,228
Increase/(Decrease) in Fund Balance	\$	(8,311,685)	\$	8,955,406	\$	(2,245,018)	\$	16,064,359
Ending Fund Balance	\$	11,217,858	\$	33,319,987	\$	22,119,563	\$	49,384,347
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	\$	13,119,563		

Reserve Fund	Bal	ance Policy Ca	alcı	ulation			
	20	20 Amended Budget	2	2020 Actual	20:	21 Amended Budget	2021 Actual
Year-End Reserve Fund Balance			\$	22,573,204			
16% - Current Year Budgeted Revenues 9% - Current Year Budgeted Revenues - Uncertainty	\$	7,558,473 4,251,641			\$	7,498,399 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	20:	20 Amended Budget	2	020 Actual	2021 Amended Budget			YTD Actual 6/30/2021		ojected Year End 2021	Var	iance 2021 Budget
Sources of Funds												
Revenues												
Taxes												
Property Taxes	\$	45,960,543	\$	46,568,712	\$	45,960,543	\$	32,686,302	\$	45,960,543	\$	-
Delinguent 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		(11,072)		21,027		-
Total Taxes	\$	44,134,625	\$	44,550,056	\$	44,134,625	\$	32,675,230	\$	44,134,625	\$	-
Fodovol 9 State Cro-t-	•	400.000	•	164 000	•	104.054	Φ.	405.047	•	104.054	_	
Federal & State Grants	\$	128,000	\$	161,962	\$	121,051	\$	- , -	\$	121,051	\$	-
Library Fines		107,950		15,537		40,000		5,928		40,000		-
Charges for Services		131,563		32,260		105,000		1,169		105,000		-
Investment Income		322,000		298,834		108,000		42		108,000		-
Library Foundation		160,000		160,490		100,000		149,518		179,518		79,518
E Rate Revenue		90,640		146,448		90,640		81,372		90,640		
Other Revenue		-		43,917		-		6,720		6,720		6,720
Transfer				147,441				87,598		87,598		87,598
Total Revenues	\$	45,074,778	\$	45,556,945	\$	44,699,316	\$	33,133,395	\$	44,873,152	\$	173,836
Uses of Funds												
Operating Expenditures												
Salaries & Employee Benefits												
Salaries	\$	15,093,111	\$	13,493,744	\$	14,816,028	\$	6,329,625	\$	14,816,028	\$	-
Awards & Bonuses		130,000				135,000				135,000		-
Termination Pay				172,528		110,000		110,987		110,000		=
Temporary Salaries		2,146,611		1,273,728		2,095,441		622,176		2,095,441		-
CARES Reimburse Salaries				(1,887,045)						-		-
Overtime		5,130		2,726		-		2,566		-		-
Vacancy Savings		(1,439,117)				(1,074,943)				(1,074,943)		-
Benefits		5,288,399		4,566,527		5,373,904		2,333,234		5,373,904		-
Total Salaries & Benefits	\$	21,224,134	\$	17,622,209	\$	21,455,431		9,398,588		21,455,431		-
Library Books & Materials	\$	7,976,840	\$	7,182,373	\$	7,577,102	\$	4,127,866	\$	7,577,102	\$	-
Library Periodicals		158,350		172,139		177,075		116,920		177,075		-
Sub-Total Library Collections		8,135,190	Ļ	7,354,512		7,754,177		4,244,786		7,754,177		-
Supplies	\$	1,449,965	\$	1,111,151	\$	1,515,924		517,158	\$	1,515,924	\$	-
Services & Charges		4,914,583		3,350,808		5,057,772		2,234,205		5,057,772		-
Vehicles		-				-				-		-
Direct Internal Charges		164,067		111,388		145,090		741,113		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	\$	9,155,804	\$	4,170,235	\$	9,155,804	\$	-
Total Operating	S	37,975,076	\$	31,616,370	\$	38,365,412	\$	17,813,609	\$	38,365,412	\$	-

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

Sources and Uses of Funds	20)20 Budget	2	020 Actual	20)21 Budget	YTD Actual 6/30/2021			Va	riance 2021 Budget
				Debt Serv	ice						
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 6/30/2021	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	\$ 1,540,192	\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	2,267,039	Ψ 2,104,007	2,267,039	Ψ 2,100,000	Ψ 1,040,102	Ψ 2,100,000	Ψ -
Total Sources of Funds	\$ 4,432,719	\$ 2,194,337	\$ 4,432,719	\$ 2,165,680	\$ 1,540,192	\$ 2,165,680	\$ -
Uses of Funds						-,:::,:::	•
Annual	Replacement &	Maintenance P	Program (ARM)	and Recurring	Projects		
ARM-01 Capital Maintenance	\$ 307,000	\$ 161,086	\$ 250,000	\$ 250,000	\$ 114,432	\$ 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	207,738	500,000	-
Alternative Services	450,000	54,209	100,000	495,791	43,186	495,791	
			rojects				
16-14 High Availability Internet Redundancy	\$ 41,000	\$ 33,108		\$ -	\$ -	\$ -	\$ -
			rojects				
18-07 LSC Garage & Loading Dock Planning	122,583	135,783	-	-	-	-	-
18-08 Bookmobile Replacement	547,411	118,623	-	428,818	114,207	428,818	-
	_		rojects				
19-02 Document Management System	160,000	80,000	-	80,000	1,488	80,000	-
			rojects				
20-01 Arvada HVAC Upgrade	\$ 140,000		•	\$ -	\$ -	-	\$ -
			rojects				
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	\$ 767,569	\$ 10,122,783	\$ -

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

Project	2021 Amended Budget		YTD Actual 6/30/21		YTD Encumbrances 6/30/21		YTD Total Actual + Enc		Remaining Budget	
ARM-01 Capital Maintenance	\$	250,000	\$	114,432	\$	3,236	\$	117,667	\$	132,333
ARM-02 Furniture & Equipment		36,000		468		-		468		35,532
ARM-03 Computer Replacement Plan		490,000		125,408		205,025		330,433		159,567
ARM-04 Book Sorter Replacement		385,130		122,729		-		122,729		262,401
ARM-05 IT Infrastructure Replacement		500,000		207,738		-		207,738		292,262
Library Alternative Services		495,791		43,186		181,373		224,559		271,232
Bookmobile Replacement		428,818		114,207		111,623		225,830		202,988
Standley Lake Clerestory Roof		140,000								
Document Management System		80,000		1,488				1,488		78,513
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	\$	767,569	\$	525,636	\$	1,293,205	\$	8,689,578

Operational Updates

Public Services

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Libraries and Padma Polepeddi, Assistant Director of Library

Experience

DATE: June 24, 2021

RE: Jefferson County Public Library IGA with Jefferson County Public Health

History: Jefferson County Public Health (JCPH) – Communities That Care Teen Internships

JCPH is the lead agency of the Jefferson County Communities That Care ("Jeffco CTC") coalition.

Jefferson County Public Library is an active member of this coalition. Jeffco CTC operates a youth internship program funding youth participation in community impact projects. The youth internship program is an annual program that starts during the Fall of every year and ends around the end of June. Youth interns are paid \$350 at the end of the internship when they present their community impacts projects.

Our JCPL Teen Services master plan outlines creating formal, skill building and work experience opportunities for teens via internships. We know that internships give our teens more opportunities to influence JCPL teen services, including how we develop safe spaces and create impact around healthy social development for teens. We believe that it would make the most sense to utilize the existing Jeffco CTC internship program to expand opportunities for teen internships, rather than expending funds and staff time to create and market our own internship program. We would like to enter into a collaboration where the Library would fund interns through the Jeffco CTC internship program. This partnership offers a unique opportunity for the Library to meet our Literacy Services Expansion strategic project — "The library understands its community and how the library can fulfill those needs. The library offers resources and strong support for all aspects of literacy, reading, digital, financial, school & workforce readiness".

The County Attorney and JCPH have reviewed and approved the IGA and the next steps will be for each party to add their signature. We anticipate that the first Library funded internships would begin in Fall 2021.

Total Cost:

The Library will provide funding for up to ten youth internships, not to exceed \$350 annually per internship for a total cost of \$3500.00. The funding would come from the 2021 Teen Services budget.

Next Actions:

We request the Board of Trustees authorize the Executive Director to enter into an IGA with Jefferson County Public Health for the collaboration and funding of up to ten teen internships annually through the Communities That Care internship program.

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

jeffcolibrary.org



TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Libraries and Padma Polepeddi, Assistant Director of Library

Experience

DATE: July 15, 2021

RE: Offsite Services: New Service Concept and Pilot Update

New Service Concept: Express Library

The goal of our offsite service program is to bring library materials and services to those with difficulty accessing library locations. We aim to meet patrons where they are, and we meet that goal by offering a variety of services, from delivering materials to offering easy library access within communities and creating accessible at-home events and educational programs.

The Facilities Master Plan presented to the Board in February 2018 identified potential areas in the county that would benefit from Alternative Service Delivery (ASD). Since then, we have worked to find local community groups who can partner with us to provide services and meet the needs of patrons in those communities, while also investing in the existing alternative services that we already provide to patrons. We have focused on expanding our alternative services using offsite service points like our Holds Lockers, Returns Bins, and our Lending Machine. These pilot programs have been very successful for JCPL, and we anticipate that our offsite services will continue to expand as the industry develops new options for providing remote services.

During the last 2 years, we have created a process for offsite services; evaluation of community needs, determining a new service, and then piloting this service while evaluating results. We know that Holds Lockers allow access to materials and meet the needs of patrons who utilize placing material on hold. We also know there are other needs that lockers do not meet. One new opportunity that JCPL is currently exploring is an "Express Library" which is a remote staff-less library location. Staff-less libraries, enabled by technological developments, represent an innovative development in alternative service delivery. The "Express Library" offers a full library experience;

- Browsing the collection
- Computer and internet access
- Printing and copying
- Programs
- Convenience and flexibility for patrons
- A lower overhead cost to library systems than a fully staffed location

This space increases access to library resources, and could help us to meet the demand for resources in those areas of the county where population growth has outpaced our planned building expansions. The

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



jeffcolibrary.org

space can also serve as interim access to library services until a location can be built. This "Express Library" model pairs a physical location with specialized Open+ technology that helps to monitor usage and allows building access with a library card. A patron would opt in to the service and agree to use this service. They would then be able to swipe their library card at the door in order to utilize the space. The "Express Library" would be located in a small (1200 – 1600 square foot) leased space. Several European countries have utilized this type of service experience for the last few years. Many library systems across the America currently utilize this software to increase access at existing buildings, by offering additional unstaffed hours. JCPL will be the first system in Colorado, and we believe nationwide, to pilot the Open+ software at a freestanding location. We are excited to share this new concept with the Board at the meeting on July 15.

Offsite Services Pilot Update

The 2018 Facilities Master Plan identified several locations as potential areas for Alternative Service Delivery. And in 2019, the library also put in their 2020 strategic plan to prioritize ASD service in South County. The Library currently has offsite services in South County, in collaboration with the Ridge Recreation Center, and in Conifer with the Mountain Resource Center. The Facilities Master Plan also identified Northwest Arvada and Morrison as potential sites for ASD locations. We are now working with the Candelas Residential Community in Northwest Arvada to place a Holds Locker and a Returns Bin outside of their Swim and Fitness Club at Parkview; and we are searching for potential sites in the Morrison area.

Our current offsite service locations have shown steady use since they opened during the Covid-19 pandemic. Our success measure is to see if the offsite services are being utilized by the community. To measure this, our goal for the first year is to have 80-95% locker use rate. Also, during this pilot year we are establishing a baseline for what success in this brand new 24/7 service looks like. We are tracking data points such as circulation, visits, returns, and locker usage rate.

- Ridge Rec Center: opened October 1, 2020 offering Holds Locker, Lending Machine and Returns Bin. From January-June 2021 we have had an 87% usage rate. October 1, 2020 May 31 2021 Total Circulation 5267, items returned 6503, visits 2,700.
- Mountain Resource Center: opened January 8, 2021 offering Holds Locker and Returns Bin.
 From January June 2021 we have had a 65% usage rate.
 January 8 May 31 2021, Circulation 1905, items returned 2721, visits 799.



Express Library Concept & Offsite Services Update

July 15, 2021 | Julianne Rist, Padma Polepeddi, Kelly Duran

Offsite/Alternative Services



- Remove barriers
- Flexibly respond to patron needs
- Meet patrons where they are







Recreating the Library Experience





- Increased access
- Increased convenience
- Lower operating costs
- More flexibility

Express Library Pilot

- Research
- Pilot proposal
- Pilot Launch
- Community communication and outreach
- Evaluation







Project Estimates



- Start Up Costs \$145,000-\$200,000
- Operating Costs \$60,000 \$70,000



Express Library Concept







Self-service, staff-less "convenience library"

- The Open+ technology provides
 - Security
 - Capacity Control
 - Announcements
- Opt-in patron service
 - Age restriction, agreement, orientation

Services Offered



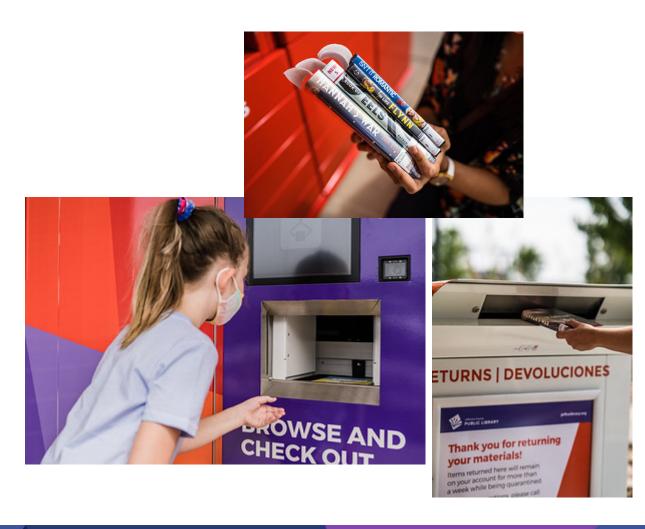
- Browsing collection
- Computer and internet access
- Printing and copying
- Programs
- Convenience and flexibility for patrons



Offsite Holds Lockers and Returns Bins



- Current Locations
 - o Ridge Recreation Center
 - Mountain Resource Center
- Future Locations
 - o Candelas
 - o Partner TBD



Complements Library to You Services Jefferson County Public LIBRARY

- Bookmobile
- Lobby Service
- Mail Delivery
- Call In and Virtual Programming

Library To You

Welcome to Library to You, where we bring the library...to you!

Library To You provides alternative services to patrons wishing to use Jefferson County Public Library. We offer access *beyond* our buildings.



Discussion:

What are your initial thoughts?

What would you like to know more about?

Operational Updates

Technology & Innovation

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of Technology and Innovation

DATE: June 14, 2021

RE: Contract Amendment for Automated Materials Handling System

History of Contract: Automated Materials Handling System

Jefferson County Public Library has a need to provide an available and reliable Automated Materials Handling System (Book Sorter), which both patrons and staff use daily. Jefferson County Public Libraries strives to make the patron experience positive and easy by providing a "Drop and Go" induction service either via the internal book drop portal or via an external drive-up or walk-up book drop portal. The specific goal of the system is to provide the patron convenience of an available and reliable "Drop and Go" system.

An RFP was issued on May 29, 2019, for an Automated Materials Handling System (AMH). RFID Library Solutions, Inc. was selected for the current contract during the July 2019, Board Meeting. The current contract included the Belmar AMH with the option to purchase additional AMH systems through 2022. RFID has installed "Drop and Go" sorters at the Lakewood, Belmar, and Standley Lake libraries. These sorters are functioning well and meeting JCPL's requirements. At this time, we recommend that we amend the current contract to include the purchase and installation of an AMH for the patrons and staff at the Evergreen location. The Evergreen library is scheduled for renovation within the next two years, but replacing the book sorter now will not result in duplication of costs and will improve patron experience. The new book sorter is modular and can be disassembled, removed and then reassembled after renovations are complete.

The projected start date would be November 1, 2021.

Budget:

The budget for the contract will use monies from the 2021 and 2022 budgets for ARM-04, Book Sorter Replacement.

Action Requested:

We recommend an amendment to the existing RFID Library Solutions, Inc. contract to complete the Evergreen AMH replacement project. We are asking the Library Board of Trustees to authorize the Executive Director to sign a contract amendment with the recommended vendor in the amount of \$255,275.