

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

August 19, 2021



Virtual: A Minions Murder Mystery for Teens



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, August 19, 2021 – 5:30 pm - <u>ONLINE MEETING VIA WEBEX</u>
1.	Call to order & attendance (4.5.8) Verbal roll call – Each Trustee announces their presence by stating their name.
2.	Pledge of Allegiance
3. Agenda Action	Approve Agenda Chair: Call for motion and second
4. Public Comment	Public Comment Public comments are currently being submitted to the Board via a link on the Board of Trustees webpage. Comments will be acknowledged in the minutes of the meeting.
5. CONSENT AGENDA Action	Approval of Consent Agenda Chair: Call for motion and second <ul style="list-style-type: none"> A. Approve the July 15, 2021 Board Meeting Minutes B. Adopt Policy Governance Monitoring Reports 2.5 through 2.9 as presented. C. Authorize the Executive Director to sign the renewal of the contract with Midwest Tape, LLC within the approved 2021/2022 budgeted amount. D. Authorize the Executive Director to renew the contract with Bear Creek Landscape Co. for snow mitigation services at Evergreen Library within the approved budgeted amount. E. Authorize the Executive Director to renew the contract with CoCal Landscape Services Inc. for snow mitigation services at all locations other than Evergreen within the approved budgeted amount. F. Authorize the Executive Director to enter into a contract with Powers Products Co for \$141,750.00 for the purchase and replacement of the Standley Lake clerestory roof panels. G. Authorize the Executive Director to sign the Intergovernmental Agreement with Cimarron Metropolitan District for the installation of holds lockers and a material returns bin at the Candelas Residential Community. H. Authorize the Executive Director to enter into a lease agreement with William Penn Apartments, LLC, and Courtyard on Vine Street, LLC, for a period of five years for the property located at 14455 W. 64th Ave Arvada, CO.
6. Foundation Report	Foundation Report – Jo Schantz, Executive Director and Jill Fellman, Trustee Representative
7. Operational Updates Action as Needed	Executive Director <ul style="list-style-type: none"> 1. Executive Director Report 2. Hybrid Meetings Business Strategy & Finance <u>Finance and Budget</u>

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	<p>1. Financial Report (July)</p> <p>Communications & Engagement</p> <p>1. Mid-Year Report – Follow-up</p>
8. Action as Needed	<p>Items Removed From Consent Agenda (4.3.4)</p> <p>The Board may address and/or vote on any items that were removed from the Consent Agenda</p>
9. Emerging Issues Action as Needed	
10. Action as Needed	<p>Ends</p> <ul style="list-style-type: none">• No items
11. Action as Needed	<p>Board Governance</p> <ul style="list-style-type: none">• No items
12. Suggest Agenda Items	<p>BOARD SCHEDULE – NEXT MEETINGS –</p> <p>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.</p> <p><u>2021 Board Meeting Schedule</u></p> <ul style="list-style-type: none">• September 9, 2021 – Study Session – 5:30 pm - TBD• September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session – NEED TO RESCHEDULE• September 23, 2021 – Joint BCC & Library Board Meeting – 1:00-2:00• October 14, 2021 – Study Session – 5:30 pm - TBD• October 21, 2021 – Board Meeting – 5:30 pm - TBD
13. Discussion	<p>Board Questions or Comments Related to Items on the Meeting Agenda</p>
14. Discussion	<p>Evaluate Board Meeting (4.1.9)</p>
15. Information	<p>Announcements/General Information Sharing</p> <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. Adjournment	

CONSENT AGENDA

TO: Library Board of Trustees

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

DATE: August 10, 2021

RE: Consent Agenda for the August 19, 2021 Board Meeting

- A. Approve the July 15, 2021 Board Meeting Minutes
- B. Adopt Policy Governance Monitoring Reports 2.5 through 2.9 as presented.
- C. Authorize the Executive Director to sign the renewal of the contract with Midwest Tape, LLC within the approved 2021/2022 budgeted amount.
- D. Authorize the Executive Director to renew the contract with Bear Creek Landscape Co. for snow mitigation services at Evergreen Library within the approved budgeted amount.
- E. Authorize the Executive Director to renew the contract with CoCal Landscape Services Inc. for snow mitigation services at all locations other than Evergreen within the approved budgeted amount.
- F. Authorize the Executive Director to enter into a contract with Powers Products Co for \$141,750.00 for the purchase and replacement of the Standley Lake clerestory roof panels.
- G. Authorize the Executive Director to sign the Intergovernmental Agreement with Cimarron Metropolitan District for the installation of holds lockers and a material returns bin at the Candelas Residential Community.
- H. Authorize the Executive Director to enter into a lease agreement with William Penn Apartments, LLC, and Courtyard on Vine Street, LLC, for a period of five years for the property located at 14455 W. 64th Ave Arvada, CO.

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

July 15, 2021

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on July 15, 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; Lisa Smith, Director of People and Culture; Barbara Long, Assistant Director of Finance and Budget; Lizzie Gall, Assistant Director of Library Experience; Padma Polepeddi, Assistant Director of Library Experience; Kelly Duran, 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: Jeanne Lomba 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: German Zarate-Bohorquez moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- A. Minutes of June 10, 2021 Study Session
- B. Minutes of June 17, 2021 Board Meeting

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, provided an update to the Board. The Summer Whale Book Sale finished with just over \$52,000 gross. The Friends Annual Meeting is July 16, featuring author Barbara Nickless. The volunteer appreciation picnic is scheduled for July 30. The Foundation is gearing up for the summer tent sale at the Brass Armadillo in Wheat Ridge, August 13 and 14.

Jill Fellman, Trustee Liaison, commended all the wonderful people at the Foundation for the success of the Summer Whale Book Sale. It was quite an accomplishment considering the Covid protocols, new location and new time.

EXECUTIVE DIRECTOR REPORT

Executive Director Report

The Executive Director advised the Board that the Library returned service hours to pre-pandemic levels at nearly all locations on July 5.

Introduction of Lisa Smith, Director of People and Culture.

The Executive Director advised the Board that Lisa Smith has joined JCPL as the Director of People and Culture. Lisa Smith introduced herself to the Board and provided a brief summary of her experience. She noted that she is in her fourth week with JCPL and is very excited to work with the Library. The past eight years she worked in non-profits in the Denver area in education and in high level human resources positions, and worked for 12 years with Jeffco schools in early childhood education. She also worked for the State of Minnesota in training and development.

The Board welcomed Lisa to JCPL.

There were no questions from the Board about the Executive Director's report.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy and Finance

Finance and Budget

Financial Review (May)

There were no questions from the Board about the May financial report.

Financial Report (June)

Barbara Long, Assistant Director of Finance and Budget, addressed the Board and pointed out that property tax revenue in the tables provided only include revenues through May. June is one of biggest months for property tax collections. The County did post June property tax revenues today and it looks like the Library is on track with its biggest revenue source. The Library has received transfer revenue from Workforce Jeffco for the collaboration on the equipment lending program.

In response to a question, the Board was advised that fines and fees are well below budget and next year's budget has been set much lower. The Library will probably not hit the budget for 2021. Charges for services is mainly revenue from printing. At the time that was budgeted last year, the Library did feel things would be back to normal. The Library is still not charging for printing so that will be under budget as well.

2022 Budget

The Chair noted that the Board has had many discussions over the last couple of months on the 2022 budget and capital plan. The last meeting ended with consensus from the Board to have staff present the budget for approval at this meeting.

Barbara Long addressed the Board and stated that the Library did project a fairly substantial increase to revenue based on information from the County Assessor's office and the County Budget office. The proposed 2022 budget also includes 11 new positions. Two positions are to add capacity to accelerate capital projects. The Library is excited by the direction from the Board to accelerate the Facility Master Plan and that is the focus for the 2022 budget. There is significant capital investment in projects to add square footage for our communities and the budget continues to fund materials, library services and programs.

In response to a question, the Board was advised that the Library will have an opportunity during the 2022 budget presentation to the Board of County Commissioners, to provide information on the capital projects and will address staffing in the context of previously approved positions.

- A. Letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the library.

MOTION: Jill Fellman moved that the Library Board of Trustees authorize the Chair to sign the letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the Library in 2022. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

B. 2022 5-Year Capital Plan

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to submit the 2022 5-Year Capital Plan request to the Board of County Commissioners. Seconded by Jeanne Lomba voting on the motion was paused for discussion.

Trustee Naumer advised the Board that he is not comfortable that the Library has done the research on the Fehringer Ranch Administration project and will be voting no on the 5-year capital plan for that reason.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to submit the 2022 5-Year Capital Plan request to the Board of County Commissioners. Seconded by Jeanne Lomba the motion passed by majority vote of all Trustees present with Charles Naumer voting against the motion.

C. 2022 Proposed Budget Plan

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to submit the 2022 Proposed Budget Plan to the Board of County Commissioners. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

Public Services

JCPL & Jefferson County Public Health Intern IGA

Julianne Rist, Director of Libraries, advised the Board that the Intergovernmental Agreement is between Jefferson County Public Health (JCPH) and the Library. JCPH is the lead agency for Communities that Care. The Library is an active member of Communities that Care (CTC). The agreement allows collaboration to establish a teen internship program that was part of CTC's master plan. JCPH and CTC has the structure the Library can leverage instead of creating our own. The agreement is for 10 interns for \$3,500.

MOTION: Jill Fellman moved that the Library 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. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

Offsite Services: New Service Concept and Pilot Update

The Executive Director introduced the topic and advised the Board that they had asked for an update on alternative and offsite services. Julianne Rist and her team have prepared a presentation for the Board. Over the last few years, the Board has approved an investment in alternative services of almost \$1.5 million.

Julianne Rist addressed the Board and noted that the Library is excited to present a new concept as well as an update on alternative services. Julianne advised the Board that she will be giving a brief introduction and then Padma Polepeddi, Assistant Director of Library Experience will give an overview of the research that went into the new concept proposal. Kelly Duran, Public Services Manager, will then present information on how the new concept services might look and give an update on the existing alternative services.

Offsite Alternative Services

The goal of the Library's 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 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. Alternative services was first discussed in the Facility Master Plan in 2018. The Board has always been supportive of these ideas and during the last two years has approved innovative concepts such as utilizing hold lockers and a lending machine as alternative services while Belmar was closed for the redesign. The Board has also supported expanding these services, ensuring we have the budget to pilot them. We appreciate the Board's leadership and enthusiastic support. Last year the Board approved our purchasing additional lockers in order to both expand the number of locations in the county for hold lockers, and to pilot them at libraries. Julianne was happy to report the Library has finally received all of those lockers that were ordered and is working on the installation at Belmar and Columbine. The Library will evaluate these lockers as an alternative to curbside services. Tonight the Board will hear about an offsite locker location in northwest Arvada and a new innovative service. The Library looks forward to hearing the Board's discussion and thoughts about the Express Library.

Recreating the Library Experience

We know that holds lockers allow access to materials and meet the needs of patrons who utilize placing material on hold. The lending machine offers a small collection for those who do not plan ahead for what they want to watch or read. We also know there are other needs that lockers and the lending machine do not meet such as internet and computer access. One new opportunity that JCPL is currently exploring is an "Express Library" which is a remote staff-less library location enabled by technology. It represents an innovative development in alternative service delivery. With the Express Library we can

provide a more holistic library experience than what we can offer with lockers or a lending machine.

This space increases access to library resources, and could help us meet the demand for resources in those areas of the county where population growth has outpaced our planned building expansions. The space can also serve as interim access to library services until a location can be built. This service would be offered in a small leased space or space with a partner organization. Both a lease or partnership offers the Library more flexibility than an owned location. The Library can revise the service, discontinue it at the end of the agreement, or even sublease the space to another entity if we wanted to end the service sooner. The Express Library would be a higher price point than hold lockers or the lending machine, but will also offer a fuller library experience and meet the needs of more residents. It will also have lower operating costs and be open more hours than a fully staffed location. Padma Polepeddi, Assistant Director of Library Experience will now talk about the background of this proposal and how we did our research.

Express Library Pilot

Padma Polepeddi addressed the Board and provided information on the proposed Express Library pilot. At JCPL, we are continually looking at new and innovative ways to bring all types of library services into the community, including researching ways to bring a more holistic library experience to communities that have a distance barrier to a physical library location. Through our research we found that Bibliotheca's Open+ software provides a self-service, staff-less library opportunity that we are calling an "Express Library." The Library is looking at piloting the Express Library model as a first for JCPL and for Colorado as well. While other systems in the US have used this technology to expand open library hours at their existing locations, we have not found anyone who uses this self-service software at a standalone location which would make JCPL the first in the nation.

Padma reported that she came across Bibliotheca's Open+ software through professional journal articles as well as talking to Bibliotheca representatives at the recent PLA conference in 2019 and reaching out to libraries using this software. The Library talked with three library systems currently using this self-service model with Open+ software to extend library open hours, L.A. County Library, Ventura County Library and Appaloosa Library in Scottsdale, Arizona. They use Open+ to provide extra hours of access to patrons before the staff get to the building and after hours when staff are not in the building, bringing the ability for patrons to browse in a physical library space. Browsing helps in supporting library circulation and they were falling below average in terms of staffing, and that was a motivation to look for innovative ways to bring services to patrons.

The Library will be coming back to the Board for their authorization when there is an agreement for a location. The project plan also covers community communication and outreach about the services as well as the evaluation of the service and success measures such as expected daily use. But tonight, the Library would just like to talk about the concept and hear from the Board.

Project Estimates

The startup costs would be costs for finishing and furnishing the space. We have already looked at what we would need for a 1600 square foot space. When we ran the numbers for purchasing new items including shelving we felt it was high for a pilot, so we have done some value engineering such as not purchasing new shelving but using shelving that the library already has to reduce costs. The final costs will depend on the space and what work the landlord would do for us as a tenant. The major operating costs would be the lease and software license and support. The Library would use Library to You staffing and this would become another rotation as part of their duties for all their services. The lease would be \$50,000 to \$60,000 and the software is about \$10,000.

Padma Polepeddi advised the Board that Kelly Duran, Public Services Manager for the Lakewood Library and Library to You Core Service, will talk about the Express Library concept, what services would be provided at the Express Library location and give an update on current offsite services.

Express Library Concept and Services Offered

Kelly Duran addressed the Board and provided information on how the Express Library would work. The Library would lease a small space and utilize Open+ software. To unlock the door you would use your library card. Patrons would have to opt in with a signed agreement and an orientation. The software can also manage occupancy limits, announce closing time and automatically locks and unlocks the doors. Security cameras are part of the system for remote monitoring. A phone would be available so that patrons can contact the call center or 911 in an emergency. Staff would go to the Express Library for a short time on a daily basis to process and shelve holds, straighten shelves and displays, check in items, etc. This work is similar to stocking the lockers or lending machine on a daily basis. They would not be staffing a desk. The Express Library services are more holistic than the lending machine or holds locker and will have displays and a collection to browse high interest materials. It will also have computers, access to Wi-Fi, printing, copying, faxing and limited seating. There are also programming opportunities like weekly story times, monthly book groups, book a librarian, and programs for teens. Patrons will also have the opportunity to pick up holds and have the convenience of library services closer to their homes.

Update on Offsite Holds Lockers and Return Bins

The Library has successfully utilized offsite holds lockers now in several areas of the County. Holds lockers provide patrons with increased flexibility in accessing their library materials 24/7/365 and being closer to their home. Wherever we put an offsite holds locker we also add a Returns Bin so patrons can also return items 24/7/365. The Library does have data to show that patrons are using these services when the locations are closed. In addition to the holds lockers, JCPL has piloted one lending machine. The lending machine gives patrons a limited browsing experience with the option to check out popular items. These services are working well for patrons to have access to materials with a shorter drive time to pick up or return materials and offer 24/7 access. The success measure is to see if the offsite services are being utilized by the community. To measure this, the Library's goal for the first year is to have 80-95% locker use rate. This percentage means that lockers are not sitting empty, and also that patrons are not waiting additional days for a locker to open up. During this first year the Library is establishing a baseline for what success in this brand new 24/7 service looks like through use, number of items checked out and returned and number of patron visits.

Offsite service at the Ridge have been available for 9 months with an 87% usage rate and at Mountain Resource Center for 6 months with a 65% usage rate so far. During this time 7,890 items have been checked out from these 2 offsite locations. JCPL is excited about the success of the holds lockers and is expanding this service to other locations in Candelas in northwest Arvada and is looking for locations in Morrison. These offsite services are a complement to other Library to You services – meeting the needs of patrons who can't come to library locations – we come to them.

In response to questions, the Board was advised that:

- Security was one of the very first questions the Library asked. The libraries using this concept shared that the patrons self-monitor one another and the spaces. Ventura has had this service for over three years and has not had a single incident. Having the physical space in a high visibility location has also contributed to the safety and success of the model. Just like any other library, if an issue comes up, patrons call the library and staff are accessible. The placement of the physical space is important, the community takes ownership with this model and supports the safety aspect.
- There is an opt-in process for patrons and there would be age restrictions. To use the Express Library, patrons sign an agreement, know the rules and how to behave in the space or their privileges are taken away. The Library card is scanned to get in the space and the Library will know who is in the building.
- It is standard JCPL policy that if a patron loses their library card a new card is issued with a different number.

- The Express Library proposal is for a standalone location, not as part of an existing location. The focus for this service is to have it in an underserved area of the County.
- The Library is developing success measures for the Express Library.
- The Library will include the cost per square footage of the Express Library versus a staffed library.
- The proposed operating hours for the Express Library will be provided to the Board.
- The three libraries using this software that the Library talked with are L.A. County, Ventura County California and Appaloosa Library in Scottsdale, Arizona.
- Appaloosa Library uses the software before hours, 3 hours before that library opens at 10:00 am. Ventura County uses the software for after hours, later than 7:00 pm.
- Holds pick up would be a service at the Express Library.
- Some of the locations for alternative services were identified in the Facility Master Plan. Some alternative services are a fill-in service in underserved areas until the Library can build the destination library in those locations. The Library also looked for other areas outside a 10 minute drive time and demographics including population density.
- The Library builds in an evaluation process as part of the pilot plan. One of the tools the Library uses is the net promoter survey. That tool was utilized in June for curbside services to see how well that service was received by patrons. Return on investment is a part of the evaluation process.
- The general timeframe for evaluation is typically from the time the service is introduced to between 90 and 120 days. We start to see baseline development in about 6 to 9 months. The Library does an initial scanning in 90 days to see if what we are offering is meeting that community's needs. The Library would not do a complete assessment until after 6 months. In Ventura County patrons embraced the service, but patron excitement builds gradually.
- The Library will provide more information on the lease terms, the operational hours and the age restriction.
- Programming at the Express Library would be staffed. For example, for Saturday story times, staff would arrive, set-up, hold the program, hang out and talk with patrons, then move on to other duties.

The Trustees expressed appreciation for the work that has gone into alternative services, for providing information on the exciting new service option and noted that they look forward to receiving more information.

Julianne Rist thanked the Board for their time and great questions and noted that the Library will have answers to those questions.

Technology and Innovation

RFID Contract Amendment - Sorter Evergreen

Bernadette Berger, Director of Technology and Innovation addressed the Board and noted that the machines are modular and can be disassembled when the Evergreen Library is renovated.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Library Executive Director to sign the contract amendment with RFID Library Systems, Inc. for the replacement of the Automated Materials Handling System at the Evergreen Library in the approved budgeted amount of \$255,275. Seconded by Jeanne Lomba 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

Hybrid meetings

The Chair introduced the topic and asked the Executive Director to present information. The Executive Director advised the Board that she and Amber Fisher met with Kurt Behn with the County Attorney's office last week, and on Monday, received information from the Board of County Commissioners (BCC) regarding hybrid meetings. The BCC has requested that for the time being, all boards and commissions continue with an electronic component for meetings. Meetings can be in-person but they also require a virtual component. There are two options, all virtual or a hybrid format. Kurt Behn indicated that Trustees can participate and vote in a hybrid meeting and there is no minimum number of people that had to be present in person. The Library Board can put something in the Bylaws for parameters around attendance by Trustees but there is not a problem with public meetings in the hybrid environment. The County has made quite an investment in two rooms with hybrid technology to make it equitably participatory and it did take them a few months to select a contractor and get the system installed. When you have a hybrid meeting, and have Board members hybrid, you need a person to be monitoring the people who are virtual if someone raises a hand or has questions. That will be another resource that is needed. JCPL will have a decision point around in-person or hybrid attendance for the executive team.

In response to the Chair's request for a temperature check from the Trustees relative to moving to hybrid meetings, once the Library is able to do that, the Trustees responded with the following comments and concerns.

- Would executive sessions have separate attendance requirements

- Going to different libraries in the summer for Board meetings and would the technology be transported to other locations.
- Holding hybrid meetings at different locations is probably not possible immediately and it may be September before the Library has the technology in place.
- The Board may need to have further discussions around governance of hybrid meetings and attendance. For example, you can attend virtually but not more than 50% of the time.
- Having a virtual component to public meetings provides for more access by the Trustees to ensure quorum and participation by the public.
- It is probably not a change to the bylaws as much as a change to Board norms/governance policies.
- The Board can approach any adjustments to bylaws or policies step by step.
- The Board of County Commissioners can attend their public meetings virtually.
- The Board may have to wait and see what the technology provides and what the hybrid meetings would look like before making any decisions around adjustments to bylaws or governance policies.
- The Board can make changes to their Bylaws at any time, it does not have to be only on an annual basis.

Trustee Lomba lost connectivity at 6:53 p.m. and regained some connectivity at 6:54 pm. The Chair noted that she would reach out to Trustee Lomba to see if she had additional feedback.

The Executive Director requested and received confirmation from the Board on the following direction regarding hybrid meetings:

- The Board is in favor of Trustees participating remotely or in person.
- The Board is not recommending any changes to bylaws or governing policies at this time for Library staff to draft.
- In order to do it well in a short timeframe, the Library will return with a plan to implement hybrid meeting technology in one location, not a plan to make it happen in all locations now.

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

- August 12, 2021 – Study Session – 5:30 pm – TBD - virtual
- August 19, 2021 – Board Meeting – 5:30 pm – TBD - virtual
- September 9, 2021 – Study Session – 5:30 pm - TBD
- September 16, 2021 – Board Meeting – 5:30 pm – TBD – Executive Session

Trustee Fellman advised the Board that September 16, is Yom Kipper and asked that the meeting be rescheduled. Amber Fisher will work on rescheduling the September 16, Board meeting.

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

Thank you for your time and passing budget and capital plan.

ADJOURNMENT

The Board meeting was adjourned at 7:00 pm.

Jill Fellman, Secretary

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

GOVERNING POLICIES MANUAL TABLE OF CONTENTS

I	CATEGORY: ENDS	Page	Review Date	Adoption/Revision/ Review
1-4	Global Ends Statements		Annually - January	Adopted January 2020. Reviewed January 2021
II	CATEGORY: MANAGEMENT LIMITATIONS			
2.0	General Management Constraint		Annually - February	March 2021
2.1	Treatment of Patrons		Annually - February	March 2021
2.2	Treatment of Staff		Annually - February	March 2021
2.3	Financial Condition and Activities		Annually - February	March 2021
2.4	Asset Protection		Annually - February	March 2021
2.5	Financial Planning/Budgeting	2-4	Annually - August	August 2020 2021
2.6	Compensation and Benefits	5-6	Annually - August	August 2020 2021
2.7	Emergency Executive Director Succession	7	Annually - August	August 2020 2021
2.8	Board Awareness and Support	8-12	Annually - August	August 2020 2021
2.9	Materials Selection	13-14	Annually - August	August 2020 2021
III	CATEGORY: BOARD-MANAGEMENT DELEGATION			
3.0	Governance-Management Connection		As Needed	July 2008
3.1	Unity of Control		As Needed	July 2008
3.2	Accountability of the Executive Director		As Needed	January 2009
3.3	Delegation to the Executive Director		As Needed	February 2013
3.4	Monitoring the Executive Director's Performance		As Needed	February 2013
IV	CATEGORY: GOVERNANCE PROCESS			
4.0	Governance Commitment		As Needed	May 2005
4.1	Governing Style and Values		As Needed	May 2016
4.2	Board Job Products		As Needed	August 2012
4.3	Agenda Planning		As Needed	August 2020
4.4	Chair's Role		As Needed	July 2008
4.5	Board Members' Code of Conduct		As Needed	July 2008
4.6	Board Committee Principles		As Needed	July 2008
4.7	Board Committee Structure		As Needed	July 2008
4.8	Governance Budget		As Needed	May 2006
4.9	Policies, Statements and Guidelines		As Needed	Adopted March 2021.
4.9.1	Board of Trustees Budget Cover Letter to BCC		As Needed	Adopted March 2021.
4.9.2	Capital & Controlled Asset Management Policy		As Needed	Adopted March 2021.
4.9.3	Library Fund Reserve Policy		As Needed	Adopted March 2021.
4.9.4	Capital Project Funding Internal Guideline		As Needed	Adopted March 2021.
4.9.5	Library Books & Materials Budget Policy		As Needed	Adopted March 2021.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *FINANCIAL PLANNING/BUDGETING*

POLICY 2.5

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.5: *FINANCIAL PLANNING/BUDGETING***

I hereby present my monitoring report on your Management Limitations policy 2.5 “Financial Planning/Budgeting”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____ Executive Director

Date: August 19, 2021

BROADEST POLICY PROVISION

Financial planning for any fiscal year or the remaining part of any fiscal year may not deviate materially from the Board’s Ends priorities, risk financial jeopardy, or fail to be derived from multi-year facilities and operating plans.

EXECUTIVE DIRECTOR INTERPRETATION: The Library presents a 5-year capital plan and a 10-year financial forecast for purposes of cash flow projections as part of our annual budget development. These projections are made to ensure our ability to meet operational objectives and Ends in the short term and in future years. As well, I may revise the budget as the fiscal year proceeds within the parameters established by Board policy.

Accordingly, the Executive Director shall not present to the Board for approval, nor operate with, a budget plan that:

1. **Does not conform to the County Commissioners’ budget development guidelines, or fails to be derived from fiscally responsible five-year revenue projections, including those revenues projected by the County.**

EXECUTIVE DIRECTOR INTERPRETATION: Budget development is governed by the Library Trustees’ and the Board of County Commissioners’ annual guidelines. Short-term (5-year) revenue projections do not differ from those developed by the County Budget Office and the Library finance models, unless desired by the Library Trustees.

REPORT (COMPLIANT): The budget development process proceeds in accordance with County Budget Office guidelines.

I can report compliance.

2. **Risks incurring those situations or conditions described as unacceptable in the “Financial Conditions and Activities” Board policy, policy 2.3.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Library must operate within the established annual budget and in compliance with the other financial management policies described in Section 2.3.

REPORT (COMPLIANT): Monthly financial reports demonstrate compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

I can report compliance.

3. **Omits credible projection of revenues and expenses, separation of capital and operational items and disclosure of planning assumptions.**

EXECUTIVE DIRECTOR INTERPRETATION: The Library's fiscal planning and management must have adequate data to support the credibility of its projections. This data takes the form of a 5-year cash flow projection based on County revenue and expense projections. This reporting is regularly reviewed by staff and the Trustees. Planning assumptions will be included in those reports and special report summaries are developed as necessary.

Library budgeting separates capital and operational expense as required by the County. The Library Board of Trustees' adopted Reserve Policy recognizes the financial importance of a stable and sufficient level of fund balance. Also, Trustee policy regarding the use of capital reserves (2.3.3B) limits capital project expense.

REPORT (COMPLIANT): Projections and assumptions that make up these types of fiscal reporting are reviewed regularly. The Trustees use these reports for budget development and oversight.

I can report compliance in developing projections and communicating and also in maintaining the Board approved Reserve policy.

4. **The Executive Director may not fail to ensure that the capital budget provides for the achievement of long-term Ends regarding library service within the County, as well as for construction, maintenance, replacement and financing of facilities.**

EXECUTIVE DIRECTOR INTERPRETATION: Capital planning for library service, construction, maintenance, replacement and financing of facilities is an ongoing activity that is reflected in the annual budget, in the Library's annual strategic priorities and in the five-year capital plan.

REPORT (COMPLIANT): Ends Statements and Five-Year Strategic Priorities assume the existence and implementation of a capital plan, revised and updated annually in accordance with the Library Board of Trustees' direction and the Board of County Commissioners' policy. Also, the library regularly updates its 5 and 10 year financial plan to reflect changes in conditions and priorities.

I can report compliance to the extent of available funding.

5. **Plans the expenditure for operations and debt service in any fiscal year according to the actual revenue amount projected to be received in the fiscal year.**

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must plan for and monitor actual revenues and expenditures against our original budget estimates and adjust estimates as necessary for changes in conditions.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Monthly and annual reports compare actual results with the budget. Transfers or supplemental appropriations are made when necessary per “Financial Conditions and Activities” Board policy 2.3.

I can report compliance.

6. **Provides less for Board activities during the year than is set forth in the Governance Budget policy (*see policy in Governance Process – 4.8*).**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Board establishes its budget for what it believes is important to invest in its own governance. The annual budget for the library allocates the amount stated in the Cost of Governance policy for Board functions.

REPORT (COMPLIANT): The Board determines its “Governance Budget” for each fiscal year and that amount is incorporated into each year’s budget.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *COMPENSATION AND BENEFITS*

POLICY 2.6

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.6: *COMPENSATION AND BENEFITS***

I hereby present my monitoring report on your Management Limitations policy 2.6 “Compensation and Benefits”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____ Executive Director

Date: August 19, 2021

BROADEST POLICY PROVISION

The Executive Director will not cause or allow jeopardy to the organization’s fiscal integrity or public image when dealing with employment, compensation and benefits for employees, consultants or contractors.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, I shall not:

1. Change my own compensation or benefits.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that I cannot nor shall not attempt to change my compensation or benefits. All such changes and /or recommendations for change must be reviewed and approved by the Library Board, per policy 4.3.6.

REPORT (COMPLIANT): On my employment anniversary date the Board annually sets my compensation upon review of my response and adherence to the previous year's monitoring reports and my performance in the direction and leadership of the library. The Jefferson County Personnel Board sets the benefits for all county employees and mine are as established for Executive Officers / appointed and elected officials within the meaning of Jefferson County Government. These benefits can be changed only by the Personnel Board or the Board of County Commissioners. Any such change is overseen by the library’s and county’s Human Resources departments.

I can report compliance.

2. Unilaterally propose or establish a unique compensation and benefit practice and program that deviate from the library's established compensation practice.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that I cannot nor shall not attempt to change the compensation or benefits of library staff without either a change in the library's established compensation philosophy and/or Trustee approval.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Any and all changes to staff compensation or benefits are in accordance with the library's established compensation practice, state and federal regulations, and County Personnel Rules. ~~and~~ They are reviewed and approved by the Library Board when required by statute or policy.

I can report compliance.

3. **Pertaining to consultants and contract vendors, create obligations over a longer term than revenues can be safely projected, in no event longer than one year.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that we must maintain control over our use of consultants and contract vendors by ensuring that expected revenue meets the financial obligations of any contractual services and by contractually limiting obligations for payments to the current fiscal year.

REPORT (COMPLIANT): All contract language includes the financial abilities and obligations of the library and the duration of service. In practice, when it is in the library's interest to enter into agreements that last longer than the current year, our contracts provide for termination without any cause within a specified number of days or upon a circumstance of non-appropriation and that they have been approved by the County Attorney.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.7

POLICY TITLE: *EMERGENCY EXECUTIVE DIRECTOR SUCCESSION*

MANAGEMENT LIMITATIONS

Initial Monitoring on Policy 2.7: *EMERGENCY EXECUTIVE DIRECTOR SUCCESSION*

I hereby present my monitoring report on your Management Limitations policy 2.7 “Emergency Executive Director Succession”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____ Executive Director

Date: August 19, 2021

BROADEST POLICY PROVISION

In order to protect the Board from sudden loss of the Executive Director’s services, the Executive Director shall not fail to ensure that at least two (2) other members of the management team are sufficiently familiar with Board and Executive Director issues and processes to take over with reasonable proficiency as an interim successor.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that there are at least two management team members prepared to act in an interim capacity as Executive Director if I am not available so that library operations may continue until I return to work or a permanent replacement is named.

REPORT (COMPLIANT): In response to this provision, the positions of Director of Libraries and Director of ~~Strategy, Engagement~~ **Business Strategy and Finance** are empowered and qualified to assist with the day-to-day operations and strategic projects of the library as well as to serve as, and perform the duties and responsibilities of the Executive Director in the absence of the Executive Director.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.8

POLICY TITLE: *BOARD AWARENESS AND SUPPORT*

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.8: BOARD AWARENESS AND SUPPORT*

I hereby present my monitoring report on your Management Limitations policy 2.8 “Board Awareness and Support”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____ Executive Director

Date: August 19, 2021

BROADEST POLICY PROVISION

The Executive Director shall not cause or allow the Board to be uninformed or unsupported in its work.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, I shall not:

1. **Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.**

EXECUTIVE DIRECTOR INTERPRETATION: I interpret this provision to mean that issues of non-compliance are to be regarded by me as matters of priority. I will judge each issue as it arises and report as appropriate. Some will require immediate attention and some may wait for the filing of a formal monitoring report. In any case, non-compliance must always be known by the Board.

REPORT (*COMPLIANT*): Monitoring reports are submitted annually with reporting of compliance or non-compliance. Matters of immediate attention are made known to the Library Board accordingly.

I can report compliance.

2. **Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Director Performance in *Board-Management Delegation*) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires that monitoring reports will be submitted to the Board on their approved schedule and in a form that provides the Board with the necessary data.

REPORT (*COMPLIANT*): The review calendar has been established and is updated regularly and on schedule. Monitoring data and interpretation is provided according to the calendar schedule.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

3. **Let the Board be unaware of significant incidental information, such as anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal changes. Notification of planned internal changes is to be provided in advance, when feasible.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires timely notification from me to the Board when issues have arisen that significantly affect the Library. Since many such issues arise between normal Board reporting sessions, such as Board meetings, I must implement a process of notification to the Board as these occur.

REPORT (COMPLIANT): We have implemented a direct reporting process to the Board, via e-mail, that informs them as quickly as necessary on vital issues. The Library's Executive Director manages the communications process and delegates to the Director of ~~Strategy~~, **Communications and Engagement**, ~~and Finance~~ and other staff when appropriate. Such messages will be followed up in the regular meeting support reports, as necessary.

I can report compliance.

4. **Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies (*Governance Process and Board-Management Delegation*), particularly in the case of Board or Board member behavior that is detrimental to the work relationship between the Board and the Executive Director.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that I am required by this provision, to monitor all Board processes to ensure they conform to established policies. In addition, I will be aware to the extent possible, of individual Board members' activity for compliance with the Board's policies. My reporting of such issues will be to the Board Chair, unless it is a matter of an individual member. In such cases, I may choose to talk directly to the individual or to the Chair, as appropriate.

REPORT (COMPLIANT): When I or other Library staff become aware of activity that appears to be out of compliance, I take necessary action.

I can report compliance.

5. **Neglect to submit objective decision information required periodically by the Board, or let the Board be unaware of relevant trends.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this provision requires me to provide all relevant information to the Board in support of their decision-making to ensure their objectivity. Further, I must have in place an information process that heightens the Board's ability to understand fundamental library issues and trends.

REPORT (COMPLIANT): Where the complexity of a topic justifies a special study session, we have implemented a two-stage process to provide the Board with background information and more focused information leading to decision-making. The current practice is to provide the background information at these study sessions, primarily in reports from senior managers. The Board then

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

questions and debates these issues, and revisions are prepared for the consent agenda at the regular Board meeting, in support of a necessary decision. The Board then has the choice of deciding its course of action at that time or to defer its decision to the consent agenda at the next regularly scheduled Library Board meeting.

I can report compliance.

6. **Present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types:**

A. **Monitoring**

EXECUTIVE DIRECTOR INTERPRETATION: Monitoring reports must be delivered to the Board according to the annual report schedule established by the Board and in a distinctive format and structure that is easily followed and understood.

REPORT (COMPLIANT): The monitoring report formats are established.

I can report compliance.

B. **Decision preparation (or “action item”)**

EXECUTIVE DIRECTOR INTERPRETATION: Where the complexity of the decision preparation justifies an in-depth study session, the preparation follows the two step process described in #5 above (background information at study sessions and final decision support at the regular meeting.) Both of these processes are reflected in the agendas for each meeting.

REPORT (COMPLIANT): Study sessions are used to provide background and additional information that is requested or needed.

I can report compliance.

C. **Incidental/ “FYI.”**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this reporting, typically of items not needing an immediate decision, may be presented verbally by me or others during, after meeting adjournment or outside of scheduled meetings if necessary. If a reported issue later rises to the level of a required action, the procedures outlined in #5 above must be followed.

REPORT (COMPLIANT): We have implemented this reporting process and I regard it as effective, primarily in giving the Board the opportunity to discuss incidental issues without making a decision based on what could be insufficient information.

I can report compliance.

7. **Fail to provide support for official Board, officer or committee communications and functions, including but not limited to orienting new Board members to Library operations**

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

and services.

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires me to provide a high level of communications support to official Board activities and functions as the Board goes about its governance business. I must also assist the Board as it develops its new member orientation program. Further, I must prepare and implement an operational orientation program that is consistent with the Board's own process.

REPORT (COMPLIANT): The Chair manages support for official Board communications and the required new member orientation program is in place.

8. **Fail, when addressing official Board business, to deal with the Board as a whole except when:**

A. **Fulfilling individual requests for information**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to require me to address official Board business with the Board as a whole. When reasonable requests for information come from individual Board members, I will respond according to my best judgment.

REPORT (COMPLIANT): Current practice has been for me to keep all members informed equally, unless it is a matter that involves an individual need. I have in the past, and expect in the future, to fulfill most such requests, refer them to the Chair, or supply an individual's request to the entire Board.

I can report compliance.

B. **Responding to officers, committees or individuals duly charged by the Board**

EXECUTIVE DIRECTOR INTERPRETATION: This important provision is in place as a key element in my work as the Executive Director. As the Board proceeds with its governance work, either as a committee as a whole or through such delegations as the Board may determine, it is my task to provide the most useful information and resources available.

REPORT (COMPLIANT): Processes are in place for the Executive Director and other staff members to supply information as needed or requested.

I can report compliance.

9. **Fail to supply for the Board's consent agenda, along with applicable monitoring information, all decisions delegated to the Executive Director yet required by law, regulation or contract to be Board-approved.**

EXECUTIVE DIRECTOR INTERPRETATION: I take this to mean that all decisions delegated to me that may be governed by Board policy, Jefferson County policy or state statute be referred to the Board for their action, via the consent agenda.

REPORT (COMPLIANT): Processes are in place to bring before the Board, regular decisions

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

that must be reviewed by the Board. An updated copy will be given to the Board after being evaluated by my office or other staff for compliance.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *MATERIALS SELECTION*

POLICY 2.9

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.9: *MATERIALS SELECTION***

I hereby present my monitoring report on your Management Limitations policy 2.9 “Materials Selection”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____ Executive Director

Date: August 19, 2021

BROADEST POLICY PROVISION

To ensure the retention and preservation of materials with long-term value, the Executive Director shall not fail to ensure continual assessment and evaluation of the Library’s collection.

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this provision requires me to have in place written and implemented practices that continuously assess the value of our material collections and make item by item decisions about retention and preservation for long-term value.

Accordingly:

- 1. The Executive Director shall not fail to ensure that the Library collection: Reflects the full spectrum of political, religious and cultural beliefs and practices of the residents of Jefferson County.**

EXECUTIVE DIRECTOR INTERPRETATION: Decisions about acquisition, deaccession and retention must be directed by a written set of guidelines, the implementation of which will ensure that the library’s materials will reflect a wide range of community interests, readership and intellectual endeavor. These guidelines further ensure that staff decisions will be supported when selection and retention decisions are made in terms of these guidelines.

REPORT (COMPLIANT): We have in place comprehensive guidelines to address these issues. They are managed by the library’s Collections Manager. I regard our collection management practices to be fully compliant with demonstrated success through multiple industry-approved data points.

I can report compliance.

- 2. Offers all library users in the community access to materials and resources that contribute to the free expression of ideas.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that equitable access to resources is the key element in having a materials collection. This means that all resources must be equitably available to all users and that effective systems are in place to ensure efficient and reliable access.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): We offer complete access to material and electronic resources both physically and digitally. In addition, we provide cataloging that conforms to current standards making our collection accessible. Daily delivery among our libraries provides timely access to requested materials

I can report compliance.

3. **Is offered in those formats that best meet the needs of various ages, reading levels, languages, cultural, informational, and educational interests in the community.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires me to have in place written and implemented guidelines to ensure that collection development practices will seek the best format(s) for any item added to the collection.

REPORT (COMPLIANT): Our collection development guidelines, managed by the Collections Manager, are implemented to guarantee that all material formats are represented in the collection, as appropriate. A careful balance is maintained among formats so that print, media, digital and other formats support the complete range of library use and users.

I can report compliance.

4. **Supports the principles of intellectual freedom and avoidance of censorship.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the materials collection, taken together, supports the range of subject, content and format that is appropriate to the communities we serve. Each item added is a conscious decision regarding the principles of intellectual freedom. Related to that concept is the practice of applying the same principles to a request for removal of an item.

REPORT (COMPLIANT): We have policies in place, as part of our materials selection practices and binding upon all staff who participate in selection, to ensure that material selection decisions satisfy the standards of intellectual freedom. We will consider a request for removal or relocation but I require that the basic principles be observed and that intimations of censorship not be a factor in selection or requests for reconsideration.

I can report compliance.

Foundation Update

■ **AUGUST 2021**



Executive Director Report

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

JCLF EXPANDS INTO ADJACENT OFFICE & WAREHOUSE UNIT IN WHEAT RIDGE!



Our Foundation is growing -- not only in our fundraising efforts, book sales, volunteer recruitment and staff size, but also into a new physical location!

We are just about ready to sign a new lease with our landlords, Berkeley Partners, that will help JCLF double the size of our current location (suite 200 at the L&K Business Center in Wheat Ridge). We will be expanding into suite 1100 directly behind our current facility and on the south side of the office/warehouse complex. We anticipate completing our move into the new suite by September 1.

"This expansion has been long awaited and much needed," says JCLF Board President Ana Rojas-Artica. "With the recent addition of new staff members, and with the amazing flood of book donations that keep coming in, our Board decided that now is the time to increase our office and warehouse space."

The move will offer more elbow room and storage space for our administrative personnel in the office area. Plus, with more warehouse square footage, our staff and volunteers will have ample room to accept, sort, box and stack book and media donations safely. We will also have added space to store pallets of books, and we'll gain a second access to the warehouse, with two overhead doors on the north and south sides of the building. These doors mean we can easily and more efficiently accommodate our two used book vendors, Empty Shelves and Dream Books.

In addition, the new suite will provide a place where our talented volunteers can create and store themed gift baskets. These items are top money-makers at our Whale's Tale Books & Gifts shop in Colorado Mills Mall and they are also popular at our semi-annual Whale of a Used Book Sales.

In the near future, we plan to design a new kitchen and snack area in suite 1100 to accommodate our growing JCLF staff and our volunteer corps.

Stay tuned! JCLF will host an open house to celebrate this new expansion after the move is complete.



JCLF's big summer tent sale is happening Thursday/Friday, Aug. 12/13, 9 a.m. to 4 p.m., at the Brass Armadillo Antique Mall, Wheat Ridge, 11301 W I-70 Service Road N.

We're selling thousands of used books, CDs, and DVDs -- all available at LOW prices!

WHALE'S TALE SALES GOING STRONG

Our summertime sales at the Whale's Tale Books & Gift Shop are still going strong! The July sales report showed gross sales of \$13,523.90, and net sales (less taxes) came in at \$12,474.88.

We continue to be happily amazed at the success of this small shop in Colorado Mills Mall. And we are also glad that the book-loving public continues to support our efforts.

Many thanks to our fantastic bookstore manager, Kirstin Kraig, and the bookstore assistant, Janet Spaeth, for all their hard work!

We invite you to come visit our storefront! We are open 7 days a week -- Sunday through Friday from noon to 6 p.m. and Saturdays from 11 a.m. to 6 p.m. Whale's Tale is located in unit 527, next door to Dick's Sporting Goods, Entrance #5.





Executive Director Report

OUR WHALE SALES SWIM ON BACK TO THE FAIRGROUNDS!



Good news for our local booklovers and bargain book buyers! Our semi-annual Whale of a Used Book Sales are back on the calendar and back at our usual location -- the Jeffco Fairgrounds -- this fall and for our spring and fall sales in 2022!

After working with Fairgrounds staff on our budget for use of the facilities, JCLF is pleased to announce that our fall 2021 sale will take place starting with Friends-Only Preview Night on Thursday, October 28, from 6 to 8 p.m. The sale will open to the public on Friday, and hours for Friday and Saturday are 9 a.m. to 5 p.m. On Saturday, we will again offer half-price day for Jeffco employees, Friends of the Library and educators (with ID). Sunday hours return to 11 a.m. to 3 p.m., and that day is designated as our Bag Day (a grocery-sized bag of books for \$8).

At this time, we don't anticipate holding to our COVID-19 health precautions, as we did last fall, and where we had to limit the number of shoppers in the sale at any one time. However, we are continuing to charge an entry fee of \$5 per adult, and children under age 18 are free. If the new Delta variant of the pandemic causes any changes to our plans, we will return to a reservation status where shoppers will have 50 minutes to shop with 10 minutes to check out each hour.

Dates for our 2022 Whale of a Used Book sales are June 2-5 and October 20-23.

VOLUNTEERS FETED AT JCLF CHUCKWAGON BBQ!

Nearly 60 JCLF volunteers joined us for a celebration BBQ picnic and awards ceremony at Anderson Park in Wheat Ridge, at 11:30 a.m. on Friday, July 30. Bright red and white checked tablecloths and fresh flowers marked the cheery tables, and our guests were entertained by violinist Karl Reque, who fiddled around (literally) while we all rounded up for a summertime feast.



JCLF Exec. Director Jo Schantz and Board President Ana Rojas-Artica

Following our cowboy theme, winners of our funky Western boots and Western hat contests were Jill Fellman and Doug Pratt, respectively.

At the event, we paid tribute to our Volunteer of the Year (Jean Osborne), this year's Volunteer Leadership honoree (Sherry Olin) and Tim O'Neil



Hats were off (and on!) for JCLF volunteers at this year's appreciation picnic!

accepted the Elena Joyce Grissom Lifetime Achievement honor. New this year, we were proud to offer the Linda Abbott Memorial Award for Volunteer Excellence, which was presented to long-time

Belmar gift shop volunteer and former JCLF Board member Vicki Ponce. The award was presented to Vicki by Kim Foley, Linda Abbott's daughter.

Grants Update

GRANTS PENDING

Buell Foundation -- \$10,000 for 1000 Books Before Kindergarten

Sam S. Bloom Foundation -- \$10,000 for 1000 Books Before Kindergarten

Tony Robbins Foundation -- \$5,000 for Hard Times Writers Workshop (letter of inquiry)

Elevations Credit Union Foundation -- \$5,000 for Raise A Reader Sponsorship

NCAP (Jefferson County) -- \$10,000 general operating support

Theda & Tamblin Clark Smith Family Foundation -- \$5,000 for 1000 Books Before Kindergarten

Costco Charitable Giving -- \$5,000 for 1000 Books Before Kindergarten

Big Lots Foundation -- \$5,000 for 1000 Books Before Kindergarten

GRANTS DENIED

Bellco Foundation -- \$5,000 for Raise A Reader sponsorship

OUR 2020 AUDIT

Our independent auditors, JDS Professional Group, recently completed their report on JCLF's 2020 financials. We are pleased that -- despite our office/warehouse closures, loss of physical book sales revenues and other setbacks due to COVID-19 -- our Foundation was able to offer \$179,635 in funding to the Library last year.

This was a 2.4-to-1 cash return on the Library's in-kind contribution of \$75,953.

On top of our cash donation, and according to the audit, JCLF's in-kind operations costs given in service to the Library (totaling \$515,450) plus the value of volunteer support (3,656 hours calculated at \$107,852) totals \$623,302 -- an 8-to-1 return on JCLF's investment.

This information is published on pages 19 and 20 of our audited financials. The audit will be available for review on our website.

Operational Updates

Executive Director Report



August 2021 EXECUTIVE DIRECTOR REPORT

Third Quarter Focus:

1. COVID-19 Service & Staffing Response
2. South County Expansion
3. Philanthropy Development
4. Hybrid Public Meetings (**NEW**)
5. Accelerating Facility Master Plan (**NEW**)

COVID-19 Service & Staffing Response:

In August, the Library is focusing on,

- Adapting to changing conditions due to delta
- Piloting in-person programming
- Sunset of Gradual Return to In-person Service Team
- Taking next steps with hybrid work

South County Expansion:

In August, the Library is focusing on,


- Finalizing program of service and technical requirements
- Negotiating architect contract
- Finalizing Site Selection Criteria
- Engaging Realtor to begin site search

Philanthropy Development:

In August, the Library is focusing on,

- Selecting candidate for new position with an essential function for fundraising development
- Selecting peer library comparison vendor
- Peer library report development

Hybrid Public Meetings (**NEW**):

- Clarifying options
 - Getting Board input and feedback
 - Continuing research and pricing
 - Taking action as directed
- 

Accelerating Facility Master Plan (NEW):

- Identifying short-term resource needs
- Identifying long-term resource needs
- Posting position to help direct this project
- Getting bid for FMP refresh

Advocacy and Engagement Opportunities for Trustees

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

JCPL All Staff Conference: Scheduled for Monday, October 11, 2021. This is an 8 hour workday with training, development, and wellness opportunities for all staff. Some or all elements of the day will be held at the Denver West Marriott. Details around in-person and virtual offerings are being worked out to create a safer environment for all staff. Trustees are invited to attend any or all of the day. You will receive a calendar invitation.

JCPL SERVICE HIGHLIGHTS

Community Engagement

Library Outreach teams tabled at the recent the West Metro Chamber of Commerce Taste of the West, at the Secrest summer camp, and JPS summer school sites. Staff will also be at the Action Center School Supply Drive as we have in years past.

Programming and Operational Improvements



Lower height shelving was installed at the Conifer Library as part of the collaborative refresh of that space. Lower height shelving is part of our service model. It brings in more light and lets the space feel more open.



Evergreen Indoor Storytime

Outdoor storytimes continue to draw large crowds. In-person storytimes are being piloted this month with strict distancing protocols.

Professional Engagement:

Julianne Rist, director of Libraries, has accepted a 2 year appointment as a Member of the PLA Digital Literacy Committee.

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

- Meeting with **County Budget** on JCPL ARPA request
- Meeting with Don Davis, **Jefferson County** manager
- Participate in County strategic planning workshop
- **Jeffco Connections** regular meeting of Combined Management leadership and **Communities that Care** (CTC) Key Leaders.
- Meeting with **Chic Naumer**
- Presentation to **BCC** on Budget decision packages
- Meeting with **BCC** on Board appointment recommendations
- Meeting with **ULC and other library colleagues** about 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

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TO: Library Board of Trustees
FROM: Donna Walker, executive director
RE: Hybrid Public Meetings

Background: In March 2020, like entities across the state, Jefferson County Public Library swiftly transitioned our public meetings of the Board of Trustees to an all remote environment.

In August, 2020 the Board updated its policies (4.3.C and 4.7) to reflect the following:

4.3. C. The Library Board recognizes the value of in-person meetings. In-person meetings of the Library Board will be the norm except in extraordinary circumstances as determined by the Board Chair.

4.7 The Board recognizes the value of Public Participation/Public Comment. Rules of order and procedure for public comment at Board meetings.

As restrictions on building capacities and in-person gathering decreased in spring of 2021, trustees expressed a desire and expectation to resume meeting in person as soon as feasible.

In July, 2021 the Board of County Commissioners provided guidance for in-person public meetings, expressly stating the following:

For the time being, all boards, commissions and task forces should continue with an electronic component of their public meetings. The board authorized the use of in-person interactions but it MUST also have a virtual component.

As a result, boards, commissions and task forces have two options - - all virtual or a hybrid meeting format. In-person only meetings are still NOT permitted at the direction of the BCC.

Guidance from county attorney's office is that board members are free to participate and vote in hybrid meetings through the virtual component.

Expected outcomes for public meetings are,

- transparency to meet sunshine law requirements and
- equitable participation for all.

The Commissioners did not set any minimum for the number of Commissioners or staff present at the in-person part of a hybrid meeting.

At the July 2021 regular meeting of the Board of trustees, the topic of hybrid public meetings was brought forward as an emerging issue. Conversation included executive session requirements, ability to hold meetings at different library locations, Board attendance, and other potential governance issues.

ADMINISTRATION

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



Jefferson County
PUBLIC LIBRARY

jeffcolibrary.org

On July 27, 2021 the Library received advice from the county attorney's office on public meetings based on HB20-1025 which does not appear to change any of our criteria but gives specific information on what constitutes a public meeting under the Open Meeting Law (OML).

At the August 19 regular meeting of the Library Board of Trustees, staff will present more detailed information on the following:

- Opportunities and challenges
- Governance considerations and requirements
- Options
- Preliminary staff recommendation
- Timeline

Operational Updates

Business Strategy and Finance

memorandum

To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Budget & Finance
Re: Finance Monthly Report
Date: August 10, 2021

1. **Budget to Actual Tables**

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

memorandum

To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Finance & Budget
Re: July Financial Tables
Date: August 17, 2021

July 2021 Financial Tables

The Budget to Actual Tables for July 2021 are attached. July's property tax receipts put JCPL over budget for both property tax revenue and overall revenue for the year. Through the end of July, the Library received funding of \$149,518 from the Library Foundation. In-kind support provided to the Foundation by the Library in 2021 through July is valued at \$44,056 (Ratio of 3.39:1).

Operating expenses are on track for this time of year and capital projects are moving forward.

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

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 7/31/2021	\$ Variance 2021 Budget	Budget to Actual %
<i>Sources of Funds</i>	4.500		4.500			
Revenues						
Taxes						
Property Tax - Operating	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ 44,383,519	\$ 248,894	1%
Property Tax - Capital	2,165,680	2,194,337	2,165,680	2,086,674	(79,006)	-4%
Total Taxes	\$ 46,300,305	\$ 46,744,393	\$ 46,300,305	\$ 46,470,193	\$ 169,888	0%
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ 125,817	\$ 4,766	4%
Fines & Fees	239,513	47,797	145,000	8,996	(136,004)	-94%
Other Revenue	572,640	797,130	298,640	325,254	26,614	9%
Total Other Revenues	\$ 940,153	\$ 1,006,889	\$ 564,691	\$ 460,066	\$ (104,625)	-19%
Sub Total Revenues	\$ 47,240,458	\$ 47,751,282	\$ 46,864,996	\$ 46,930,260	\$ 65,264	0%
Fund Balance Activity						
Transfer from FB - Capital Projects	8,311,655		2,245,018	-		NA
Transfer to/(from) Fund Balance	-	8,955,407	-	24,716,233		NA
Total Sources of Funds	\$ 55,552,113	\$ 38,795,875	\$ 49,110,014	\$ 22,214,026		
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,935,735	\$ 13,055,682	\$ 16,081,526	\$ 8,788,899	\$ (7,292,628)	-45%
Benefits	5,288,399	4,566,527	5,373,904	2,802,362	(2,571,542)	-48%
Total Salaries & Benefits	\$ 21,224,134	\$ 17,622,209	\$ 21,455,431	\$ 11,591,261	\$ (9,864,170)	-46%
Library Books & Materials	\$ 8,135,190	\$ 7,354,512	\$ 7,754,177	\$ 4,785,847	\$ (2,968,330)	-38%
Supplies	1,449,965	1,111,151	1,515,924	622,438	(893,486)	-59%
Vehicles	-	-	-	-	-	NA
Services & Charges	4,914,583	3,350,808	5,057,772	2,559,452	(2,498,320)	-49%
Internal Transactions /Cost Allocation	2,251,204	2,177,691	2,582,108	1,685,009	(897,099)	-35%
Total Operating Expenditures	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 21,244,006	\$ (17,121,406)	-45%
Financing & Debt Service	\$ 1,410,421	\$ 1,409,294	\$ 621,819	\$ 28,050	\$ (593,769)	-95%
Capital Projects	\$ 16,166,616	\$ 5,770,211	\$ 10,122,783	\$ 941,970	\$ (9,180,813)	-91%
Total Uses of Funds	\$ 55,552,113	\$ 38,795,875	\$ 49,110,014	\$ 22,214,026	\$ (26,895,987)	-55%

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

	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 7/31/2021
Beginning Fund Balance	\$ 19,529,543	\$ 24,364,581	\$ 24,364,581	\$ 33,319,987
Revenues	\$ 45,074,778	\$ 45,556,945	\$ 44,699,316	\$ 44,843,586
Capital Funding	2,165,680	2,194,337	2,165,680	2,086,674
Total Revenues	\$ 47,240,458	\$ 47,751,282	\$ 46,864,996	\$ 46,930,260
Expenditures				
Operating Expenditures	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 21,244,006
Debt Service	1,410,421	1,409,294	621,819	28,050
Capital Projects	16,166,646	5,770,211	10,122,783	941,970
Total Expenditures	\$ 55,552,143	\$ 38,795,876	\$ 49,110,014	\$ 22,214,026
Increase/(Decrease) in Fund Balance	\$ (8,311,685)	\$ 8,955,406	\$ (2,245,018)	\$ 24,716,233
Ending Fund Balance	\$ 11,217,858	\$ 33,319,987	\$ 22,119,563	\$ 58,036,220
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 Balance Policy Calculation

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

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

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 7/31/2021	Projected Year-End 2021	Variance 2021 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 45,960,543	\$ 46,568,712	\$ 45,960,543	\$ 44,283,861	\$ 45,960,543	\$ -
Delinquent Taxes	48,032	80,773	48,032	109,655	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	(9,996)	21,027	-
Total Taxes	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ 44,383,519	\$ 44,134,625	\$ -
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ 125,817	\$ 125,817	\$ 4,766
Library Fines	107,950	15,537	40,000	7,503	40,000	-
Charges for Services	131,563	32,260	105,000	1,493	30,000	(75,000)
Investment Income	322,000	298,834	108,000	46	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	\$ 44,843,586	\$ 44,802,918	\$ 103,602
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,093,111	\$ 13,493,744	\$ 14,816,028	\$ 7,887,946	\$ 14,816,028	\$ -
Awards & Bonuses	130,000		135,000	43	135,000	-
Termination Pay		172,528	110,000	121,661	110,000	-
Temporary Salaries	2,146,611	1,273,728	2,095,441	775,170	2,095,441	-
CARES Reimburse Salaries		(1,887,045)			-	-
Overtime	5,130	2,726	-	4,077	-	-
Vacancy Savings	(1,439,117)		(1,074,943)		(1,074,943)	-
Benefits	5,288,399	4,566,527	5,373,904	2,802,362	5,373,904	-
Total Salaries & Benefits	\$ 21,224,134	\$ 17,622,209	\$ 21,455,431	\$ 11,591,261	\$ 21,455,431	\$ -
Library Books & Materials	\$ 7,976,840	\$ 7,182,373	\$ 7,577,102	\$ 4,668,927	\$ 7,577,102	\$ -
Library Periodicals	158,350	172,139	177,075	116,920	177,075	-
Sub-Total Library Collections	8,135,190	7,354,512	7,754,177	4,785,847	7,754,177	-
Supplies	\$ 1,449,965	\$ 1,111,151	\$ 1,515,924	622,438	\$ 1,515,924	\$ -
Services & Charges	4,914,583	3,350,808	5,057,772	2,559,452	5,057,772	-
Vehicles	-		-		-	-
Direct Internal Charges	164,067	111,388	145,090	964,252	1,081,500	936,410
Indirect Cost Allocation	1,145,837	1,145,837	1,355,518	720,757	1,355,518	-
Intra County Transactions	941,300	920,466	1,081,500	-	145,090	(936,410)
Total Supplies and Other	\$ 8,615,752	\$ 6,639,650	\$ 9,155,804	\$ 4,866,899	\$ 9,155,804	\$ -
Total Operating	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 21,244,006	\$ 38,365,412	\$ -

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

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

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

Build America Bonds
Total Issue \$6,293,000
Term 2011-2020
Use - Lakewood HVAC
Energy Conservation
Book Sorters
Library Service Center Remodel

Certificates of Participation (COP)
Total Issue \$995,000
Term 2014-2020
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2021 BUDGET TO ACTUAL

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Budget	2021 Amended Budget	YTD Actual 7/31/2021	Projected Year End 2021	Variance 2021 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 2,165,680	\$ 2,194,337	\$ 2,165,680	\$ 2,165,680	\$ 2,086,674	\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	2,267,039		2,267,039			-	-
Total Sources of Funds	\$ 4,432,719	\$ 2,194,337	\$ 4,432,719	\$ 2,165,680	\$ 2,086,674	\$ 2,165,680	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 307,000	\$ 161,086	\$ 250,000	\$ 250,000	\$ 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	209,989	500,000	-
Alternative Services	450,000	54,209	100,000	495,791	212,549	495,791	-
2016 Projects							
16-14 High Availability Internet Redundancy	\$ 41,000	\$ 33,108	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Projects							
18-07 LSC Garage & Loading Dock Planning	122,583	135,783	-	-	-	-	-
18-08 Bookmobile Replacement	547,411	118,623	-	428,818	114,207	428,818	-
2019 Projects							
19-02 Document Management System	160,000	80,000	-	80,000	2,650	80,000	-
2020 Projects							
20-01 Arvada HVAC Upgrade	\$ 140,000	\$ 49,870	\$ -	\$ -	\$ -	-	\$ -
2021 Projects							
Standley Lake Clerestory Roof	\$ -	\$ -	\$ -	\$ 140,000	\$ -	140,000	\$ -
Multi-Year Construction Projects							
18-01 Belmar Library Remodel	4,602,522	4,438,756	-	-	-	-	-
19-03 South County Library	4,344,100	27,055	7,000,000	7,317,045	39,539	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	\$ 941,970	\$ 10,122,783	\$ -

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

Project	2021 Amended Budget	YTD Actual 7/31/21	YTD Encumbrances 7/31/21	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	209,989	-	209,989	290,011
Library Alternative Services	495,791	212,549	14,379	226,928	268,863
Bookmobile Replacement	428,818	114,207	111,623	225,830	202,988
Standley Lake Clerestory Roof	140,000				
Document Management System	80,000	2,650		2,650	77,350
Multi-Year Projects Construction Projects					
South County Library	7,317,045	39,539	24,380	63,919	7,253,126
Total Capital Projects	\$ 10,122,783	\$ 941,970	\$ 358,642	\$ 1,300,613	\$ 8,682,170