

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

October 21, 2021



Digital Media Studio



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, October 21, 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 A. Approve the September 23, 2021, Board Meeting Minutes
6. Foundation Report	Foundation Report – Jo Schantz, Executive Director and Jill Fellman, Trustee Representative
7. Operational Updates Action as Needed	Executive Director A. Executive Director Report B. Welcome New Trustee and New Trustee Orientation Plans C. Bookmobile Update D. Accelerating Facility Master Plan Project Update E. Philanthropy Development: Peer Library Comparison Report. Guests: April Kessler and Laura Young, Bizologie Business Strategy & Finance <u>Finance and Budget</u> A. Financial Report (September) Facilities and Construction Projects A. Kleen Tech Janitorial Contract Renewal Authorization Chair: Call for motion and second
8. Action as Needed	Items Removed From Consent Agenda (4.3.4) The Board may address and/or vote on any items that were removed from the Consent Agenda
9. Emerging Issues Action as Needed	
10. Action as Needed	Ends • No items

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

11. Action as Needed	Board Governance <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">November 11, 2021 – Study Session – 5:30 pm (WebEx)November 18, 2021 – Joint Meeting of the Library & Foundation Boards – Time to be determined - Online via WebExNovember 18, 2021 – Board Meeting – 5:30 pm (WebEx)December 9, 2021 – Board Meeting – 5:30 pm (TBD)January 13, 2021 – Study Session – 5:30 pm (TBD)January 20, 2021 – Board Meeting – 5:30 pm (TBD)
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	<p>Announcements/General Information Sharing</p> <ul style="list-style-type: none">Report of the Chair – Correspondence, OtherHoliday PartyOther Announcements
16. Adjournment	

CONSENT AGENDA

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: October 12, 2021

RE: Consent Agenda for the October 21, 2021 Board Meeting

A. Trustees approve the September 23, 2021, Board Meeting Minutes.

Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
September 23, 2021

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on September 23, 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; 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; Cheryl Murphy, Application Services and Technology Experience Manager; and Amber Fisher, Executive Assistant, Office of the Executive Director.

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 Charles Naumer the motion passed by unanimous vote of all Trustees present.

PUBLIC COMMENT

Public comments are currently being submitted to the Board via a link on the Board of Trustee's webpage. Comments will be acknowledged in the minutes of the meeting. There were no public comments.

APPROVAL OF CONSENT AGENDA

The Chair asked the Trustees if any of the items should be removed from the consent agenda. There were no requests for items to be removed.

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

Items on the Consent Agenda

- A. Library Board of Trustees approve the minutes of August 12, 2021, Study Session
- B. Library Board of Trustees approve the minutes of August 19, 2021, Board Meeting

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, did not attend the meeting but provided a written report.

Trustee Fellman noted that the Fall Whale sale will be held at the Jefferson County Fairgrounds October 28-31. They are looking for volunteers to help with the sale.

EXECUTIVE DIRECTOR REPORT

9 News Interview with Paola Vilaxa, Diversity and Inclusion Coordinator

The Executive Director addressed the Board and noted that she received a request from 9 News for somebody to speak to Mexican Independence Day. Paola Vilaxa, Diversity and Inclusion Coordinator was interviewed by 9 News and the interview was broadcast. Paola did an excellent job and does impressive work for the Library.

Family Leadership Training Institute

The Family Leadership Training Institute kicked off this month. This CSU extension program lost funding and JCPL stepped in and brought them in as a vendor. The intent of the institute is to help under-represented populations get leadership, policy development an advocacy training. There were 28 participants, 15 are people of color. JCPL is very proud to participate in this program.

Board Appointments

Board appointments are on the Board of County Commissioners September 28, consent agenda. Once those appointees are notified and the appointments are accepted the Library will be notified and we'll start working on the orientation and welcome back Jeanne Lomba.

Philanthropy Project

On Monday, the Executive Director received the peer library fundraising comparison. The Library contracted with Bizologie, a group of librarians who perform business research. Bizologie reviewed financials and conducted phone interviews from peer libraries and foundations to discover both specific and general fundraising results and to learn what kind of resources are needed for JCPL to have more robust fundraising results. They completed 10 peer library interviews and a fundraising benchmark spreadsheet with data from 15 peer libraries. The Executive Director will work with the Chair and Trustee Liaison on next steps to share information with the Board.

JCPL and JCLF

The Executive Director informed the Board that since April, the Library has been working with the Jefferson County Library Foundation (JCLF) on separating them off the Library's IT network to respond to security concerns. JCLF is not staff of the Library or the County and should not be on our network. PCI compliance requires the Library to be able to respond to security issues and we wouldn't want non-County employees responsible for network security. Suggested completion to remove JCLF from the Library's network is by year end 2021. Bernadette Berger, Director of Technology and Innovation, and the Executive Director met with the JCLF finance committee to answer questions about the project. The Library's Technology and Innovation staff have been working on options to assist JCLF with moving off the Library's network.

In response to questions, the Board was advised that:

- One of the directors on the Foundation Board with a background in information technology is also advising the Foundation on building their own network.
- The Library is a very complex system with complex security needs beyond what would be required for a small non-profit like JCLF.
- The Library is working to help JCLF get what they need, and what the Library needs for the least cost and disruption.
- The Library had not been capturing all the IT services and costs provided to JCLF. The Library began discussions with JCLF in the spring because JCLF does its budgeting in the fall. If there were costs incurred, whether in-kind or direct, JCLF would have time to plan for those costs. The Library has been charging for help received from the Library's help desk but not for other parts of the service.
- In terms of equipment the Library has been providing them with some of the older workstations/laptops and helped them with advice for purchasing equipment. The Library has not charged for other aspects like switches and cables.
- A clear separation from the network is what the Library hopes to arrive at in partnership with JCLF. Right now, JCLF staff have Jefferson County Public Library email addresses. They are a separate entity, and the Library needs to make sure it is doing the due diligence on this issue.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy and Finance - Finance and Budget

A. Financial Review (July).

There were no questions from the Board on the July financial statements.

B. Financial Report (August)

Barbara Long, Assistant Director of Finance and Budget, advised the Board the Library has received the bulk of property tax revenue. August revenue had not posted at the time the financial statements were run. Next month the Library will start to update projections and is expecting to see savings in some categories like supplies and personnel. There are large amounts in capital that depend on timing.

C. Update on Assessed Value for 2022

The Library did receive a preliminary certification of value for 2021 property which impacts 2022 property tax revenue. The report indicates an increase over what the Library budgeted of \$1.2 million. Those numbers have been incorporated into the County's program that flows into the Library. The 2022 budget will come to the Board for approval later in the year.

In response to questions, the Board was advised that:

- The 2022 budget will be refined to reflect the additional revenue.
- The capital plan will not be adjusted in response to the additional revenue.
- There will be refined estimates and other costs that have solidified.

In response to a question, the Executive Director advised the Board that the accelerated facility master plan has been added to the strategic project plan. The Executive Director has weekly meetings with the project manager and has met with the executive team to review the project tasks and resource needs. The Library will be providing an update to the Board on the Facility Master Plan refresh.

Facilities and Construction Projects

A. City of Lakewood Easement Agreement – Belmar Property

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided information on the easement agreement. There is an offer for development of the property between the Belmar Library and the City of Lakewood's Heritage Center, to redevelop that land to high density housing. The City of Lakewood is offering to build a parking lot just southwest of our property. To access that lot, they need an easement across our property. The planned parking lot would benefit both parties, take pressure off the Belmar Library parking lot and provide overflow parking when the City of Lakewood has events at the Heritage Center. The Library's recommendation is to move forward with the easement agreement.

In response to a question the Board was advised that the Library can utilize the parking lot, but it will belong to the City of Lakewood. There is no cost to the Library. If the City of Lakewood abandons that access, the easement is void. The property never leaves the Board's ownership.

CITY OF LAKEWOOD EASEMENT AGREEMENT – BELMAR PROPERTY

MOTION: Pam Anderson moved that the Library Board of Trustees authorize the Executive Director to sign the Permanent Easement Agreement with the City of Lakewood granting easement access at the Library's 555 South Allison Parkway, Lakewood, Colorado property. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

B. South County Design Services Architect Authorization

Steve Chestnut, Director of Facilities and Construction Projects, advised the Board that the Library received 12 responses to the Request for Proposal (RFP). The Library evaluated and scored the responses and held interviews. The Library is recommending moving forward with Eppstein Uhen Architects.

In response to questions, the Board was advised that:

- This is a new vendor; however, the Library has worked with some members of their staff.
- The evaluation team determined that Eppstein Uhen Architects was the best fit for JCPL.
- The evaluation team determined that Eppstein Uhen is capable of handling the project whether it is a ground up build or repurposing a building.

SOUTH COUNTY DESIGN SERVICES ARCHITECT

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to enter into a contract with Eppstein Uhen Architects, Inc. (EUA) for the South County design and construction services, and additional future project/services as determined by Jefferson County Public Library within the approved budgeted amount. 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

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

- October 14, 2021 – Study Session – 5:30 pm - WebEx
- October 21, 2021 – Board Meeting – 5:30 pm – WebEx

- November 11, 2021 – Study Session – 5:30 pm – TBD
- November 18, 2021 – Board Meeting – 5:30 pm - TBD

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Chair noted that with great sadness she was informing the Board of the loss of a great man. Bill Knott was the County Librarian from 1971 to 2008. When Bill was named CEO in 1971, JCPL was a small library system with 11 small libraries and a bookmobile, offering 207,517 items to 235,000 residents. He was a passionate champion for early literacy, intellectual freedom and service to the community. By the time he retired in 2008, JCPL was a robust library system, offering 1.3 million items to 538,000 residents, circulating more than 6.5 million items annually and hosting more than 2.7 million in-library visits and 3.6 million online visits every year. In 2017, the Board of Trustees of the Jefferson County Public Library recognized the depth and breadth of Bill Knott's contributions, dedication and beneficence to the Library that deserved the deepest gratitude, and the Play and Learn Area in the Columbine Library's Children's Discover Together Center was named in honor of Bill Knott. The Chair noted that she would be reaching out to each Trustee regarding a card and joint donation.

Trustee Lomba advised the Board that she will not attend either of the meetings in October.

Trustee Fellman expressed appreciation to the Chair for the excellent presentation at the joint meeting with the Board of County Commissioners (BCC). The Chair expressed appreciation to Donna Walker and her staff for their work on the presentation and noted that the BCC acknowledged with deep appreciation the work of JCPL over the last year.

EXECUTIVE SESSION:

The Chair called for a motion to adjourn the regular meeting and reconvene in Executive Session.

MOTION: At 6:07 pm Jill Fellman moved to adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session pursuant to CRS 24-6-402(4)(f) Personnel matters to review the Executive Director's performance and compensation (4.3.6). Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

The Chair announced a 10-minute break to allow the Board time to leave the existing WebEx meeting and then join the Executive Session using the information provided in the separate invitation.

The Chair called the Executive Session to order at 6:21 p.m. with the following Trustees present: Jill Fellman, Charles Naumer, Pam Anderson, Jeanne Lomba and German Zarate-

Bohorquez. Also, present Amber Fisher, Executive Assistant. The Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

At 7:42 pm Donna Walker joined the Executive Session.

CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND TO RECONVENE THE REGULAR MEETING

MOTION: At 7:59 pm Jill Fellman moved to adjourn the Executive Session and reconvene the regular meeting in five minutes. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

At 8:05 p.m. the Chair reconvened the regular meeting with the following Trustees present: Jill Fellman, Charles Naumer, Pam Anderson, Jeanne Lomba and German Zarate-Bohorquez. Also present were Donna Walker and Amber Fisher.

The Chair provided the following Executive Session Summary as required by Colorado Statute: The Library Board of Trustees met in Executive Session to review the Executive Director's performance and compensation. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.

MOTION: Pam Anderson moved that the Library Board of Trustees authorize a 3% increase to the Executive Director's salary and a \$7,500 one-time bonus. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

The board expressed appreciation to the Executive Director for her exceptional leadership.

ADJOURNMENT

The Board meeting was adjourned at 8:07 pm.

Jill Fellman, Secretary

Foundation Update

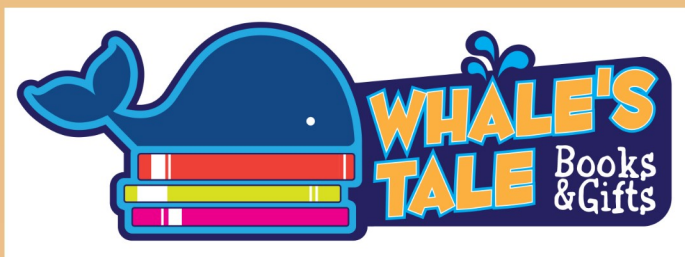


JCLF EXECUTIVE DIRECTOR REPORT

Jo Schantz, MNM, CFRE, GPC

OCTOBER ANNOUNCEMENTS

- JCLF receives Mayor's Inspiration Award from City of Lakewood
- BY INVITATION ONLY -- Holiday Open House at Whale's Tale Books & Gifts -- Thursday, Dec. 2, 6:30 to 8:00 p.m.
- Remember JCLF on Tuesday, December 7th, Colorado Gives Day!



As with many businesses in retail sales, September turned out to be a slow month for our Whale's Tale Books & Gifts -- our used bookstore in Colorado Mills Mall. Gross sales for the month reached just over \$8,000, the lowest monthly amount of the year. The slowdown was partially a result of schools starting up again after summer break, and a general downward sales trend prior to the winter holidays.

However, our August gross sales were at \$16,041 for the month, which included over \$3,500 from our summer tent sale at the Brass Armadillo Antique Mall on Aug. 12 and 13.

So far this year (January through September), our little shop has generated more than \$100,000 in gross sales.

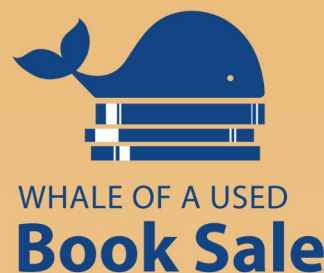
Right now, and judging from last year's blockbuster revenues, we are planning for a successful holiday sales streak beginning on Black Friday (Nov. 26). Our talented volunteer duo -- Sandy Kramer and Mickey Lytle -- is already in high gear making themed gift baskets (some of our top money-makers) for this year's holiday market.

FALL WHALE OF A USED BOOK SALE OCT. 28-31

We are happy to announce that our 2021 Fall Whale of a Used Book Sale is scheduled to take place Oct. 28-31 at the Jefferson County Fairgrounds. The big sale, featuring thousands of gently used books, CDs, DVDs, vinyl records and rare books, will begin Thursday evening, Oct. 28, with Friends-Only Preview Night occurring from 6 to 8 p.m.

The sale will open to the public Friday through Sunday, Oct. 29-31. Open hours for Friday and Saturday will be 9 a.m. to 5 p.m. daily, and on Sunday, the 31st, our hours will be 11 a.m. to 3 p.m.

Admission to the 2021 fall Whale of a Used Book Sale is \$5 per adult daily, with children (up to age 18) free.



At this time, and with the uncertainty surrounding the pandemic's Delta variant, we are unsure if we will need to limit admission to the event as we did in fall 2020. If the Jefferson County Health Department reinstates previous health mandates, we will be forced to limit exhibit hall capacity at any one time, meaning that -- as we did last year -- we will require online reservations with a \$5 fee per 50 minutes of shopping, and 10 minutes allowed for check-out.

Please visit our website for the most up-to-date sale information: www.jeffclf.org, www.whalesale.org, or you can call us at 303-403-5075.

We also need volunteers! You can earn two free books per 4-hour shift worked during the sale, including set-up and clean-up! Contact JCLF's Volunteer & Friends Coordinator Kirstin Kraig for details -- 303.403.5072, or kirstin.kraig@jeffcolibrary.org.

As always, we want to thank our Friends Community Partners for sponsoring this event: Pinkard Construction, Westerra Credit Union, Bandimere Speedway, Colorado Women's Day, and Stevinson Toyota West.

We are also grateful to Bank of Colorado for sponsoring our Whale Sale radio ads on Colorado Public Radio. Many thanks to these wonderful supporters!



JCLF HONORED WITH LAKEWOOD MAYOR'S 2021 INSPIRATION AWARD

Our Foundation was thrilled to be recognized by the City of Lakewood with its annual Mayor's Inspiration Award. The award was presented during a meeting of the Lakewood City Council on Monday, September 27, through virtual means. Our thanks to JCLF's Bookstore Assistant Janet Spaeth for submitting this nomination on our behalf.

The Mayor's Inspiration Award recognizes people making extraordinary contributions to the Lakewood community in four categories: youth (under 18), individuals, organizations, and in memoriam.

I have accepted an invitation to attend a special celebration breakfast with Mayor Adam Paul on Thursday, Oct. 21, at the Lakewood Civic Center.



Recent Director Activities

- Sept. 22 – meeting at Porchlight Family Justice Center for members of Golden Executive Directors Roundtable
- Sept. 28 -- Women in Business breakfast meeting at Developmental Disabilities Resource Center
- Sept. 29 – Summer Challenge awards presentation at Connections Learning Center in Golden
- Oct. 1 – memorial service for William “Bill” Knott at Two Penguins Tap House in Centennial
- Oct. 6 -- Site visit at JCLF by representatives from the Melvin & Elaine Wolf Foundation
- Oct. 8 – lunch meeting with former JCLF Board VP and Legacy Chapter member Jeannie Mann
- Oct. 12 – lunch meeting with JCPL Trustee Jill Fellman and JCLF Board VP Deb Deal
- Oct. 14 – presentation for the Applewood Business Association's monthly lunch meeting
- Oct. 20 – BizMix (Wheat Ridge Business Assn.) at JCLF
- Oct. 21 – breakfast reception (Mayor's Inspiration Awards) with Lakewood Mayor Adam Paul

FUNDING UPDATE

Grants and Gifts Approved/Received

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

Allison Brigham -- \$5,000 for TumbleMath

Grants Pending/In Process

Virginia Hill Foundation -- \$10,000 general operating support

Jeffco Non-County Agencies and Programs (NCAP) Funding -- \$10,000 general operating support

Mabel Y. Hughes Charitable Trust -- \$10,000 general operating support

Costco Charitable Giving -- \$5,000 for 1,000 Books Before Kindergarten

Sam S. Bloom Foundation -- \$10,000 for 1,000 Books Before Kindergarten

Independent Financial -- \$5,000 for 1,000 Books Before Kindergarten

Clarence Laguardia Foundation -- \$10,000 for 1,000 Books Before Kindergarten and 2022 Raise a Reader

Melvin & Elaine Wolf Foundation -- \$10,000 for 1,000 Books Before Kindergarten and 2022 Raise a Reader

Lutheran Medical Center -- menu of funding and sponsorship opportunities, including Hard Times Writers Workshop, Babies First Books, and JCPL social worker/mental health

Grants Denied

Allstate Foundation -- \$38,900 for Family Leadership Training Institute

Connie Burwell White and William White Foundation -- \$10,000 general operating support

Welcome to New JCLF Board Members

JCLF is proud to announce that Cynthia Benson from Evergreen and Angela Hahn from Golden have recently joined the Foundation Board of Directors.

Cynthia was formerly on the JCLF Board 10 years ago, she is a retired attorney, and she currently volunteers at EChO Resale shop in Evergreen. Angela is an attorney and the founder of her own practice, Confluence Legal, LLC. Angela specializes in criminal defense, civil/commercial litigation and transactional law.

Operational Updates

Executive Director Report



October 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 October, the Library is focusing on,

- Responding to new Public Health Orders for mask requirements and vaccine/testing
- Evaluating curbside services

South County Expansion:

In October, the Library is focusing on,

- Refreshing demographic data
- Executing on site search
- Communicating with stakeholders

Philanthropy Development:

In October, the Library is focusing on,

- Sharing the peer library fundraising comparison report
- Researching
- Interviewing for new position with an essential function for fundraising development

Hybrid Public Meetings (**NEW**)

In October, the Library is focusing on,

- Purchasing equipment
- Creating a communication plan


Accelerating Facility Master Plan (**NEW**):

In October, the Library is focusing on,

- Filling resource need: posting position for project sponsorship
- Creating timeline with FMP refresh vendor
- Sharing project information with key stakeholders

Advocacy and Engagement Opportunities for Trustees

Public Library Association (PLA) 2022 Annual Conference, March 23–25, 2022 in Portland, Oregon: PLA's Virtual Conference will also be returning for attendees who are unable to join in person. The Virtual Conference will occur in conjunction with the live event. Registration will open October 22, 2021. Contact Amber for more information or to register.



JCPL SERVICE HIGHLIGHTS

Community Engagement

Emily Crowley & Joyce Deming, Adult Services librarians, and Kelsey Ashton, Adult Services coordinator, presenting at Denver Start Up Week on the topic of *Got Startup Questions? Your Public Library has Answers!*

Programming and Operational Improvements



Learn how to be a Super Reader was an online program featuring award-winning author Matt de la Peña, who is well-known for his young adult novels and picture books. De la Peña is the first Mexican-American winner of the Newbery Medal for his book *Last Stop on Market Street*.

Golden Sorter Replacement

Photos below of the new sorter at the Golden Library as part of the Library's continuous process improvement efforts.



Digital Media Studio: Patrons can tell their story by creating a podcast at the Belmar Digital Media Studio that is being piloted right now. They can sign up for a one-on-one session to get an overview of the tools available to record, edit and produce podcasts. All sign-ups are already booked.



Candelas Hold Locker Installation:

Installation is complete on this offsite service. Patrons can pick up holds anytime outside the Candelas Swim and Fitness Club at Parkview in northwest Arvada. Reserved materials can be picked up anytime, 24/7 using our automated Holds Lockers. An onsite Returns Bin is paired with the lockers.

Patron Impact Statements:

Just wanted to tell you how excited everyone is about the new holds box in our 'hood!! Great idea and great job. Big thanks to you and your team from everyone from the Candelas neighborhood.

... Columbine Library is a valuable resource, a continuing vault of everything we readers could want, and a haven of calm and quiet! I believe that it is such valuable asset to our community and I appreciate all of you there for getting the doors back open as well as keeping them open, no small task. There is no way to measure what it has meant for us to have 'our' library back, but I am convinced that it has added to a sense a joy, well being and security sadly missed during 2020.



HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, October 2021

- Attend JCPL author event with **Matt de la Pena**
- Chair monthly meeting with **Jefferson County Elected/Appointed Officials**
- Meeting with Don Davis, **Jefferson County Manager**
- **Jeffco Connections** regular meeting of Combined Management leadership
- Wheat Ridge Biz Mix **JCLF** Open House
- **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
- **Vacation**



MEMORANDUM

TO: Board of Trustees

FROM: Donna Walker, executive director

RE: Accelerating the JCPL Facility Master Plan: Update

DATE: October 14, 2021

Background:

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

At the June 10, 2021 study session, the Library brought forward a recommended strategy that prioritized the addition of new library space in Jefferson County to improve access to library services in a compressed time span as well as an amended 5 year CIP and 10 year financial forecast.

At the June 17, 2021 regular meeting the Library brought forward the 2022 proposed budget to accomplish this recommended strategy.

At the July 15, 2021 Board meeting, the Board approved the submission of the 2022 5-Year capital plan and proposed budget plan.

At the August 12, 2021 study session the Library presented the 2021 Mid-year report showing a new strategic project: Accelerating Facility Master Plan with these tasks completed:

- Developed project plan
- Adjusted & approved 2022 budget and five-year capital improvement plan
- Gathered input from other libraries
- Drafted scope of work for updating the Facility Master Plan

At the September 23, 2021 regular meeting, the Board asked for an update on progress on the project in addition to the information included in the executive director monthly reports in August and September. A request was made to include information on future project milestones with an emphasis on the update of the Facilities Master Plan.

The most up-to-date information will be provided at the October 21, 2021 regular meeting of the Board of Trustees on progress made on the entirety of this project in the following active categories:

- Project Initiation
- Perform Data Collection
- Update Facility Master Plan
- Develop Resource Plan
- Budget Actions



Jefferson County
PUBLIC LIBRARY

Accelerating the JCPL Facility Master Plan

October 21, 2021 | Presentation to the Board of Trustees

Project Initiation

- Created charter
- Created project plan

Budget Actions



- Adjusted 5 year CIP
- Adjusted 10 year financial forecast
- Adjusted 2022 budget

Perform Data Collection

- Gathered input from other library systems
- Shared input and drafted findings with executive team
- Draft findings on:
 - Staffing resources
 - Design resources
 - Approach to design
 - Approach to funding
 - Branch staff involvement

Update Facility Master Plan



- In July the Board requested modeling and supporting data for some elements of the Facility Master Plan (FMP)
- Determined requirements for refresh
 - Confirm growth and per capita space needs
 - Confirm N/W Arvada assumptions
 - Target size range for Golden, Conifer and Wheat Ridge
 - Affirm vision for Fehringer Ranch Property
- Contracted with vendor (Group4)

Update FMP Timeline



OCTOBER

SERVICE AREA CONFIRMATION

- *Review Data + Documents, Census, projections, Orangeboy...*
- *Confirm population/growth assumptions*

NOVEMBER / DECEMBER

SCENARIOS + OPTIONS

- *NW Area*
 - *New NW Arvada? (destination library)*
 - *Expanding Standley Lake*
- *South County*
 - *Public services @ Admin Operations?*
- *Community libraries—vision+criteria*
 - *Conifer < 10,000 SF*
 - *Wheat Ridge 10-15,000 SF*
 - *Golden 15-20,000 SF*

JANUARY

IMPLEMENTATION PLAN UPDATE

- *Project priorities/timeline*
 - *Draft/final memo*
 - *Final Presentation*

Develop Resource Plan

- Identified resource gaps
- Identified short term resource needs
- Posting for Business Strategy & Finance director
- Identifying long term resource needs

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

jeffcolibrary.org



To: Board of Trustees

From: Donna Walker, executive director

RE: Philanthropy Development – Project Progress

Date: October 14, 2021

Background:

At the August 20, 2020 regular meeting of the Library Board of Trustees, public action was taken requesting that the Library investigate moving the relationship with JCLF regarding the Library's donated and deaccessioned materials to a vendor agreement.

At the March 11, 2021 special meeting of the Board, the consulting firm of Saad&Shaw presented their findings on *Securing Private Funds to Supplement Public Investments*.

In May, 2021 the Library and JCLF signed an extended and amended Memorandum of Understanding.

At the October 21, 2021 regular meeting of the Board, the most up-to date information will be provided on progress made on the following categories of this project:

- Identifying Resource Investments
- Peer Library Comparison
 - Principals from Bizologie will present their findings and be available to answer questions.

Encl: *Fundraising Benchmark Project*



Jefferson County
PUBLIC LIBRARY



Fundraising Benchmark
Project



Methodology

Bizologie reviewed financials and conducted phone interviews from peer libraries and foundations to discover both specific and general fundraising results to facilitate JCPL's ability to develop expectations and vision for future fundraising efforts. And to learn what kind of resource investments are needed for JCPL to have more robust fundraising results.

10 Interviews

Library Directors & Foundation Directors



from 8 Peer Libraries

15 Peer Libraries

- Alameda County Library
- Dayton Metro Library
- Denver Public Library
- Enoch Pratt Free Library
- Pierce County Library System
- Pikes Peak Library District
- Sonoma County Library
- Tulsa City-County Library System
- Anne Arundel County Public Library
- Johnson County Library
- Lincoln City Libraries
- Madison Public Library
- Nashville Public Library
- Pima County Public Library
- Toledo-Lucas County Public Library

[Fundraising Benchmark Spreadsheet](#)



Fundraising Roles & Structure

Fundraising

Each of the Libraries interviewed had a fundraising arm that was arranged slightly differently, with unique management, reporting and staffing structures. They all focused on the multiple fundraising sources even if they had a different focus. There was not much discussion of Corporate Giving, but there was a push to focus on individuals giving at all levels and many Foundations were ramping up their Planned Giving efforts.

Foundation Structure

- Library Managed (5)
- Independent (3)
- Employees
 - 1.5 - 10

Foundation Staff

- Foundation Director /Director of Development
- Directors of Philanthropy:
 - Corporate Relations
 - Individual & Planned Giving
 - Special Events
- Database and Membership Coordinator
- Manager of Philanthropy, Grant Writer

\$ Sources

- Events
- Annual Giving
- Major Gifts
- Planned Giving
- Corporate
- Grants

Library Director Role in Fundraising

Not direct fundraising but all about the storytelling and relationships!

- Meet with donors to tell the library story
- Write thank you notes and make thank you calls
- Take donors to Loyalty Lunch
- If Library Director has an established relationship with the donor, they may do the asking – tag team with the Foundation Director
- Serve on the Foundation board or have a liaison
- Be involved in Foundation board strategic planning

Director is not making an ask, she's telling a story

Meeting with a subject matter expert makes the donor feel like they're in the inside track.

When the director is highly involved in fundraising it makes a big difference. It earns trust in the organization for the donor. Spending time with the donors is exhausting and time consuming for a director but it's important.

It's better when the director is more interested/involved in casting a vision and get people motivated.

Foundation Director Role

Hire a professional fundraiser!

- Professional fundraiser with a track record of bringing in lots of money for similar organizations (Examples: Red Cross, Art Museum, Girl Scouts, United Way, Higher Education)
- Look for a professional with experience in all types of giving: annual giving, major gifts, and planned giving
- Connected to the local community and high net-worth individuals
- Team up with the Library Director to create a united effort

Methods can be different but it's all about relationship building.

It has been a trend for a while to put a librarian in that role but it's unfair for the purposes at hand.

We haven't leaned into the board as much as we could have. Have the board more involved in the fundraising.

Foundation Structure

Library Directors have restructured fundraising models to fit their needs and the personalities of those involved. There are pros and cons in both structures, and there is still a chance that the groups can be misaligned.

When making a change:

- Make sure MOU is written to allow changes
- Show data to back up decision
- Discuss with the leader of the organization first and then the board of the organization if necessary
- It can take years to build a robust fundraising team. Hire the Foundation Director first and let them build out

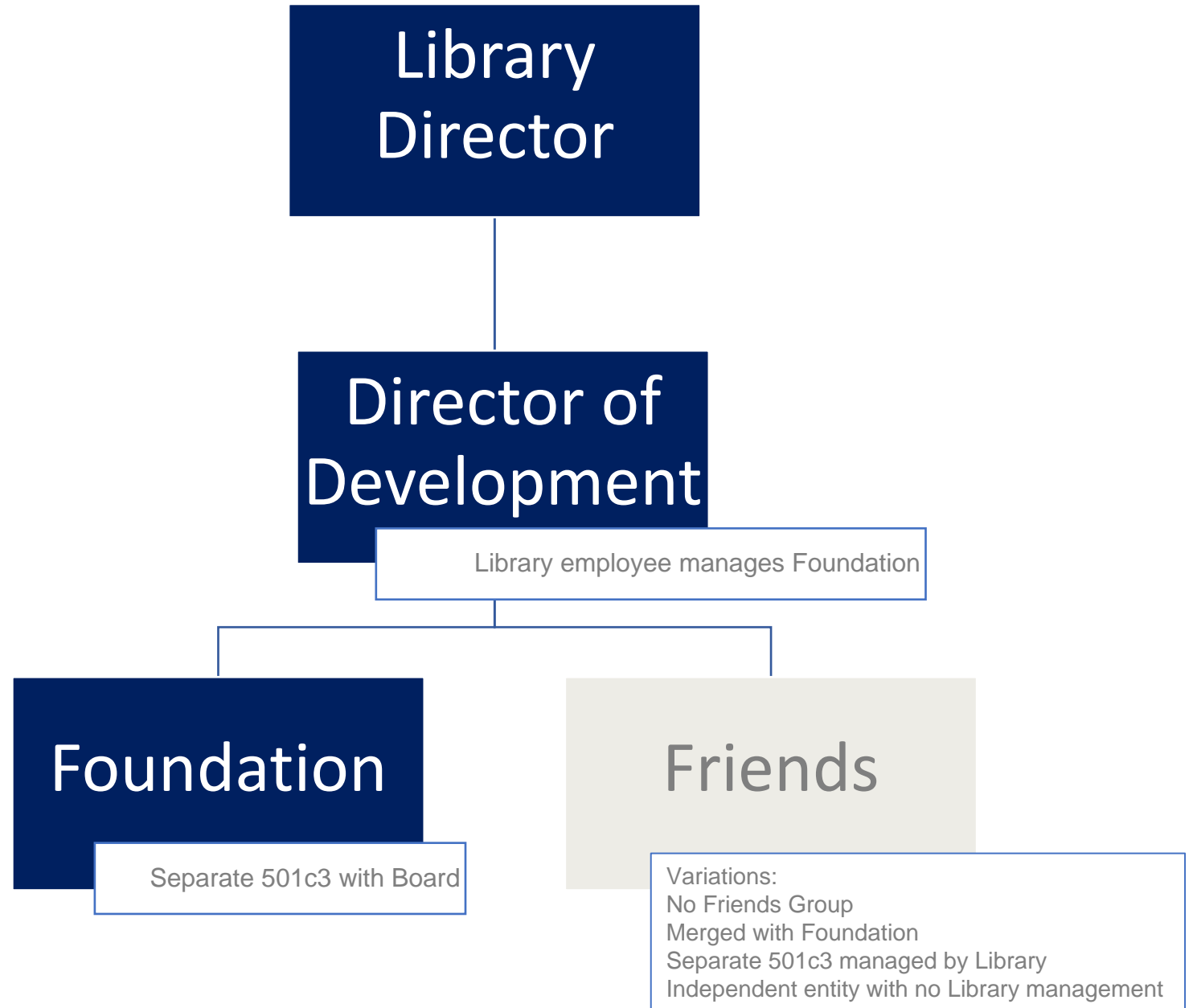
Library Managed

- Streamlined goals
- One line of management
- Foundation Director as a library employee creates more stewardship
- Library takes on the expenses

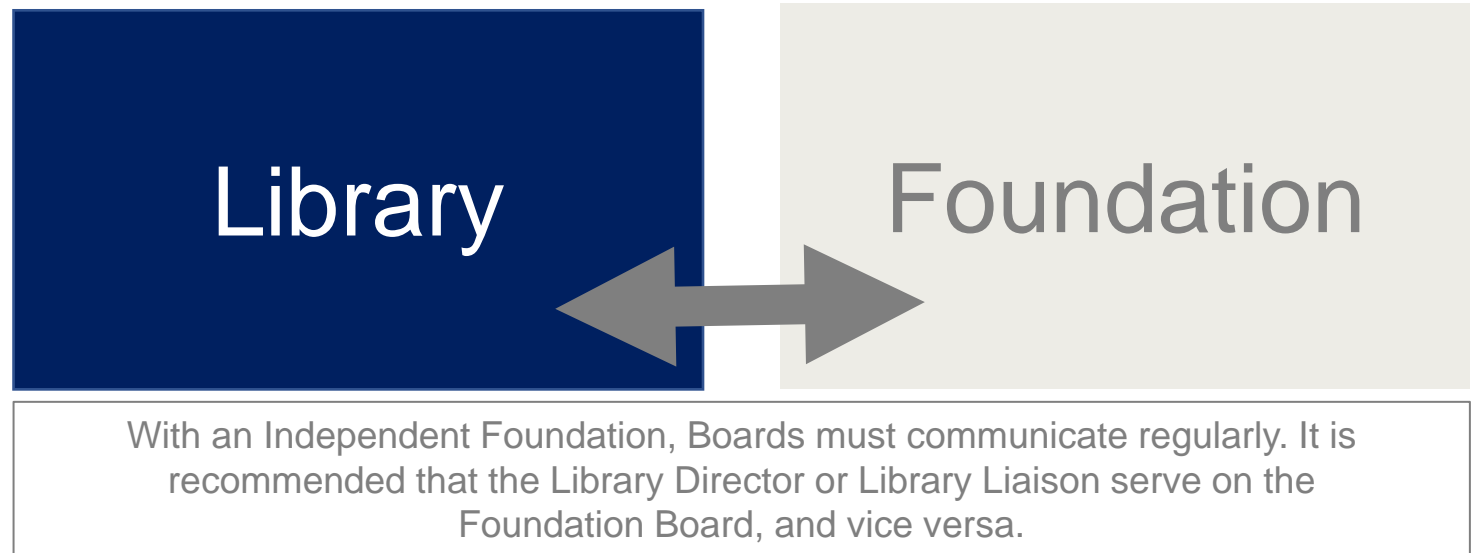
Independent

- Avoids the perception that Foundation Director has two bosses, the Library Director and Foundation Board
- Need more relationship building with the two boards to make sure they are on the same page

Library Managed



Independent



Friends and Foundation

Whether the Friends and Foundation are separate entities or merged organizations, and managed by the library or completely independent, some of the same issues can arise. Must have good communications to keep the organizations focused on the same mission: the Library well-being.

Friends and Foundations can get a little sideways with who they're supporting.

We keep the 501c3s separate because the personalities who want to serve on each are very different. We'd like to stay separate with independent missions, but we want to centralize the management. The Director of Development is manager of both groups, and the Community Development person is the liaison between the two groups. Very active communication between those two groups.

Friends/Foundation came together many decades ago and I think it's a better model. They have an Executive Director and I meet with them weekly.

We had a consultant recommend \$25K and above gifts go to the Foundation, anything below would be a Friends gift. The Foundation Board thought that was too big of a gift considering \$1000 is a nice gift for the Foundation. They created a different system, and now the Friends and Foundation work well together because Friends don't raise money, they sell used books.

Before the groups merged, there were blurry lines between the roles and now they focus on community support. Friends group wasn't sustainable because it was all volunteers. Community folks were confused about where to donate Friends or Foundation.

Our Friends is more prominent since it's community focused whereas Foundation is seen as more corporate driven.

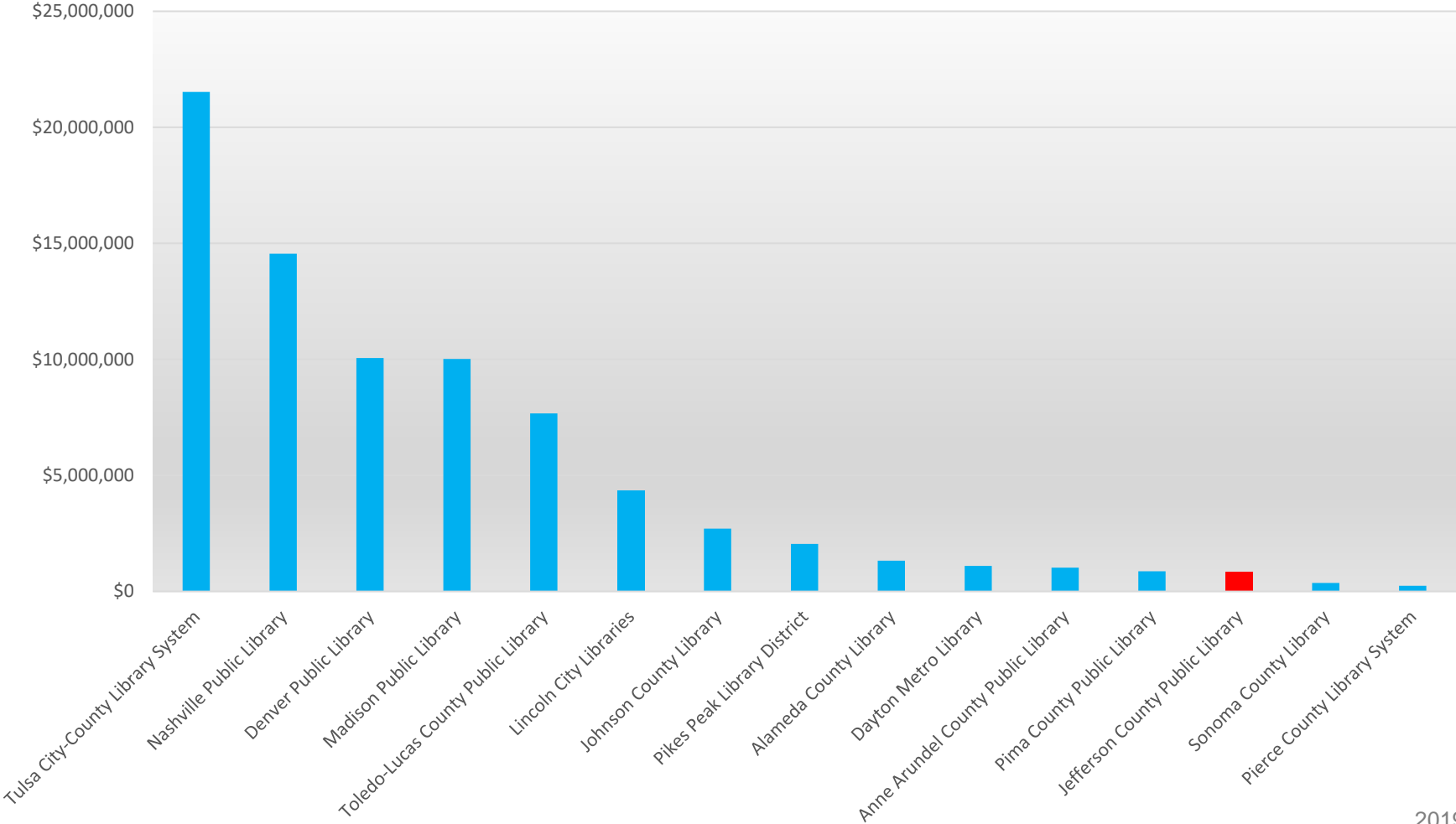


Fundraising Financials

Foundation Fund Balance

Of the peer Libraries, Tulsa City-County Library System has the largest fund balance followed by Nashville, Denver and Madison.

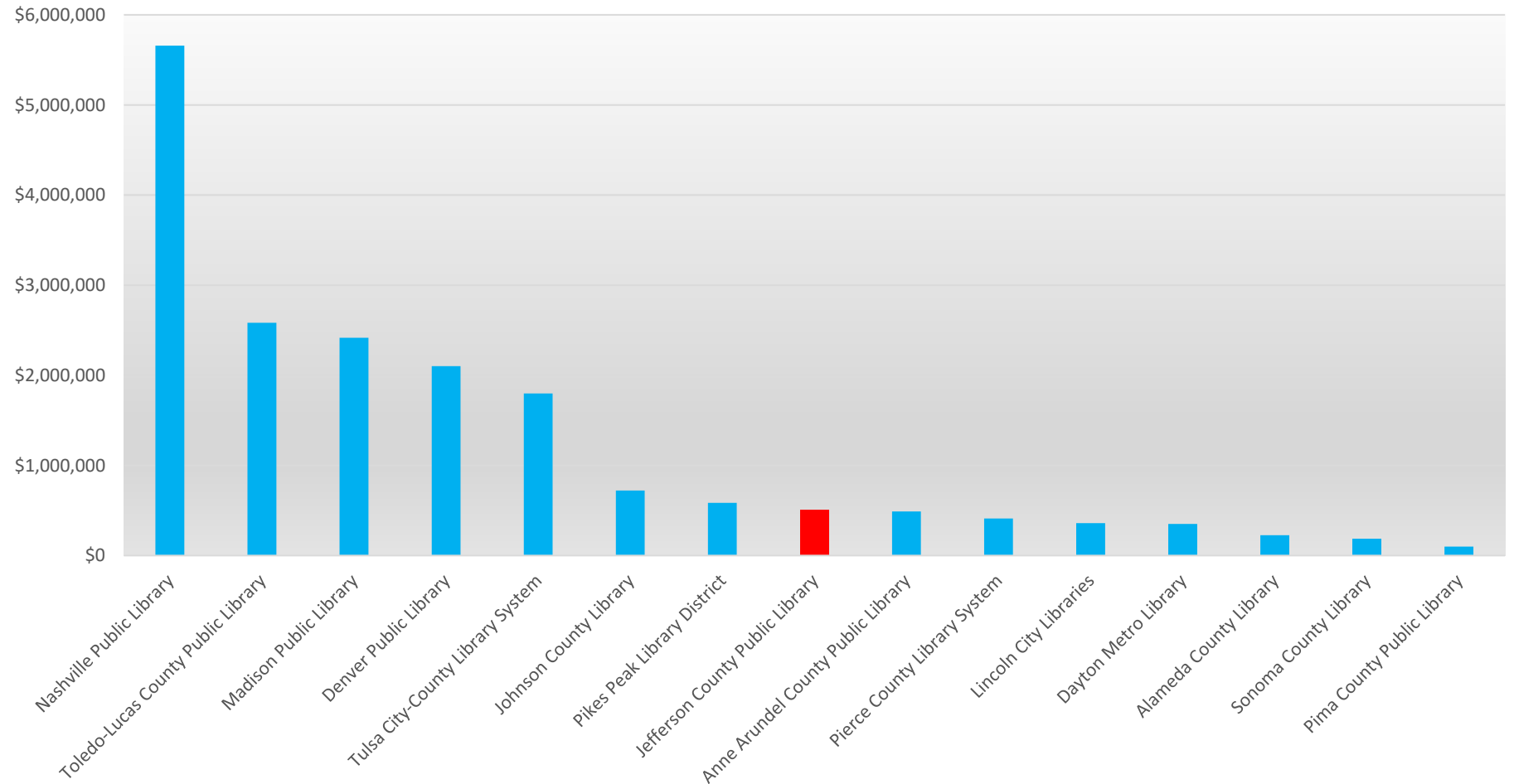
Jefferson County Public Library has one of the smallest fund balances in comparison.



Foundation Revenue

Of the peer Libraries, Nashville Public Library Foundation has the largest revenue followed by Toledo-Lucas County, Madison, and Denver.

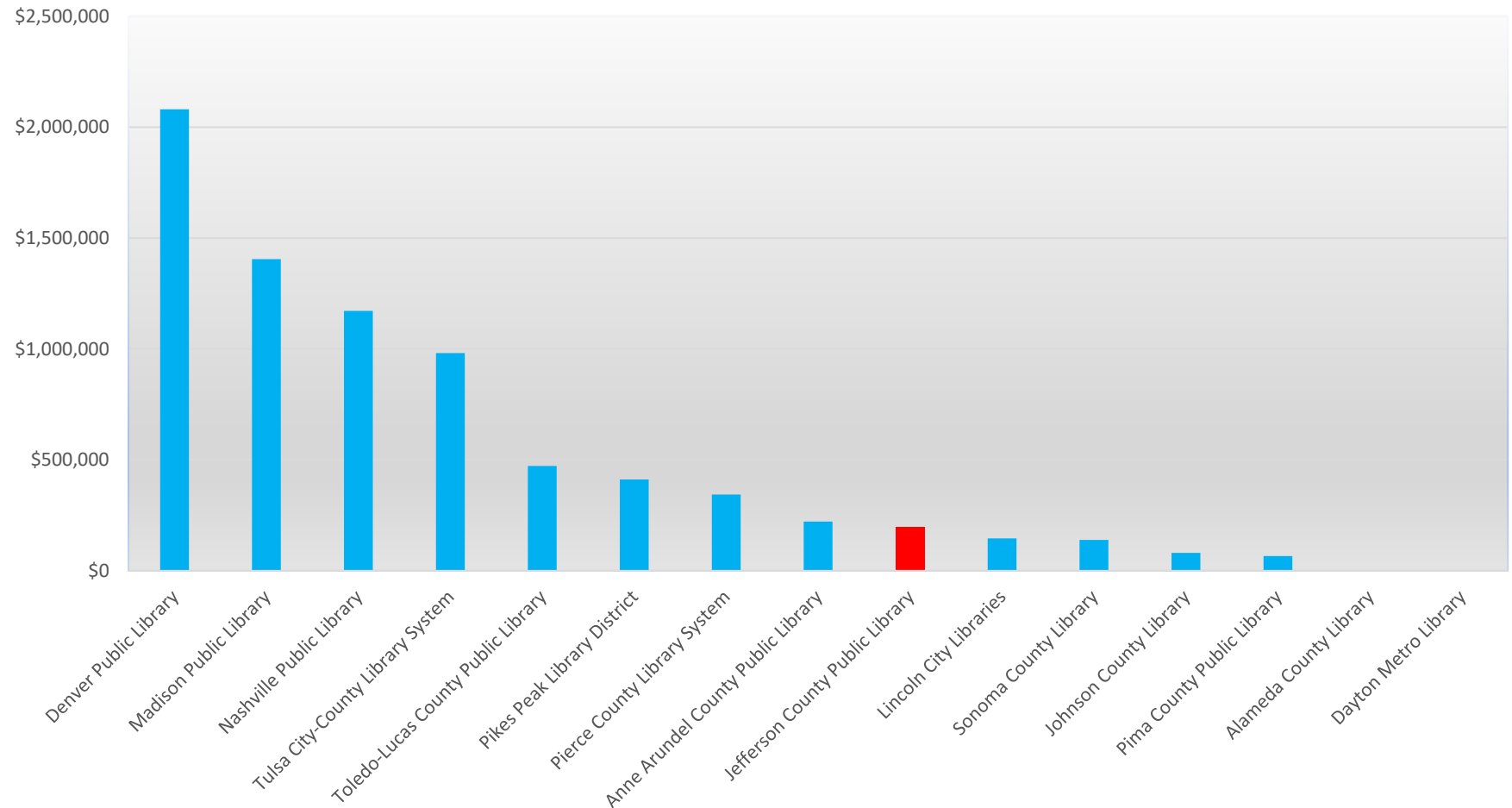
Jefferson County Public Library falls right in the center of Foundation Revenue comparisons and ranks 8/15.



Foundation Grants & Similar Paid

Of the peer Libraries, Denver Public Library Foundation has the largest Grants & Similar Paid from the 990s followed by Madison, and Nashville.

Jefferson County Public Library in the middle of Grants & Similar Paid comparisons and ranks 9/15. Alameda and Dayton report \$0 paid in 2018 and 2019.



Library Cost to Fundraise

The libraries interviewed did not speak in these terms. It appears Library Foundation fundraising costs are lower than most nonprofits because the Library often covers staff, space, IT, and other administrative costs.

The Foundation 990s do not tell the whole story about the cost to fundraise.

Our minimum fundraising goal is to cover the in-kind staff salaries and benefits for 3.5 Foundation employees that the library pays for - about \$400,000.

I've been in nonprofits for years and it usually costs a lot to fundraise, but in our situation since the Library pays so much, we don't to have spend much other than marketing.

The least expensive way for the library to raise a dollar is a capital campaign. Major gifts asks are also less cost. Direct mail is almost \$2 a piece. A well-rounded fundraising plan must account for average cost of everything.

Nonprofit Cost to Fundraise 15%

Numbers don't tell the whole story

According to the [Association of Fundraising Professionals](#), a 15% fundraising expense ratio is often cited as the “expected average.”

- It's almost impossible to track reporting. A 2004 study in [Special Issues in Nonprofit Financial Reporting](#) reported the following through an analysis of IRS 990 forms:
 - 37% percent of nonprofits with at least \$50,000 in contributions reported zero fundraising costs.
 - A quarter of nonprofits reporting \$1–5 million in contributions reported zero fundraising costs.
 - 13% of nonprofits reported zero management and general expenses.
 - 7% charged all accounting fees to program and another 20% split them across more than one category even though Form 990 instructions are clear that accounting fees are management and general expenses.
- This average might not be right for all kinds and sizes of nonprofits. All nonprofits have different investment needs.
- The need for effective investment in overhead including salaries, marketing, and operations is not addressed. “The conversation is driven by fear of disapproval rather than by transparent and honest discussion.”
- Takeaway: never spend more than you bring in, but don't just focus on cutting expenses exclusively.

“A board may celebrate a 12% expense ratio that raised \$1 million. But what if they had a 17% expense ratio with \$2 million raised and a steady growth curve?”

Average Nonprofit Fundraising Expenses

[Affinity Resources](#) provides the standard that many use when identifying an appropriate cost per dollar raised for annual fundraising around \$0.20 for every dollar raised, or 20% cost to fundraise.

This average has its origins in the book, *Fund-Raising: Evaluating and Managing the Fund Development Process*, in which James Greenfield observed the following costs associated with different kinds of fundraising. Greenfield notes that the total fund development program must be measured for its overall productivity and profitability.

Summary analysis should address:

- Accountability for decisions made
- Quality indicators on performance
- Program assessments as to growth in numbers of donors and their levels of gift support
- Improved cost of fundraising
- Improved return (net income)

Fundraising Activity/Method	Average Cost to Raise \$1
Capital Campaign/Major Gifts	\$0.05 to \$0.10
Corporations/Foundations	\$0.20
Direct Mail Acquisition	\$1 to \$1.25
Direct Mail Renewal	\$0.20
Planned Giving	\$0.25
Special Events	\$0.50 of gross proceeds
National Average	\$0.20

Must Spend Money to Make Money

Pikes Peak Library District is using Carl Bloom Associates to run direct mail campaigns. Even though direct mails is one of the most expensive ways to raise funds, PPLD has had great success with their campaigns.

PPLD recommends CBA because they have a proven track record working with over 15 libraries. CBA conducts donor motivation research and they have identified the typical library donor.

In 2019 PPLD ran their Library Giving Day campaign in-house and they raised only \$12K. In 2020, The latest PPLD Library Giving Day campaign cost \$24K and they raised \$115K. They also added 1,000 new donors which they can cultivate and grow to major donors and planned givers.

In partnership with CBA, PPLD increased donations 10X and saw a 150% increase in their donor base.

Carl Bloom^{associates}

Interview Highlights

Donors don't like lots of money to fundraising.

Endowments just sit there. Endowment needs to be millions of dollars to be worth it. Our board likes the endowment and if a donor wants to put money in it, they can. Planned giving goes to the endowment but now we have a donor who doesn't want it to go there. We have about \$150K in endowment and only get about \$4K a year from it and we can't touch the base.

Fundraising isn't just icing on the cake. It is necessary for programming, critical enhancements, and making things better for the community.

New philosophy is that planned giving is not always the best way...a major gift is also important.

We have 2000 donors and a mailing list of over 4000 and we do direct mail at holiday time, but we do it in house to save money.

See volunteer as a continuum Volunteer maybe they make a small gift and then all the way up Planned giving: Time/Talent/Treasure.

The Foundation board is mostly made up of corporate contacts and not super high wealth individuals. Not as wealthy as the art museum, for example.

Focused on major donors in a capital campaign. Grew the staff by 2 people.

We want unrestricted dollars, but they are harder to raise – donors want to understand where the money is going.

The Foundation spends private money for things the public might question tax money being spent on like food, radio ads, programming, memberships, etc.

Label or brand purchases made by the Foundation: "Foundation Funded"

Foundation raises for things that the taxpayers might not know would be good, but another wants to fund general operations – see these as the unrestricted dollars raised.

The Foundation sees annual giving from individual donors as their bread and butter—representing 70% of total fundraising. Must contact donors regularly and they must generate a large base of donors. Acquire new donors and retain those donors.

Grants

Hire a freelance grant writer if no one on staff has this kind of experience.

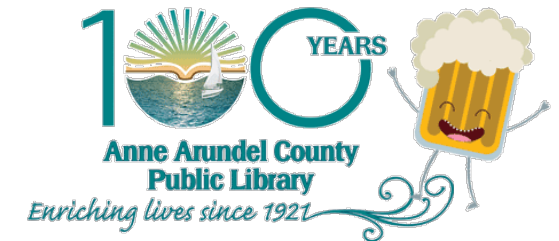
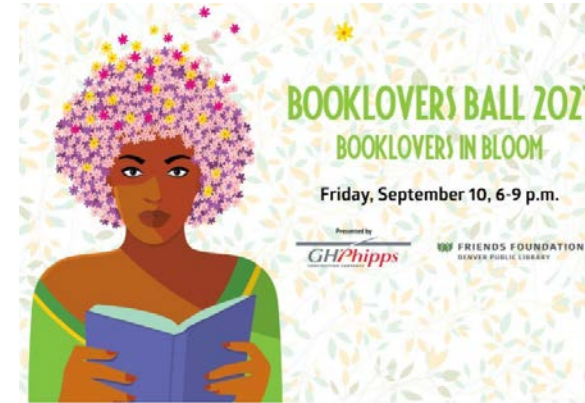
There are lots of grants the city can't apply for...the in-house grant writer writes it and then Foundation applies for the grant.

Don't chase the money!

Look for grants that support or enhance current programming. Straining staff with new programs can be counter productive. You shouldn't be writing a grant to create a program unless its in your strategic plan.

Events

- The Foundations all held at least one gala/large event per year
 - “We net about \$500,000 a year from our gala. Authors come in – it’s all about Literacy and Learning. Tickets are \$850 and many people say it’s the best gala in town.”
 - “Good party and people walk away feeling smarter”
 - Makes sense for donor acquisition and retention
 - Can be expensive, so get corporate sponsor to underwrite the event
- Patrons party, public lecture (free to the public), and gala
- Three different events so everyone can participate
- Make events community specific – fun way to get more involvement
- Adult Spelling Bee
- Trivia Bee
- 4 Breweries created Library beers and part of the proceeds from the release event go to the Library Foundation



Fundraising for Capital Improvements

According to one Foundation Director, most Foundations are not funding building or capital improvements. They add “the extras” to the buildings. They are rarely a part of new branches unless they do a special project like a “reading fort”. Their Foundation doesn’t actively raise for new branches, but they know some Foundation do.

One Foundation is considering new ways to fund buildings since they believe their taxpayers have fatigue.

Political aspects can be tricky because that’s not the foundation’s world. Foundation will put forward a capital campaign, say for new central library. Currently they are doing a study to see how much they can raise. They will be the funder of the information campaign and creating marketing pieces of the bond issue. They can also conduct political polling and surveys. On the issue of political advocacy, the Foundation is limited how much they can do. Overall, the building will be funded by the bond issue, and the Foundation will fund the campaigning for the bond.

Friends group is now a 501c4 and can provide political advocacy for campaigns. Friends has been reigned in to save that money because they wanted to spend as soon as they raised. They rewrote the MOU to add guardrails and save that money and use it every five years to fund levy campaigns.

Creates naming opportunities – they don’t have to be attached to capital improvements – a few libraries mentioned growing opportunities, but there was still an uneasiness for some.

One Foundation Director pointed out that they cannot get any mill levies on the ballot, so their foundation is raising more for capital improvements to enhance what the district can provide.



**Jane Campbell-Chambliss and Pete Chambliss
Community Meeting Room
at the Annapolis Library**

MOU Overview

While MOUs varied from simple 3-page agreements to lengthy, more legal documents, all included several basic subject headings.

One key notable feature was the ability to edit and update the MOU often as needs and goals evolve.

Bizologie has included sample language from the MOUs in the next slides.

[MOU Samples](#)

Sections

- Objectives of this MOU/Recitals
- Relationship Management/The Foundation's Relationship to the Library, and vice versa
- Establishing and Identifying Funding Priorities
- Foundation Responsibilities
- Fundraising & Grantmaking
- Foundation Funding and Administration.
- Political Activity
- Duration/Annual review and amendment of Agreement
- Termination (Ways to terminate the MOU)

MOU Sample Language

The objective of this is to further clarify the relationship between the Library and FOL and set out their roles and responsibilities relative to each other.

Consistent with its stated mission, the Foundation provides financial support through its operations for the benefit of the Library.

The Foundation exists to raise and manage private resources supporting the mission and priorities of the Library, to provide for excellence in library programs and services beyond what is possible with only public, tax-based revenue, and to advocate for the benefit of the Library.

The Foundation and the Library will collaborate, through their respective authorized representatives, to plan and execute comprehensive fundraising and donor acquisition programs in support of the Library's mission.

The Library recognizes that the Foundation has primary responsibility for individual and corporate fundraising activities, which may include but is not limited to: memberships, annual giving, sponsorships, major gifts, special events, planned giving, and endowment giving.

The Library will work closely with FOL to determine appropriate membership and fundraising goals, as well as set priorities for the enhancement of the Library and its services. Address the declining membership of FOL chapters while maintaining and supporting the currently active Friends groups supported by the Library. Streamline administration and management of private support for the Library.

FOL understands that its primary purpose is to support the Library in funding projects and programs that are outside of the Library's ability and scope to fund, with the levy campaign being its chief focus.

To ensure effective achievement of the items of the agreement, the Library and Foundation officers and board representatives shall hold periodic meetings to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities.

The Library has provided and will, subject to adequate funding approved by the board of county commissioners, continue to provide assistance to the Foundation to facilitate its operation and the fulfillment of its stated mission.

In recognition of the support provided to the Library by the Foundation, the Library will not charge the Foundation rent for the office space it provides pursuant to section 1.0 or for the services described in sections 2.0 through 5.0 of this Agreement. The Foundation will be responsible for operating expenses relating to fundraising activities, including the costs of postage, large copy jobs, and consumable office supplies used in those activities, including pens, presentation folders, notebooks, card stock, and printing costs.

MOU Sample Language

The Foundation has raised, and shall continue to raise, funds for the endowment to supplement the Library's collection needs. The Foundation Board will on an annual basis approve a disbursement from its invested funds to the Library for collection development equal to at least 3.75% of the corpus of the invested funds, except in those years in which the Foundation Board specifically finds that the endowment assets have sufficiently declined in value to render such a disbursement imprudent.

The Foundation and the Library shall cooperate in the solicitation of grants and donations and coordinate activities so that they are not competing for the same funds. Grant-related fundraising activities will be led by the Library, which will coordinate with the Foundation when 501(c)(3) status is necessary to solicit and accept grant funding. In general, the Foundation shall not solicit or accept grants from local, state or federal agencies or other organizations unless the Library is not eligible to receive the particular grant or the Foundation and Library agree it is preferable for the Foundation to seek the grant.

The Foundation will hold funds in two accounts – a General Fund and an Endowment Fund.

On a quarterly basis, the Library and Foundation shall review the activity and balances in the Foundation General Fund. The Library may submit a request for a distribution of restricted gifts from the Foundation General Fund based on the Library's needs and donor intent.

In those instances, in which a donor has made an unrestricted gift to the Library, meaning a gift on which the donor has imposed no conditions or restrictions as to use, the provisions of this subsection 9.0.3 shall apply. The Board of Directors of the Library has determined that it will best serve the interests of the Library for unrestricted gifts in an amount exceeding \$500 to be held, invested and reinvested by the Foundation, subject to appropriate safeguards and agreements to be put into place by the County Librarian and the Foundation's Executive Director, or, in the absence of an Executive Director, the Foundation's President.

Sponsorships of Facility/Facilities, as defined in ARM section 10-56-97, may be recognized by signage placed in or near the area/room in the Library or by recognition on a donor plaque as approved by the County Librarian...The Foundation reserves the right to remove any name from Facility/Facilities or Program(s) if a person, organization, or business entity engages in inappropriate behavior as set forth in the donor agreement and/or as determined by the Library Board.

MOU Sample Language

The Library and Foundation now wish to amend and restate that Memorandum of Understanding to revise certain provisions and to include new provisions (i) on gifts made to the Foundation and to the Library and (ii) setting out operational and procedural provisions relating to naming and sponsorship under Administrative Regulations Manual (ARM) section 10-56-97, “Naming and Sponsorship Policy; Working with the Foundation.”

The Library will hire an Executive Director on behalf of the Foundation. The County Librarian will make such hire, after careful consideration of the recommendations of the Foundation’s Executive Committee, and in accordance with the policies and procedures of the Human Resources department of Johnson County government. The parties acknowledge that the Foundation’s Executive Director will be a county employee subject to the policies of the county’s Human Resources department, including those pertaining to compensation. In accordance with county policy, the County Librarian will supervise the Executive Director, who shall direct the operations of the Foundation in consultation with the Foundation’s board of directors. The Library will assume the staffing costs for any additional staffing needs.

The Foundation agrees to reimburse the Library 75% of the salary of the Executive Director annually.

The Library and Foundation agree that this Agreement will be reviewed on annual basis. This Agreement may be amended by a writing signed by the parties.

This Agreement may be terminated by either party on thirty days prior written notice, in which event the parties will negotiate a new Memorandum of Understanding consistent with the missions of the Library and the Foundation.

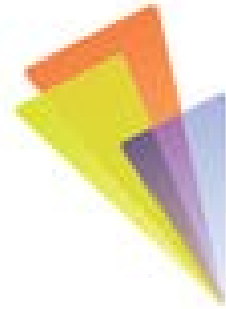
This MOU shall be in force and effect on June 1, 2021, and shall terminate on May 31, 2026, to be formally reviewed and renewed at that time as resources allow. Either party may terminate this agreement before the end date with sixty (60) days written notice.

Fundraising Resources



**Giving
USA™**

A public service initiative
of The Giving Institute



URBAN
LIBRARIES
COUNCIL



United for Libraries

Association of Library Trustees,
Advocates, Friends and Foundations



A DIVISION OF THE AMERICAN LIBRARY ASSOCIATION



**International Public Library
Fundraising Conference**

About Bizologie

We know what to ask, where to look and what to do with what we find.

Bizologie offers both secondary and primary research. We can provide background information on industry or competitors for an in-depth Get Smart. We also offer online surveys and telephone interviews if you need to learn more directly from your customers.

Leveraging our backgrounds in information science, marketing, strategy, and consumer psychology we give you breadth and depth.

We synthesize and analyze data into actionable insights, delivered as fully customizable reports and presentations.



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info@bizologie.com
512.387.4030



Operational Updates

Business Strategy and Finance

memorandum



To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Finance & Budget
Re: Finance Monthly Report
Date: October 18, 2021

Budget to Actual Tables September

The Budget to Actual Tables for September 2021 are attached.

Through the end of September, the Library received funding of \$160,706 from the Library Foundation. In-kind support provided to the Foundation by the Library in 2021 through September is valued at \$56,624 (Ratio of 2.84:1).

The financial tables now include year-end projections for both operating and capital projects. The projected year-end position for revenue and operating expenses is displayed in the last column of Table 3. The projections show savings in most areas of operations. Personnel expense will likely be under budget, especially for temporary salaries, as JCPL was operating with a schedule of fewer open hours earlier in the year. Additional projected savings result from vacant positions. The largest contributors to projected savings in services are unspent contingency funds of \$360K and savings in janitorial services. The 2021 budget for janitorial services was increased by \$300K in anticipation of additional COVID-related cleaning needs and most of these funds were not used. Other savings in services and supplies reflect the on-going impact of COVID on programs and other in-person activities.

Year-end projections for capital projects are shown in the last column of Table 5, the projected variance to 2021 budget.

JCPL was recently notified of two grant awards which will contribute to 2022 revenue: ARPA funding for the digital collection and the State Grant for libraries. The ARPA award is for \$181,757 and was not included in the 2022 budget. The State Grant award is for \$148,905, an increase over the budgeted amount of \$125,000.

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 9/30/2021	\$ 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	\$ 44,639,653	\$ 505,028	1%
Property Tax - Capital	2,165,680	2,194,337	2,165,680	2,098,607	(67,073)	-3%
Total Taxes	\$ 46,300,305	\$ 46,744,393	\$ 46,300,305	\$ 46,738,260	\$ 437,955	1%
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ 125,817	\$ 4,766	4%
Fines & Fees	239,513	47,797	145,000	22,310	(122,690)	-85%
Other Revenue	572,640	797,130	298,640	366,597	67,957	23%
Total Other Revenues	\$ 940,153	\$ 1,006,889	\$ 564,691	\$ 514,724	\$ (49,967)	-9%
Sub Total Revenues	\$ 47,240,458	\$ 47,751,282	\$ 46,864,996	\$ 47,252,984	\$ 387,988	1%
Fund Balance Activity						
Transfer from FB - Capital Projects	8,311,655		2,245,018	-		NA
Transfer to/(from) Fund Balance	-	8,955,407	-	19,871,951		NA
Total Sources of Funds	\$ 55,552,113	\$ 38,795,875	\$ 49,110,014	\$ 27,381,034		
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,935,735	\$ 13,055,682	\$ 16,081,526	\$ 11,066,785	\$ (5,014,741)	-31%
Benefits	5,288,399	4,566,527	5,373,904	3,559,324	(1,814,580)	-34%
Total Salaries & Benefits	\$ 21,224,134	\$ 17,622,209	\$ 21,455,431	\$ 14,626,110	\$ (6,829,321)	-32%
Library Books & Materials	\$ 8,135,190	\$ 7,354,512	\$ 7,754,177	\$ 5,630,623	\$ (2,123,555)	-27%
Supplies	1,449,965	1,111,151	1,515,924	795,658	(720,266)	-48%
Vehicles	-	-	-	-	-	NA
Services & Charges	4,914,583	3,350,808	5,057,772	3,080,365	(1,977,407)	-39%
Internal Transactions /Cost Allocation	2,251,204	2,177,691	2,582,108	1,991,796	(590,312)	-23%
Total Operating Expenditures	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 26,124,551	\$ (12,240,861)	-32%
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	\$ 1,228,432	\$ (8,894,351)	-88%
Total Uses of Funds	\$ 55,552,113	\$ 38,795,875	\$ 49,110,014	\$ 27,381,034	\$ (21,728,980)	-44%

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

	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 9/30/2021
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	\$ 45,154,378
Capital Funding	2,165,680	2,194,337	2,165,680	2,098,607
Total Revenues	\$ 47,240,458	\$ 47,751,282	\$ 46,864,996	\$ 47,252,984
Expenditures				
Operating Expenditures	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 26,124,551
Debt Service	1,410,421	1,409,294	621,819	28,050
Capital Projects	16,166,646	5,770,211	10,122,783	1,228,432
Total Expenditures	\$ 55,552,143	\$ 38,795,876	\$ 49,110,014	\$ 27,381,034
Increase/(Decrease) in Fund Balance	\$ (8,311,685)	\$ 8,955,406	\$ (2,245,018)	\$ 19,871,951
Ending Fund Balance	\$ 11,217,858	\$ 33,319,987	\$ 22,119,563	\$ 53,191,938
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 9/30/2021	Projected Year-End 2021	Variance 2021 Budget
Revenues						
Taxes						
Property Taxes	\$ 45,960,543	\$ 46,568,712	\$ 45,960,543	\$ 44,537,103	\$ 46,410,543	\$ 450,000
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	(7,104)	21,027	-
Total Taxes	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ 44,639,653	\$ 44,584,625	\$ 450,000
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ 125,817	\$ 125,817	\$ 4,766
Library Fines	107,950	15,537	40,000	17,997	22,000	(18,000)
Charges for Services	131,563	32,260	105,000	4,313	7,000	(98,000)
Investment Income	322,000	298,834	108,000	54	108,000	-
Library Foundation	160,000	160,490	100,000	160,706	190,706	90,706
E Rate Revenue	90,640	146,448	90,640	108,919	108,919	18,279
Other Revenue	-	43,917	-	9,321	9,321	9,321
Transfer		147,441		87,598	87,598	87,598
Total Revenues	\$ 45,074,778	\$ 45,556,945	\$ 44,699,316	\$ 45,154,378	\$ 45,243,985	\$ 544,669
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,093,111	\$ 13,493,744	\$ 14,816,028	\$ 9,927,190	\$ 14,550,000	\$ (266,028)
Awards & Bonuses	130,000		135,000	43	135,000	-
Termination Pay		172,528	110,000	158,054	110,000	-
Temporary Salaries	2,146,611	1,273,728	2,095,441	976,437	1,600,000	(495,441)
CARES Reimburse Salaries		(1,887,045)			-	-
Overtime	5,130	2,726	-	5,061	-	-
Vacancy Savings	(1,439,117)		(1,074,943)		(1,074,943)	-
Benefits	5,288,399	4,566,527	5,373,904	3,559,324	5,200,000	(173,904)
Total Salaries & Benefits	\$ 21,224,134	\$ 17,622,209	\$ 21,455,431	\$ 14,626,110	\$ 20,520,057	\$ (935,374)
Library Books & Materials	\$ 7,976,840	\$ 7,182,373	\$ 7,577,102	\$ 5,513,703	\$ 7,327,102	\$ (250,000)
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	5,630,623	7,504,177	(250,000)
Supplies	\$ 1,449,965	\$ 1,111,151	\$ 1,515,924	795,658	\$ 1,315,924	\$ (200,000)
Services & Charges	4,914,583	3,350,808	5,057,772	3,080,365	4,327,772	(730,000)
Vehicles	-		-		-	-
Direct Internal Charges	164,067	111,388	145,090	1,045,119	1,081,500	936,410
Indirect Cost Allocation	1,145,837	1,145,837	1,355,518	946,677	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	\$ 5,867,819	\$ 8,225,804	\$ (930,000)
Total Operating	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 26,124,551	\$ 36,250,038	\$ (2,115,374)

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 9/30/2021	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 9/30/2021	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	\$ 2,098,607	\$ 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	\$ 2,098,607	\$ 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	\$ 125,017	\$ 205,000	\$ 45,000
ARM-02 Furniture & Equipment	36,000	5,148	36,000	36,000	468	26,000	10,000
ARM-03 Computer Replacement Plan	180,000	134,156	200,000	490,000	174,373	490,000	-
ARM-04 Book Sorter Replacement	470,000	384,870	300,000	385,130	304,874	534,899	(149,769)
ARM-05 IT Infrastructure Replacement	370,000	147,545	350,000	500,000	222,246	500,000	-
Alternative Services	450,000	54,209	100,000	495,791	223,175	400,000	95,791
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	111,623	111,623	317,194
2019 Projects							
19-02 Document Management System	160,000	80,000	-	80,000	2,738	2,738	77,263
2020 Projects							
20-01 Arvada HVAC Upgrade	\$ 140,000	\$ 49,870	\$ -	\$ -	\$ -	-	\$ -
2021 Projects							
Standley Lake Clerestory Roof	\$ -	\$ -	\$ -	\$ 140,000	\$ -	141,750	\$ (1,750)
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	63,919	5,000,000	2,317,045
20-02 Golden Library	4,396,000			-			
Total Capital Projects	\$ 16,166,616	\$ 5,770,211	\$ 8,236,000	\$ 10,122,783	\$ 1,228,432	\$ 7,412,009	\$ 2,710,774

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

Project	2021 Amended Budget	YTD Actual 9/30/21	YTD Encumbrances 9/30/21	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 125,017	\$ -	\$ 125,017	\$ 124,983
ARM-02 Furniture & Equipment	36,000	468	-	468	35,532
ARM-03 Computer Replacement Plan	490,000	174,373	127,000	301,373	188,627
ARM-04 Book Sorter Replacement	385,130	304,874	230,025	534,899	(149,769)
ARM-05 IT Infrastructure Replacement	500,000	222,246	-	222,246	277,754
Library Alternative Services	495,791	223,175	28,379	251,554	244,237
Bookmobile Replacement	428,818	111,623	111,623	223,247	205,571
Standley Lake Clerestory Roof	140,000	-	141,750	141,750	(1,750)
Document Management System	80,000	2,738		2,738	77,263
Multi-Year Projects Construction Projects					
South County Library	7,317,045	63,919	-	63,919	7,253,126
Total Capital Projects	\$ 10,122,783	\$ 1,228,432	\$ 638,777	\$ 1,867,210	\$ 8,255,573

Operational Updates

Facilities & Construction Projects

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: October 14, 2021

RE: 2021-2022 Janitorial Services, Kleen-Tech Services LLC, 1st Renewal

History of Contract: Kleen-Tech Services, LLC

Kleen-Tech Services, LLC provides janitorial services at all library locations. The Board authorized the Executive Director to enter into a contract with Kleen-Tech Services, LLC in November 2020 for a period of one year. The Board's authorization allowed the option to renew the contract for up to four additional one-year terms with their approval. We have been happy with the services provided by the vendor and would like to renew our contract for an additional year. This will be the first renewal for this contract cycle.

Budget:

The projected contract cost for 2021-2022 is \$642,000.00 and would provide for janitorial services for one year from the date of the contract signing. The cost includes an increase over 2021 of 10.6% due to increased operating costs, minimum wage increases and the addition of services for the Arvada Express Library. The total annual cost to the Library is anticipated to be within the budgeted amount for janitorial services of \$645,000.

Next Actions:

We recommend that the Library Board of Trustees authorize the Executive Director to renew the contract with Kleen-Tech Services, LLC for janitorial services for all locations in the amount of \$642,000.