

# BOARD MEETING

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

November 18, 2021



Blanket Fort Night



Make Something – Shimmering Snowflakes



Native Americans of Colorado



Family Time



Jefferson County  
**PUBLIC LIBRARY**

## **APPROVAL OF AGENDA**

# JOINT BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

Jefferson County Library Foundation Board

|                |   |
|----------------|---|
| ITEM# / ACTION | <b>Thursday, November 18, 2021 – JOINT MEETING -<u>ONLINE MEETING VIA WEBEX</u> 5:00 PM to 5:30PM</b>   |
| 1. Action      | <b>Call to order – Kim Johnson</b>  |
| 2.             | <b>Pledge of Allegiance</b>   |
| 3.             | <b>Introductions and Opening Remarks</b><br>1. Kim Johnson, Chair, Library Board of Trustees<br>2. Ana Rojas-Artica, President, Jefferson County Library Foundation Board |
| 4.             | JCLF Presentation – Jo Schantz<br>JCPL Presentation – Donna Walker  |
| 5. Action      | <b>Adjourn Joint Meeting</b>  |

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

| ITEM# / ACTION                                       | Thursday, November 18, 2021 – 5:35 pm - <u>ONLINE MEETING VIA WEBEX</u>  |
|--|--|
| 1.   | <b>Call to order &amp; attendance</b> (4.5.8)<br>Verbal roll call – Each Trustee announces their presence by stating their name.   |
| 2. Agenda<br><b>Action</b>                           | <b>Approve Agenda</b><br><b>Chair: Call for motion and second</b>  |
| 3. Public Comment                                    | <b>Public Comment</b><br>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.  |
| 4. CONSENT<br>AGENDA<br><b>Action</b>                | <b>Approval of Consent Agenda</b><br><b>Chair: Call for motion and second</b><br>A. Approve the October 21, 2021, Board Meeting Minutes  |
| 5. Foundation<br>Update                              | Foundation Update – Jo Schantz, Executive Director and Jill Fellman, Trustee Representative  |
| 6. Operational<br>Updates<br><b>Action</b> as Needed | <b>Executive Director</b><br>A. Executive Director Report<br>B. Executive Director Evaluation Process Review<br>C. Update on Hybrid Public Meetings<br><b>Chair: Call for Consensus</b><br><br><b>Business Strategy &amp; Finance</b><br><u>Finance and Budget</u><br>A. 2022 Final Recommended Budget<br>B. Financial Review (September)<br>C. Financial Report (October)<br><br><b>Facilities and Construction Projects</b><br>A. South County Update on Site Search. Guests: Tim Rogers and T. Blake Rogers<br>Genesee Commercial Group, LLC.<br><b>Chair: Call for Consensus</b> |
| 7. <b>Action</b> as Needed                           | Items Removed From Consent Agenda (4.3.4)<br>The Board may address and/or vote on any items that were removed from the Consent Agenda  |
| 8. Emerging Issues<br><b>Action</b> as Needed        |  |
| 9. <b>Action</b> as Needed                           | Ends<br>• No items   |

# BOARD MEETING AGENDA

## Jefferson County Public Library Board of Trustees

|                          |  |
|--------------------------|--|
| 10. Action as Needed     | Board Governance <ul style="list-style-type: none"><li>Trustees review 2022 Board Governance Process Calendar for adoption at the December 9, 2021 Board meeting.</li></ul>  |
| 11. Suggest Agenda Items | BOARD SCHEDULE – NEXT MEETINGS –<br>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.<br><u>2021-2022 Board Meeting Schedule</u> <ul style="list-style-type: none"><li>December 9, 2021 – Board Meeting – 5:30 pm (WebEx)</li><li>January 13, 2021 – Study Session – 5:30 pm (TBD)</li><li>January 20, 2021 – Board Meeting – 5:30 pm (TBD)</li><li>February 10, 2021 – Study Session – 5:30 pm (TBD)</li><li>February 17, 2021 – Board Meeting – 5:30 pm (TBD)</li></ul> |
| 12. Discussion           | Board Questions or Comments Related to Items on the Meeting Agenda   |
| 13. Discussion           | Evaluate Board Meeting (4.1.9)   |
| 14. Information          | Announcements/General Information Sharing <ul style="list-style-type: none"><li>Report of the Chair – Correspondence, Other</li><li>Other Announcements</li></ul>  |
| 15. Adjournment          |  |

## **CONSENT AGENDA**

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

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



TO: Library Board of Trustees

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

DATE: November 9, 2021

RE: Consent Agenda for the November 18, 2021 Board Meeting

A. Trustees approve the October 21, 2021, Board Meeting Minutes.

**Minutes of the Regular Meeting of the  
JEFFERSON COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES  
October 21, 2021**

The Chair welcomed Cassie Tanner to the Library Board of Trustees and invited her to introduce herself to the Board. Cassie noted that she is happy to join the Board. Cassie is the Board President of the West Metro Fire Rescue Board of Directors until her elected term expires in May 2022. Cassie is currently the Deputy Director of Public Affairs and Government Relations at AAA Colorado.

**CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on October 21, 2021. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:33 p.m. Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), Charles Naumer and Cassie Tanner.

Trustees not present: Jeanne Lomba and German Zarate-Bohorquez.

**Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Steve Chestnut, Director of Facilities and Construction Projects; Lisa Smith, Director of People and Culture; Barbara Long, Assistant Director of Finance and Budget; Padma Polepeddi, Assistant Director of Library Experience; Brad Green, Technology and Innovation Systems and Security Manager; Amber Fisher, Executive Assistant, Office of the Executive Director; and Kelci Rude, Administrative Coordinator.

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

**APPROVAL OF AGENDA**

**MOTION:** Charles Naumer moved that the Library Board of Trustees approve the agenda as presented. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

**PUBLIC COMMENT**

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

**APPROVAL OF CONSENT AGENDA**

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



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

Item on the Consent Agenda

A. Approve the September 23, 2021 Board Meeting Minutes

**FOUNDATION UPDATE**

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

Trustee Fellman addressed the Board and highlighted two items in the written report. The Foundation's Fall Whale Book Sale is coming up soon and they are looking for volunteers. Jill invited the Board to check the Foundation's website for more information and noted that she sent out a link. The Foundation received the mayor's inspiration award and Jo Schantz attended a celebration breakfast with Adam Paul, Mayor of Lakewood.

**EXECUTIVE DIRECTOR REPORT**

A. Executive Director Report

The Executive Director advised the Board that two new Public Health Orders (PHOs) were issued since the last time the Board met. One of the PHOs is a mask mandate. Julianne Rist, Director of Libraries is managing that order with our staff. The second PHO is a requirement starting November 1, that all staff, vendors, and volunteers who enter our buildings show proof of vaccination or a negative covid test every 7 days. There are quite a bit of logistics around this and Lisa Smith, Director of People and Culture, is working with the County to make sure we are in compliance on November 1.

The Executive Director noted that she had the opportunity to participate on the City of Westminster's community group and their hiring process for a director of parks, recreation and libraries.

B. Welcome New Trustee and New Trustee Orientation Plans

The Executive Director welcomed Cassie Tanner to the Library Board of Trustees and expressed appreciation for her service. The Executive Director noted that Amber Fisher is working with Cassie on onboarding items. The Executive Director, Chair and Vice-Chair are reviewing the new trustee orientation program and will have it ready soon. The entire Board is welcome to attend the orientation program.

C. Bookmobile Update

The Executive Director advised the board that the new bookmobile is under construction. There have been some management changes with the vendor that has some potential to affect the timeline for delivery and we should adjust our expectations around when we might see something new.

#### D. Accelerating Facility Master Plan Project Update

At the September 23, regular Board meeting, the Board asked for additional information on the progress on this project. A request was made to include information on future project milestones with an emphasis on the update of the Facilities Master Plan. There are two concepts here, the strategic project which is to accelerate the building plan which is the umbrella project. Within that project is the task of updating the facility master plan (FMP). What we'll report on tonight is the progress made on the entirety of this project in the active categories. We'll start with project initiation

#### **Project Initiation**

In May of this year the Board asked the Library to consider accelerating our FMP by compressing the schedule of new builds and redesign. This request created a new strategic project for the Library. Some of our first steps were to create a project charter and project plan, using our new project management process to help us organize ourselves, our tasks, identify milestones and create a timeline. This new project management process and its tools are really working well, and we have an official project manager.

#### **Budget Actions**

At the same time, we quickly adjusted our 5-year capital improvement project budget, our 10-year financial forecast and our 2022 budget for Board action and to meet County budget submission deadlines.

#### **Perform Data Collection**

At the same time, the Library started our data collection to learn more about how other libraries successfully manage running concurrent building projects. The Executive Director gathered input from libraries across the country, shared that information with the executive team and teased out findings in these specific areas: staffing resources, design resources, approach to design, approach to funding, and branch staff involvement.

Concurrent to these efforts, Steve Chestnut, Director of Facilities and Construction Projects was working with Julianne Rist, Director of Libraries, on the project task to update the facility master plan.

#### **Update Facility Master Plan**

Steve Chestnut addressed the Board and provided information. At the Board's request, the Library presented information and a methodology for refreshing the Facility Master Plan in July of this year. This roadmap included evaluation of changes in populations, usage, community needs and stakeholder desires specific to our buildings and services in the County. There are a number of inputs and data points required to help guide us to a data driven decision point – the requirements listed are some of those questions and data points that we'll need to review. To help us with those answers we've contracted with Group 4 Architecture who is the same consultant that did our Facility Master Plan in 2018.

- 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

### Timeline for Updated FMP

The current schedule for Group 4 was provided to the Board. The first step is collecting and evaluating data which we're working together on now. It will include census data, geographic development patterns, updated Orange Boy data and customer mapping. From that data the consultant will look at the questions around needs, locations, sizes, etc. The final output, findings and recommendations from this report are planned to be presented to the Board in January 2022 in time for the 2023 budget process.

| OCTOBER  | NOVEMBER / DECEMBER   | JANUARY   |
|--|---|---|
| <b>SERVICE AREA CONFIRMATION</b> <ul style="list-style-type: none"> <li>• Review Data + Documents, Census, projections, Orangeboy...</li> <li>• Confirm population/growth assumptions</li> </ul> | <b>SCENARIOS + OPTIONS</b> <ul style="list-style-type: none"> <li>• NW Area               <ul style="list-style-type: none"> <li>• New NW Arvada? (destination library)</li> <li>• Expanding Standley Lake</li> </ul> </li> <li>• South County               <ul style="list-style-type: none"> <li>• Public services @ Admin Operations?</li> </ul> </li> <li>• Community libraries—vision+criteria               <ul style="list-style-type: none"> <li>• Conifer &lt;10,000 SF</li> <li>• Wheat Ridge 10-15,000 SF</li> <li>• Golden 15-20,000 SF</li> </ul> </li> </ul> | <b>IMPLEMENTATION PLAN UPDATE</b> <ul style="list-style-type: none"> <li>• Project priorities/timeline               <ul style="list-style-type: none"> <li>• Draft/final memo</li> </ul> </li> <li>• Final Presentation</li> </ul> |

### Develop Resource Plan

The Executive Director addressed the Board and provided information on developing the resource plan.

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

In addition to the FMP update, another part of this project is developing a resource plan. Some of that work was done in order to submit our 2022 budget on time this summer. Some short-term gaps we identified for 2022 were the need for more administrative support at the director level. Capacity and accountability for this work is now included in the role of a new director of business strategy and finance which is currently in recruitment. When filled, that role will lead this project. We also identified the need for more project management support as well as more support for community engagement and design consulting - both from our architect as well as from an outside designer.

When the FMP update is completed and when the new director is onboard, we will better understand our longer-term resource needs to include in the 2023 budget and our long-term financial forecasts.

In response to questions, the Board was advised that:

- Data collected, including census and growth, as part of the update of the FMP will help us determine both the priority around Golden and Conifer as well as the size, location and other specifications for those libraries. As the Board is aware, the Library has had conversations with the City of Golden about moving the library.
- Fehringer Ranch is included in the FMP update.
- The final updated FMP will be presented to the Board in January 2022 in time for the 2023 budget process.

E. Philanthropy Development. Peer Library Comparison Report. Guests: April Kessler and Laura Young, Bizologie

#### **Philanthropy Development Strategic Project Update**

The Executive Director addressed the Board and shared information on the progress that has been made in several areas of the project. In March, the library informed the board on the challenges and opportunities on securing private funds to supplement public investments with the report from Saad& Shaw. The purpose of that initial phase was to provide investigative and discovery work to help JCPL understand best practices, risks, and opportunities regarding the partnership between the Library and the Jefferson County Library Foundation (JCLF). The report by Saad&Shaw and subsequent conversations helped determine that one resource investment the Library could make immediately would be in creating more capacity in the division of Communications and Engagement to support the Executive Director in exploring fundraising development opportunities as well as in sharing some of the work of the day-to-day activities of supporting the important partnership with JCLF.

To that end, the Executive Director redesigned the role of the director of communications and engagement to include attention to this partnership as a natural extension of the engagement aspect of their work. That position was rewritten, classified by County, posted and is in the final stages of recruitment.

In addition, in May, the Library and JCLF signed an amended and extended MOU. With this extension in place, the next step in the project plan was to engage an outside firm in doing a peer library fundraising comparison as our internal efforts hadn't yielded the depth of information needed for good decision-making. The outside firm we chose was Bizologie, a business research company. They are here tonight to present their findings and take questions about what they learned. The Executive Director introduced Laura Young and April Kessler.

## **Fundraising Benchmark Project - Bizologie**

Laura Young and April Kessler introduced themselves to the Board and provided information on Bizologie. Bizologie is a competitive intelligence research firm based in Austin, Texas.

### **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. For the first part of the project Bizologie identified 15 peer libraries and created a spreadsheet of the financials for each library system's budget and the 990s of all the Foundations. Once that information was gathered Bizologie wanted to get more information and held ten interviews with library and foundation directors from eight library systems.

### **Fundraising Roles and Structure**

Bizologie looked at the fundraising structure and roles and how each model is staffed. 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 individual giving at all levels and many foundations were ramping up their planned giving efforts. For the most part they focused on individual giving and some systems had grant writers. Bizologie talked with five systems that were library managed with a direct report from the executive director of the library, and three independent structures similar to JCPL. The number of staff ranged from 1.5 up to 10 employees.

In response to a question, the Board was advised that there was no direct correlation between the size of the library system and the foundation structure. Two of the largest library systems and one of the smallest library systems were independent.

### **Library Director Role in Fundraising**

The library director role isn't necessarily tasked with the actual ask of fundraising, but they are tasked with building relationships and storytelling. All the directors would write thank you notes or make phone calls. The library director would make the ask when the relationship between the library director and donor was closer, but mostly leaving the ask to the foundation. The more the library director was involved the more it earned trust with the donors. Library directors served on the foundation board or had a liaison and were involved in the foundation board strategic planning.

**Foundation Director Role**

Most of the interviewees talked about the background of who they hired and their experience and track record of bringing in lots of money for similar organizations (examples: Red Cross, Art Museum, Girl Scouts, United Way, Higher Education). They looked for a professional with experience in all types of giving: annual giving, major gifts, and planned giving and who was connected to the local community and high net-worth individuals. Teaming up with the Library Director to create a united effort was also noted. Also mentioned was not having leaned into the board as much as they could have and the board’s connection to someone in the community that the director didn’t have.

**Foundation Structure**

No matter which structure they chose, library managed or independent, it was still all about the relationship between the library director and the foundation director. 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 a still a chance that the groups can be misaligned. With the MOU, they noted sitting down each year to make sure everyone is on the same page with the same goals.

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

|  |  |
|--|--|
| <b>Library Managed</b> <ul style="list-style-type: none"><li>• Streamlined goals</li><li>• One line of management</li><li>• Foundation Director as a library employee creates more stewardship</li><li>• Library takes on the expenses</li></ul> | <b>Independent</b> <ul style="list-style-type: none"><li>• Avoids the perception that Foundation Director has two bosses, the Library Director and Foundation Board</li><li>• Need more relationship building with the two boards to make sure they are on the same page</li></ul> |
|--|--|

**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. You must have good communications to keep the organizations focused on the same mission: the Library’s well-being.

In response to questions, the Board was advised that:

- There were no clearly defined roles between the foundations and friends groups and one foundation didn't have a friends group at all. Relationships were managed differently between each group.
- It did appear that having a separate structure let everyone focus on what they were best at. The friends group was good at book sales and the foundation was good at calling on donors.
- The structures were very diverse, and one changed their 501c3 to a 501c4 – becoming more political and working on activism and working on policy. This was very different from what we'd seen. Across board it was left to each library to define what served them best.
- In some ways yes, foundations were professional development and friends were community fundraisers. There was one foundation director who sees fundraising as a continuum – so many volunteers for life end up becoming the same donors you are looking for. Volunteers lead up to an individual giving.
- We asked if more groups were merging, and some had merged. It worked for their chemistry and alignment – but it was generally a mixed bag.

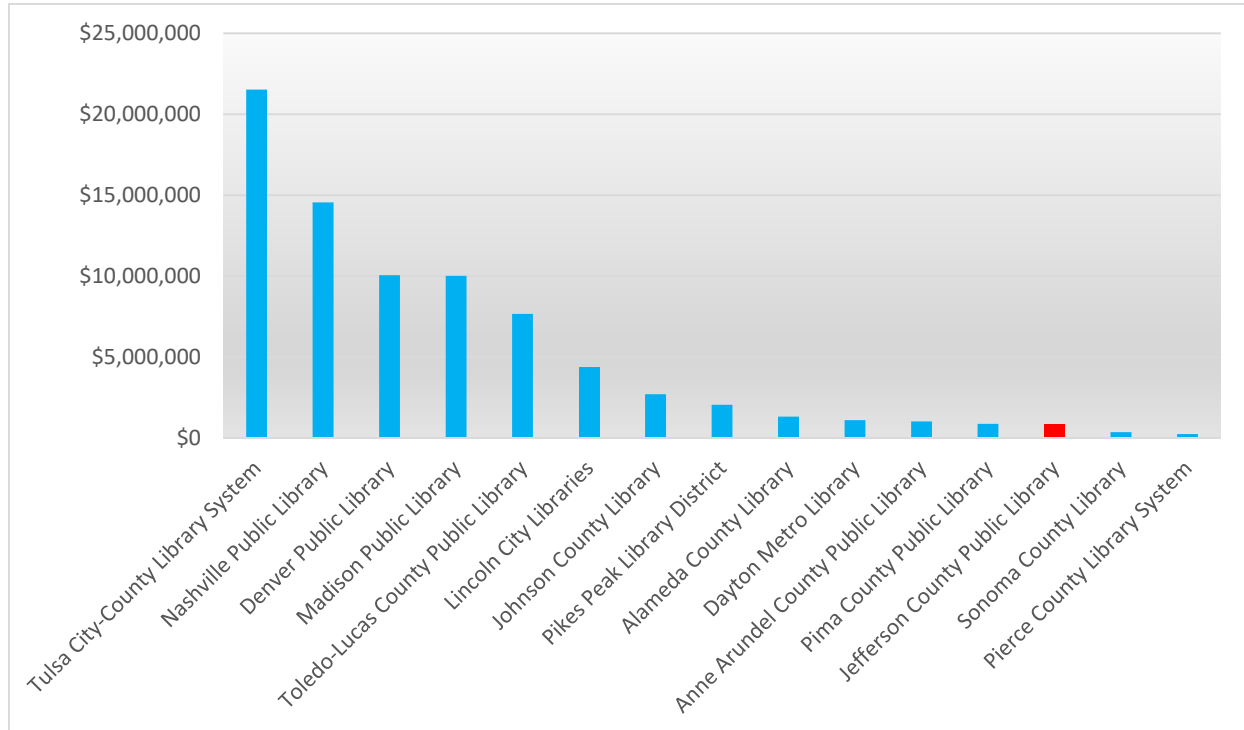
### **Fundraising Financials**

Foundation 990s were all over the map and Bizologie was not sure everyone was reporting the same thing.

### **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.

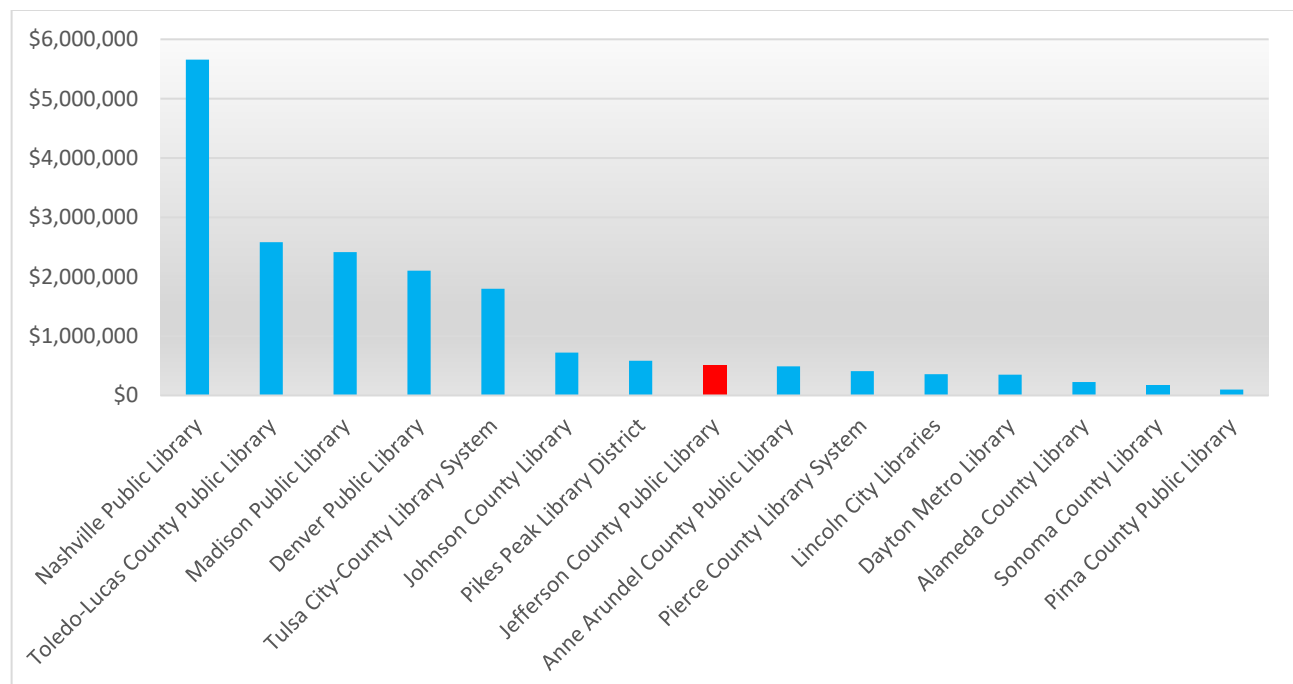
## Foundation Fund Balance



## 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 out of 15.

## Foundation Revenue

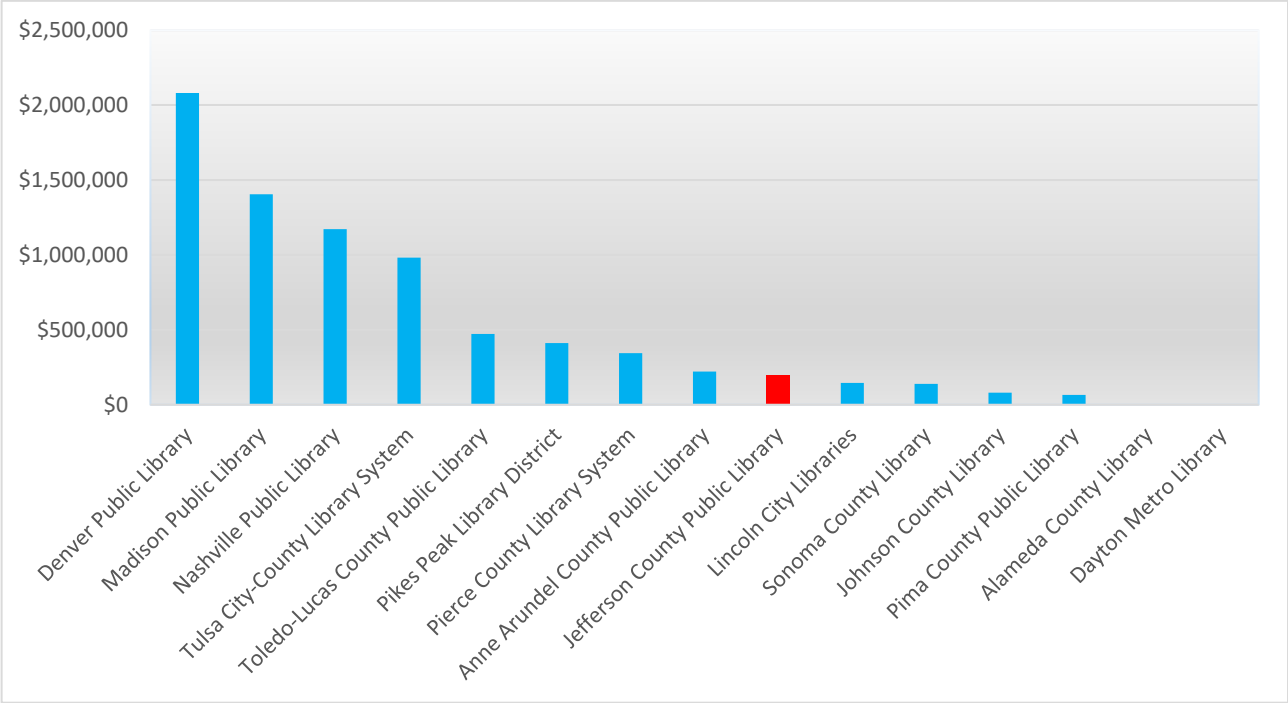




**Foundation Grants and Similar Paid**

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

Foundation Grants and Similar Paid



**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.

# 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 \$45 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

# 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                    |

NonProfit Pro, [Is Cost to Raise a Dollar an Important Metric?](#), 2019

## **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.

## **Grants**

- Hire a freelance grant writer if no one on staff has this 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 counterproductive. You shouldn't be writing a grant to create a program unless it is 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 Foundations 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. Foundations 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 by 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. The 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 it was raised. They rewrote the MOU to add guardrails and save that money and use it every five years to fund levy campaigns. Create 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.

In response to questions, the Board was advised that:

- The 990 for JCLF did match what JCPL received. The 990 for JCLF appeared correct in terms of the funds JCPL received. Bizologie is not convinced the 990s are correct for other groups.
- In looking at the 990s and foundation grants and similar paid, here's where some of the numbers fall apart. Elevate Denver doesn't show up in the library budget or the foundation budget, but you know they are receiving money. If money is coming from the city, it goes into a different bucket and 990 is the tax form. Bizologie looked at how to compare other nonprofits. Alameda and Dayton reported that nothing goes to the library. Information is not reported in the way, or in the line, everyone should be reporting that information.
- Regarding the median and mean question, there were definitely big outliers. One system held a big event every year that raises \$5 million, which was uncommon. One outlier like that throws everything out of whack.
- Bizologie tried to do a ratio of expenses looking for patterns. When they don't report any expenses, it throws ratios out of whack. In some instances, it looked like they were not raising enough money to cover expenses.
- In terms of the size of the operating budget for libraries and what portion of the foundation budget is covered, you can see some of that in the spreadsheet. The operating budget and total budget they reported – it is possible to make some connections. However, the big Ohio State library funding skews that number farther for those libraries.
- Bizologie asked every foundation director what the cost is to fundraise hoping for a percentage. None could give a hard actual percentage – they didn't speak in those terms. There was some sort of goal they were shooting for, but it was not concrete. It came down to who is paying expenses. Some reported no cost because the library pays all fees. For one internal library employee the minimum fundraising goal was to cover him and his staff – he needed to raise \$400,000. Some of them talked about the cost for each piece of fundraising. What does it cost to make a dollar in capital campaigning or

direct mail – they were aware of what they could do for less money, but there was no goal to stay under for the cost to fundraise.

- Bizologie did check with nonprofits in general and 15% seems to be the average goal for most of them. Bizologie also looked at a study highlighting what they came across in terms of following 990s and how frustrating it is. It is not a library problem; it is a nonprofit problem.
- In terms of the endowment fund balance, and how some of them have done so well building those endowments, one library talked about a real effort to increase that endowment. A lot of the systems were moving to planned giving and that was going into the endowment.
- There was a system funding a study to see how much they could raise for capital improvement.
- There is more detailed information in the spreadsheet in the notes column that may provide more clarity.

Trustee Anderson noted that her take away from the information is reflecting back on strategic planning and the values-based conversation. Sometimes in fundraising development and nonprofits you can land in a place of social entrepreneurship – it doesn't cost anything because we value this so much. Going down this path, if there is going to be an internal arm, having a real clear vision and is that our value – social entrepreneurship. We are also stewards of taxpayer funds and we look at that with more clear vision on ratio. Being really clear there is a benefit and a need and also being able to measure it effectively is also a value for the function.

The Chair expressed appreciation to Laura and April with Bizologie for their effort and their report. It has provided lots of information for the Board to consider. As a finance person for a nonprofit, she noted that she was not surprised it was quirky. The Board will talk more about this topic in the future. The Chair expressed appreciation to the Executive Director for bringing this update to the Board.

## **EXECUTIVE TEAM OPERATIONAL UPDATES**

### **Business Strategy and Finance - Finance and Budget**

#### **Financial Report (September)**

Barbara Long, Assistant Director of Finance and Budget, addressed the Board and provided information on the September financials. The financial tables for September include projections for year end. In the operating detail (Table 3) we are over budget on revenue due to property tax. On expenses we are projecting significant savings in almost every area of operations. Not surprisingly, impacts continue from the pandemic and the Library also tried to include funds in the 2021 budget to meet those additional costs associated with the pandemic. The projections for year-end positions on capital projects are included on Table 5. All of these projects are moving forward, and the projections predict where we'll be at end of year and we anticipate some projects continuing into the next year.

There were no questions from the board about the September financials.

### **Facilities and Construction Projects**

#### **A. Kleen Tech Janitorial Contract Renewal Authorization**

There were no questions from the Board. The Chair noted that the increase in cleaning costs makes sense for the additional cleaning items that were called out in the report.

**MOTION:** Pam Anderson moved 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. Seconded by Jill Fellman 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.

The Chair advised the Board that there will not be a Study Session in November. There will be a joint meeting with the Foundation Board on November 18, prior to the regular Board meeting.

#### Next Board Meetings Schedule

- November 11, 2021 – Study Session – 5:30 pm - Cancelled
- November 18, 2021 – Joint Meeting of the Library & Foundation Boards – Time to be determined - Online via WebEx
- November 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)

**ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

The Chair advised the Board that she will reach out by email to see how the Board wants to move forward with a holiday celebration.

**ADJOURNMENT**

The Board meeting was adjourned at 7:03 pm.

Jill Fellman, Secretary

## **Foundation Update**





# NOVEMBER 2021

## Executive Director Report

by Jo Schantz, MNM, CFRE, GPC

### OUR FALL 2021 WHALE OF A USED BOOK SALE

Another year brought us another success with our fall Whale of a Used Book Sale! I'm pleased to share that this year's event grossed over \$50,000 during the four-day shopping extravaganza, from Friends Preview Night on Oct. 28 through Bag Day on Sunday, Oct. 31.

Last year's sale, held in the midst of the COVID-19 pandemic, raised more than \$47,000, so we are delighted that our 2021 sale surpassed that mark! Due to increased costs for use of the Jeffco Fairgrounds exhibit halls, we continued on with a fee structure that was similar to the entry fee we were forced to implement in fall 2020. This time, adults paid a \$5 admission fee, and children/teens under age 18 could attend the sale for free.

Because we were not under the same health mandate from last year -- where we could not allow more than 50 shoppers in the exhibit halls at any one time -- the admission fee enabled book lovers to shop with us for the entire day.

JCLF was also pleased to return to the Jeffco Fairgrounds, which has long been our traditional site for our popular semi-annual sales. We managed to pare down the cost for use of the Fairgrounds by cutting out one full day of set-up, and by not renting one of the kitchens and two of the downstairs meeting rooms. These cuts whittled down our expenses to just over \$8,000 for five days' use of the three exhibit halls, the south kitchen, and two rooms downstairs where we set up the Children's Area.

Added attractions for this year's sale included a Halloween costume contest held on Saturday, Oct. 30, produced by JCLF Board VP Deb Deal and judged by County Commissioner Lesley Dahlkemper, Nancy Perlmutter, and JCLF Board member Cleo Arellano. The County also sent its vaccination vehicle to the Fairgrounds during our Saturday sale, where Jeffco residents could receive free COVID-19 vaccines and booster shots.



### WHALE'S TALE GEARS UP FOR HOLIDAY SALES



It's that time of year again, and JCLF's newest enterprise -- our Whale's Tale Books & Gifts shop in Colorado Mills Mall -- is already gearing up for the winter holidays.

Last year, the Foundation opened the storefront on Black Friday, Nov. 27, 2020. We only had a six-week lease on the unit that is next door to Dick's Sporting Goods. But with stellar sales during that period (amounting to more than \$28,000 in gross receipts), we extended the lease a few more months, and then for a full year.

On average, the 3,000-square-foot shop has generated between \$10,000 and \$12,000 in gross sales each month. September 2021 was a slow month for the shop, but we are starting to see a rebound in sales, with nearly \$10,000 in revenues for the month of October.

Our volunteers are also in the holiday spirit! Sandy Kramer and Mickey Lytle are busy as Santa's little elves in designing holiday themed baskets ranging from dragons to railroad memorabilia to wine and cheese. These two are also incorporating delicious jars of Colorado-based Honeyville products in many of their colorful and creative gifts.

Sales continue to be strong with our used books, CDs, DVDs and vinyl records, plus new items such as children's socks, puzzles, scarves, jewelry, handbags, greeting cards, journals and much more.

[WWW.JEFFCLF.ORG](http://WWW.JEFFCLF.ORG)





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Welcoming Two New  
JCLF Board  
Members

I'm pleased to announce that JCLF has accepted two new Board of Directors members -- Cynthia Benson and Angela Hahn.

Cynthia was formerly a JCLF Board member about 10 years ago. She tells me she's impressed with all that our Foundation is accomplishing, and she's glad to be serving on the Board once more. Cynthia is a retired attorney, and she currently volunteers at the Echo Resale Shop in Evergreen.

Angela is a practicing attorney, and she is principal of her own firm, Confluence Legal, LLC. She's the mother of three children, and has always been a fan of the Library and especially the annual Library Summer Challenge. Angela is also the president of the Applewood Community Foundation.

We welcome these two new members to our governing Board of Directors!

Donations Days at JCLF

Although we are no longer quarantining books that are donated by the public, JCLF is continuing to accept donations only on Mondays and Tuesdays. The volume of contributions has boomed during COVID times, and that's why we also hired a part-time warehouse assistant to help us in collecting donations those two days.

Our times to accept donations are 9 a.m. to 4 p.m. on both those days. We will accept up to six boxes of books and media at one time.

For more information, contact JCLF Warehouse Coordinator Neil Thoreson at [neil.thoreson@jeffcolibrary.org](mailto:neil.thoreson@jeffcolibrary.org), or 303-403-5076.

Fundraising Update

Recent Grants Pending

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

Melvin & Elaine Wolf Foundation -- \$10,000 for 1,000 Books Before Kindergarten, Raise A Reader 2022 and/or 2022 Library Summer Challenge

Grants Denied

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

International Paper -- \$5,000 for 2021 Library Summer Challenge

Grants Received

Sam S. Bloom Foundation -- \$3,000 for 1,000 Books Before Kindertarten

Community Contacts

Lakewood Mayor's Inspiration Awards Breakfast with Mayor Adam Paul -- Oct. 21

New Board member orientation -- Nov. 3

JCLF Board meeting and retreat -- Nov. 5

Wheat Ridge Business Association -- Nov. breakfast meeting, Nov. 9

Honor Bell Foundation -- Board meeting, Nov. 9

Whale Sale Wrap-up meeting -- Nov. 10

Applewood Business Association -- Novembe luncheon, Nov 11

Literacy Coalition of Colorado -- Board meeting , Nov.15

Golden Executive Directors Roundtable -- Nov. 17

## **Operational Updates**

### **Executive Director Report**



# November 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 November, the Library is focusing on,

- Meeting vaccination/testing compliance requirements for PHO 21-005

### South County Expansion:

In November, the Library is focusing on,

- Reporting progress on site search to stakeholders
- Reporting updated demographic data to stakeholders

### Philanthropy Development:

In November, the Library is focusing on,

- Reviewing opportunities for new memorandum of understanding
- Finalizing hire of director of Communications and Engagement


### Hybrid Public Meetings (**NEW**)

In November, the Library is focusing on,

- Investigating other options due to equipment shortage
- Selecting software platform
- Finalizing network design
- Reviewing meeting procedures

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

In November, the Library is focusing on,

- Interviewing for director of Business Strategy & Finance (project sponsor)
  - Gathering final input for short-term resource needs
- 



## 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 November 22, 2021. Contact Amber for more information or to register.

## JCPL SERVICE HIGHLIGHTS

### Programming and Operational Improvements

**LAPTOP LENDING PROGRAM** JCPL is partnering with the Jefferson County Business and Workforce Center to provide access to laptops to assist Jefferson County Residents seeking employment by making Chromebooks available for checkout.

### Community Engagement

**Golden Library** was featured on Nextdoor in honor of the [#LoveYourNeighborhood Awards](#) which "...celebrate the people and places nearby that make our neighborhoods wonderful." Selected posts from around the world were featured at the end of Neighbor Month.

**Helping Each Other Thrive Grant**, Padma Polepeddi, assistant director of Patron Experience, worked in partnership with the Colorado Statewide Parent Coalition, Edgewater Collective, Jeffco Public Schools and Jeffco Schools Foundation to help secure a total grant of \$107,000 to engage community and support resiliency. The award amount to JCPL is \$15,000. This funding is to support the Family Leadership Training Institute (FLTl) program which is in progress.

### Professional Engagement

**Lizzie Gall**, assistant director of Library Experience, **Sarah Rudman**, manager of Digital Experience, **Jessica Paulson**, manager of Patron Experience, and **Julianna Sipeki**, manager of Public Service Operations, are enrolled in the Harwood Institute for Public Innovation, a 12 week community engagement intensive.



**Emily Vrotos**, Patron Experience associate, is attending the Young Adult Library Services Association (YALSA) virtual conference.

**Karen Walker**, Kids & Families outreach librarian, and **Sofia De La Mora**, Kids & Families librarian are contributing to the website revamp for the Colorado Libraries for Early Literacy (CLEL).

**Julianne Rist**, director of Libraries. Is participating on this panel: *After The Futures School: Perspectives, Learnings, and the Future of Foresight in Libraries.*

## HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, November 2021



- 
- Monthly meeting with **Jefferson County Elected/Appointed Officials**
  - Meeting with Don Davis, **Jefferson County Manager**
  - **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
  - **JCLF** Strategic Planning Retreat
  - Invited participant in **Building a Better Colorado** statewide conversation to improve Colorado's K-12 education system
  - **Jeffco** Strategic Planning Outcome Measures
  - Meeting with **Conifer Prize Winning Book Group** representative, Lauren Drabble, and **County Commissioner** Lesley Dahlkemper.
- 

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



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

TO: Library Board of Trustees  
FROM: Donna Walker, executive director  
RE: Hybrid Public Meetings Project Update  
Date: November 11, 2021

Background: In March 2020, Jefferson County Public Library 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 its valuing of in person public meetings and public comment.

In July 2021 the Board of County Commissioners provided guidance for in-person public meetings.

In July 2021 hybrid public meetings was brought forward to the Board as an emerging issue.

In August 2021 staff presented information on JCPL's ability to hold hybrid public meetings including a potential timeline for equipment purchase and installation, training of all stakeholders, and adjustment of governance policies.

The timeline presented showed that if all went exactly as planned, a hybrid meeting was possible for the November 18 regular meeting. The Board reached consensus on staff pursuing the Standard option. Staff agreed to come back to the Board if the cost exceeded \$60,000.

November 2021 Update: Supply chain issues are affecting the timeline for this project. The new estimated ship date for equipment is April 24, 2022. Our vendor will continue to work toward a faster delivery date, but we have no guarantees on any date for receipt.

At the November 18 meeting, staff will ask for Board consensus on one of the following courses of action:

**Recommended:** Stay the current course, waiting for equipment arrival. In the interim, if a different meeting management software is selected, the Board and staff can make that transition.

OR

Pursue other interim solutions like finding another site to hold hybrid meetings or using less than ideal existing equipment and room setup. Interim solutions are not likely to meet our stated outcome for equitable participation and will require additional work for staff.

**Operational Updates**

**Business Strategy and Finance**



## MEMORANDUM



To: Donna Walker, Executive Director  
From: Barbara Long, Assistant Director for Budget & Finance  
Re: 2022 Final Recommended Budget  
Date: November 9, 2021

### **A. 2022 Final Budget Summary**

Highlights of JCPL's final proposed budget for 2022 include investment in multiple capital projects and planned staffing additions, many of which had been put on hold during 2020 and 2021. Funds are budgeted to continue development of a new branch library in South Jefferson County, to acquire property for another new library in NW Arvada and to begin renovation of the Evergreen library. The 2022 budget funds 11 more positions than the 2021 budget, which is 2.5 more than were included in the 2020 budget. This budget represents a plan for recovery from COVID and full speed ahead towards meeting JCPL's Facility Master Plan goals for capital improvements. Over the past two years, JCPL has experimented with services that improve patron safety and convenience, and the continuation of these efforts is included in the 2022 budget with funding to operate the Express Library in Arvada and to purchase additional holds lockers for installation outside library buildings.

Every year there are differences between the initial proposed budget and the final budget as revenue estimates are refined and costs for salaries, benefits and other expenses are finalized as part of the overall Jefferson County budget. In 2022, the differences between the proposed budget and this final budget are:

- Increased property tax revenue of \$1.296M, resulting from the assessor's office preliminary certification of values.
- Increased expense of \$612,544 to correct an error which underbudgeted software expense.
- Increased expense of \$300,974 for salaries.
- Increased expense of \$266,119 for payroll taxes and benefits.
- Decreased expenses of \$4,856 resulting from a combination of cost refinements.

Although the final budget includes the same number of staff as presented in the proposed budget, expenses for salaries and benefits increased because the Board of County Commissioners authorized a salary increase of 2% for all Jefferson County employees in September. The proposed budget did not include this increase and budgets were revised county-wide to account for this change. All County departments will receive a transfer from Jefferson County's general fund to cover the estimated impact of this salary increase on 2021 expenses.

The final budget for 2022 includes using \$4,259,785 in library fund balance for capital projects. This is \$121,800 less than the use of fund balance in the initial proposed budget.

The approved Library mill levy of 4.500 will result in projected property tax net revenue of \$52,407,622. Total projected revenues for 2022 are \$52,946,262.

Total projected expenditures are \$57,206,047, which include:

- Operating \$40,257,567

## **MEMORANDUM**

- Debt Service \$621,945
- Capital Projects \$16,326,536

### **Attachments:**

1. Final Budget Tables
2. Revised Long Term Financial Plan

### **B. October Financial Tables**

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



Jefferson County  
**PUBLIC LIBRARY**

# JCPL 2022 Final Budget

November 18, 2021

# 2022 BUDGET HIGHLIGHTS



- Investment in Capital Projects
- Adding 11 FTE, 2.5 more than approved in 2020
- Continue investments in library collection, programs and alternative services.



# LONG TERM FINANCIAL PLAN – A NEW APPROACH TO CAPITAL PROJECTS

- Property Tax Revenue Based on 4.5 Mills
- Prioritizing capital projects which add space including South County Library & NW Arvada Library
- Using Fund Balance to Accelerate Facility Master Plan



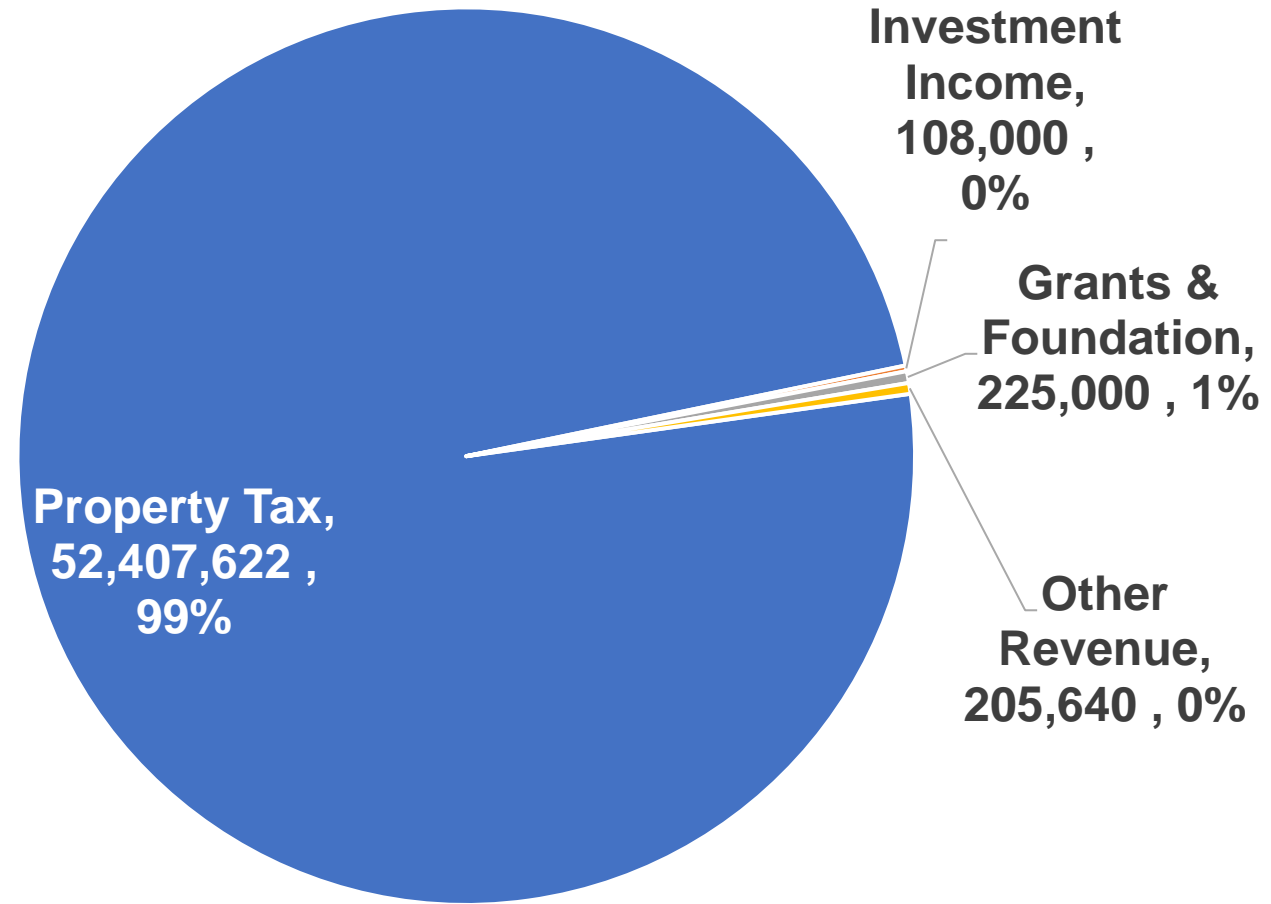


# CHANGES FROM PROPOSED BUDGET TO FINAL BUDGET

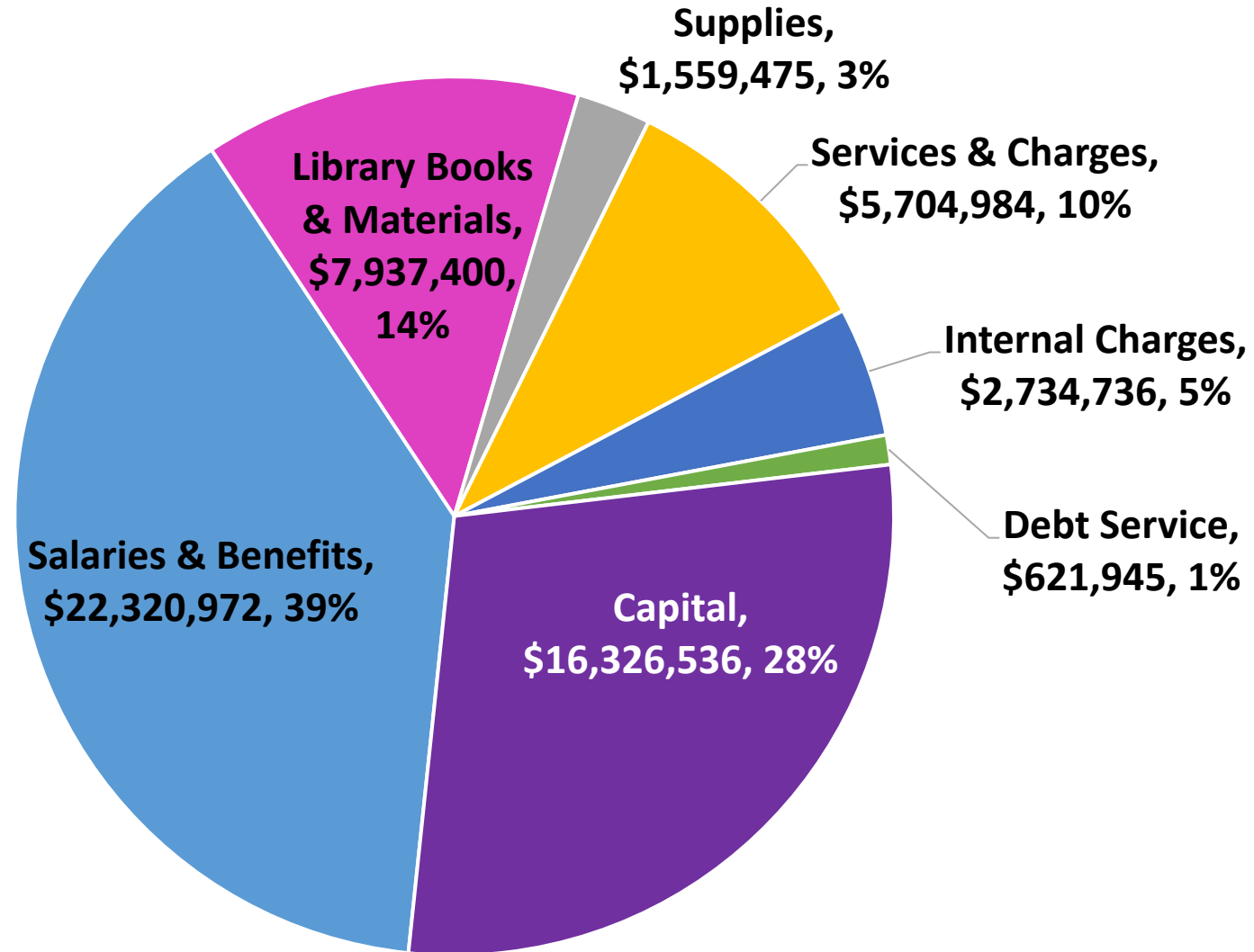
- Revenue Increased by \$1.3M
  - Property tax revenue assumption was revised based on preliminary certification of value
- Expense Increased by \$1.2M
  - \$612K, correct software budget
  - \$567K, increase salary & benefit expense



# 2022 BUDGET TOTAL PROJECTED REVENUE: \$52,946,262

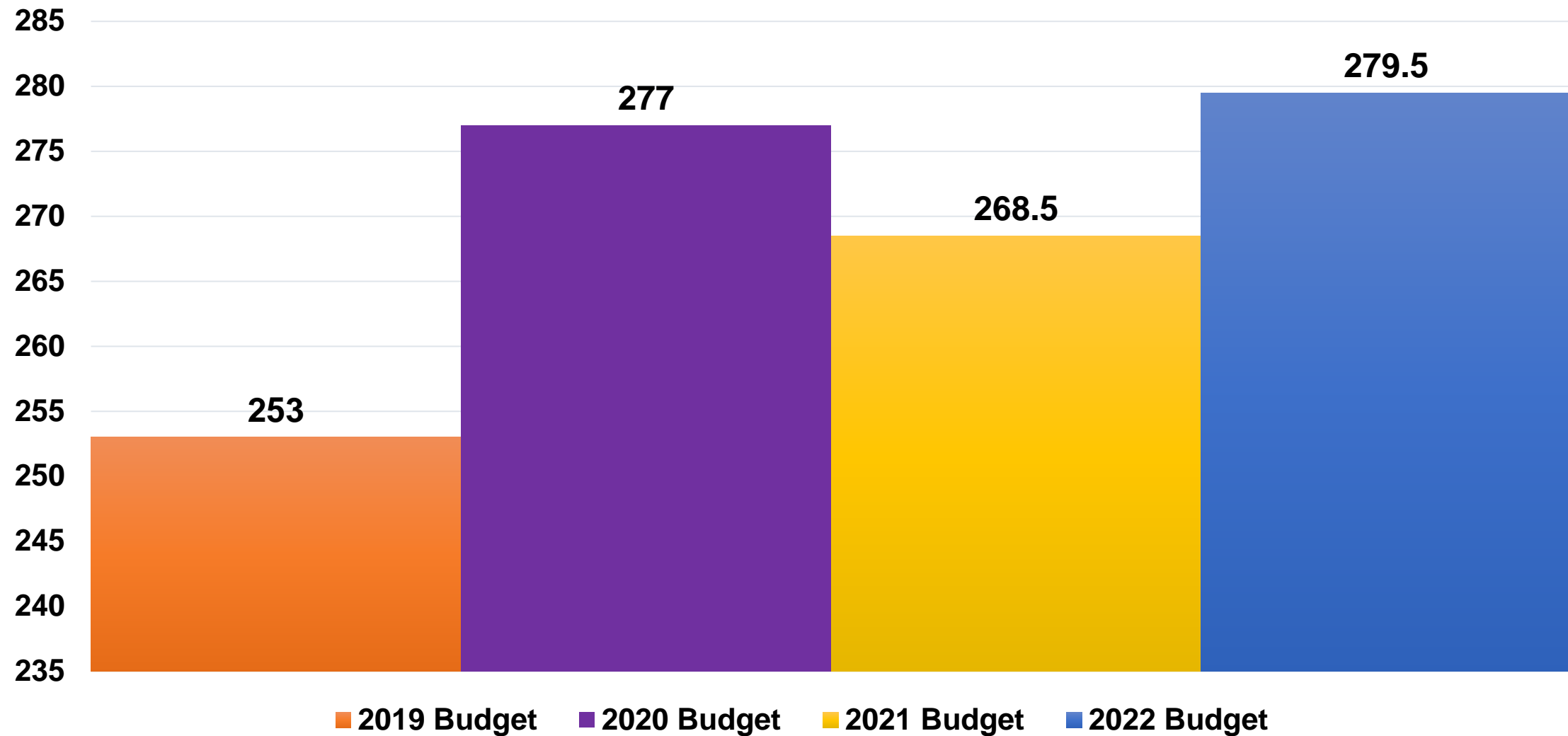


# 2022 BUDGET TOTAL PROJECTED EXPENSES: \$57,206,047





# BUDGETED POSITIONS OVER TIME



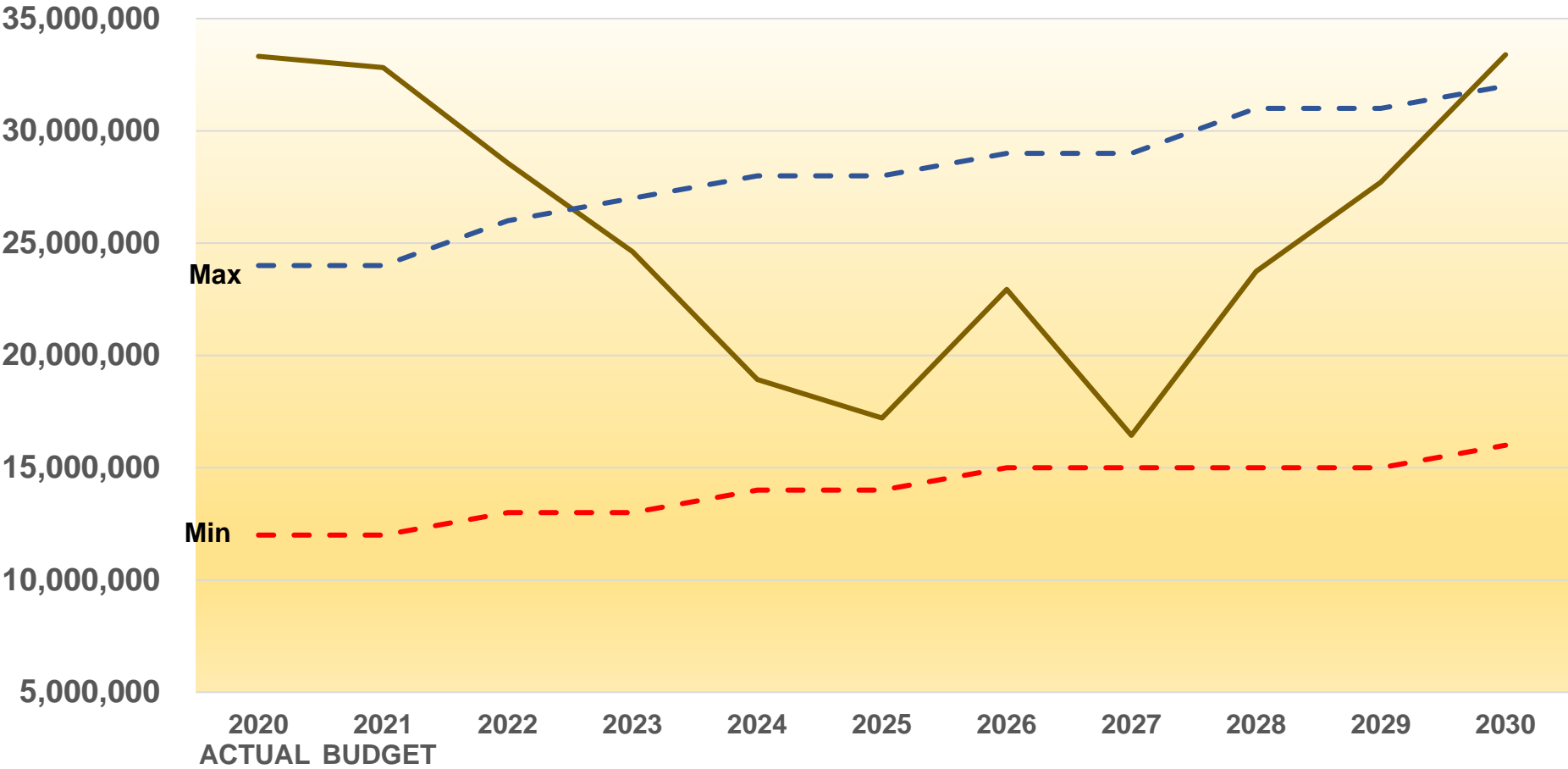
# 2022 CAPITAL INVESTMENTS



Jefferson County  
**PUBLIC LIBRARY**

| Annual Replacement Plan                 |                      |
|---|----------------------|
| ARM-01 Capital Maintenance              | \$ 250,000           |
| ARM-02 Equipment Replacement            | 36,000               |
| ARM-03 Computer 5-year Replacement Plan | 235,000              |
| ARM-04 Book Sorter Replacement          | 500,000              |
| ARM-05 IT Infrastructure Replacement    | 250,000              |
| <b>Total ARM</b>                        | <b>\$ 1,271,000</b>  |
| Capital Projects                        |                      |
| Alternative Services                    | \$ 200,000           |
| Library Location Holds Lockers          | 205,000              |
| South County Library                    | 9,125,536            |
| Evergreen Library Redesign              | 700,000              |
| NW Arvada Library                       | 4,700,000            |
| Data Warehouse                          | 125,000              |
| <b>Total Capital Projects</b>           | <b>\$ 15,055,536</b> |
| <b>Total Capital Improvement Plan</b>   | <b>\$ 16,326,536</b> |

# LONG TERM PLAN: FUND BALANCE



# NEXT STEPS

- BCC will adopt the 2022 County budget on November 16th
- Adopt the 2022 budget at the December 9<sup>th</sup> Board Meeting





# Questions and Conversation

**TABLE 1**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**TOTAL FUND SUMMARY**  
**2022 Final Budget**

| Sources and Uses of Funds               | 2020 Actual          | 2021 Amended Budget  | 2022 Budget          | \$ Incr(Decr) 2021 to 2022 Budget | % Incr(Decr) 2021 to 2022 Budget |
|---|----------------------|----------------------|----------------------|-----------------------------------|----------------------------------|
| <b>Sources of Funds</b>                 |                      |                      |                      |                                   |                                  |
| <b>Revenues</b>                         |                      |                      |                      |                                   |                                  |
| Property Tax (net of adjustments)       | \$ 46,744,393        | \$ 46,300,305        | \$ 52,407,622        | \$ 6,107,317                      | 13%                              |
| <b>Total Taxes</b>                      | <b>\$ 46,744,393</b> | <b>\$ 46,300,305</b> | <b>\$ 52,407,622</b> | <b>\$ 6,107,317</b>               | <b>13%</b>                       |
| Federal & State Grants                  | \$ 161,962           | \$ 121,051           | \$ 125,000           | \$ 3,949                          | 3%                               |
| Library Fees                            | 47,797               | 145,000              | 115,000              | (30,000)                          | -21%                             |
| Other Revenue                           | 797,130              | 298,640              | 298,640              | -                                 | 0%                               |
| <b>Total Other Revenues</b>             | <b>\$ 1,006,889</b>  | <b>\$ 564,691</b>    | <b>\$ 538,640</b>    | <b>\$ (26,051)</b>                | <b>-5%</b>                       |
| <b>Sub Total Revenues</b>               | <b>\$ 47,751,282</b> | <b>\$ 46,864,996</b> | <b>\$ 52,946,262</b> | <b>\$ 6,081,266</b>               | <b>13%</b>                       |
| Transfer from Fund Balance              | \$ -                 | \$ 2,245,018         | \$ 4,259,785         |                                   |                                  |
| Transfer to Fund Balance                | 8,955,407            | -                    |                      |                                   |                                  |
| <b>Total Sources of Funds</b>           | <b>\$ 38,795,875</b> | <b>\$ 49,110,014</b> | <b>\$ 57,206,047</b> | <b>\$ 8,096,034</b>               | <b>16%</b>                       |
| <b>Uses of Funds</b>                    |                      |                      |                      |                                   |                                  |
| <b>Operating Expenditures</b>           |                      |                      |                      |                                   |                                  |
| <b>Salaries &amp; Employee Benefits</b> |                      |                      |                      |                                   |                                  |
| Salaries                                | \$ 13,055,682        | \$ 16,081,526        | \$ 16,601,010        | \$ 519,483                        | 3%                               |
| Benefits                                | 4,566,527            | 5,373,904            | 5,719,962            | 346,058                           | 6%                               |
| <b>Total Salaries &amp; Benefits</b>    | <b>\$ 17,622,209</b> | <b>\$ 21,455,431</b> | <b>\$ 22,320,972</b> | <b>\$ 865,541</b>                 | <b>4%</b>                        |
| Library Books & Materials               | \$ 7,354,512         | \$ 7,754,177         | \$ 7,937,400         | \$ 183,223                        | 2%                               |
| Supplies                                | 1,111,151            | 1,515,924            | 1,559,475            | 43,551                            | 3%                               |
| Vehicles                                | -                    | -                    | -                    | -                                 |                                  |
| Services & Charges                      | 3,350,808            | 5,057,772            | 5,704,984            | 647,212                           | 13%                              |
| Internal Transactions /Cost Allocation  | 2,177,691            | 2,582,108            | 2,734,736            | 152,628                           | 6%                               |
| <b>Total Operating Expenditures</b>     | <b>\$ 31,616,370</b> | <b>\$ 38,365,412</b> | <b>\$ 40,257,567</b> | <b>\$ 1,892,155</b>               | <b>5%</b>                        |
| <b>Financing &amp; Debt Service</b>     | <b>\$ 1,409,294</b>  | <b>\$ 621,819</b>    | <b>\$ 621,945</b>    | <b>\$ 126</b>                     | <b>0%</b>                        |
| <b>Capital Projects</b>                 | <b>\$ 5,770,210</b>  | <b>\$ 10,122,783</b> | <b>\$ 16,326,536</b> | <b>\$ 6,203,753</b>               | <b>61%</b>                       |
| <b>Total Uses of Funds</b>              | <b>\$ 38,795,875</b> | <b>\$ 49,110,014</b> | <b>\$ 57,206,047</b> | <b>\$ 8,096,034</b>               | <b>16%</b>                       |



**TABLE 2A**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**FUND BALANCE SUMMARY**  
**2022 Final Budget**

|   | 2020<br>Actual        | 2021 Amended<br>Budget | 2022<br>Budget        |
|---|-----------------------|------------------------|-----------------------|
| <b>Beginning Fund Balance</b>                           | <b>\$ 24,364,581</b>  | <b>\$ 24,364,581</b>   | <b>\$ 33,319,988</b>  |
| Revenues  | \$ 45,556,945         | \$ 44,699,316          | \$ 50,503,581         |
| Capital Funding   | 2,194,337             | 2,165,680              | 2,442,681             |
| <b>Total Revenues</b>                                   | <b>\$ 47,751,282</b>  | <b>\$ 46,864,996</b>   | <b>\$ 52,946,262</b>  |
| <b>Expenditures</b>                                     |                       |                        |                       |
| Operating Expenditures                                  | \$ 31,616,370         | \$ 38,365,412          | \$ 40,257,567         |
| Debt Service  | 1,409,294             | 621,819                | 621,945               |
| Capital Projects  | 5,770,210             | 10,122,783             | 16,326,536            |
| <b>Total Expenditures</b>                               | <b>\$ 38,795,875</b>  | <b>\$ 49,110,014</b>   | <b>\$ 57,206,047</b>  |
| <b>Ending Fund Balance</b>                              | <b>\$ 33,319,988</b>  | <b>\$ 22,119,563</b>   | <b>\$ 29,060,203</b>  |
| <b>Increase/(Decrease) in Fund Balance</b>              | <b>\$ 8,955,407</b>   | <b>\$ (2,245,018)</b>  | <b>\$ (4,259,785)</b> |
| <b>Commitment to Capital Projects</b>                   | <b>\$ 1,746,783</b>   | <b>\$ 1,746,783</b>    |                       |
| <b>Commitment to Capital Projects Sinking Fund</b>      | <b>\$ 9,000,000</b>   | <b>\$ 9,000,000</b>    | <b>\$ 9,000,000</b>   |
| <b>Reserve Fund</b>                                     | <b>\$ 22,573,205</b>  | <b>\$ 11,372,780</b>   | <b>\$ 20,060,203</b>  |
| <b>Reserve Balance Policy Calculation</b>               |                       |                        |                       |
|   | 2020<br>Actual        | 2021 Amended<br>Budget | 2022<br>Budget        |
| 16% - Current Year Budgeted Revenues                    | \$ 7,640,205          | \$ 7,498,399           | \$ 8,471,402          |
| 9% - Current Year Budgeted Revenues - Uncertainty       | 4,297,615             | 4,217,850              | 4,765,164             |
| <b>Total Minimum F/B Reserve Requirements (FLOOR)</b>   | <b>\$ 11,937,821</b>  | <b>\$ 11,716,249</b>   | <b>\$ 13,236,566</b>  |
| 50% of Current Year Budgeted Revenues                   | \$ 23,875,641         | \$ 23,432,498          | \$ 26,473,131         |
| <b>Total Maximum F/B Reserve Requirements (CEILING)</b> | <b>\$ 23,875,641</b>  | <b>\$ 23,432,498</b>   | <b>\$ 26,473,131</b>  |
| <b>Above/(Below) Minimum (FLOOR)</b>                    | <b>\$ 10,635,385</b>  | <b>\$ 10,403,313</b>   | <b>\$ 6,823,636</b>   |
| <b>Above/(Below) Maximum (CEILING)</b>                  | <b>\$ (1,302,436)</b> | <b>\$ (1,312,935)</b>  | <b>\$ (6,412,928)</b> |



**TABLE 3**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**OPERATING EXPENDITURES**  
**2022 Final Budget**

| Sources and Uses of Funds               | 2020 Actual          | 2021 Amended Budget  | 2022 Budget          | \$ Incr(Decr) 2021 to 2022 Budget | % Incr(Decr) 2021 to 2022 Budget |
|---|----------------------|----------------------|----------------------|-----------------------------------|----------------------------------|
| <b>Sources of Funds</b>                 |                      |                      |                      |                                   |                                  |
| <b>Revenues</b>                         |                      |                      |                      |                                   |                                  |
| <b>Taxes</b>                            |                      |                      |                      |                                   |                                  |
| Property Taxes                          | \$ 46,568,712        | \$ 45,960,543        | \$ 51,839,123        | \$ 5,878,580                      | 13%                              |
| Delinquent Taxes                        | 80,773               | 48,032               | 48,032               | -                                 | 0%                               |
| Prior Year Cancellations                | (708,709)            | (385,353)            | (92,339)             | 293,014                           | -76%                             |
| Urban Renewal                           | (1,402,175)          | (1,509,624)          | (1,850,902)          | (341,278)                         | 23%                              |
| Penalties & Interest                    | 11,456               | 21,027               | 21,027               | -                                 | 0%                               |
| <b>Total Taxes</b>                      | <b>\$ 44,550,056</b> | <b>\$ 44,134,625</b> | <b>\$ 49,964,941</b> | <b>\$ 5,830,316</b>               | <b>13%</b>                       |
| Federal & State Grants                  | \$ 161,962           | \$ 121,051           | \$ 125,000           | \$ 3,949                          | 3%                               |
| Library Fines                           | 15,537               | 40,000               | 10,000               | (30,000)                          | -75%                             |
| Charges for Services                    | 32,260               | 105,000              | 105,000              | -                                 | 0%                               |
| Investment Income                       | 298,834              | 108,000              | 108,000              | -                                 | 0%                               |
| Library Foundation                      | 160,490              | 100,000              | 100,000              | -                                 | 0%                               |
| E-Rate Revenue                          | 146,448              | 90,640               | 90,640               | -                                 | 0%                               |
| Other Misc Revenue                      | 43,917               | -                    | -                    | -                                 | -                                |
| Transfer                                | 147,441              | -                    | -                    | -                                 | -                                |
| <b>Total Revenues</b>                   | <b>\$ 45,556,945</b> | <b>\$ 44,699,316</b> | <b>\$ 50,503,581</b> | <b>\$ 5,804,265</b>               | <b>13%</b>                       |
| <b>Uses of Funds</b>                    |                      |                      |                      |                                   |                                  |
| <b>Operating Expenditures</b>           |                      |                      |                      |                                   |                                  |
| <b>Salaries &amp; Employee Benefits</b> |                      |                      |                      |                                   |                                  |
| Salaries                                | \$ 13,453,616        | \$ 14,816,028        | \$ 15,829,037        | \$ 1,013,009                      | 7%                               |
| Awards & Bonuses                        | -                    | 135,000              | 140,000              | 5,000                             | 4%                               |
| Termination Pay                         | 176,378              | 110,000              | 110,000              | -                                 | 0%                               |
| Temporary Salaries                      | 1,310,007            | 2,095,441            | 1,687,043            | (408,398)                         | -19%                             |
| CARES Reimbursed Salaries               | (1,887,045)          | -                    | -                    | -                                 | -                                |
| Overtime                                | 2,726                | -                    | -                    | -                                 | -                                |
| Vacancy Savings                         | -                    | (1,074,943)          | (1,165,071)          | (90,128)                          | 8%                               |
| Benefits                                | 4,566,527            | 5,373,904            | 5,719,962            | 346,058                           | 6%                               |
| <b>Total Salaries &amp; Benefits</b>    | <b>\$ 17,622,209</b> | <b>\$ 21,455,431</b> | <b>\$ 22,320,972</b> | <b>\$ 865,541</b>                 | <b>4%</b>                        |
| Library Books & Materials               | \$ 7,215,785         | \$ 7,577,102         | \$ 7,737,400         | \$ 160,298                        | 2%                               |
| Library Periodicals                     | 138,727              | 177,075              | 200,000              | 22,925                            | 13%                              |
| <b>Sub-Total Library Collections</b>    | <b>\$ 7,354,512</b>  | <b>\$ 7,754,177</b>  | <b>\$ 7,937,400</b>  | <b>\$ 183,223</b>                 | <b>2%</b>                        |
| Supplies                                | \$ 1,111,151         | \$ 1,515,924         | \$ 1,559,475         | \$ 43,551                         | 3%                               |
| Services & Charges                      | 3,350,808            | 5,057,772            | 5,704,984            | 647,212                           | 13%                              |
| Vehicles                                | -                    | -                    | -                    | -                                 | -                                |
| Direct Internal Charges                 | 111,388              | 145,090              | 1,264,323            | 1,119,233                         | 771%                             |
| Indirect Cost Allocation                | 1,145,837            | 1,355,518            | 1,470,413            | 114,895                           | 8%                               |
| Intra County Transactions               | 920,466              | 1,081,500            | -                    | (1,081,500)                       | -100%                            |
| <b>Total Supplies and Other</b>         | <b>\$ 6,639,650</b>  | <b>\$ 9,155,804</b>  | <b>\$ 9,999,195</b>  | <b>\$ 843,391</b>                 | <b>9%</b>                        |
| <b>Total Operating</b>                  | <b>\$ 31,616,370</b> | <b>\$ 38,365,412</b> | <b>\$ 40,257,567</b> | <b>\$ 1,892,155</b>               | <b>5%</b>                        |





| Authorized Positions       | 2020 Budget<br>(Amended) | 2021 Amended<br>Budget | 2022<br>Budget | Incr(Decr)<br>2021 to 2022<br>Budget |
|----------------------------|--------------------------|------------------------|----------------|--------------------------------------|
| FTE Positions - Active     | 277.0                    | 268.5                  | 279.5          | 11.0                                 |
| FTE Positions - Reserved   | -                        | 8.5                    | -              | (8.5)                                |
| Total Authorized Positions | 277.0                    | 277.0                  | 279.5          | 2.5                                  |



**TABLE 4**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**DEBT SERVICE DETAIL**  
**2022 Final Budget**

| Sources and Uses of Funds          | 2020<br>Actual      | 2021 Amended<br>Budget | 2022<br>Budget    | \$ Change 2021 to<br>2022 Budget |
|------------------------------------|---------------------|------------------------|-------------------|----------------------------------|
| <b>Debt Service</b>                |                     |                        |                   |                                  |
| Principal - Arvada (2005-2024)     | \$ 552,073          | \$ 565,720             | \$ 579,366        | \$ 13,647                        |
| Interest - Arvada (2005-2024)      | 69,294              | 56,099                 | \$ 42,578         | (13,521)                         |
| Principal - Refunding Series 2013  | 608,265             | -                      | -                 | -                                |
| Interest - Refunding Series 2013   | 30,176              | -                      | -                 | -                                |
| Principal - COP - Capital Projects | 142,143             | -                      | -                 | -                                |
| Interest - COP - Capital Projects  | 7,343               | -                      | -                 | -                                |
| <b>Total Debt Service</b>          | <b>\$ 1,409,294</b> | <b>\$ 621,819</b>      | <b>\$ 621,945</b> | <b>\$ 126</b>                    |

**Arvada**

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

**Build America Bonds**

Total Issue \$6,293,000  
Original Term 2011-2020  
Refunding Term 2013-2024  
Use - Lakewood HVAC  
Energy Conservation  
Book Sorters  
Library Service Center Remodel

**Certificates of Participation (COP)**

Total Issue \$995,000  
Term 2014-2020  
Use - Belmar Roof Replacement  
Columbine HVAC  
Columbine Parking Lot  
Standley Lake Parking Lot



**TABLE 5**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**CAPITAL IMPROVEMENT PROJECTS**  
**2022 Final Budget**

| Sources and Uses of Funds  | 2020<br>Actual      | 2021<br>Amended<br>Budget | 2022<br>Budget       | \$ Incr (Decr)<br>2021 to 2022<br>Budget |
|--|---------------------|---------------------------|----------------------|--|
| <b>Sources of Funds</b>  | 4.69%               | 4.68%                     | 4.66%                |  |
| Property Tax - Capital - 4.5%  | \$ 2,194,337        | \$ 2,165,680              | \$ 2,442,681         | \$ 277,001                               |
| Transfer from FB - Capital Expenses  |                     |                           |                      | (0)                                      |
| <b>Total Sources of Funds</b>  | <b>\$ 2,194,337</b> | <b>\$ 2,165,680</b>       | <b>\$ 2,442,681</b>  | <b>\$ 277,001</b>                        |
| <b>Uses of Funds</b>   |                     |                           |                      |  |
| <b>Annual Replacement &amp; Maintenance Program (ARM) &amp; Ongoing Projects</b> |                     |                           |                      |  |
| ARM-01 Capital Maintenance   | \$ 161,086          | \$ 250,000                | \$ 250,000           | \$ -                                     |
| ARM-02 Furniture & Equipment   | 5,148               | 36,000                    | 36,000               | -  |
| ARM-03 Computer Replacement Plan   | 134,156             | 490,000                   | 235,000              | (255,000)                                |
| ARM-04 Book Sorter Replacement   | 384,870             | 385,130                   | 500,000              | 114,870                                  |
| ARM-05 IT Infrastructure Replacement   | 147,545             | 500,000                   | 250,000              | (250,000)                                |
| Alternative Services   | 54,209              | 495,791                   | 200,000              | (295,791)                                |
| <b>2016 Projects</b>   |                     |                           |                      |  |
| 16-14 High Availability Internet Redundancy                                      | 33,108              | -                         | -                    | -  |
| <b>2018 Projects</b>   |                     |                           |                      |  |
| 18-07 LSC Garage   | 135,783             |                           |                      |  |
| 18-08 Bookmobile Replacement   | 118,623             | 428,818                   | -                    | (428,818)                                |
| <b>2019 Projects</b>   |                     |                           |                      |  |
| 19-02 Document Management System   | 80,000              | 80,000                    | -                    | (80,000)                                 |
| <b>2020 Projects</b>   |                     |                           |                      |  |
| 20-01 Arvada HVAC Control Upgrade  | 49,870              | -                         | -                    | -  |
| <b>2021 Projects</b>   |                     |                           |                      |  |
| Standley Lake Clerestory Roof  | -                   | 140,000                   | -                    | (140,000)                                |
| <b>2022 Projects</b>   |                     |                           |                      |  |
| Library Location Holds Lockers   | -                   | -                         | 205,000              | 205,000                                  |
| Data Warehouse   | -                   | -                         | 125,000              | 125,000                                  |
| <b>Multi-Year Construction Projects</b>  |                     |                           |                      |  |
| Belmar Remodel   | 4,438,756           | -                         | -                    | -  |
| South County Library   | 27,055              | 7,317,045                 | 9,125,536            | 1,808,491                                |
| Evergreen Remodel  | -                   | -                         | 700,000              | 700,000                                  |
| NW Arvada Library  | -                   | -                         | 4,700,000            | 4,700,000                                |
| <b>Total Capital Projects</b>  | <b>\$ 5,770,210</b> | <b>\$ 10,122,783</b>      | <b>\$ 16,326,536</b> | <b>\$ 1,503,753</b>                      |



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

| Project                                 | 2021 Amended Budget  | 2022 Budget          | 2023 Projected       | 2024 Projected       | 2025 Projected       | 2026 Projected      | Total 2022 - 2026    |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|
| <b>Annual Replacement Plan</b>          |                      |                      |                      |                      |                      |                     |                      |
| ARM-01 Capital Maintenance              | \$ 250,000           | \$ 250,000           | \$ 250,000           | \$ 250,000           | \$ 250,000           | \$ 250,000          | \$ 1,250,000         |
| ARM-02 Equipment Replacement            | 36,000               | 36,000               | 36,000               | 36,000               | 36,000               | 36,000              | 180,000              |
| ARM-03 Computer 5-year Replacement Plan | 490,000              | 235,000              | 250,000              | 250,000              | 250,000              | 250,000             | 1,235,000            |
| ARM-04 Book Sorter Replacement          | 385,130              | 500,000              | 350,000              | 350,000              | 350,000              | 350,000             | 1,900,000            |
| ARM-05 IT Infrastructure Replacement    | 500,000              | 250,000              | 350,000              | 350,000              | 350,000              | 350,000             | 1,650,000            |
| <b>Total ARM &amp; Ongoing Projects</b> | <b>\$ 1,661,130</b>  | <b>\$ 1,271,000</b>  | <b>\$ 1,236,000</b>  | <b>\$ 1,236,000</b>  | <b>\$ 1,236,000</b>  | <b>\$ 1,236,000</b> | <b>\$ 6,215,000</b>  |
| <b>5-Year Capital Improvement Plan</b>  |                      |                      |                      |                      |                      |                     |                      |
| Alternative Services                    | \$ 495,791           | \$ 200,000           | \$ -                 | \$ 50,000            | \$ -                 | \$ 175,000          | \$ 425,000           |
| Library Location Holds Lockers          | -                    | 205,000              | -                    | -                    | -                    | -                   | 205,000              |
| Bookmobile Replacement                  | 428,818              | -                    | -                    | -                    | -                    | -                   | -                    |
| Standley Lake Clerestory Roof           | 140,000              | -                    | -                    | -                    | -                    | -                   | -                    |
| Document Management System              | 80,000               | -                    | -                    | -                    | -                    | -                   | -                    |
| South County Library                    | 7,317,045            | 9,125,536            | -                    | -                    | -                    | -                   | 9,125,536            |
| Golden Library                          | -                    | -                    | 350,000              | -                    | -                    | -                   | 350,000              |
| Evergreen Library Redesign              | -                    | 700,000              | 3,520,000            | -                    | -                    | -                   | 4,220,000            |
| NW Arvada Library                       | -                    | 4,700,000            | 5,680,000            | 4,500,000            | -                    | -                   | 14,880,000           |
| Fehringer Ranch Admin & Library         | -                    | -                    | 350,000              | 10,993,500           | 9,943,500            | -                   | 21,287,000           |
| Lakewood Library Remodel                | -                    | -                    | -                    | 350,000              | -                    | -                   | 350,000              |
| Standley Lake Library Remodel           | -                    | -                    | 350,000              | -                    | -                    | 4,000,000           | 4,350,000            |
| Data Warehouse                          | -                    | 125,000              | -                    | -                    | -                    | -                   | 125,000              |
| ILS Replacement                         | -                    | -                    | 750,000              | -                    | -                    | -                   | 750,000              |
| <b>Total CIP</b>                        | <b>\$ 8,461,653</b>  | <b>\$ 15,055,536</b> | <b>\$ 11,000,000</b> | <b>\$ 15,893,500</b> | <b>\$ 9,943,500</b>  | <b>\$ 4,175,000</b> | <b>\$ 56,067,536</b> |
| <b>Total 5-Year Capital Plan</b>        | <b>\$ 10,122,783</b> | <b>\$ 16,326,536</b> | <b>\$ 12,236,000</b> | <b>\$ 17,129,500</b> | <b>\$ 11,179,500</b> | <b>\$ 5,411,000</b> | <b>\$ 62,282,536</b> |

| JEFFERSON COUNTY PUBLIC LIBRARY - 10% Increase in Assessed Value for 2022; 5% Increase in Assessed Value Thereafter |               |               |                |                |                |                |               |                |               |               |               |               |
|---|---------------|---------------|----------------|----------------|----------------|----------------|---------------|----------------|---------------|---------------|---------------|---------------|
|   | ACTUAL        | FINAL         | PROJECTED      | PROJECTED      | PROJECTED      | PROJECTED      | PROJECTED     | PROJECTED      | PROJECTED     | PROJECTED     | PROJECTED     | PROJECTED     |
|   | 2020          | BUDGET        | BUDGET         | BUDGET         | BUDGET         | BUDGET         | BUDGET        | BUDGET         | BUDGET        | BUDGET        | BUDGET        | BUDGET        |
|   | 2020          | 2021          | 2022           | 2023           | 2024           | 2025           | 2026          | 2027           | 2028          | 2029          | 2030          | 2030          |
| Property Tax  | 4.5000 Mills  | 4.5000 Mills  | 4.5000 Mills   | 4.5000 Mills   | 4.5000 Mills   | 4.5000 Mills   | 4.5000 Mills  | 4.5000 Mills   | 4.5000 Mills  | 4.5000 Mills  | 4.5000 Mills  | 4.5000 Mills  |
| Property Tax  | \$ 46,744,393 | \$ 46,300,305 | \$ 52,407,622  | \$ 52,407,622  | \$ 55,028,003  | \$ 55,028,003  | \$ 57,779,403 | \$ 57,779,403  | \$ 60,668,373 | \$ 60,668,373 | \$ 63,701,792 | \$ 63,701,792 |
| Subtotal Taxes  | 46,744,393    | 46,300,305    | 52,407,622     | 52,407,622     | 55,028,003     | 55,028,003     | 57,779,403    | 57,779,403     | 60,668,373    | 60,668,373    | 63,701,792    | 63,701,792    |
| Intergovernmental   | 161,962       | 121,051       | 125,000        | 147,290        | 147,290        | 147,290        | 151,709       | 151,709        | 156,260       | 156,260       | 156,260       | 156,260       |
| Charges for Services  | 32,260        | 105,000       | 105,000        | 111,395        | 114,736        | 118,178        | 121,724       | 125,375        | 129,137       | 133,011       | 137,001       | 137,001       |
| Fines & Forfeitures   | 15,537        | 40,000        | 10,000         | 40,000         | 40,000         | 40,000         | 40,000        | 40,000         | 40,000        | 40,000        | 40,000        | 40,000        |
| Investment Income   | 298,834       | 108,000       | 108,000        | 341,610        | 351,858        | 362,414        | 373,286       | 384,485        | 425,000       | 407,900       | 420,137       | 420,137       |
| Contributions & Donations   | 160,490       | 100,000       | 100,000        | 100,000        | 100,000        | 100,000        | 200,000       | 200,000        | 200,000       | 200,000       | 200,000       | 200,000       |
| E Rate Reimbursement  | 146,448       | 90,640        | 90,640         | 96,160         | 99,045         | 102,016        | 105,077       | 108,229        | 111,476       | 114,820       | 118,265       | 118,265       |
| Miscellaneous   | 43,917        | -             | -              | -              | -              | -              | -             | -              | -             | -             | -             | -             |
| Intra-County Transactions   | 147,441       | -             | -              | -              | -              | -              | -             | -              | -             | -             | -             | -             |
| Subtotal Revenues   | 47,751,282    | 46,864,996    | 52,946,262     | 53,244,076     | 55,880,932     | 55,897,901     | 58,771,199    | 58,789,201     | 61,730,246    | 61,720,364    | 64,773,455    | 64,773,455    |
| Use of Fund Balance   |               |               |                |                |                |                |               |                |               |               |               |               |
| TOTAL SOURCES   | \$ 47,751,282 | \$ 46,864,996 | \$ 52,946,262  | \$ 53,244,076  | \$ 55,880,932  | \$ 55,897,901  | \$ 58,771,199 | \$ 58,789,201  | \$ 61,730,246 | \$ 61,720,364 | \$ 64,773,455 | \$ 64,773,455 |
| Salaries & Benefits   | \$ 17,622,209 | \$ 21,455,431 | \$ 22,320,972  | \$ 23,490,601  | \$ 24,595,319  | \$ 25,333,179  | \$ 26,093,174 | \$ 26,875,969  | \$ 27,682,248 | \$ 28,512,716 | \$ 29,368,097 | \$ 29,368,097 |
| Supplies  | 1,111,151     | 1,515,924     | 1,559,475      | 1,575,204      | 1,619,310      | 1,664,651      | 1,711,261     | \$ 1,759,176   | \$ 1,808,433  | \$ 1,859,069  | \$ 1,911,123  | \$ 1,911,123  |
| Library Books and Materials   | 7,354,512     | 7,754,177     | 7,937,400      | 7,769,091      | 7,844,527      | 7,923,631      | 8,006,584     | \$ 8,093,574   | \$ 8,184,800  | \$ 8,280,470  | \$ 8,380,804  | \$ 8,380,804  |
| Services & Charges  | 3,350,808     | 5,197,772     | 5,704,984      | 5,214,610      | 5,325,226      | 5,439,027      | 5,572,829     | \$ 5,727,603   | \$ 5,887,180  | \$ 6,034,047  | \$ 6,166,918  | \$ 6,166,918  |
| Vehicle   |               |               |                | 60,000         |                |                |               |                |               |               |               |               |
| Interdepartmental   | 2,177,691     | 2,582,108     | 2,734,736      | 2,816,778      | 2,901,281      | 2,988,320      | 3,077,969     | 3,170,309      | 3,265,418     | 3,363,380     | 3,464,282     | 3,464,282     |
| Subtotal Operating  | \$ 31,616,371 | \$ 38,505,412 | \$ 40,257,567  | \$ 40,926,284  | \$ 42,285,664  | \$ 43,348,808  | \$ 44,461,817 | \$ 45,626,631  | \$ 46,828,079 | \$ 48,049,683 | \$ 49,291,224 | \$ 49,291,224 |
| Operating Costs -So County  | -             |               |                | 2,523,064      | 1,500,776      | 1,545,799      | 1,592,173     | 1,639,938      | 1,689,137     | 1,739,811     | 1,792,005     | 1,792,005     |
| Operating - NW Arvada   |               |               |                |                |                | 1,500,000      | 1,545,000     | 1,591,350      | 1,639,091     | 1,688,263     | 1,738,911     | 1,738,911     |
| Operating - Other   |               |               |                | -              | -              | -              | -             | -              | -             | -             | -             | -             |
| Subtotal Operating w/Capital  | 31,616,371    | 38,505,412    | 40,257,567     | 43,449,348     | 43,786,440     | 46,394,607     | 47,598,990    | 48,857,919     | 50,156,306    | 51,477,756    | 52,822,140    | 52,822,140    |
| Debt Service  | 1,409,294     | 621,818       | 621,945        | 621,744        | 623,700        | -              | -             | -              | -             | -             | -             | -             |
| Capital Projects and Equipment  |               |               |                |                |                | -              | -             | -              | -             | -             | -             | -             |
| ARMs  | 832,805       | 1,136,000     | 1,271,000      | 1,271,000      | 1,271,000      | 1,271,000      | 1,271,000     | 1,271,000      | 1,271,000     | 1,271,000     | 1,271,000     | 1,271,000     |
| Facility Master Plan Projects   | 4,883,197     |               |                |                |                |                |               |                |               |               |               |               |
| Subtotal - Debt, Capital, ARM   | 7,125,296     | 1,757,818     | 1,892,945      | 1,892,744      | 1,894,700      | 1,271,000      | 1,271,000     | 1,271,000      | 1,271,000     | 1,271,000     | 1,271,000     | 1,271,000     |
| Alternative Services  | 54,209        | 100,000       | 200,000        |                | 50,000         |                | 175,000       | 50,000         |               |               |               |               |
| Library Location Holds Lockers  |               |               | 205,000        |                |                |                |               |                |               |               |               |               |
| South County  | -             | 7,000,000     | 9,125,536      |                |                |                |               |                |               |               |               |               |
| Golden  |               |               |                | 350,000        |                |                |               | 4,046,000      |               |               |               |               |
| Evergreen   |               |               | 700,000        | 4,364,000      |                |                |               |                |               |               |               |               |
| NW Arvada   |               |               | 4,700,000      | 5,680,000      | 4,500,000      |                |               |                |               |               |               |               |
| Fehringer Ranch Admin   |               |               |                | 350,000        | 10,993,500     | 9,943,500      |               |                |               |               |               |               |
| Lakewood  |               |               |                |                | 350,000        |                |               | 7,000,000      |               |               |               |               |
| Standley Lake   |               |               |                | 350,000        |                |                | 4,000,000     | 4,065,000      |               |               |               |               |
| Data Warehouse  |               |               | 125,000        |                |                |                |               |                |               |               |               |               |
| ILS   |               |               |                | 750,000        |                |                |               |                |               |               |               |               |
| Arvada  |               |               |                |                |                |                |               | 350,000        | 3,000,000     |               |               |               |
| Unspecified Capital Project   |               |               |                |                |                |                |               |                |               | 5,000,000     | 5,000,000     | 5,000,000     |
| TOTAL USES  | \$ 38,795,876 | \$ 47,363,230 | \$ 57,206,048  | \$ 57,186,092  | \$ 61,574,640  | \$ 57,609,107  | \$ 53,044,990 | \$ 65,289,919  | \$ 54,427,306 | \$ 57,748,756 | \$ 59,093,140 | \$ 59,093,140 |
| NET SOURCE (USE) OF FUNDS   | \$ 8,955,406  | \$ (498,234)  | \$ (4,259,786) | \$ (3,942,016) | \$ (5,693,707) | \$ (1,711,206) | \$ 5,726,208  | \$ (6,500,718) | \$ 7,302,940  | \$ 3,971,608  | \$ 5,680,315  | \$ 5,680,315  |
| BEGINNING FUND BALANCE  | \$ 24,364,581 | \$ 33,319,987 | \$ 32,821,753  | \$ 28,561,967  | \$ 24,619,951  | \$ 18,926,244  | \$ 17,215,038 | \$ 22,941,246  | \$ 16,440,528 | \$ 23,743,468 | \$ 27,715,076 | \$ 27,715,076 |
| Total Sources   | 47,751,282    | 46,864,996    | 52,946,262     | 53,244,076     | 55,880,932     | 55,897,901     | 58,771,199    | 58,789,201     | 61,730,246    | 61,720,364    | 64,773,455    | 64,773,455    |
| Total Uses  | 38,795,876    | 47,363,230    | 57,206,048     | 57,186,092     | 61,574,640     | 57,609,107     | 53,044,990    | 65,289,919     | 54,427,306    | 57,748,756    | 59,093,140    | 59,093,140    |
| ENDING FUND BALANCE   | \$ 33,319,987 | \$ 32,821,753 | \$ 28,561,967  | \$ 24,619,951  | \$ 18,926,244  | \$ 17,215,038  | \$ 22,941,246 | \$ 16,440,528  | \$ 23,743,468 | \$ 27,715,076 | \$ 33,395,391 | \$ 33,395,391 |
| Committed to Capital  | \$ 9,000,000  | \$ 9,000,000  |                |                |                |                |               |                |               |               |               |               |
| Reserve Balance   | \$ 24,319,987 | \$ 23,821,753 | \$ 28,561,967  | \$ 24,619,951  | \$ 18,926,244  | \$ 17,215,038  | \$ 22,941,246 | \$ 16,440,528  | \$ 23,743,468 | \$ 27,715,076 | \$ 33,395,391 | \$ 33,395,391 |
| MIN RESERVE BALANCE   | \$ 11,937,821 | \$ 11,716,249 | \$ 13,236,566  | \$ 13,311,019  | \$ 13,970,233  | \$ 13,974,475  | \$ 14,692,800 | \$ 14,697,300  | \$ 15,432,561 | \$ 15,430,091 | \$ 16,193,364 | \$ 16,193,364 |
| MAX RESERVE BALANCE   | \$ 23,875,641 | \$ 23,432,498 | \$ 26,473,131  | \$ 26,622,038  | \$ 27,940,466  | \$ 27,948,951  | \$ 29,385,599 | \$ 29,394,601  | \$ 30,865,123 | \$ 30,860,182 | \$ 32,386,727 | \$ 32,386,727 |
| RESERVE BALANCE OVER MINIMUM  | \$ 12,382,167 | \$ 12,105,504 | \$ 15,325,402  | \$ 11,308,932  | \$ 4,956,011   | \$ 3,240,563   | \$ 8,248,447  | \$ 1,743,228   | \$ 8,310,907  | \$ 12,284,985 | \$ 17,202,028 | \$ 17,202,028 |

## memorandum



To: Donna Walker, Executive Director  
From: Barbara Long, Assistant Director for Finance & Budget  
Re: Finance Monthly Report  
Date: November 17, 2021

### **Budget to Actual Tables October**

The Budget to Actual Tables for October 2021 are attached.

JCPL received funding of \$185,566 from the Library Foundation through the end of October. The Library Foundation also provided \$4,500 in prizes for the Summer Challenge program, resulting in total support from the Foundation of \$190,066. In-kind support provided to the Foundation by the Library in 2021 through October is valued at \$60,932 (Ratio of 3.12:1). Overall, revenue for 2021 has exceeded the budgeted amount due to property tax collections.

The financial tables now include year-end projections for both operating and capital projects. These projections are displayed in the last column of Table 3, for operating, and Table 5, for capital. Projected operating savings total just over \$2M; most areas of operations are under budget. Unspent contingency funds of \$360K contribute to the projected savings in the services line. Year-end projected balances in capital projects mainly reflect timing and the need to continue projects into the new year. A first look at potential carryforward funding for 2021 projects will be provided with next month's financial report.

**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 10/31/2021 | \$ Variance 2021 Budget | Budget to Actual % |
|---|----------------------|----------------------|----------------------|-----------------------|-------------------------|--------------------|
| <i>Sources of Funds</i>                 | <b>4.500</b>         |                      | <b>4.500</b>         |                       |                         |                    |
| <b>Revenues</b>                         |                      |                      |                      |                       |                         |                    |
| <b>Taxes</b>                            |                      |                      |                      |                       |                         |                    |
| Property Tax - Operating                | \$ 44,134,625        | \$ 44,550,056        | \$ 44,134,625        | \$ 44,725,583         | \$ 590,958              | 1%                 |
| Property Tax - Capital                  | 2,165,680            | 2,194,337            | 2,165,680            | 2,102,663             | (63,017)                | -3%                |
| <b>Total Taxes</b>                      | <b>\$ 46,300,305</b> | <b>\$ 46,744,393</b> | <b>\$ 46,300,305</b> | <b>\$ 46,828,246</b>  | <b>\$ 527,941</b>       | <b>1%</b>          |
| <b>Federal &amp; State Grants</b>       | \$ 128,000           | \$ 161,962           | \$ 121,051           | \$ 125,817            | \$ 4,766                | 4%                 |
| <b>Fines &amp; Fees</b>                 | 239,513              | 47,797               | 145,000              | 31,108                | (113,892)               | -79%               |
| <b>Other Revenue</b>                    | 572,640              | 797,130              | 298,640              | 394,050               | 95,410                  | 32%                |
| <b>Total Other Revenues</b>             | <b>\$ 940,153</b>    | <b>\$ 1,006,889</b>  | <b>\$ 564,691</b>    | <b>\$ 550,975</b>     | <b>\$ (13,716)</b>      | <b>-2%</b>         |
| <b>Sub Total Revenues</b>               | <b>\$ 47,240,458</b> | <b>\$ 47,751,282</b> | <b>\$ 46,864,996</b> | <b>\$ 47,379,221</b>  | <b>\$ 514,225</b>       | <b>1%</b>          |
| <b>Fund Balance Activity</b>            |                      |                      |                      |                       |                         |                    |
| Transfer from FB - Capital Projects     | 8,311,655            |                      | 2,245,018            | -                     |                         | NA                 |
| Transfer to/(from) Fund Balance         | -                    | 8,955,407            | -                    | 16,992,897            |                         | NA                 |
| <b>Total Sources of Funds</b>           | <b>\$ 55,552,113</b> | <b>\$ 38,795,875</b> | <b>\$ 49,110,014</b> | <b>\$ 30,386,324</b>  |                         |                    |
| <i>Uses of Funds</i>                    |                      |                      |                      |                       |                         |                    |
| <b>Operating Expenditures</b>           |                      |                      |                      |                       |                         |                    |
| <b>Salaries &amp; Employee Benefits</b> |                      |                      |                      |                       |                         |                    |
| Salaries                                | \$ 15,935,735        | \$ 13,055,682        | \$ 16,081,526        | \$ 12,223,057         | \$ (3,858,469)          | -24%               |
| Benefits                                | 5,288,399            | 4,566,527            | 5,373,904            | 3,943,536             | (1,430,369)             | -27%               |
| <b>Total Salaries &amp; Benefits</b>    | <b>\$ 21,224,134</b> | <b>\$ 17,622,209</b> | <b>\$ 21,455,431</b> | <b>\$ 16,166,593</b>  | <b>\$ (5,288,838)</b>   | <b>-25%</b>        |
| Library Books & Materials               | \$ 8,135,190         | \$ 7,354,512         | \$ 7,754,177         | \$ 6,236,923          | \$ (1,517,254)          | -20%               |
| Supplies                                | 1,449,965            | 1,111,151            | 1,515,924            | 933,585               | (582,339)               | -38%               |
| Vehicles                                | -                    | -                    | -                    | -                     | -                       | NA                 |
| Services & Charges                      | 4,914,583            | 3,350,808            | 5,057,772            | 3,328,420             | (1,729,352)             | -34%               |
| Internal Transactions /Cost Allocation  | 2,251,204            | 2,177,691            | 2,582,108            | 2,216,463             | (365,645)               | -14%               |
| <b>Total Operating Expenditures</b>     | <b>\$ 37,975,076</b> | <b>\$ 31,616,370</b> | <b>\$ 38,365,412</b> | <b>\$ 28,881,984</b>  | <b>\$ (9,483,428)</b>   | <b>-25%</b>        |
| <b>Financing &amp; Debt Service</b>     | <b>\$ 1,410,421</b>  | <b>\$ 1,409,294</b>  | <b>\$ 621,819</b>    | <b>\$ 28,050</b>      | <b>\$ (593,769)</b>     | <b>-95%</b>        |
| <b>Capital Projects</b>                 | <b>\$ 16,166,616</b> | <b>\$ 5,770,211</b>  | <b>\$ 10,122,783</b> | <b>\$ 1,476,290</b>   | <b>\$ (8,646,493)</b>   | <b>-85%</b>        |
| <b>Total Uses of Funds</b>              | <b>\$ 55,552,113</b> | <b>\$ 38,795,875</b> | <b>\$ 49,110,014</b> | <b>\$ 30,386,324</b>  | <b>\$ (18,723,689)</b>  | <b>-38%</b>        |

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

|   | 2020 Amended<br>Budget | 2020 Actual          | 2021 Amended<br>Budget | YTD Actual<br>10/31/2021 |
|---|------------------------|----------------------|------------------------|--------------------------|
| <b>Beginning Fund Balance</b>                       | <b>\$ 19,529,543</b>   | <b>\$ 24,364,581</b> | <b>\$ 24,364,581</b>   | <b>\$ 33,319,987</b>     |
| Revenues  | \$ 45,074,778          | \$ 45,556,945        | \$ 44,699,316          | \$ 45,276,558            |
| Capital Funding                                     | 2,165,680              | 2,194,337            | 2,165,680              | 2,102,663                |
| <b>Total Revenues</b>                               | <b>\$ 47,240,458</b>   | <b>\$ 47,751,282</b> | <b>\$ 46,864,996</b>   | <b>\$ 47,379,221</b>     |
| <b>Expenditures</b>                                 |                        |                      |                        |                          |
| Operating Expenditures                              | \$ 37,975,076          | \$ 31,616,370        | \$ 38,365,412          | \$ 28,881,984            |
| Debt Service  | 1,410,421              | 1,409,294            | 621,819                | 28,050                   |
| Capital Projects                                    | 16,166,646             | 5,770,211            | 10,122,783             | 1,476,290                |
| <b>Total Expenditures</b>                           | <b>\$ 55,552,143</b>   | <b>\$ 38,795,876</b> | <b>\$ 49,110,014</b>   | <b>\$ 30,386,324</b>     |
| <b>Increase/(Decrease) in Fund Balance</b>          | <b>\$ (8,311,685)</b>  | <b>\$ 8,955,406</b>  | <b>\$ (2,245,018)</b>  | <b>\$ 16,992,897</b>     |
| <b>Ending Fund Balance</b>                          | <b>\$ 11,217,858</b>   | <b>\$ 33,319,987</b> | <b>\$ 22,119,563</b>   | <b>\$ 50,312,884</b>     |
| <b>Committed to Capital Projects - Carryforward</b> |                        | <b>\$ 1,746,783</b>  |                        |                          |
| <b>Committed to Capital Projects - Sinking Fund</b> |                        | <b>\$ 9,000,000</b>  | <b>\$ 9,000,000</b>    |                          |
| <b>Reserve Fund Balance</b>                         |                        | <b>\$ 22,573,204</b> | <b>\$ 13,119,563</b>   |                          |

**Reserve Fund Balance Policy Calculation**

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



**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 10/31/2021 | Projected Year-End 2021 | Variance 2021 Budget  |
|---|----------------------|----------------------|----------------------|-----------------------|-------------------------|-----------------------|
| <b>Sources of Funds</b>                 |                      |                      |                      |                       |                         |                       |
| <b>Revenues</b>                         |                      |                      |                      |                       |                         |                       |
| <b>Taxes</b>                            |                      |                      |                      |                       |                         |                       |
| Property Taxes                          | \$ 45,960,543        | \$ 46,568,712        | \$ 45,960,543        | \$ 44,623,191         | \$ 46,560,543           | \$ 600,000            |
| 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               | (7,263)               | 21,027                  | -                     |
| <b>Total Taxes</b>                      | <b>\$ 44,134,625</b> | <b>\$ 44,550,056</b> | <b>\$ 44,134,625</b> | <b>\$ 44,725,583</b>  | <b>\$ 44,734,625</b>    | <b>\$ 600,000</b>     |
| Federal & State Grants                  | \$ 128,000           | \$ 161,962           | \$ 121,051           | \$ 125,817            | \$ 125,817              | \$ 4,766              |
| Library Fines                           | 107,950              | 15,537               | 40,000               | 23,785                | 24,000                  | (16,000)              |
| Charges for Services                    | 131,563              | 32,260               | 105,000              | 7,323                 | 7,500                   | (97,500)              |
| Investment Income                       | 322,000              | 298,834              | 108,000              | 54                    | 108,000                 | -                     |
| Library Foundation                      | 160,000              | 160,490              | 100,000              | 185,566               | 215,566                 | 115,566               |
| E Rate Revenue                          | 90,640               | 146,448              | 90,640               | 108,919               | 108,919                 | 18,279                |
| Other Revenue                           | -                    | 43,917               | -                    | 11,914                | 11,914                  | 11,914                |
| Transfer                                |                      | 147,441              |                      | 87,598                | 87,598                  | 87,598                |
| <b>Total Revenues</b>                   | <b>\$ 45,074,778</b> | <b>\$ 45,556,945</b> | <b>\$ 44,699,316</b> | <b>\$ 45,276,558</b>  | <b>\$ 45,423,939</b>    | <b>\$ 724,623</b>     |
| <b>Uses of Funds</b>                    |                      |                      |                      |                       |                         |                       |
| <b>Operating Expenditures</b>           |                      |                      |                      |                       |                         |                       |
| <b>Salaries &amp; Employee Benefits</b> |                      |                      |                      |                       |                         |                       |
| Salaries                                | \$ 15,093,111        | \$ 13,493,744        | \$ 14,816,028        | \$ 10,971,185         | \$ 14,550,000           | \$ (266,028)          |
| Awards & Bonuses                        | 130,000              |                      | 135,000              | 8,111                 | 135,000                 | -                     |
| Termination Pay                         |                      | 172,528              | 110,000              | 158,125               | 158,125                 | 48,125                |
| Temporary Salaries                      | 2,146,611            | 1,273,728            | 2,095,441            | 1,079,384             | 1,600,000               | (495,441)             |
| CARES Reimburse Salaries                |                      | (1,887,045)          |                      |                       | -                       | -                     |
| Overtime                                | 5,130                | 2,726                | -                    | 6,252                 | 6,252                   | 6,252                 |
| Vacancy Savings                         | (1,439,117)          |                      | (1,074,943)          |                       | (1,074,943)             | -                     |
| Benefits                                | 5,288,399            | 4,566,527            | 5,373,904            | 3,943,536             | 5,200,000               | (173,904)             |
| <b>Total Salaries &amp; Benefits</b>    | <b>\$ 21,224,134</b> | <b>\$ 17,622,209</b> | <b>\$ 21,455,431</b> | <b>\$ 16,166,593</b>  | <b>\$ 20,574,434</b>    | <b>\$ (880,997)</b>   |
| Library Books & Materials               | \$ 7,976,840         | \$ 7,182,373         | \$ 7,577,102         | \$ 6,120,004          | \$ 7,177,102            | \$ (400,000)          |
| Library Periodicals                     | 158,350              | 172,139              | 177,075              | 116,920               | 177,075                 | -                     |
| <b>Sub-Total Library Collections</b>    | <b>8,135,190</b>     | <b>7,354,512</b>     | <b>7,754,177</b>     | <b>6,236,923</b>      | <b>7,354,177</b>        | <b>(400,000)</b>      |
| Supplies                                | \$ 1,449,965         | \$ 1,111,151         | \$ 1,515,924         | 933,585               | \$ 1,315,924            | \$ (200,000)          |
| Services & Charges                      | 4,914,583            | 3,350,808            | 5,057,772            | 3,328,420             | 4,327,772               | (730,000)             |
| Vehicles                                | -                    |                      | -                    |                       | -                       | -                     |
| Direct Internal Charges                 | 164,067              | 111,388              | 145,090              | 1,086,865             | 1,081,500               | 936,410               |
| Indirect Cost Allocation                | 1,145,837            | 1,145,837            | 1,355,518            | 1,129,598             | 1,355,518               | -                     |
| Intra County Transactions               | 941,300              | 920,466              | 1,081,500            | -                     | 145,090                 | (936,410)             |
| <b>Total Supplies and Other</b>         | <b>\$ 8,615,752</b>  | <b>\$ 6,639,650</b>  | <b>\$ 9,155,804</b>  | <b>\$ 6,478,468</b>   | <b>\$ 8,225,804</b>     | <b>\$ (930,000)</b>   |
| <b>Total Operating</b>                  | <b>\$ 37,975,076</b> | <b>\$ 31,616,370</b> | <b>\$ 38,365,412</b> | <b>\$ 28,881,984</b>  | <b>\$ 36,154,415</b>    | <b>\$ (2,210,997)</b> |

**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<br>10/31/2021 | Projected Year<br>End 2021 | Variance 2021<br>Budget |
|------------------------------------|---------------------|---------------------|-------------------|--------------------------|----------------------------|-------------------------|
| <b>Debt Service</b>                |                     |                     |                   |                          |                            |                         |
| 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               | -                 |                          | -                          | -                       |
| <b>Total Debt Service</b>          | <b>\$ 1,410,421</b> | <b>\$ 1,409,294</b> | <b>\$ 621,819</b> | <b>\$ 28,050</b>         | <b>\$ 621,819</b>          | <b>\$ -</b>             |

|                               |
|-------------------------------|
| <b>Arvada</b>                 |
| Total Issue \$8,886,000       |
| Term 2005-2024                |
| Use - Arvada Library Facility |

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

|  |
|--|
| <b>Certificates of Participation (COP)</b> |
| 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 10/31/2021 | Projected Year End 2021 | Variance 2021 Budget |
|--|----------------------|---------------------|---------------------|----------------------|-----------------------|-------------------------|----------------------|
| <b>Sources of Funds</b>  |                      |                     |                     |                      |                       |                         |                      |
| Property Tax - Capital - 4.5%  | \$ 2,165,680         | \$ 2,194,337        | \$ 2,165,680        | \$ 2,165,680         | \$ 2,102,663          | \$ 2,165,680            | \$ -                 |
| Transfer from FB - Capital Expenses  | 2,267,039            |                     | 2,267,039           |                      |                       | -                       | -                    |
| <b>Total Sources of Funds</b>  | <b>\$ 4,432,719</b>  | <b>\$ 2,194,337</b> | <b>\$ 4,432,719</b> | <b>\$ 2,165,680</b>  | <b>\$ 2,102,663</b>   | <b>\$ 2,165,680</b>     | <b>\$ -</b>          |
| <b>Uses of Funds</b>   |                      |                     |                     |                      |                       |                         |                      |
| <b>Annual Replacement &amp; Maintenance Program (ARM) and Recurring Projects</b> |                      |                     |                     |                      |                       |                         |                      |
| ARM-01 Capital Maintenance   | \$ 307,000           | \$ 161,086          | \$ 250,000          | \$ 250,000           | \$ 125,083            | \$ 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              | 412,322               | 490,000                 | -                    |
| ARM-04 Book Sorter Replacement   | 470,000              | 384,870             | 300,000             | 385,130              | 310,867               | 483,198                 | (98,068)             |
| ARM-05 IT Infrastructure Replacement   | 370,000              | 147,545             | 350,000             | 500,000              | 222,246               | 400,000                 | 100,000              |
| Alternative Services   | 450,000              | 54,209              | 100,000             | 495,791              | 227,025               | 400,000                 | 95,791               |
| <b>2016 Projects</b>   |                      |                     |                     |                      |                       |                         |                      |
| 16-14 High Availability Internet Redundancy                                      | \$ 41,000            | \$ 33,108           | \$ -                | \$ -                 | \$ -                  | \$ -                    | \$ -                 |
| <b>2017 Projects</b>   |                      |                     |                     |                      |                       |                         |                      |
| 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              |
| <b>2019 Projects</b>   |                      |                     |                     |                      |                       |                         |                      |
| 19-02 Document Management System   | 160,000              | 80,000              | -                   | 80,000               | 2,738                 | 2,738                   | 77,263               |
| <b>2020 Projects</b>   |                      |                     |                     |                      |                       |                         |                      |
| 20-01 Arvada HVAC Upgrade  | \$ 140,000           | \$ 49,870           | \$ -                | \$ -                 | \$ -                  | -                       | \$ -                 |
| <b>2021 Projects</b>   |                      |                     |                     |                      |                       |                         |                      |
| Standley Lake Clerestory Roof  | \$ -                 | \$ -                | \$ -                | \$ 140,000           | \$ -                  | 141,750                 | \$ (1,750)           |
| <b>Multi-Year Construction Projects</b>  |                      |                     |                     |                      |                       |                         |                      |
| 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            |                     |                     | -                    |                       |                         |                      |
| <b>Total Capital Projects</b>  | <b>\$ 16,166,616</b> | <b>\$ 5,770,211</b> | <b>\$ 8,236,000</b> | <b>\$ 10,122,783</b> | <b>\$ 1,476,290</b>   | <b>\$ 7,260,309</b>     | <b>\$ 2,862,474</b>  |

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

| Project  | 2021<br>Amended<br>Budget | YTD Actual<br>10/31/21 | YTD<br>Encumbrances<br>10/31/21 | YTD Total<br>Actual + Enc | Remaining<br>Budget |
|--|---------------------------|------------------------|---------------------------------|---------------------------|---------------------|
| ARM-01 Capital Maintenance                       | \$ 250,000                | \$ 125,083             | \$ -                            | \$ 125,083                | \$ 124,917          |
| ARM-02 Furniture & Equipment                     | 36,000                    | 468                    | 24,695                          | 25,163                    | 10,837              |
| ARM-03 Computer Replacement Plan                 | 490,000                   | 412,322                | -                               | 412,322                   | 77,678              |
| ARM-04 Book Sorter Replacement                   | 385,130                   | 310,867                | 172,331                         | 483,198                   | (98,068)            |
| ARM-05 IT Infrastructure Replacement             | 500,000                   | 222,246                | -                               | 222,246                   | 277,754             |
| Library Alternative Services                     | 495,791                   | 227,025                | 28,379                          | 255,404                   | 240,387             |
| 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              |
| <b>Multi-Year Projects Construction Projects</b> |                           |                        |                                 |                           |                     |
| South County Library                             | 7,317,045                 | 63,919                 | -                               | 63,919                    | 7,253,126           |
| <b>Total Capital Projects</b>                    | <b>\$ 10,122,783</b>      | <b>\$ 1,476,290</b>    | <b>\$ 478,779</b>               | <b>\$ 1,955,069</b>       | <b>\$ 8,167,714</b> |

## **Operational Updates**

### **Facilities & Construction Projects**

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

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



To: Donna Walker, Executive Director

From: Steve Chestnut, Director of Facilities & Construction

Re: South County Site Search Update

Date: November 11, 2021

### **Background**

In May 2019, the Board was provided the anticipated costs of 3 different options for a South County library. These options were 1) lease of an existing building, 2) purchase land and construct a new library and 3) purchase and refurbish an existing building. Board consensus was to budget for purchasing an existing building for renovation.

After a pause in 2020 due to COVID, we restarted the project in 2021.

In August, 2021 the Board reached consensus on site selection criteria which included, size, location, sustainability/stewardship, and convenience. These are the criteria our Realtor, Genesee Commercial Group, is using in their search for a building for JCPL to repurpose.

At the November 18 Board meeting, Genesee Commercial Group will be available to provide the Board with a status update on the South County site search and respond to any questions they may have.

Properties that fit these criteria are very sparse. My hope is that a conversation with the Board will help guide us on next steps.

PREPARED FOR:

**Jefferson County Public  
Library**

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**JCPL South County  
Available Building Sites**

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11/11/2021

PREPARED BY:



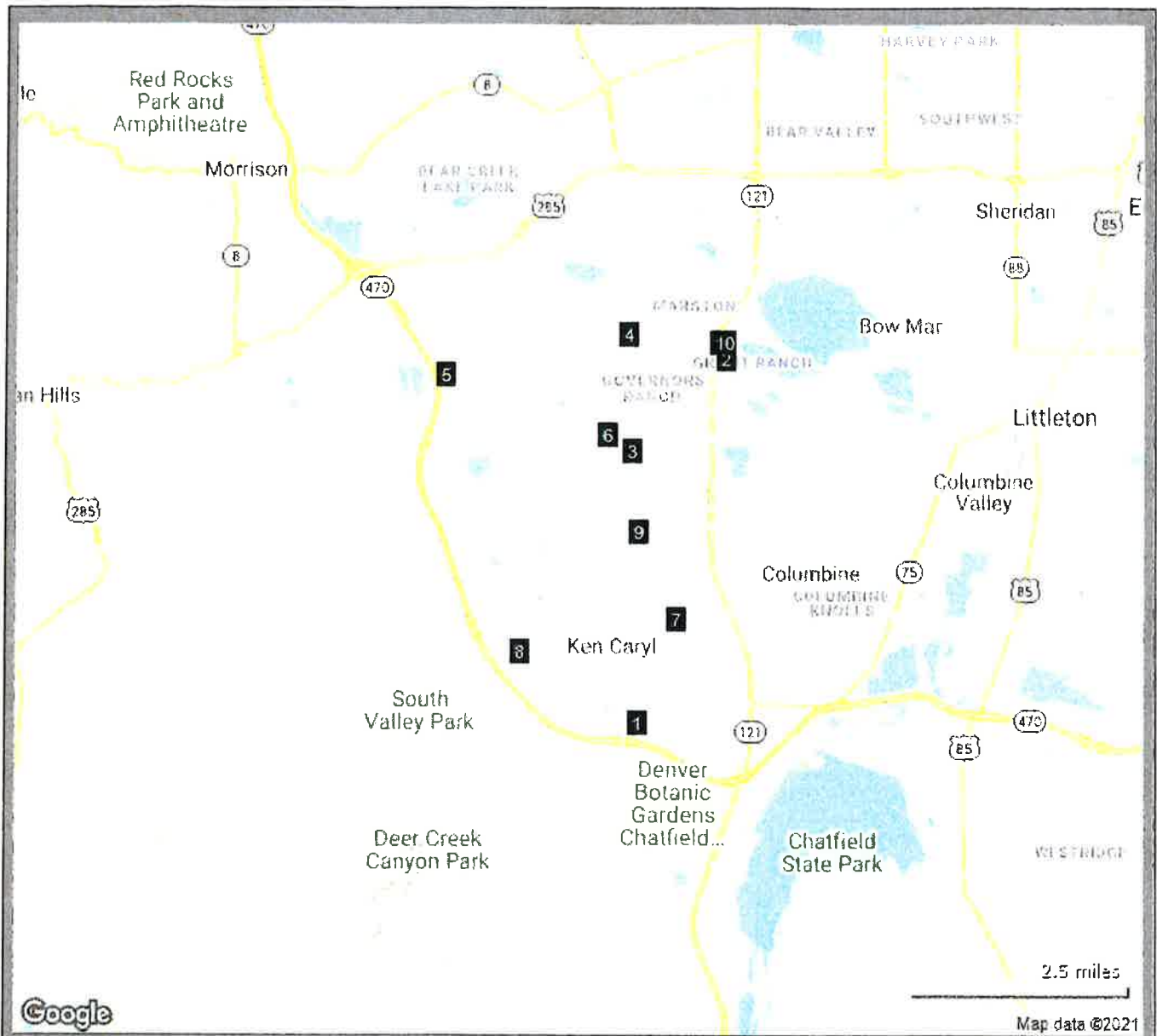
**GENESEE**  
COMMERCIAL  
GROUP, LLC

**Genesee Commercial Group, LLC.**

710 Kipling St, Suite 403  
Lakewood, CO 80215

**Tim Rogers, NAR**

Broker  
(720) 476-5225 (phone)  
(303) 980-1652 (fax)  
tprogers@gcgcre.com



|   | Address                    | City      | Property Type                             | Property Size | Space Avail | Rent/SF/Yr    |
|---|----------------------------|-----------|---|---------------|-------------|---------------|
| 1 | 8434 S Kipling Pky         | Littleton | Retail/(Community Center)                 | 57,509 SF     | 0 SF        | -             |
| 2 | 5134-5142 S Wadsworth Blvd | Littleton | Retail/Freestanding (Power Center)        | 98,298 SF     | 0 SF        | -             |
| 3 | 6044 S Kipling Pky         | Littleton | Retail/Health Club (Community Center)     | 49,463 SF     | 0 SF        | -             |
| 4 | 4950 S Kipling St          | Littleton | Retail/Freestanding                       | 33,000 SF     | 33,000 SF   | For Sale Only |
| 5 | 5391-5399 S Alkire Cir     | Littleton | Class B Flex                              | 49,307 SF     | 49,307 SF   | \$11.90       |
| 6 | 10251 W Bowles Ave         | Littleton | Retail/Freestanding                       | 38,914 SF     | 32,400 SF   | \$10.00       |
| 7 | 9012 W Ken Caryl Ave       | Littleton | Retail/Freestanding (Neighborhood Center) | 2,376 SF      | 0 SF        | For Sale Only |
| 8 | 7810 Shaffer Pky           | Littleton | Class B Flex/R&D                          | 62,129 SF     | 62,129 SF   | \$15.50       |
| 9 | 9700 Old Coal Mine Ave     | Littleton | Specialty/Religious Facility              | 31,858 SF     | 0 SF        | For Sale Only |



GENESEE COMMERCIAL GROUP  
 Copyrighted report licensed to Genesee Commercial Group, LLC. - 116046.  
 Only properties with valid lat/lon display on map

11/11/2021



|    | Address                    | City      | Property Type                        | Property Size | Space Avail | Rent/SF/Yr |
|----|----------------------------|-----------|--------------------------------------|---------------|-------------|------------|
| 10 | 5066-5076 S Wadsworth Blvd | Littleton | Retail/Storefront (Community Center) | 89,256 SF     | 22,334 SF   | Withheld   |
|    |                            |           |                                      |               |             |            |



## JCPL South County Available Building Sites

1

### GENERAL RETAIL

FULLY LEASED

**Safeway - Jefferson Village**  
**8434 S Kipling Pky**  
**NEC Kipling & C-470**  
**Littleton, CO 80127**

#### Structure

Building Type: **General Retail**  
Class: -  
RBA: **57,509 SF**  
Typical Floor: **57,509 SF**  
Stories: **1**  
Building Status: **Existing**  
Year Built: **2003**  
% Leased: **100%**  
Owner Occupied: **No**  
Owner Type: **Developer/Owner-NTL**  
Tenancy: **Multiple Tenant**  
Land Area: -  
Zoning: -  
Parcel No: **69-032-02-413**  
Parking: **913 free Surface Spaces are available**  
**Ratio of 3.13/1,000 SF**



#### Lease

Total Available: **0**  
Smallest Space: -  
Max Contig: **0**  
Space Use: -  
Rent/SF/Yr: -  
Expenses: **2020 Tax @ \$3.98/sf**

#### Building Notes

1. 8434 S. Kipling Pky is a 57,509 square foot neighborhood center that sits on the NE corner of C-470 and Kipling. This portion of the Jefferson Market Place has a 27,771 SF vacant in-line building that was previously occupied by Wild Oats Market. The building has been returned to a shell condition. The building sits on 5.78 acre site.

## JCPL South County Available Building Sites

2

### GENERAL RETAIL

FULLY LEASED

**Bellevue Shores Shopping Center**  
**5134-5142 S Wadsworth Blvd**  
**Littleton, CO 80123**

#### Structure

Building Type: **General Retail**  
Class: **-**  
RBA: **98,298 SF**  
Typical Floor: **98,298 SF**  
Stories: **1**  
Building Status: **Existing**  
Year Built: **1995**  
% Leased: **100%**  
Owner Occupied: **No**  
Owner Type: **Developer/Owner-RGNL**  
Tenancy: **Multiple Tenant**  
Land Area: **-**  
Zoning: **-**  
Parcel No: **59-142-01-041, 59-142-01-042, 59-142-01-043**  
Parking: **460 free Surface Spaces are available**  
**Ratio of 4.68/1,000 SF**



#### Lease

Total Available: **0**  
Smallest Space: **-**  
Max Contig: **0**  
Space Use: **-**  
Rent/SF/Yr: **-**  
Expenses: **2020 Tax @ \$2.85/sf**

#### Building Notes

2. 5134-5142 S. Wadsworth Bellevue Shores Shopping Center is located at the SE corner of S. Wadsworth and Bellevue. The center is anchored by American Furniture, and Lowes. The building located at 5136 S. Wadsworth was a former Office Max building for lease. As a For Lease property this building would not meet the primary goal of the library to own its South County site, however the building sits on a separate 3 acre parcel that may be a candidate to purchase.

## JCPL South County Available Building Sites

**3**

### GENERAL RETAIL

**FULLY LEASED**

**24 Hr. Fitness - Kipling Place**  
**6044 S Kipling Pky**  
**Littleton, CO 80127**

#### Structure

Building Type: **General Retail**  
Class: **-**  
RBA: **49,463 SF**  
Typical Floor: **49,463 SF**  
Stories: **1**  
Building Status: **Existing**  
Year Built: **1982**  
% Leased: **100%**  
Owner Occupied: **No**  
Owner Type: **Public REIT**  
Tenancy: **Single Tenant**  
Land Area: **-**  
Zoning: **-**  
Parcel No: **59-222-04-004**  
Parking: **280 Surface Spaces are available**  
**Ratio of 5.66/1,000 SF**



#### Lease

Total Available: **0**  
Smallest Space: **-**  
Max Contig: **0**  
Space Use: **-**  
Rent/SF/Yr: **-**  
Expenses: **2020 Tax @ \$5.73/sf; 2012 Ops @ \$1.79/sf**

#### Building Notes

3. 6044 S. Kipling St is a 24 Hour Fitness facility that is being offered for sale as investment property with a long term credit tenant in place. This would not be a viable opportunity for the library based on the existing in place lease with 24 Hour Fitness. The property is located generally at the southeast corner of West Bowles Ave and South Kipling Parkway.

## JCPL South County Available Building Sites

**4**

### GENERAL RETAIL

**FOR SALE ONLY**

**4950 S Kipling St  
Littleton, CO 80127**

#### Structure

Building Type: **General Retail**  
Class: **-**  
RBA: **33,000 SF**  
Typical Floor: **33,000 SF**  
Stories: **1**  
Building Status: **Existing**  
Year Built: **1983**  
% Leased: **100%**  
Owner Occupied: **No**  
Owner Type: **Developer/Owner-NTL**  
Tenancy: **Multiple Tenant**  
Land Area: **-**  
Zoning: **-**  
Parcel No: **59-103-01-001**  
Parking: **125 Surface Spaces are available  
Ratio of 3.79/1,000 SF**



#### Lease

Total Available: **33,000 SF**  
Smallest Space: **33,000 SF**  
Max Contig: **33,000 SF**  
Space Use: **-**  
Rent/SF/Yr: **For Sale Only**  
Expenses: **2020 Tax @ \$1.81/sf**

#### Building Notes

4. 4950 Kipling St., this property is made up of a 25,000 square foot building that was previously occupied by an Ace Hardware and a 7,500 square foot storage facility. Both buildings would likely need to be demolished as a possible South County location. The location at Kipling and Belleview is north of the targeted area. At 5 plus acres, this site would work for a potential redevelopment site.



## JCPL South County Available Building Sites

**5**

**FLEX**

**FOR SALE / FOR LEASE**

**Building 5-7 - 3D Systems Tech Ctr. at Mtn. Wes**  
**5391-5399 S Alkire Cir**  
**Littleton, CO 80127**

### Lease

Total Available: **49,307 SF**  
 Flex Avail: **49,307 SF**  
 Office Avail: **0 SF**  
 CAM: **\$6.5**  
 Smallest Space: **4,000 SF**  
 Max Contig: **99,307 SF**  
 Space Use: **Flex**  
 Rent/SF/yr: **\$11.90**  
 Expenses: **2020 Tax @ \$4.13/sf**



### Structure

|                                   |  |                                       |
|-----------------------------------|--|---------------------------------------|
| Building Type: <b>Flex</b>        | Ceiling Height: <b>14'</b>                       | Stories: <b>1</b>                     |
| SubType: <b>-</b>                 | Column Spacing: <b>-</b>                         | Power: <b>480v 3p</b>                 |
| RBA: <b>49,307 SF</b>             | Drive Ins: <b>7</b>                              | Const Mat: <b>Reinforced Concrete</b> |
| Typical Floor: <b>49,307 SF</b>   | Crane: <b>-</b>                                  | Sprinkler: <b>-</b>                   |
| Building Status: <b>Existing</b>  | Rail Line: <b>-</b>                              | Lot Dimensions: <b>-</b>              |
| Year Built: <b>2019</b>           | Rail Spots: <b>-</b>                             | Land Area: <b>2.67 AC</b>             |
| % Leased: <b>0%</b>               | Cross Docks: <b>-</b>                            | Building FAR: <b>0.42</b>             |
| Owner Occupied: <b>-</b>          | Loading Docks: <b>1 ext</b>                      | Levelators: <b>-</b>                  |
| Owner Type: <b>Corporate/User</b> | Utilities: <b>-</b>                              |                                       |
| Zoning: <b>-</b>                  | Tenancy: <b>Single Tenant</b>                    |                                       |
| Parcel No: <b>59-181-01-012</b>   | Parking: <b>150 Surface Spaces are available</b> |                                       |
|                                   | <b>Ratio of 3.04/1,000 SF</b>                    |                                       |

### Features

Bio-Tech/ Lab Space, Monument Signage

| Floor                 | SF Avail   | Bldg Contig | Rent/SF/yr + Svs | Occupancy | Term       | Use/Type |
|-----------------------|------------|-------------|------------------|-----------|------------|----------|
| P 1st Floor / Suite A | 49,307 div | 99,307      | \$11.90/nnn      | Vacant    | Negotiable | New      |

### Building Notes

5. 5391-5399 S. Alkire Cir. is a 49,307 SF single story Flex building in shell condition. The property is located generally at the NE corner of C470 and West Bowles. The property enjoys good visibility from C470 and has adequate access. There is no vacant land adjacent to this site. The building is being offered as a for lease property with possible options to purchase.

## JCPL South County Available Building Sites

**6**

### GENERAL RETAIL

**FOR SALE / FOR LEASE**

**10251 W Bowles Ave  
NWC of Kipling St & Bowles Ave  
Littleton, CO 80127**

#### Structure

Building Type: **General Retail**  
Class: **-**  
RBA: **38,914 SF**  
Typical Floor: **38,914 SF**  
Stories: **1**  
Building Status: **Existing**  
Year Built: **1981**  
% Leased: **16.7%**  
Owner Occupied: **No**  
Owner Type: **Corporate/User**  
Tenancy: **Multiple Tenant**  
Land Area: **-**  
Zoning: **-**  
Parcel No: **59-164-12-004**  
Parking: **222 free Surface Spaces are available  
Ratio of 5.70/1,000 SF**



#### Lease

Total Available: **32,400 SF**  
Smallest Space: **16,200 SF**  
Max Contig: **16,200 SF**  
Space Use: **Retail**  
Rent/SF/Yr: **\$10.00**  
Expenses: **2020 Tax @ \$2.17/sf; 2013 Ops @ \$1.03/sf**

#### Amenities

Signage

| Floor       | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term       | Type   |
|-------------|----------|--------------|-------------|------------------|-----------|------------|--------|
| P 1st Floor | 16,200   | 16,200       | 16,200      | \$10.00/nnn      | Vacant    | Negotiable | Direct |

#### Building Notes

6. 10251 W. Bowles is a 38,766 SF multi-tenant retail center located at the northwest corner of West Bowles and South Kipling Parkway. The site has a 16,200 Sf vacant building that is not large enough for the South County site. The in place leases with the shopping center tenants will be an issue in capturing the spaces that are being leased by existing tenants.



**Villager Square At Garrison & Ken C**  
**9012 W Ken Caryl Ave**  
**Littleton, CO 80128**

**Structure**

Building Type: **General Retail**  
 Class: **-**  
 RBA: **2,376 SF**  
 Typical Floor: **2,376 SF**  
 Stories: **1**  
 Building Status: **Existing**  
 Year Built: **1995**  
 % Leased: **100%**  
 Owner Occupied: **No**  
 Owner Type: **Individual**  
 Tenancy: **Multiple Tenant**  
 Land Area: **-**  
 Zoning: **-**  
 Parcel No: **59-341-06-012**  
 Parking: **24 free Surface Spaces are available**



**Lease**

Total Available: **0**  
 Smallest Space: **-**  
 Max Contig: **0**  
 Space Use: **-**  
 Rent/SF/Yr: **For Sale Only**  
 Expenses: **2020 Tax @ \$8.63/sf**

**Building Notes**

7. Villager Square Shopping Center is a 37,758 square foot multi-tenant retail center located at 9012 W. Ken Caryl Ave. at the southeast corner of W. Ken Caryl and Garrison St. The site is made up of three separate multi-tenant retail buildings. The current in place tenants and the configuration of the site as a multi-tenant property with a number of existing leases eliminates this location as a possibility for the South County facility.



## JCPL South County Available Building Sites

8

FLEX

FOR SALE / FOR LEASE

### Opus Plaza at Ken Caryl - Ken Caryl Business Center

7810 Shaffer Pky  
SEC Shaffer Pl & N Shaffer Pkwy  
Littleton, CO 80127

#### Lease

Total Available: **62,129 SF**  
Flex Avail: **62,129 SF**  
Office Avail: **0 SF**  
CAM: **\$7.92**  
Smallest Space: **6,251 SF**  
Max Contig: **39,637 SF**  
Space Use: **Flex**  
Rent/SF/yr: **\$15.50**  
Expenses: **2020 Tax @ \$2.93/sf; 2011 Ops @ \$4.74/sf, 2010 Est Ops @ \$5.70/sf**



#### Structure

|   |  |                           |
|---|--|---------------------------|
| Building Type: <b>Flex</b>              | Ceiling Height: <b>-</b>                         | Stories: <b>1</b>         |
| SubType: <b>-</b>                       | Column Spacing: <b>-</b>                         | Power: <b>277-480v 3p</b> |
| RBA: <b>62,129 SF</b>                   | Drive Ins: <b>1</b>                              | Const Mat: <b>Steel</b>   |
| Typical Floor: <b>62,129 SF</b>         | Crane: <b>-</b>                                  | Sprinkler: <b>Wet</b>     |
| Building Status: <b>Existing</b>        | Rail Line: <b>None</b>                           | Lot Dimensions: <b>-</b>  |
| Year Built: <b>2002</b>                 | Rail Spots: <b>None</b>                          | Land Area: <b>5.58 AC</b> |
| % Leased: <b>36.2%</b>                  | Cross Docks: <b>None</b>                         | Building FAR: <b>0.26</b> |
| Owner Occupied: <b>No</b>               | Loading Docks: <b>1 ext</b>                      | Levelators: <b>-</b>      |
| Owner Type: <b>Developer/Owner-RGNL</b> | Utilities: <b>-</b>                              |                           |
| Zoning: <b>-</b>                        | Tenancy: <b>Multiple Tenant</b>                  |                           |
| Parcel No: <b>59-321-09-013</b>         | Parking: <b>248 Surface Spaces are available</b> |                           |
|   | <b>Ratio of 3.99/1,000 SF</b>                    |                           |

#### Features

Signage

| Floor       | SF Avail   | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term       | Use/Type |
|-------------|------------|-------------|------------------|-----------|------------|----------|
| P 1st Floor | 39,637 div | 39,637      | \$15.50/nnn      | Vacant    | Negotiable | Direct   |

#### Building Notes

8. 7810 Shaffer Pky. is a 62,129 square foot multi-tenant flex building located in the heart of Ken Caryl business park. This is a multi-tenant building with 33,386 square feet of vacant office/warehouse space that is being marketed as a For Lease space. As a multi-tenant building with existing leases in place, it would be challenging to repurpose the building for the library's use. The 62,129 SF property is being offered for sale for \$12,400,000.



## JCPL South County Available Building Sites

9

SPECIALTY

FOR SALE

9700 Old Coal Mine Ave  
Littleton, CO 80123

### Structure

Building Type: **Specialty**  
Class: -  
RBA: **31,858 SF**  
Typical Floor: **31,858 SF**  
Stories: **1**  
Building Status: **Existing**  
Year Built: **1981**  
% Leased: **100%**  
Owner Occupied: -  
Owner Type: -  
Tenancy: -  
Land Area: -  
Zoning: -  
Parcel No: **59-272-00-013**  
Parking: -



### Lease

Total Available: **0**  
Smallest Space: -  
Max Contig: **0**  
Space Use: -  
Rent/SF/Yr: **For Sale Only**

### Building Notes

9. 9700 Old Coal Mine Ave. is the home of Columbine Hills Church of the Nazarene. This property has been under contract for a number of months with a residential developer who has submitted plans to redevelop the 10.77 acre site for residential development. The topography of the site impacts the very limited buildable area of the 10.7 acre site, however its location at S. Kipling and Coal Mine, is in a desirable location for the South County site.

# JCPL South County Available Building Sites

10

## GENERAL RETAIL

FOR LEASE

**Marston Park Plaza**  
**5066-5076 S Wadsworth Blvd**  
**W Belleview Ave & S Wadsworth Blvd**  
**Littleton, CO 80123**

### Structure

Building Type: **General Retail**  
 Class: **-**  
 RBA: **89,256 SF**  
 Typical Floor: **89,256 SF**  
 Stories: **1**  
 Building Status: **Existing**  
 Year Built: **1985**  
 % Leased: **75.0%**  
 Owner Occupied: **No**  
 Owner Type: **Public REIT**  
 Tenancy: **Multiple Tenant**  
 Land Area: **-**  
 Zoning: **-**  
 Parcel No: **59-113-01-006, 59-113-01-007**  
 Parking: **835 free Surface Spaces are available**  
**Ratio of 7.95/1,000 SF**



### Lease

Total Available: **22,334 SF**  
 Smallest Space: **1,528 SF**  
 Max Contig: **9,000 SF**  
 Space Use: **Retail**  
 Rent/SF/Yr: **Withheld**  
 Expenses: **2020 Tax @ \$3.05/sf; 2007 Ops @ \$8.41/sf**

### Amenities

Banking, Bus Line, Corner Lot, Dedicated Turn Lane, Monument Signage, Pylon Sign, Restaurant, Signage, Signalized Intersection

| Floor       | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term       | Type   |
|-------------|----------|--------------|-------------|------------------|-----------|------------|--------|
| P 1st Floor | 5,200    | 5,200        | 5,200       | Withheld         | Vacant    | Negotiable | New    |
| P 1st Floor | 5,016    | 5,016        | 5,016       | Withheld         | Vacant    | Negotiable | Direct |
| P 1st Floor | 9,000    | 9,000        | 9,000       | Withheld         | Vacant    | Negotiable | Direct |
| P 1st Floor | 1,590    | 1,590        | 1,590       | Withheld         | Vacant    | Negotiable | Direct |
| P 1st Floor | 1,528    | 1,528        | 1,528       | Withheld         | Vacant    | Negotiable | Direct |

### Building Notes

10. 5066 S. Wadsworth is a 39,090 SF in-line two story building that is occupied by Club USA as a fitness center. The property is a separate parcel being offered for sale as an established fitness center. The two story configuration of the property creates challenges as a redevelopment site.



## **Board Governance**

**PROPOSED**

**2022 GOVERNANCE PROCESS CALENDAR  
JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES**

| Month     | Governance Process  | Monitoring & Ends  | Board Action   |
|-----------|---|--|--|
| January   | Begin Trustees planning cycle (4.3.2)<br>Chair presents tentative agenda plan (4.3.2.B)<br>Chair appoints committee to review Board Bylaws (4.4.2D)<br>Chair appoints nominating committee for Board officers (4.4.2D)  | <ul style="list-style-type: none"><li>Trustees review Global Ends Statements 1.0 - 1.4</li><li>Review of 2022 Strategic Priorities</li></ul>   | Trustees approve the “Sunshine Resolution”<br>Trustees approve budget transfer, requests from the previous calendar year. May be rescheduled based on the process/schedule provided by the County.<br>Chair appoints Trustee representative to Foundation Board                                  |
| February  | Governance Policy 3.4.6 (All policies instructing the Executive Director will be monitored – 2.0 – 2.4 annually in February) <ul style="list-style-type: none"><li>Trustees complete mandated County training (4.1 and 4.8.1A)</li><li>Executive Director Evaluation Process: Chair solicits informal feedback from trustees after review of current year strategic priorities (Jan), year-end strategic priority results (Feb), and monitoring reports compliance (Feb).</li></ul> | 2.0 General Management Constraints<br>2.1 Treatment of Patrons<br>2.2 Treatment of Staff<br>2.3 Financial Condition and Activities<br>2.4 Asset Protection <ul style="list-style-type: none"><li>Review of Final 2021 Strategic Plan Achievements</li></ul>    | Trustees review, amend as needed and approve Board Bylaws.<br>Nominating Committee Reports to Board<br>Trustees adopt Governance Policies 2.0 through 2.4 <ul style="list-style-type: none"><li>Supplemental Budget Amendment for Carryforward</li><li>Budget Supplemental Information</li></ul> |
| March     | Executive Director Evaluation Process: Chair and Vice Chair give informal feedback to Executive Director.   |  | Trustees elect Board officers  |
| April     |   |  |  |
| May       | Trustees enlist external audit, as needed<br>Trustees set Governance Budget for next year (4.8.2)   |  |  |
| June      | Executive Director presents the annual budget to the Trustees (4.2.5.A). May be rescheduled based on the budget development schedule provided by the County.  |  | Trustees authorize the Executive Director to submit the annual budget request to the BCC (4.2.5.C). May be rescheduled based on the budget development schedule provided by the County.  |
| July      | Executive Director Evaluation Process: Chair and EXD initiate packet for feedback   |  |  |
| August    | Governance Policy 3.4.6 (All policies instructing the Executive Director will be monitored – 2.5 – 2.9 annually in August)<br><br>Executive Director Evaluation Process: Chair and EXD initiate packet for feedback   | 2.5 Financial Planning, Budgeting<br>2.6 Compensation and Benefits<br>2.7 Emergency Executive Director Succession<br>2.8 Board Awareness and Support<br>2.9 Materials Selection <ul style="list-style-type: none"><li>Strategic Plan Mid-year Update</li></ul> | Trustees adopt Governance Policies 2.5 through 2.9   |
| September | Trustees review Executive Director’s performance and compensation (4.3.6) – Executive Session   |  |  |
| October   | Executive Director Evaluation Process: Evaluate process with Board and Executive Director.  |  |  |
| November  | Trustees review 2023 governance process calendar  |  |  |
| December  | Trustees adopt 2023 governance process calendar (4.3.2 and 4.3.2.B)   |  | Trustees adopt the 2023 budget and authorize the Executive Director to implement the spending plan   |
|           | Trustees adopt the annual budget (4.2.5.A)  |  |  |
|           | End Trustees planning cycle (4.3.1)   |  |  |

Ongoing Board Decisions

Adopt and amend the Board Governance policies  
Adopt and amend Ends policies  
Approve all supplemental appropriations  
Approve fund transfers above the policy limitation  
Approve all property changes

Directs the Executive Director to sign certain contracts and agreements  
Make determinations regarding naming and recognition requests  
Adopt resolutions of support for local election issues  
Approve mill levy proposals  
Approve annual request from the Pine Library