

# BOARD MEETING

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

December 9, 2021



**Teen Hangout**



**S.T.E.A.M. Bridge Building**



**Family Fun Night: Winter Holidays**



**Holiday Open House**



Jefferson County  
**PUBLIC LIBRARY**

## **APPROVAL OF AGENDA**

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, December 9, 2021 – 5:30 pm - <u>ONLINE MEETING VIA WEBEX</u>
1.	<b>Call to order &amp; attendance</b> (4.5.8) Verbal roll call – Each Trustee announces their presence by stating their name.
2.	<b>Pledge of Allegiance</b>
3. Agenda <b>Action</b>	<b>Approve Agenda</b> <b>Chair: Call for motion and second</b>
4. Public Comment	<b>Public Comment</b> Public comments are currently being submitted to the Board via a link on the Board of Trustees webpage. Comments will be acknowledged in the minutes of the meeting.
5. CONSENT AGENDA <b>Action</b>	<b>Approval of Consent Agenda</b> <b>Chair: Call for motion and second</b> A. Approve the November 18, 2021, Board Meeting Minutes B. Trustees adopt the 2022 Board Governance Process Calendar
6. Foundation Report	Foundation Report – Jo Schantz, Executive Director and Jill Fellman, Trustee Representative
7. Operational Updates <b>Action</b> as Needed	<b>Executive Director</b> A. Executive Director Report B. Introduce Kim McGrigg, Director of Communications & Engagement  <b>Business Strategy &amp; Finance</b> <u>Finance and Budget</u> A. Library Board adoption of Final recommended 2022 budget and authorize the Executive Director to implement the spending plan. <b>Chair: Call for motion and second</b> B. Financial Review (October)
8. <b>Action</b> as Needed	Items Removed From Consent Agenda (4.3.4) The Board may address and/or vote on any items that were removed from the Consent Agenda
9. Emerging Issues <b>Action</b> as Needed	
10. <b>Action</b> as Needed	Ends • No items
11. <b>Action</b> as Needed	Board Governance • Review Updated 2022 Board Meeting Schedule as Adopted at the June 17, 2021 Board Meeting <b>Chair: Call for consensus</b>

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

12. Suggest Agenda Items	<p>BOARD SCHEDULE – NEXT MEETINGS –</p> <p>Location of meetings of the Library Board of Trustees are being determined in cooperation with guidelines from Jefferson County. Information on meeting location will be posted at least one week prior to the scheduled meeting date.</p> <p><u>2022 Board Meeting Schedule</u></p> <ul style="list-style-type: none"><li>• January 13, 2021 – Study Session – 5:30 pm (Virtual)</li><li>• January 20, 2021 – Board Meeting – 5:30 pm (Virtual)</li><li>• February 10, 2021 – Study Session – 5:30 pm (Virtual)</li><li>• February 17, 2021 – Board Meeting – 5:30 pm (Virtual)</li></ul>
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	<p>Announcements/General Information Sharing</p> <ul style="list-style-type: none"><li>• Report of the Chair – Correspondence, Other</li><li>• Other Announcements</li></ul>
16. 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: December 2, 2021

RE: Consent Agenda for the December 9, 2021 Board Meeting

- A. Trustees approve the November 18, 2021, Board Meeting Minutes.
- B. Trustees Adopt the 2022 Governance Process Calendar.

Minutes of the **Joint** Meeting of the  
JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES and THE JEFFERSON  
COUNTY LIBRARY FOUNDATION BOARD and the **Regular** Meeting of the JEFFERSON  
COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES  
November 18, 2021

**CALL TO ORDER – JOINT MEETING**

The joint meeting of the Jefferson County Public Library Board of Trustees and the Jefferson County Library Foundation Board was held online via WebEx on November 18, 2021.

Library Board of Trustees Chair, Kim Johnson called the joint meeting to order at 5:01 p.m. Other Trustees present: Jill Fellman (Secretary), Jeanne Lomba, Cassie Tanner and German Zarate-Bohorquez.

Trustees not present for the joint meeting: Pam Anderson and Charles Naumer.

**Jefferson County Library Foundation Board members and Staff present:** Ana Rojas-Artica Deborah Deal, Angela Hahn, Cleo Arellano, Ron Benson, Neal Browne, Tim Rogers and Jo Schantz.

**Jefferson County Public Library Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Bernadette Berger, Director of Technology and Innovation; Steve Chestnut, Director of Facilities and Construction Projects; Lisa Smith, Director of People and Culture; Lizzie Gall, Assistant Director of Library Experience; Padma Polepeddi, Assistant Director of Library Experience; Amber Fisher, Executive Assistant, Office of the Executive Director; and Kelci Rude, Administrative Coordinator.

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

**Introductions**

The Library Board Chair opened the meeting with introductions and expressed appreciation for the opportunity to meet with the Foundation Board.

Opening Remarks – Kim Johnson, Library Board Chair

The Chair noted that the Library Board of Trustees and the Foundation Board of Directors have a long history of a collaborative partnership built on the common belief in the mission of JCPL. The Library Board of Trustees is appointed by the Jefferson County Commissioners and is held accountable to Jefferson County residents. We are bound by state statute, govern by policy, participate in strategic planning, advocate on behalf of the Library and have a fiduciary responsibility to the taxpayers of Jefferson County. The Board looks forward to working as partners to achieve the vision of the library to be the essential destination where all generations connect, discover and create.

### Foundation Opening Remarks and Presentation – Ana Rojas-Artica, Foundation Board President

The Foundation Board President, Ana Rojas-Artica, expressed appreciation for the opportunity to meet with the Library Board and shared exciting news about the Foundation and 2021 accomplishments. The mission of the Jefferson County Library Foundation is to support and enrich the capabilities, resources and services of the Jefferson County Public Library through fundraising and advocacy efforts that benefit our diverse community. Highlights of the presentation included fundraising, book sales, the Whales Tale Books and Gift store, special events, major gifts, legacy chapter gifts, online giving and the annual appeal, special events, endowments, grants and sponsorships, the friends membership organization, expanded office space, and funding and value to the Library.

### Library Presentation - Donna Walker, Executive Directory

The Executive Director expressed appreciation to the Foundation and Library Boards, and shared information on the Library's 2021 achievements and plans for 2022.

The Chair expressed appreciation to all attendees for taking the time to meet and noted that it is an honor to have the partnership with the Foundation.

The Joint meeting was adjourned at 5:38 pm.

### **CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on November 18, 2021. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:39 p.m. Other Trustees present: Jill Fellman (Secretary), Jeanne Lomba, Cassie Tanner and German Zarate-Bohorquez.

Trustees not present: Pam Anderson and Charles Naumer.

**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; Bernadette Berger, Director of Technology and Innovation; Barbara Long, Assistant Director of Finance and Budget; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, Assistant Director of Library Experience; 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:** Jill Fellman moved that the Library Board of Trustees approve the agenda as presented. Seconded by German Zarate- Bohorquez 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:** Jeanne Lomba moved that the Library Board of Trustees approve the item on the consent agenda as presented. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

### Item on the Consent Agenda

A. Approve the October 21, 2021 Board Meeting Minutes

## **FOUNDATION UPDATE**

Jo Schantz, Foundation Executive Director, noted that the fall 2021 whale sale raised a lot of money, just over \$50,000. The \$5.00 admission fee for adults helped raise funds and cover increased expenses at the Fairgrounds. The Foundation is gearing up for holiday sales and is looking forward to another successful year. The Foundation Board welcomed two new board members, Cynthia Benson, and Angela Hahn.

Trustee Fellman addressed the Board and expressed appreciation to the Foundation.

## **EXECUTIVE DIRECTOR REPORT**

### A. Executive Director Report

The Executive Director advised the Board that the public health order requiring staff to get vaccinated or submit to weekly testing has been implemented. Lisa Smith, Director of People and Culture administered the process and assisted staff. The Library is at 99.96% compliance which is good news as the potential implications for staff choosing not to comply would be unpaid leave and then automatic termination. The Library is very happy to report that situation did not occur at JCPL. Another item of note is that some library systems are not at full hours because they can't staff their full open hours. JCPL is at full hours and that deserves a big shout out to the team.

### B. Executive Director Evaluation Process Review-

The Executive Director advised the Board that a review of the evaluation process is part of the procedure and asked the Board for comments. Trustee Fellman noted that the Executive Director's evaluation report was incredibly thorough and gave good insight into the process and what she needed to think about going into the evaluation. There were no other comments from the Board on the process. The Chair noted that she will send the written evaluation to the Executive Director.

### C. Update on Hybrid Public Meetings

The Executive Director advised the Board of the delay in the delivery of the equipment for hybrid meetings. As noted in the report, 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 Elected and Appointed Officials meeting it was noted that County officials received a request from the Governor for State boards to continue to meet remotely and, until further notice, continue virtual meetings rather than going to in-person or hybrid. The recommendation before the Board is to stay the current course and wait for the equipment to come in.

The Chair addressed the Board, noted her understanding of the supply chain issues, and asked the Trustees to provide their thoughts on the issue.

Trustee Tanner indicated support for the recommendation to stay the course and noted that as much as she would like to meet in person, she does not want to add another thing to the Executive Directors' plate.

Trustee Zarate-Bohorquez indicated that we should stay the course and noted that it would take a while to do a Plan B and that while the timeline is important, supply chain issues are not in our control.

Trustee Lomba indicated support to stay the course and wait for the equipment.

Trustee Fellman indicated support to stay the course and wait for the equipment.

The Chair indicated her support to stay the course and noted that Trustee Anderson supports the recommendation. The equipment may be here faster than what the Board could reasonably expect the team to come up with in terms of a Plan B.

The Chair confirmed Board consensus to support the Executive Director's recommendation to stay the course.

## **EXECUTIVE TEAM OPERATIONAL UPDATES**

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

#### **A. 2022 Final Recommended Budget**

Barbara Long, Assistant Director of Finance and Budget, addressed the Board and provided information and highlights on the final 2022 budget.

#### 2022 Budget Highlights

JCPL's 2022 budget funds library services, continues investment in the collection and Library programs. During budget development season, we heard the Board's guidance to put library

funding to work and include significant investments in capital projects next year and into the future. The 11 FTE that are funded puts JCPL back on track with staffing; 8.5 of these positions were included in the 2020 budget but put on hold due to the uncertainty around the pandemic. 1.5 of these positions have the specific focus of helping achieve the goal of accelerating the facilities master plan. To put this in context, this is 2.5 more FTE than what was approved in 2020 before we took a step back due to the uncertainties around the pandemic.

#### Long Term Financial Plan – A New Approach to Capital Projects

The board's direction to accelerate JCPL's facility master plan is reflected in the 2022 budget, specifically in the 5 year capital plan (Table 6) and in the long-term financial plan. The budget prioritizes projects that add space for the community; it includes plans for 2 new libraries and the continuing renovation of existing facilities, beginning with Evergreen.

- 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 the facility master plan

#### Changes From Proposed Budget to Final Budget

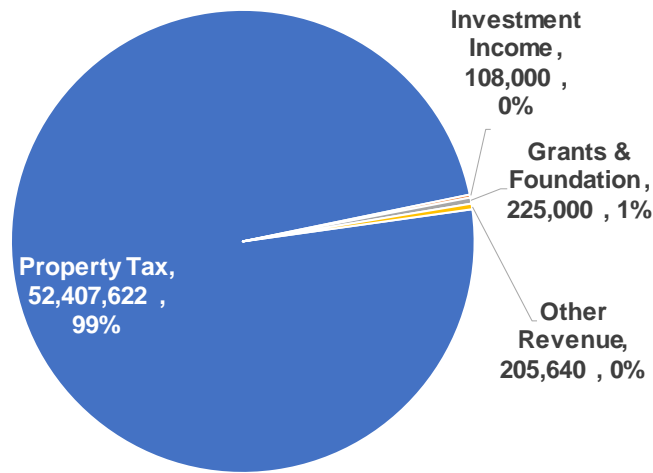
Every year there are changes from the proposed budget to the final budget as estimates are refined and more information is received. One area with changes is property tax revenue. The original projection was for a 10% increase over last year. Those projections were revised up when we received the preliminary certification of value from the Assessor's office in August. We had some expense increases including a correction to the software budget that was presented to the Board in August. There is an increase for salary and benefits expense that is not due to new positions, but due to the Board of County Commissioners decision to implement a 2% increase in staff pay across the board in Jefferson County. Those increases are now reflected in the budget numbers. The number of FTE has not changed from the proposed to the 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

Property tax revenue makes up the lion's share of JCPL revenue. Budgeted property tax revenue is based on the preliminary certification of value.

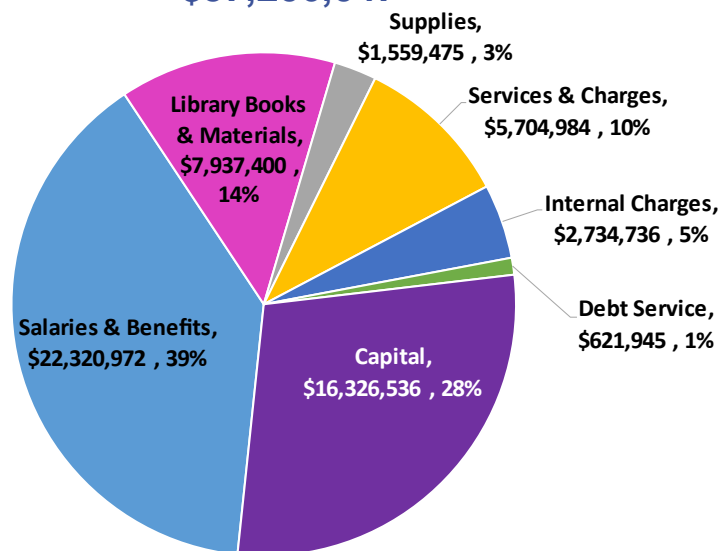
## 2022 BUDGET TOTAL PROJECTED REVENUE: \$52,946,262



### 2022 Budget Total Projected Expenses

Projected expenses include significantly more capital investment. The Library collection remains a priority. The last year of debt service is 2024.

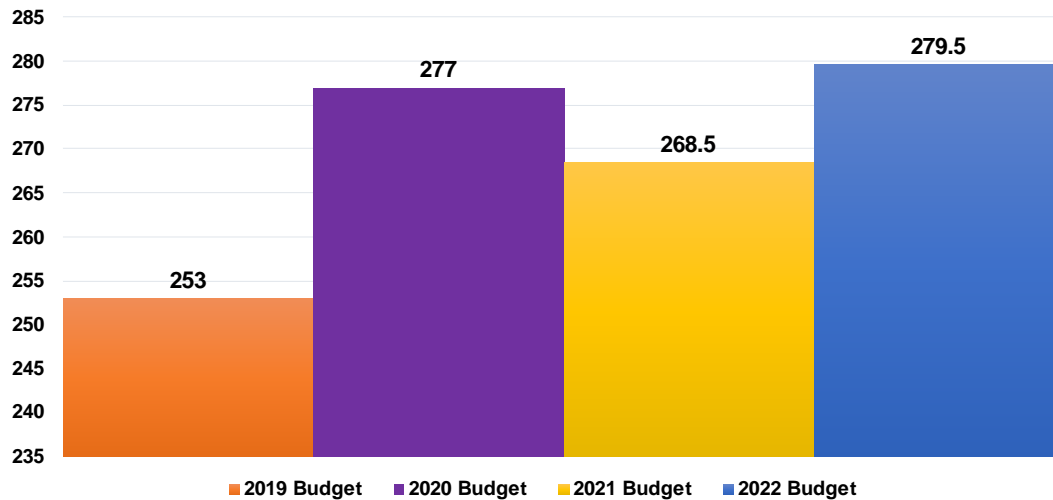
## 2022 BUDGET TOTAL PROJECTED EXPENSES: \$57,206,047



### Budgeted Positions Over Time

This chart shows standard positions over the past few years. You can see the dip in 2021 in response to COVID and planned staffing for 2022 in comparison with 2020 budgeted positions.

### BUDGETED POSITIONS OVER TIME



### 2022 Capital Investments

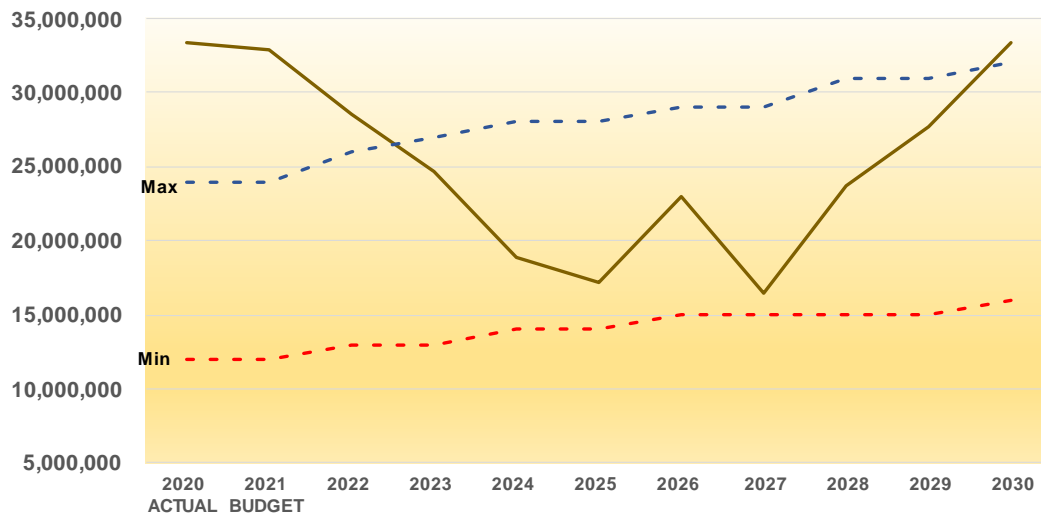
Capital investments include the South County library and funding for property acquisition in NW Arvada. Annual replacement funding helps JCPL take care of existing assets and make improvements to the physical and technological infrastructure. Funding is included to place holds lockers outside more library buildings and to continue alternative service investments.

Annual Replacement Plan	
ARM-01 Capital Maintenance	\$ 250,000
ARM-02 Equipment Replacement	36,000
ARM-03 Computer 5-year Replacement Plan	235,000
ARM-04 Book Sorter Replacement	500,000
ARM-05 IT Infrastructure Replacement	250,000
<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

This chart shows fund balance for the long term plan updated to include the final budget numbers. The increased budget for property tax means that fund balance does not dip below the minimum in 2027 as it did in the proposed budget plan shown earlier in the year.

## LONG TERM PLAN: FUND BALANCE



### Next Steps

On Tuesday of this week, the Board of County Commissioners voted to adopt the 2022 budget for Jefferson County which includes the Library's 2022 budget. At the December Board meeting, the Library Board will vote to adopt the 2022 budget and authorize the Executive Director to implement the spending plan

### **B. Financial Report (October)**

Barbara Long presented information on the October 2021 financial report. The Library is over budget on revenue and that has not changed from last month's report. The Library is continuing to put projections on Table 3 and Table 5. The projections are showing significant savings in most categories in operations. However, we don't expect those savings to continue as they are due to timing.

In response to questions the Board was advised that:

- In Table 5, ARM03 is projected to spend the entire amount as well as in ARM05. There are significant encumbrances that are not showing due to timing. The Library has ordered computers and is issuing purchase orders and is hopeful those encumbrances will show

on November's activity. It is perhaps not likely some of the projects will be wrapped up by the end of the year.

- The Library has requested carryforward on recurring maintenance in the past if it represents continuing a planned project.

### **Facilities and Construction Projects**

A. South County Update on Site Search. Guests: Tim Rogers and T. Blake Rogers  
Genesee Commercial Group, LLC.

The Executive Director introduced the topic and advised the Board that Steve Chestnut, Director of Facilities and Construction Projects, has been working with the realtors on the South County site search. Tonight, the Library is hoping to get consensus from the Board to expand our search to land acquisition.

Steve Chestnut addressed the Board and provided information on the site search and introduced Tim Rogers, with Genesee Commercial Group, LLC, who is present to answer any questions the Board may have about his report. In 2019, the Board directed the Executive Director to search for an existing building. In July 2021, the Library engaged Tim Rogers to begin that search.

Tim Rogers addressed the Board and noted that he has been engaged in the search for a site for the South County library and has developed an analysis of available properties within the geographical boundaries. The report provides a good picture of what is out there. The report includes 10 properties. Of those 10 properties, 2 are industrial, 7 are retail and 1 is a church. The church property just went back under contract. The challenge with the retail properties is that many are multi-tenant and don't meet the basic requirements for the South County site. In summary, there isn't a single strong candidate that meets the redevelopment site criteria. This shortage of properties of this size in South County has been the case for the last two years. Along with utilizing commercial property databases, Genesee reaches out to commercial brokers in the metro area to let them know the properties we are looking for. Genesee also reached out to Open Space, Foothills Parks and Recreation and developers with new development projects coming online in South County. None of those inquiries are promising at this point and it doesn't look like the future dynamic will change for an existing product that could be repurposed,

In response to questions, the Board was advised that:

- The target area is along Kipling and C470 around the area of Ken Caryl and south of Coal Mine so as not to overlap with the influence area of the Columbine Library.
- Only properties 1, 7 and 8 in the report were in the right area.
- The target square footage is between 40,000 and 50,000. The project is budgeted for 40,000.

The Executive Director advised the Board that this information is being presented to check in with the Board and whether or not to continue on the same path and look for a few more months or expand the search to include land. That may also be equally hard to find, but it is an option for the Board to consider.

The Chair asked the Trustees to provide their thoughts and comments on expanding the search.

Trustee Lomba noted that we have to look at land. In the report there were only three options that were remotely South County and far enough away from Columbine to justify another library.

Trustee Fellman indicated support for expanding the search and if that doesn't bear any fruit then the Board should come back for more discussion – we want as many options on the table as we can get.

Trustee Zarate-Bohorquez noted that expanding the search to include land is a good idea and that needs to be looked at as another option.

Trustee Tanner noted that South County is a unique and challenging area, it is difficult to find a building to repurpose and she supports expanding the search to look for land.

The Chair advised the Board that she agrees that it is time to look for land. She noted that she will work with the Executive Director to plan for another check in the not too distant future. The Chair noted that she believes that we may know quickly if land is an option and whether or not we need to move on to option 3.

The Chair confirmed Board consensus to expand the South County site search to include land.

The Executive director noted that it will continue to be a challenge and that plan C is finding something to lease which may be equally difficult. In response to a question from the Executive Director regarding a land search for 4.0 to 4.5 acres, Tim Rogers indicated that he has enough information to dig deeply into what is available and does feel that there are more opportunities for land than for an established building.

#### **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**

The Trustees reviewed the 2022 Board Governance Process Calendar for adoption at the December 9, 2021 Board meeting.

## **BOARD SCHEDULE – NEXT MEETINGS**

Location of meetings of the Library Board of Trustees are being determined in cooperation with guidelines from Jefferson County. Information on meeting location will be posted at least one week prior to the scheduled meeting date.

### 2021-2022 Board Meeting Schedule

- December 9, 2021 – Board Meeting – 5:30 pm (WebEx)
- January 13, 2021 – Study Session – 5:30 pm (WebEx)
- January 20, 2021 – Board Meeting – 5:30 pm (WebEx)
- February 10, 2021 – Study Session – 5:30 pm (WebEx)
- February 17, 2021 – Board Meeting – 5:30 pm (WebEx)

## **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

The Chair reminded the Trustees of the holiday party on December 3, at 6:00 pm. And noted that she will be sending more information and that spouses and significant others are welcome.

## **ADJOURNMENT**

The Board meeting was adjourned at 6:34 pm.

Jill Fellman, Secretary

**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) Chair presents tentative agenda plan (4.3.2.B) Chair appoints committee to review Board Bylaws (4.4.2D) 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” Trustees approve budget transfer, requests from the previous calendar year. May be rescheduled based on the process/schedule provided by the County. 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 2.1 Treatment of Patrons 2.2 Treatment of Staff 2.3 Financial Condition and Activities 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. Nominating Committee Reports to Board 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 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)  Executive Director Evaluation Process: Chair and EXD initiate packet for feedback	2.5 Financial Planning, Budgeting 2.6 Compensation and Benefits 2.7 Emergency Executive Director Succession 2.8 Board Awareness and Support 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

## Foundation Update

■ DECEMBER 2021



# Executive Director Report

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

## HOLIDAY BARGAINS ABOUND AT OUR WHALE'S TALE BOOKS & GIFTS SHOP



Just like Santa's little elves, our volunteers have been busily putting together holiday gift baskets for sale at our storefront operation in Colorado Mills Mall. The goal is to make 120 themed gift baskets for the winter sales, and two of our very talented volunteers -- Sandy Kramer and Mickey Lytle -- are nearing that total!

Gift basket themes run the gamut, from dragons and bears to railroads and sports cars. You'll find abundant choices that are wrapped and ready for holiday giving. Prices for the gift baskets range from \$10 to \$60, and many include books, spirits, stuffed animals (for kids' baskets), plus gift cards for cultural experiences, car repairs and more.

Whale's Tale opened up for holiday shopping on Black Friday (the day after Thanksgiving), and produced gross sales of more than \$1,100 on that single day! So far in November, the shop has grossed over \$12,000, putting us back on track for our yearly sales after smaller sales months in September and October.

So far this year, Whale's Tale has generated more than \$110,000 in gross sales.



Foundation "elves" Sandy Kramer and Mickey Lytle are awash in gift baskets

## JCLF Financial Update

From our October 31, 2021 balance sheet, our Foundation's total assets stand at \$1,133,534.06. Last year, October 2020, JCLF was at \$990,749.24. That balance has increased by nearly \$143,000 during this past year., mainly due to the EIDL (Economic Injury Disaster Loan) fund of \$150,000.

One big leap in our general contributions income was due to the \$100,000 gift made by Allison Brigham and the estate of her father, Warren Roeske which more than doubled those anticipated revenues. These dollars are being applied to the construction and naming opportunity for the Discover Together: Outdoor Adventure Space at Belmar Library.

We are also getting close to this year's goal regarding grants. As of Oct. 31, grant funding was at \$42,774 (with a goal of \$60,000). Counting in the recently approved \$10,000 from the Clarence Laguardia Foundation and other grants we expect to see here at year's end, I believe we will reach that mark.

Last year at this time -- due to the impact of COVID-19 that resulted in our 3-month office/warehouse closure and the inability to produce our spring Whale of a Used Book Sale -- JCLF was showing an operational loss of almost \$40,000. Same time this year, we are showing a gain of over \$100,000.

Even with last year's economic downturn, by December 31, 2020, JCLF was still able to contribute \$179,635 to JCPL including \$50,000 for Early Childhood Literacy programs, STEM/STEAM programs and the Outdoor Adventure Space at Belmar Library through our cash reserves. By the end of October, 2021 we have given JCPL \$168,555.



■ DECEMBER 2021

■ PAGE 2



# Executive Director Report

## COLORADO GIVES DAY AND OUR END-OF-YEAR APPEAL

Each year, our Foundation participates in the annual Colorado Gives Day fundraising event, and this year is no exception. The date for this year's big event is Tuesday, December 7.

This online campaign has been part of the holiday giving season for more than a decade, and it is sponsored by Community First Foundation. One of JCLF's longtime supporters -- FirstBank -- also provides matching funds for nonprofits that raise the most money during this 24-hour fundraising effort.



JCLF also produces an end-of-year appeal, which always gives us a last boost to our budget before the close of the year. Our donors will be receiving this direct mail appeal within the next few weeks.

Last year, these two campaigns raised more than \$28,000.

Donations can be made by visiting [www.givingfirst.org](http://www.givingfirst.org) or [www.coloradogives.org](http://www.coloradogives.org). You can also donate via our website: [www.jeffclf.org](http://www.jeffclf.org).

Gifts can be designated to specific JCPL or JCLF programs and amenities, or they can be directed toward general support. We will also gladly accept contributions in memory of or in honor of loved ones.

## JCLF Activities and Community Contacts

- JCLF Board and JCPL Trustee Joint Meeting – Nov. 18
- Conversation with Lutheran Medical Center re: financial support of JCPL mental health-related programming – Nov. 18
- New Board member orientation – Nov. 22
- Meeting with Derek Timmerman, Golden Chamber of Commerce – Nov. 22
- OFFICE CLOSURE – Nov. 25-26
- JCLF Finance Committee meeting – Nov. 30
- JCLF Executive Committee meeting – Nov. 30
- Holiday Open House, Whale's Tale Books & Gifts – Dec. 2
- S. Lakewood Business Assn. holiday breakfast meeting – Dec. 7
- Wheat Ridge Business Assn. holiday lunch meeting – Dec. 7
- Good News Breakfast steering committee meeting – Dec. 8
- Tour of JCLF offices with representatives from Bank of Colorado – Dec. 8
- Applewood Business Assn. holiday lunch meeting – Dec. 9
- Tour of JCLF offices with Dana Harris, prospective Board member – Dec. 10
- Lunch meeting, Colo. Chapter, Grants Professional Assn. – Dec. 17
- OFFICE CLOSURE – Dec. 24 – Jan. 2

**WWW.JEFFCLF.ORG**

## **Operational Updates**

### **Executive Director Report**



# December 2021 EXECUTIVE DIRECTOR REPORT

## Fourth 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 December, the Library is focusing on,

- Implementing after hours phone service

### South County Expansion:

In December, the Library is focusing on,

- Expanding site search to vacant land
- Reaching out to stakeholders re: expanded search

### Philanthropy Development:

In December, the Library is focusing on,

- Onboarding Kim McGrigg, new director of Communications and Engagement


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

In December, the Library is focusing on,

- Validating public meeting requirements for software

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

In December, the Library is focusing on,

- Recruiting Business Strategy & Finance director (project sponsor)
  - Providing feedback on scenarios and options to FMP consultant
  - Drafting scope of work for design consultant
- 



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

## JCPL SERVICE HIGHLIGHTS

### Community Engagement

**SCLHealth/Lutheran Medical Center Grant:** **Padma Polepeddi**, assistant director of Patron Experience, **Jennifer Reading**, Diversity and Inclusion manager, and **Debra Keane**, Social Work coordinator, working in collaboration with **Jo Schantz**, JCLF executive director, are securing a grant in the amount of \$20-\$25,000 for expanding patron mental health access through library programs and services.

### Programming and Operational Improvements

**After Hours Phone Service:** Starting this month, JCPL will be offering after hours phone service using an outside company that serves public libraries. This service will extend patrons' ability to reach someone for help with their accounts and other trouble shooting after hours, on holidays and during emergency closures.

Our Technology and Innovation division completed an **IT security gap analysis** and has installed a **new firewall**.

**New book sorter** at Evergreen Library being installed for greater operational efficiency.

**Clerestory window** replacement at the Standley Lake Library will be completed. We will be open to the public during construction.


### Professional Engagement

**Rebecca Parson**, Kids & Families Librarian, has been appointed to serve on the ALA's Association for Library Services to Children (ALSC) Early and Family Literacy Committee.


**Kelsey Ashton**, Adult Services coordinator, will take over as Chair of the Colorado Association of Libraries Business Services Interest Group (CAL BSIG) for 2022.

### Patron Impact Statement:

*I just want to share my love for the library! I feel like I "found" the library during CoVid. I have always purchased my books and audiobooks. Now I just use the library. I am sure I saved thousands of dollars. But recently I found the Great Courses DVDs for a trip to Italy. I was studying for a trip of a lifetime and finding these DVDs made it a trip we would never forget. As a*







*result we downloaded this to my iPad and would go into museums and churches as our guide walked us through each historic place. No detail was missed thanks to planning and education. Thank you for providing this resource. Along with other travel books that made this a trip of a lifetime.*

## **HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES,**

### **December 2021**

- Monthly meeting with **Jefferson County Elected/Appointed Officials**
- **Jefferson County Library Foundation (JCLF)** Holiday Open House
- Meeting with Don Davis, **Jefferson County Manager**
- **Jeffco Connections** regular meeting of Combined Management leadership and **Communities that Care (CTC)** Key Leaders.
- Meeting with **Cassie Tanner**
- **Family Leadership Training Institute (FLTI)** graduation ceremony
- **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
- Time off



**Operational Updates**

**Business Strategy and Finance**

## memorandum



To: Donna Walker, Executive Director  
From: Barbara Long, Assistant Director of Finance & Budget  
Re: Financial Information, 2021 Budget  
Date: November 29, 2021

### A. **November Financial Tables**

November financial tables will not be presented at the December 9<sup>th</sup> Board meeting. The earlier date means that many transactions will not have posted yet. Financial tables and analysis will be included at the next meeting

### B. **2022 Budget Summary Review and Approval**

JCPL's final proposed budget for 2022 funds library services, materials, and capital projects. 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
- Debt Service \$621,945
- Capital Projects \$16,326,536

The final budget for 2022 includes using \$4,259,785 in library fund balance for capital projects.

### **Action Item:**

*Staff recommends that the Library Trustees adopt the 2022 budget and authorize the Executive Director to implement the spending plan contained therein*

### C. **Project Carryforward Information**

Several of the Library's 2021 capital projects will continue into 2022. Funding for these projects will be included in the Library's carryforward request. These projects include:

South County Library  
Alternative Services  
New Bookmobile  
Document Management System  
ARM05 IT Infrastructure Replacement

## memorandum



Board approval for project carryforward funding will be requested at the February 2022 meeting.

### **Attachments:**

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

**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 Actual	2021 Amended Budget	2022 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 Actual	2021 Amended Budget	2022 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 (Amended)	2021 Amended Budget	2022 Budget	Incr(Decr) 2021 to 2022 Budget
FTE Positions - Active	277.0	268.5	279.5	11.0
FTE Positions - Reserved	-	8.5	-	(8.5)
Total Authorized Positions	277.0	277.0	279.5	2.5





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

Sources and Uses of Funds	2020 Actual	2021 Amended Budget	2022 Budget	\$ Change 2021 to 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 Actual	2021 Amended Budget	2022 Budget	\$ Incr (Decr) 2021 to 2022 Budget
<b>Sources of Funds</b>				
Property Tax - Capital - 4.5%	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

## **Board Governance**

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

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Jefferson County  
**PUBLIC LIBRARY**

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**UPDATED: 12-09-21**

### ADOPTED (06-17-21 CONSENT AGENDA) 2022 BOARD MEETING SCHEDULE

Location of meetings of the Library Board of Trustees are being determined in cooperation with guidelines from Jefferson County. Information on meeting location will be posted at least one week prior to the scheduled meeting date.

<b><u>LIBRARY BOARD STUDY SESSIONS</u></b>	
<b><u>5:30 PM</u></b>	
<u>Date</u>	<u>Location</u>
January 13	Virtual
February 10	Virtual
March 10	Virtual
April 14	Virtual
May 12	Lakewood Library Meeting Room
June 9	Lakewood Library Meeting Room
July 14	Lakewood Library Meeting Room
August 11	Lakewood Library Meeting Room
September 8	Lakewood Library Meeting Room
October 13	Lakewood Library Meeting Room
November 10	Lakewood Library Meeting Room

<b><u>LIBRARY BOARD MEETINGS</u></b>	
<b><u>5:30 PM</u></b>	
<u>Date</u>	<u>Location</u>
January 20	Virtual
February 17	Virtual
March 17*	Virtual
April 21	Virtual
May 19	Lakewood Library Meeting Room
June 16	Lakewood Library Meeting Room
July 21	Lakewood Library Meeting Room
August 18	Lakewood Library Meeting Room
September 15	Lakewood Library Meeting Room
October 20	Lakewood Library Meeting Room
November 17	Lakewood Library Meeting Room
December 8	Combined Study Session & Board Meeting Lakewood Library Meeting Room

\* MARCH 17 2022 - [Purim](#)

Lakewood Library Meeting Room  
10200 West 20<sup>th</sup> Avenue, Lakewood, CO 80215