

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

January 20, 2022



Make Something: Decorative Bottle Boxes



Library Resources for Job Seekers



SPARK! With Boulder Museum of Contemporary Art



Kids Club



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, January 20, 2022 – 5:30 pm - <u>ONLINE MEETING VIA WEBEX</u>
1.	Call to order & attendance (4.5.8) Verbal roll call – Each Trustee announces their presence by stating their name.
2.	Pledge of Allegiance
3. Agenda Action	Approve Agenda Chair: Call for motion and second
4. Public Comment	Public Comment Public comments are currently being submitted to the Board via a link on the Board of Trustees webpage. Comments will be acknowledged in the minutes of the meeting.
5. CONSENT AGENDA Action	Approval of Consent Agenda Chair: Call for motion and second <ul style="list-style-type: none"> A. Minutes of December 9, 2021 Board Meeting B. Axis 360 Contract Renewal C. STAT Contract Renewal D. RFID Contract - Columbine Sorter E. Sunshine Resolution LB-01-20-22 F. Pine Library Contribution G. Naming Agreement – Columbine Library Bench
6. Foundation Report	Foundation Report – Jo Schantz, Executive Director and Jill Fellman, Trustee Representative
7. Operational Updates Action as Needed	Executive Director Update <ul style="list-style-type: none"> A. Executive Director Report B. 2022 Strategic Priorities and Initiatives <ul style="list-style-type: none"> • Global Ends 1.0-1.4 – Board Consensus • 2022 Annual Strategic Plan – Board Consensus Business Strategy & Finance <u>Finance and Budget</u> <ul style="list-style-type: none"> A. Financial Report – November B. Financial Report - December
8. Action as Needed	Items Removed From Consent Agenda (4.3.4) The Board may address and/or vote on any items that were removed from the Consent Agenda
9. Emerging Issues Action as Needed	

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

10. Action as Needed	Ends
11. Action as Needed	Board Governance <u>Chair Appointments:</u> <ul style="list-style-type: none">• <i>Action Item:</i> Chair appoints committee to review Board Bylaws (4.4.2D)• <i>Action Item:</i> Chair appoints nominating committee for Board officers (4.4.2D)• <i>Action Item:</i> Chair appoints Trustee representative to Foundation Board <u>Adopted 2022 Governance Process Calendar</u> <i>Informational:</i> 2022 Governance Process Calendar as adopted at the December 9, 2021 Library Board meeting.
12. Suggest Agenda 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. <u>2022 Board Meeting Schedule</u> <ul style="list-style-type: none">• February 10, 2022 – Study Session – 5:30 pm (Virtual)• February 17, 2022 – Board Meeting – 5:30 pm (Virtual)• March 10, 2022 – Study Session – 5:30 pm (Virtual)• March 17, 2022 – Board Meeting – 5:30 pm (Virtual)
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. Adjournment	

CONSENT AGENDA

TO: Library Board of Trustees

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

DATE: January 11, 2022

RE: Consent Agenda for the January 20, 2022 Board Meeting

- A. Library Board of Trustees approve the December 9, 2021 Board Meeting Minutes
- B. Library Board of Trustees authorize the Executive Director to sign the Axis 360 twelve month contract renewal in the amount of \$1,600,000.
- C. Library Board of Trustees authorize the Executive Director to sign the STAT Contract Renewal for the base pricing amount of \$377,958.15.
- D. Library Board of Trustees authorize the Executive Director to sign the contract amendment with RFID Library Solutions for the Columbine sorter in the amount of \$338,275.
- E. Library Board of Trustees adopt the Sunshine Resolution LB-01-20-22
- F. Library Board of Trustees approves the annual gift to the North Fork Library Association to support the Pine Library's operating expenses in the amount of \$1,500.
- G. Library Board of Trustees authorize the Executive Director to sign the donation and naming agreement between the Jefferson County Public Library, the Jefferson County Library Foundation and James Fritch in the amount of \$1,000 to place a memorial plaque on an outdoor bench at Columbine Library in honor of his father, Gary Fritch.

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
December 9, 2021**

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on December 9, 2021. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m. Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary), Jeanne Lomba, Charles Naumer, Cassie Tanner and German Zarate-Bohorquez.

Trustees not present: All Trustees were present.

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; Kim McGrigg, Director of Communications and Engagement; 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 Katie O'Loughlin, 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: Pam Anderson moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

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

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, provided an update on the activities of the Foundation. The bookstore exceeded its holiday gift basket goal of 120 and had 140 gift baskets. The bookstore recently hit its one year mark at Colorado Mills and held a wonderful open house. The Foundation has total assets over the one million dollar mark with almost \$60,000 in grants. Colorado Gives day raised \$22,000 and the end of year appeal will go out next week. The Foundation office will be closed December 24 to January 2. In response to a question the Board was advised that the closure will not extend to the bookstore.

Trustee Fellman addressed the Board and expressed appreciation to Jo and her staff for all they do.

EXECUTIVE DIRECTOR REPORT

A. Executive Director Report

The Executive Director addressed the Board and expressed appreciation to the Trustees for their contributions and engagement over the last year. The Family Leadership Training Institute graduation ceremony is this weekend, and the Board is welcome to attend. The Facility Master Plan (FMP) update will be coming to the Board in the first quarter of 2022 to help the Board with decision making and the 5-year capital plan update.

B. Introduce Kim McGrigg, Director of Communications & Engagement

The Executive Director introduced Kim McGrigg, the new member of the Executive Team. Kim McGrigg addressed the Board and noted that she is thrilled to serve as the Communications and Engagement Director for JCPL. This role is responsible for internal and external communication, marketing, demand generation and creating opportunities for engagement of staff and the community. At PEC she oversaw external and internal communications advising and collaborating with staff and providing vision and strategic direction to leadership. She recently held a record breaking fundraising event that raised over \$90,000 for the organization's teacher prep program with 350 people attending. Her entire career has been helping people achieve their goals and dreams and she is looking forward to bringing her experience to the Library.

Standley Lake Clerestory Roof Project

The Executive Director shared pictures of the clerestory roof project. Steve Chestnut, Director of Facilities and Construction Projects expressed appreciation to the Board for supporting this project.

SCL Health/Lutheran Medical Center Grant

Trustee Naumer extended his congratulations to Padma Polepeddi, Assistant Director of Library Experience, and her team on the SCL Health/Lutheran Medical Center Grant to expand patron mental health access through library programs and services. He noted that these are important services for the Library to offer and appreciates their work in securing that grant.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy and Finance - Finance and Budget

A. Library Board adoption of Final recommended 2022 budget and authorize the Executive Director to implement the spending plan.

The Chair introduced the topic and noted that the Board reviewed the 2022 budget at the November Board meeting. The Executive Director advised the Board that Barbara Long, Assistant Director of Finance and Budget, has a presentation and is present to answer any questions.

Barbara Long, Assistant Director of Finance and Budget, presented information on the final 2022 Budget.

2022 Budget Highlights

- Investment in capital projects
- Adding 11 FTE, 2.5 more than approved in 2020 when JCPL took a step back from hiring.
- Continue investments in library collection, programs, and alternative services

Long Term Financial Plan – A New Approach to Capital Projects

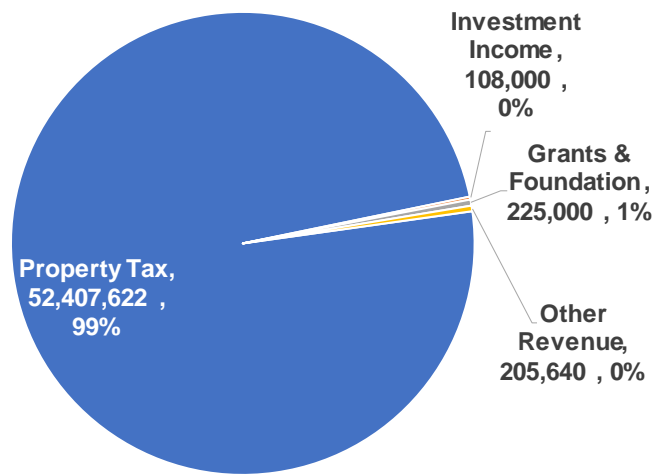
- Property tax revenue based on 4.5 Mills
- Prioritizing capital projects which add significant space including South County Library and NW Arvada Library
- Using fund balance to accelerate the facility master plan

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 \$1.2 M – correction to software budget and increase in salary and benefit expense

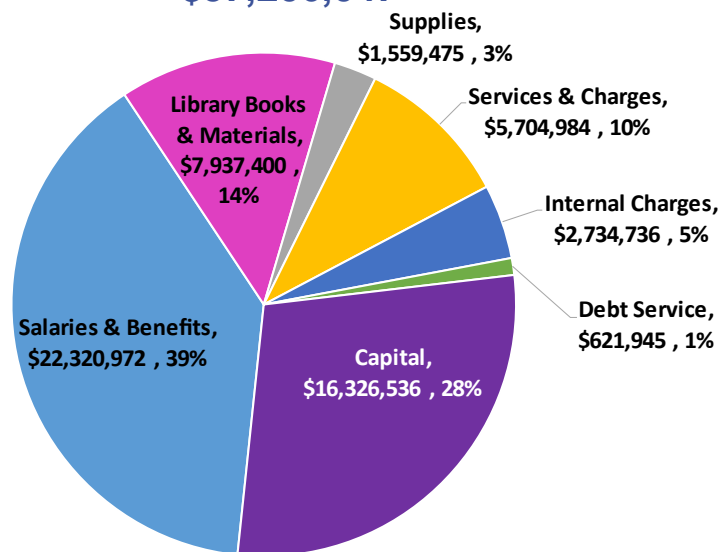
2022 Budget Total Projected Revenue

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



2022 Budget Total Projected Expenses

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



2022 Capital Investments

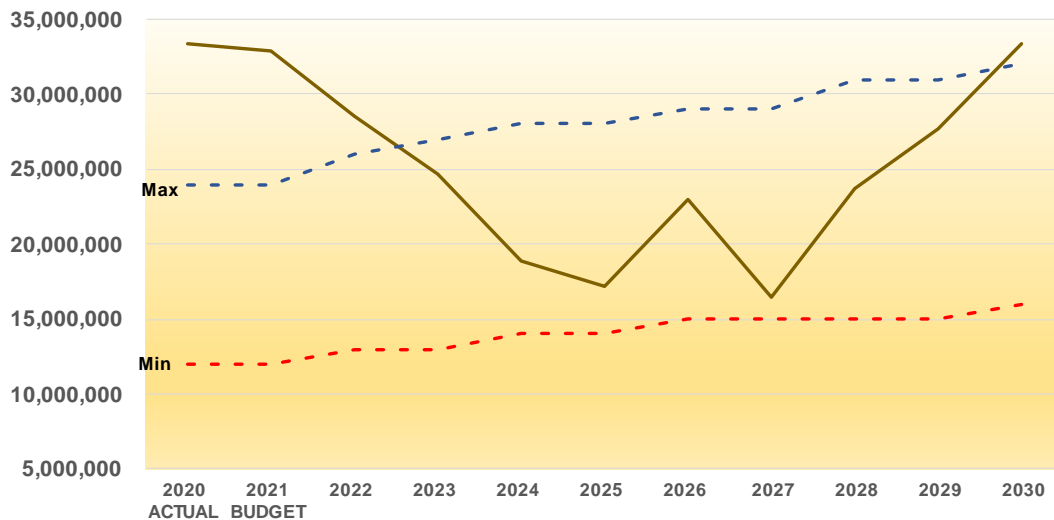
2022 CAPITAL INVESTMENTS



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
Total ARM	\$ 1,271,000
Capital Projects	
Alternative Services	\$ 200,000
Library Location Holds Lockers	205,000
South County Library	9,125,536
Evergreen Library Redesign	700,000
NW Arvada Library	4,700,000
Data Warehouse	125,000
Total Capital Projects	\$ 15,055,536
Total Capital Improvement Plan	\$ 16,326,536

Long Term Fund Balance

LONG TERM PLAN: FUND BALANCE



There were no questions from the Board about the 2022 Final Budget.

2022 Budget Adoption

Library Board adoption of Final recommended 2022 budget and authorization for the Executive Director to implement the spending plan.

MOTION: Jill Fellman moved that the Library Board of Trustees adopt the 2022 budget and authorize the Executive Director to implement the spending plan contained therein. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

B. Financial Review (October)

Barbara Long advised the Board that this December Board meeting fell too early for a meaningful November financial report. There were no questions from the Board about the October financial report that was presented last month.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

The Chair advised the Board that Jefferson County's Personnel Board recently voted to allow departments with appropriate funding to pay out a portion of vacation or PTO accruals, up to 40 hours, that are above the amended leave maximums for 2021 provided they are administered equitably. The Library has funding for their personnel and will move forward. The Executive Director is one of the approximately 35 employees affected by this decision. By Board policy (2.6.1) the executive director cannot change her compensation or benefits without Board approval and review. The executive director's loss of earned leave at year end amounts to approximately \$15,000. The payout amount would be approximately \$3,000. This issue is being brought forward to the Board to address the concern that a payout of this earned leave benefit could be considered additional compensation. The Chair noted that she is bringing this issue forward for discussion and will call for a motion to include the executive director in the Personnel Board decision for a payout of up to 40 hours of her earned PTO in 2021.

MOTION: Pam Anderson moved that the Library Board of Trustees approve the inclusion of the Library Executive Director in the County Personnel Board decision for a payout of up to 40 hours of earned PTO in 2021. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

ENDS

There were no items.

BOARD GOVERNANCE

Updated 2022 Board Meeting Schedule as Adopted at the June 17, 2021 Board Meeting.

The Chair advised the Board that the 2022 schedule has been updated to reflect adjustments due to the delay in receiving hybrid meeting equipment and asked for consensus on the updated schedule. The Board indicated consensus on the updated 2022 Board meeting schedule as presented.

Trustee Naumer noted that he would like the Board to consider some way to visit the libraries in 2022.

The Chair advised the Board that she will not attend the January 13, 2022 Study Session and that Pam Anderson, Vice Chair has agreed to Chair that 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.

Next Board Meetings Schedule

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

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Chair wished everyone a wonderful holiday season.

ADJOURNMENT

The Board meeting was adjourned at 5:59 pm.

Jill Fellman, Secretary

ADOPTED: 01-20-22

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY
RESOLUTION NO.: **LB 01-20-22**

WHEREAS, effective June 1, 1991, the Board of Trustees of the Jefferson County Public Library is subject to the provisions of Senate Bill 91-33 (the "Colorado Sunshine Act");
and

WHEREAS, HB19-1087 was approved by the Governor on April 25, 2019 with an effective date of August 2, 2019. A local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body.
and

WHEREAS, the public place in which such notice will be posted must be designated annually.

WHEREAS, the notice must include specific agenda information where possible.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the Jefferson County Public Library hereby designates the public website jeffcolibrary.org as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Date: January 20, 2022

Foundation Update

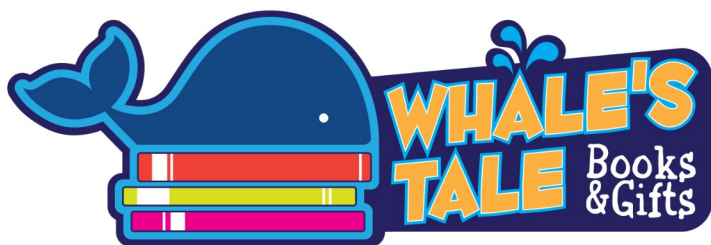


■ JANUARY 2022

Executive Director Report

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

Whale's Tale Generates More Than \$134,000 in 2021



Our little bookstore had a banner year in 2021! We are proud to announce that Whale's Tale Books & Gifts grossed more than \$134,000 from January 1 through December 31, 2021. This means our average gross sales topped \$11,000 a month.

We are grateful to the staff and volunteers who have kept our operation running, and to the many shoppers who are contributing to our success!

Here are some comments we recently received from our customers:

"This store is amazing! Love being able to support Jeffco libraries! It was amazing being able to find so many amazing books and great gifts!"

"Great selection and very helpful staff."

"Very impressed with the orderliness of the store, the wide selection and the friendly sales lady. Good job!"

"Such a thoughtfully put together store!"

Many thanks to JCLF volunteers Sandy Kramer and Mickey Lytle for creating 140 themed gift baskets for sale at Whale's Tale during the holidays!

Meetings and Community Connections

Dec. 14 -- lunch with major donors Don & Lisbeth Kalstein (Fish Foundation)

Dec. 17 -- holiday lunch with colleagues from the Grants Professionals Association

Dec. 20 -- monthly meeting with JCPL Executive Director Donna Walker

Dec. 21 -- Mingling and Mimosas at the West Metro Chamber

Jan. 4 -- S. Lakewood Business Assn. breakfast meeting

Jan. 10 -- monthly meeting with JCPL Executive Director Donna Walker

Jan. 11 -- Wheat Ridge Business Assn. breakfast meeting

Jan. 11 -- Board meeting, Honor Bell Foundation

Jan. 12 -- Good News Breakfast steering committee meeting

Jan. 13 -- Applewood Business Assn. lunch meeting

Jan. 17 -- Board meeting, Literacy Coalition of Colorado

Jan. 18 -- JCLF Finance and Executive Committee meetings

Jan. 19 -- JCLF Board meeting



JANUARY 2022

Page Two -- JCLF Executive Director Report

Library Giving Day -- Coming April 6!

This year, JCLF is again participating in Library Giving Day, an annual fundraising event that has been held for the past three years. In 2021, JCLF raised nearly \$8,000 through this campaign, and we hope to beat that record in 2022.

Library Giving Day started as an idea generated by the Seattle Public Library Foundation. The concept was to create a national day of giving that public libraries would rally around and that the public would embrace. The event has turned into a one-day fundraising event with the goal of encouraging people who depend on and enjoy public libraries to donate to their individual library system. And in turn, that support will go toward the incredible programs, services and materials provided by local libraries all over the country.

To participate, visit www.librarygivingday.org.

Friends Annual Meeting Slated for April 22

If you are a fan of suspense and thriller novels, you won't want to miss JCLF's Friends Annual Meeting in 2022. We are happy to announce that our keynote speaker will be Carter Wilson, a Colorado-based author who lives in Erie.

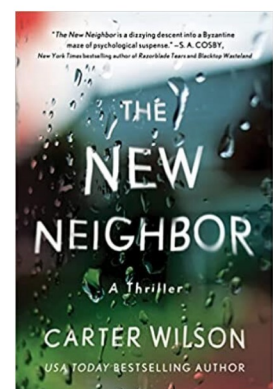
As we learn from his website: USA Today and #1 Denver Post bestselling author Carter Wilson has written eight critically acclaimed, standalone psychological thrillers, as well as numerous short stories.

He is an ITW (International Thriller Writers) Thriller Award finalist, a four-time winner of the Colorado Book Award, and his novels have received multiple starred reviews from Publishers Weekly, Booklist, and Library Journal.

Carter's popular novels include: *The Dead Husband*, *The Dead Girl in 2-A*, and his latest novel – *The New Neighbor* -- will be released on April 12.

The annual luncheon will be held from 11:30 a.m. to 1 p.m. at the Wheat Ridge Rec Center in Wheat Ridge, 4005 Kipling St. Carter's books will be available for signing and for sale at the event.

Tickets are \$35 for Friends members, \$45 for non-members, and \$50 which includes the Friends luncheon and a one-year Friends membership.



Many thanks to our donors and supporters who helped make Colorado Gives Day and our year-end appeal a huge success in 2021! Revenues from Colorado Gives Day reached nearly \$23,000, and our annual appeal generated \$5,890!

Operational Updates

Executive Director Report



JANUARY 2022 EXECUTIVE DIRECTOR REPORT

First Quarter Focus:

- 1) **Accelerate our Building Program**
- 2) **Design a New Library in South County**
- 3) **Initiate a New Library in Northwest Arvada**
- 4) **Develop a New Concept in Philanthropy Strategy**
- 5) **Redesign Evergreen Library**

Accelerate our Building Program

In January, the Library is focusing on,

- Recruiting for a director of Business Strategy & Finance
- Recruiting for an assistant director of Library Design Projects & Planning
- Continuing the update of the Facilities Master Plan
- Finalizing scope of work for Library Design consultant

Design a New Library in South County

In January, the Library is focusing on,

- Identifying prospective sites
- Meeting with owners of prospective sites

Initiate a New Library in Northwest Arvada

In January, the Library is focusing on,

- Continuing the update of the Facilities Master Plan
- Initiating the project plan


Develop a New Concept in Philanthropy Strategy

In January, the Library is focusing on,

- Orienting director of Communications and Engagement to the project

Redesign the Evergreen Library

In January, the Library is focusing on,

- Initiating the project plan
 - Initiating community engagement
- 



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. Contact Amber Fisher for more information or to register.

JCPL SERVICE HIGHLIGHTS

Collections: A local author duo on the JCPL [Biblioboard platform](#) won the 2021 Colorado Author Project in the Young Adult category. The contest ran in 14 U.S. states and two Canadian provinces and fielded close to a thousand submissions from indie authors of all types. As the regional winners they are now entered into the national contest which has a cash prize.

Teen Services: JCPL is hosting 13 teen interns in the debut JCPL teen internship program. One of the projects that the teen interns have been working on is having safe spaces for teens. These interns are aspiring to create a safe, fun environment for teens to be themselves, be around trusted adults, and find community in a third place away from school and home. The teen interns have created four safe spaces events to be hosted this quarter.

Patron Impact Statements:

"For the interlibrary loan staff: "You all are an amazing and most valuable service. If you were available long ago when I was an undergraduate, I might have finished in less than 5 years. 😊"


"I visited the Evergreen library today and was very pleased with the new, much more efficient book return! Thank you so much! Also, the children's area feels so much warmer and fun again with new centers and decorations. This library is the very center of our community for a lot of us with young children and it is so nice to feel some life back in that important section of library while also maintaining covid precautions."

"Thank you! I appreciate you going that extra mile to remind me that my books are overdue! But then to renew them for me was exceptional. Yes, I was busy over Christmas, and I was missing my husband of 53 years who passed in May. So your courtesy notice was a welcome note to me to come back to my new life. It helped me in so many ways."

Professional Engagement:

Hallie Kaiser, Web Content coordinator and **Joanna Waggoner**, Digital Experience librarian presented on Using Google Analytics and Data Studio Reports in a Bibliocommons webinar.

Jennifer French, Kids & Families Service Outreach Coordinator, and **Sofia DeLaMora**, Kids & Families location librarian were both elected to the Colorado Libraries for Early Literacy (CLEL) Steering Committee.





HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, JANUARY 2022

- Weekly meetings with **Jefferson County Public Health (JCPH)** and local elected officials
- Meeting with land developer re: potential parcel for South County library
- Meeting with Genesee Commercial Group re: South County site search
- Meeting with county re: potential parcels for South County library
- Meeting with RTD re: potential parcel for South County library
- Monthly call with **Colorado Public Library Directors (CPLD)**
- Bi-monthly call with **Urban Libraries Council Directors (ULC)**
- **JCPL New Trustee** Orientation
- Monthly meeting with **Jefferson County Library Foundation (JCLF)** executive director
- **JCLF** Board meeting
- Monthly meeting with **Jefferson County Elected/Appointed Officials**
- **LIBXLearn ALA Mid-winter** Virtual Meeting attendance
- **Colorado Association of Libraries (CAL)** Mentorship Interest Group
- Training session for Colorado's Stewards of Children re: [SB21-088](#), the Child Sexual Abuse Accountability Act



Operational Updates

Business Strategy and Finance

memorandum



To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Budget & Finance
Re: Finance Monthly Report
Date: January 11, 2022

A. Budget to Actual Tables: November & December 2021

Budget to Actual Tables for November 2021 are attached. JCPL received funding of \$196,566 from the Library Foundation through the end of November. The Library Foundation also provided \$4,500 in prizes for the Summer Challenge program, resulting in total support from the Foundation of \$201,066. In-kind support provided to the Foundation by the Library in 2021 through November is valued at \$69,681 (Ratio of 2.89:1). Overall, revenue for 2021 has exceeded the budgeted amount, mainly due to property tax collections.

Year-end projections show significant savings in almost all areas of operations and the capital tables reflect JCPL's continuing efforts to complete projects and purchase equipment in the final days of 2021. Financial tables now include the full cost of 2021 debt service as the last debt service payment was made in November.

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

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 11/30/2021	\$ Variance 2021 Budget	Budget to Actual %
<i>Sources of Funds</i>	4.500		4.500			
Revenues						
Taxes						
Property Tax - Operating	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ 44,725,583	\$ 590,958	1%
Property Tax - Capital	2,165,680	2,194,337	2,165,680	2,102,663	(63,017)	-3%
Total Taxes	\$ 46,300,305	\$ 46,744,393	\$ 46,300,305	\$ 46,828,246	\$ 527,941	1%
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ 125,817	\$ 4,766	4%
Fines & Fees	239,513	47,797	145,000	34,576	(110,424)	-76%
Other Revenue	572,640	797,130	298,640	523,976	225,336	75%
Total Other Revenues	\$ 940,153	\$ 1,006,889	\$ 564,691	\$ 684,369	\$ 119,678	21%
Sub Total Revenues	\$ 47,240,458	\$ 47,751,282	\$ 46,864,996	\$ 47,512,615	\$ 647,619	1%
Fund Balance Activity						
Transfer from FB - Capital Projects	8,311,655		2,245,018	-		NA
Transfer to/(from) Fund Balance	-	8,955,407	-	14,016,926		NA
Total Sources of Funds	\$ 55,552,113	\$ 38,795,875	\$ 49,110,014	\$ 33,495,688		
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,935,735	\$ 13,055,682	\$ 16,081,526	\$ 13,364,684	\$ (2,716,843)	-17%
Benefits	5,288,399	4,566,527	5,373,904	4,323,591	(1,050,314)	-20%
Total Salaries & Benefits	\$ 21,224,134	\$ 17,622,209	\$ 21,455,431	\$ 17,688,274	\$ (3,767,156)	-18%
Library Books & Materials	\$ 8,135,190	\$ 7,354,512	\$ 7,754,177	\$ 6,542,421	\$ (1,211,756)	-16%
Supplies	1,449,965	1,111,151	1,515,924	1,037,703	(478,221)	-32%
Vehicles	-	-	-	-	-	NA
Services & Charges	4,914,583	3,350,808	5,057,772	3,563,700	(1,494,072)	-30%
Internal Transactions /Cost Allocation	2,251,204	2,177,691	2,582,108	2,377,169	(204,939)	-8%
Total Operating Expenditures	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 31,209,267	\$ (7,156,145)	-19%
Financing & Debt Service	\$ 1,410,421	\$ 1,409,294	\$ 621,819	\$ 621,819	\$ 0	0%
Capital Projects	\$ 16,166,616	\$ 5,770,211	\$ 10,122,783	\$ 1,664,602	\$ (8,458,181)	-84%
Total Uses of Funds	\$ 55,552,113	\$ 38,795,875	\$ 49,110,014	\$ 33,495,688	\$ (15,614,325)	-32%

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

	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 11/30/2021
Beginning Fund Balance	\$ 19,529,543	\$ 24,364,581	\$ 24,364,581	\$ 33,319,987
Revenues	\$ 45,074,778	\$ 45,556,945	\$ 44,699,316	\$ 45,409,951
Capital Funding	2,165,680	2,194,337	2,165,680	2,102,663
Total Revenues	\$ 47,240,458	\$ 47,751,282	\$ 46,864,996	\$ 47,512,615
Expenditures				
Operating Expenditures	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 31,209,267
Debt Service	1,410,421	1,409,294	621,819	621,819
Capital Projects	16,166,646	5,770,211	10,122,783	1,664,602
Total Expenditures	\$ 55,552,143	\$ 38,795,876	\$ 49,110,014	\$ 33,495,688
Increase/(Decrease) in Fund Balance	\$ (8,311,685)	\$ 8,955,406	\$ (2,245,018)	\$ 14,016,926
Ending Fund Balance	\$ 11,217,858	\$ 33,319,987	\$ 22,119,563	\$ 47,336,914
Committed to Capital Projects - Carryforward		\$ 1,746,783		
Committed to Capital Projects - Sinking Fund		\$ 9,000,000	\$ 9,000,000	
Reserve Fund Balance		\$ 22,573,204	\$ 13,119,563	

Reserve Fund Balance Policy Calculation

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

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

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 11/30/2021	Projected Year-End 2021	Variance 2021 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 45,960,543	\$ 46,568,712	\$ 45,960,543	\$ 44,623,191	\$ 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	-
Total Taxes	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ 44,725,583	\$ 44,734,625	\$ 600,000
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ 125,817	\$ 125,817	\$ 4,766
Library Fines	107,950	15,537	40,000	26,105	26,105	(13,896)
Charges for Services	131,563	32,260	105,000	8,471	8,471	(96,529)
Investment Income	322,000	298,834	108,000	118,944	118,944	10,944
Library Foundation	160,000	160,490	100,000	196,566	201,566	101,566
E Rate Revenue	90,640	146,448	90,640	108,919	108,919	18,279
Other Revenue	-	43,917	-	11,949	11,949	11,949
Transfer		147,441		87,598	87,598	87,598
Total Revenues	\$ 45,074,778	\$ 45,556,945	\$ 44,699,316	\$ 45,409,951	\$ 45,423,994	\$ 724,678
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,093,111	\$ 13,493,744	\$ 14,816,028	\$ 12,015,809	\$ 14,650,000	\$ (166,028)
Awards & Bonuses	130,000		135,000	8,189	135,000	-
Termination Pay		172,528	110,000	158,806	158,806	48,806
Temporary Salaries	2,146,611	1,273,728	2,095,441	1,174,834	1,600,000	(495,441)
CARES Reimburse Salaries		(1,887,045)			-	-
Overtime	5,130	2,726	-	7,045	7,045	7,045
Vacancy Savings	(1,439,117)		(1,074,943)		(1,074,943)	-
Benefits	5,288,399	4,566,527	5,373,904	4,323,591	5,200,000	(173,904)
Total Salaries & Benefits	\$ 21,224,134	\$ 17,622,209	\$ 21,455,431	\$ 17,688,274	\$ 20,675,908	\$ (779,523)
Library Books & Materials	\$ 7,976,840	\$ 7,182,373	\$ 7,577,102	\$ 6,423,596	\$ 7,177,102	\$ (400,000)
Library Periodicals	158,350	172,139	177,075	118,825	177,075	-
Sub-Total Library Collections	8,135,190	7,354,512	7,754,177	6,542,421	7,354,177	(400,000)
Supplies	\$ 1,449,965	\$ 1,111,151	\$ 1,515,924	1,037,703	\$ 1,315,924	\$ (200,000)
Services & Charges	4,914,583	3,350,808	5,057,772	3,563,700	4,327,772	(730,000)
Vehicles	-		-		-	-
Direct Internal Charges	164,067	111,388	145,090	1,134,611	1,134,611	989,521
Indirect Cost Allocation	1,145,837	1,145,837	1,355,518	1,242,558	1,355,518	-
Intra County Transactions	941,300	920,466	1,081,500	-	145,090	(936,410)
Total Supplies and Other	\$ 8,615,752	\$ 6,639,650	\$ 9,155,804	\$ 6,978,572	\$ 8,278,915	\$ (876,889)
Total Operating	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 31,209,267	\$ 36,308,999	\$ (2,056,413)

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 11/30/2021	Projected Year End 2021	Variance 2021 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 552,073	\$ 552,073	\$ 565,720	\$ 565,720	\$ 565,720	\$ -
Interest - Arvada (2005-2024)	69,294	69,294	56,099	56,099	56,099	-
Principal - Refunding Series 2013	608,265	608,265	-	-	-	-
Interest - Refunding Series 2013	31,303	30,176	-	-	-	-
Principal - COP - Capital Projects	142,143	142,143	-	-	-	-
Interest - COP - Capital Projects	7,343	7,343	-	-	-	-
Total Debt Service	\$ 1,410,421	\$ 1,409,294	\$ 621,819	\$ 621,819	\$ 621,819	\$ -

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

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

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

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

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Budget	2021 Amended Budget	YTD Actual 11/30/2021	Projected Year End 2021	Variance 2021 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 2,165,680	\$ 2,194,337	\$ 2,165,680	\$ 2,165,680	\$ 2,102,663	\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	2,267,039		2,267,039			-	-
Total Sources of Funds	\$ 4,432,719	\$ 2,194,337	\$ 4,432,719	\$ 2,165,680	\$ 2,102,663	\$ 2,165,680	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 307,000	\$ 161,086	\$ 250,000	\$ 250,000	\$ 156,631	\$ 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	505,000	(15,000)
ARM-04 Book Sorter Replacement	470,000	384,870	300,000	385,130	369,473	426,917	(41,787)
ARM-05 IT Infrastructure Replacement	370,000	147,545	350,000	500,000	222,246	472,246	27,754
Alternative Services	450,000	54,209	100,000	495,791	230,731	400,000	95,791
2016 Projects							
16-14 High Availability Internet Redundancy	\$ 41,000	\$ 33,108	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Projects							
18-07 LSC Garage & Loading Dock Planning	122,583	135,783	-	-	-	-	-
18-08 Bookmobile Replacement	547,411	118,623	-	428,818	111,623	111,623	317,194
2019 Projects							
19-02 Document Management System	160,000	80,000	-	80,000	2,738	2,738	77,263
2020 Projects							
20-01 Arvada HVAC Upgrade	\$ 140,000	\$ 49,870	\$ -	\$ -	\$ -	-	\$ -
2021 Projects							
Standley Lake Clerestory Roof	\$ -	\$ -	\$ -	\$ 140,000	\$ 94,451	141,750	\$ (1,750)
Multi-Year Construction Projects							
18-01 Belmar Library Remodel	4,602,522	4,438,756	-	-	-	-	-
19-03 South County Library	4,344,100	27,055	7,000,000	7,317,045	63,919	-	7,317,045
20-02 Golden Library	4,396,000			-			
Total Capital Projects	\$ 16,166,616	\$ 5,770,211	\$ 8,236,000	\$ 10,122,783	\$ 1,664,602	\$ 2,291,274	\$ 7,831,509

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

Project	2021 Amended Budget	YTD Actual 11/30/21	YTD Encumbrances 11/30/21	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 156,631	\$ -	\$ 156,631	\$ 93,369
ARM-02 Furniture & Equipment	36,000	468	24,695	25,163	10,837
ARM-03 Computer Replacement Plan	490,000	412,322	92,710	505,032	(15,032)
ARM-04 Book Sorter Replacement	385,130	369,473	57,444	426,917	(41,787)
ARM-05 IT Infrastructure Replacement	500,000	222,246	-	222,246	277,754
Library Alternative Services	495,791	230,731	85,135	315,866	179,924
Bookmobile Replacement	428,818	111,623	111,623	223,247	205,571
Standley Lake Clerestory Roof	140,000	94,451	5,528	99,979	40,021
Document Management System	80,000	2,738		2,738	77,263
Multi-Year Projects Construction Projects					
South County Library	7,317,045	63,919	-	63,919	7,253,126
Total Capital Projects	\$ 10,122,783	\$ 1,664,602	\$ 377,135	\$ 2,041,737	\$ 8,081,046

memorandum



To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Budget & Finance
Re: Finance Monthly Report
Date: January 19, 2022

Budget to Actual Tables – Preliminary December 2021

Financial tables showing preliminary 2021 results are attached. Most financial transactions have been recorded, but there are still some missing pieces which will have an impact on financial results. Those transactions are:

1. The final payroll for the end of 2021 has not yet posted. The year-end projections in Table 3, Operating, includes an estimate for this expense.
2. Property tax revenue for December is not posted, so the amounts for Urban Renewal and Prior Year Cancellations do not show on the tables.
3. Some 2021 invoices are still coming in and other year-end entries are in progress.

Property tax revenue is over budget for the year. Other revenue is over budget due to Library Foundation contributions, including the major gift of \$100K for the Belmar Outdoor Adventure Space, and a \$87K transfer of funds for the laptop lending program partnership with Workforce Jefferson County.

In 2021, the Library received funding of \$199,566 from the Library Foundation. The Library Foundation also provided \$4,500 in prizes for the Summer Challenge program, resulting in total support from the Foundation of \$204,066. In-kind support provided to the Foundation by the Library in 2021 is valued at \$75,440 (Ratio of 2.71:1).

December's capital tables show JCPL's year-end position in 2021 projects and will form the basis for the library's carryforward request to continue funding for projects which were underway but not yet complete at year-end. Information on the carryforward request will be provided in February.

Operational savings in 2021 will add to the library's year-end fund balance, enhancing JCPL's flexibility to respond to uncertainty and changing costs in planned capital projects.

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 12/31/2021	\$ Variance 2021 Budget	Budget to Actual %
<i>Sources of Funds</i>	4.500		4.500			
Revenues						
Taxes						
Property Tax - Operating	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ 44,916,359	\$ 781,734	2%
Property Tax - Capital	2,165,680	2,194,337	2,165,680	2,111,939	(53,741)	-2%
Total Taxes	\$ 46,300,305	\$ 46,744,393	\$ 46,300,305	\$ 47,028,297	\$ 727,992	2%
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ 125,817	\$ 4,766	4%
Fines & Fees	239,513	47,797	145,000	37,266	(107,734)	-74%
Other Revenue	572,640	797,130	298,640	531,032	232,392	78%
Total Other Revenues	\$ 940,153	\$ 1,006,889	\$ 564,691	\$ 694,116	\$ 129,425	23%
Sub Total Revenues	\$ 47,240,458	\$ 47,751,282	\$ 46,864,996	\$ 47,722,413	\$ 857,417	2%
Fund Balance Activity						
Transfer from FB - Capital Projects	8,311,655		2,245,018	-		NA
Transfer to/(from) Fund Balance	-	8,955,407	-	10,794,480		NA
Total Sources of Funds	\$ 55,552,113	\$ 38,795,875	\$ 49,110,014	\$ 36,927,932		
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,935,735	\$ 13,055,682	\$ 16,081,526	\$ 14,664,233	\$ (1,417,294)	-9%
Benefits	5,288,399	4,566,527	5,373,904	4,611,608	(762,296)	-14%
Total Salaries & Benefits	\$ 21,224,134	\$ 17,622,209	\$ 21,455,431	\$ 19,275,841	\$ (2,179,590)	-10%
Library Books & Materials	\$ 8,135,190	\$ 7,354,512	\$ 7,754,177	\$ 7,299,576	\$ (454,601)	-6%
Supplies	1,449,965	1,111,151	1,515,924	1,161,335	(354,589)	-23%
Vehicles	-	-	-	-	-	NA
Services & Charges	4,914,583	3,350,808	5,057,772	3,826,674	(1,231,098)	-24%
Internal Transactions /Cost Allocation	2,251,204	2,177,691	2,582,108	2,531,229	(50,879)	-2%
Total Operating Expenditures	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 34,094,655	\$ (4,270,757)	-11%
Financing & Debt Service	\$ 1,410,421	\$ 1,409,294	\$ 621,819	\$ 621,819	\$ 0	0%
Capital Projects	\$ 16,166,616	\$ 5,770,211	\$ 10,122,783	\$ 2,211,458	\$ (7,911,325)	-78%
Total Uses of Funds	\$ 55,552,113	\$ 38,795,875	\$ 49,110,014	\$ 36,927,932	\$ (12,182,081)	-25%

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

	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 12/31/2021
Beginning Fund Balance	\$ 19,529,543	\$ 24,364,581	\$ 24,364,581	\$ 33,319,987
Revenues	\$ 45,074,778	\$ 45,556,945	\$ 44,699,316	\$ 45,610,474
Capital Funding	2,165,680	2,194,337	2,165,680	2,111,939
Total Revenues	\$ 47,240,458	\$ 47,751,282	\$ 46,864,996	\$ 47,722,413
Expenditures				
Operating Expenditures	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 34,094,655
Debt Service	1,410,421	1,409,294	621,819	621,819
Capital Projects	16,166,646	5,770,211	10,122,783	2,211,458
Total Expenditures	\$ 55,552,143	\$ 38,795,876	\$ 49,110,014	\$ 36,927,932
Increase/(Decrease) in Fund Balance	\$ (8,311,685)	\$ 8,955,406	\$ (2,245,018)	\$ 10,794,480
Ending Fund Balance	\$ 11,217,858	\$ 33,319,987	\$ 22,119,563	\$ 44,114,468
Committed to Capital Projects - Carryforward		\$ 1,746,783		
Committed to Capital Projects - Sinking Fund		\$ 9,000,000	\$ 9,000,000	
Reserve Fund Balance		\$ 22,573,204	\$ 13,119,563	

Reserve Fund Balance Policy Calculation

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

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

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Amended Budget	YTD Actual 12/31/2021	Projected Year-End 2021	Variance 2021 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 45,960,543	\$ 46,568,712	\$ 45,960,543	\$ 44,820,030	\$ 46,688,535	\$ 727,992
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	(13,326)	21,027	-
Total Taxes	\$ 44,134,625	\$ 44,550,056	\$ 44,134,625	\$ 44,916,359	\$ 44,862,617	\$ 727,992
Federal & State Grants	\$ 128,000	\$ 161,962	\$ 121,051	\$ 125,817	\$ 125,817	\$ 4,766
Library Fines	107,950	15,537	40,000	28,124	28,124	(11,876)
Charges for Services	131,563	32,260	105,000	9,142	9,142	(95,858)
Investment Income	322,000	298,834	108,000	118,948	118,948	10,948
Library Foundation	160,000	160,490	100,000	199,566	199,566	99,566
E Rate Revenue	90,640	146,448	90,640	108,919	108,919	18,279
Other Revenue	-	43,917	-	16,001	16,001	16,001
Transfer		147,441		87,598	87,598	87,598
Total Revenues	\$ 45,074,778	\$ 45,556,945	\$ 44,699,316	\$ 45,610,474	\$ 45,556,733	\$ 857,417
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,093,111	\$ 13,493,744	\$ 14,816,028	\$ 13,081,581	\$ 13,666,581	\$ (1,149,447)
Awards & Bonuses	130,000		135,000	143,689	143,689	8,689
Termination Pay		172,528	110,000	161,989	161,989	51,989
Temporary Salaries	2,146,611	1,273,728	2,095,441	1,269,928	1,269,928	(825,513)
CARES Reimburse Salaries		(1,887,045)			-	-
Overtime	5,130	2,726	-	7,045	7,045	7,045
Vacancy Savings	(1,439,117)		(1,074,943)			-
Benefits	5,288,399	4,566,527	5,373,904	4,611,608	4,814,608	(559,296)
Total Salaries & Benefits	\$ 21,224,134	\$ 17,622,209	\$ 21,455,431	\$ 19,275,841	\$ 20,063,841	\$ (1,391,590)
Library Books & Materials	\$ 7,976,840	\$ 7,182,373	\$ 7,577,102	\$ 7,175,975	\$ 7,175,975	\$ (401,127)
Library Periodicals	158,350	172,139	177,075	123,601	123,601	(53,474)
Sub-Total Library Collections	8,135,190	7,354,512	7,754,177	7,299,576	7,299,576	(454,601)
Supplies	\$ 1,449,965	\$ 1,111,151	\$ 1,515,924	1,161,335	\$ 1,161,335	\$ (354,589)
Services & Charges	4,914,583	3,350,808	5,057,772	3,826,674	3,826,674	(1,231,098)
Vehicles	-		-		-	-
Direct Internal Charges	164,067	111,388	145,090	1,175,711	1,175,711	1,030,621
Indirect Cost Allocation	1,145,837	1,145,837	1,355,518	1,355,518	1,355,518	-
Intra County Transactions	941,300	920,466	1,081,500	-	-	(1,081,500)
Total Supplies and Other	\$ 8,615,752	\$ 6,639,650	\$ 9,155,804	\$ 7,519,238	\$ 7,519,238	\$ (1,636,566)
Total Operating	\$ 37,975,076	\$ 31,616,370	\$ 38,365,412	\$ 34,094,655	\$ 34,882,655	\$ (3,482,757)

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 12/31/2021	Projected Year End 2021	Variance 2021 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 552,073	\$ 552,073	\$ 565,720	\$ 565,720	\$ 565,720	\$ -
Interest - Arvada (2005-2024)	69,294	69,294	56,099	56,099	56,099	-
Principal - Refunding Series 2013	608,265	608,265	-	-	-	-
Interest - Refunding Series 2013	31,303	30,176	-	-	-	-
Principal - COP - Capital Projects	142,143	142,143	-	-	-	-
Interest - COP - Capital Projects	7,343	7,343	-	-	-	-
Total Debt Service	\$ 1,410,421	\$ 1,409,294	\$ 621,819	\$ 621,819	\$ 621,819	\$ -

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

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

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

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

Sources and Uses of Funds	2020 Amended Budget	2020 Actual	2021 Budget	2021 Amended Budget	YTD Actual 12/31/2021	Projected Year End 2021	Variance 2021 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 2,165,680	\$ 2,194,337	\$ 2,165,680	\$ 2,165,680	\$ 2,111,939	\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	2,267,039		2,267,039			-	-
Total Sources of Funds	\$ 4,432,719	\$ 2,194,337	\$ 4,432,719	\$ 2,165,680	\$ 2,111,939	\$ 2,165,680	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 307,000	\$ 161,086	\$ 250,000	\$ 250,000	\$ 169,699	\$ 169,699	\$ 80,301
ARM-02 Furniture & Equipment	36,000	5,148	36,000	36,000	468	468	35,532
ARM-03 Computer Replacement Plan	180,000	134,156	200,000	490,000	412,322	412,322	77,678
ARM-04 Book Sorter Replacement	470,000	384,870	300,000	385,130	492,352	492,352	(107,222)
ARM-05 IT Infrastructure Replacement	370,000	147,545	350,000	500,000	541,651	541,651	(41,651)
Alternative Services	450,000	54,209	100,000	495,791	273,377	273,377	222,413
2016 Projects							
16-14 High Availability Internet Redundancy	\$ 41,000	\$ 33,108	\$ -	\$ -	\$ -	\$ -	\$ -
2017 Projects							
18-07 LSC Garage & Loading Dock Planning	122,583	135,783	-	-	-	-	-
18-08 Bookmobile Replacement	547,411	118,623	-	428,818	111,623	111,623	317,194
2019 Projects							
19-02 Document Management System	160,000	80,000	-	80,000	2,738	2,738	77,263
2020 Projects							
20-01 Arvada HVAC Upgrade	\$ 140,000	\$ 49,870	\$ -	\$ -	\$ -	-	\$ -
2021 Projects							
Standley Lake Clerestory Roof	\$ -	\$ -	\$ -	\$ 140,000	\$ 143,309	\$ 143,309	\$ (3,309)
Multi-Year Construction Projects							
18-01 Belmar Library Remodel	4,602,522	4,438,756	-	-	-	-	-
19-03 South County Library	4,344,100	27,055	7,000,000	7,317,045	63,919	63,919	7,253,126
20-02 Golden Library	4,396,000			-			
Total Capital Projects	\$ 16,166,616	\$ 5,770,211	\$ 8,236,000	\$ 10,122,783	\$ 2,211,458	\$ 2,211,458	\$ 7,911,325

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

Project	2021 Amended Budget	YTD Actual 12/31/21	YTD Encumbrances 12/31/21	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 169,699	\$ -	\$ 169,699	\$ 80,301
ARM-02 Furniture & Equipment	36,000	468	-	468	35,532
ARM-03 Computer Replacement Plan	490,000	412,322	-	412,322	77,678
ARM-04 Book Sorter Replacement	385,130	492,352	-	492,352	(107,222)
ARM-05 IT Infrastructure Replacement	500,000	541,651	-	541,651	(41,651)
Library Alternative Services	495,791	273,377	-	273,377	222,413
Bookmobile Replacement	428,818	111,623	-	111,623	317,194
Standley Lake Clerestory Roof	140,000	143,309	-	143,309	(3,309)
Document Management System	80,000	2,738	-	2,738	77,263
Multi-Year Projects Construction Projects					
South County Library	7,317,045	63,919	-	63,919	7,253,126
Total Capital Projects	\$ 10,122,783	\$ 2,211,458	\$ -	\$ 2,211,458	\$ 7,911,325

Board Governance

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">Trustees review Global Ends Statements 1.0 - 1.4Review of 2022 Strategic Priorities	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">Trustees complete mandated County training (4.1 and 4.8.1A)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).	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">Review of Final 2021 Strategic Plan Achievements	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">Supplemental Budget Amendment for CarryforwardBudget Supplemental Information
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">Strategic Plan Mid-year Update	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)		

<u>Ongoing Board Decisions</u> 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
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