

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

May 19, 2022



Dive Deep: Summer Reading Challenge



Preschool Time



Library for All: Interactive Program for
Adults with Disabilities



Virtual/Call In: Setting Up Your Teen for Success



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, May 19, 2022 – 5:30 pm – HYBRID MEETING <ul style="list-style-type: none"> • <u>ONLINE MEETING VIA ZOOM</u> • <u>IN-PERSON MEETING AT LAKEWOOD LIBRARY MEETING ROOM</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 The Board values public participation. Those who would like to address the Library Board must sign on the form provided at the door, or for virtual public comment, submit the online public comment form 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. April 14, 2022 Study Session Minutes B. April 21, 2022 Board Meeting Minutes C. RFID Sorter Contract Amendment Authorization D. D-Tech Contract Renewal Authorization
6. Foundation Report	Foundation Report – Jo Schantz, Executive Director
7. Operational Updates Action as Needed	Executive Director Update <ul style="list-style-type: none"> • Executive Director Report • Introduce Director of Business Strategy and Finance • Hybrid Public Meetings Update Business Strategy & Finance <u>Finance and Budget</u> <ul style="list-style-type: none"> • Financial Review – March 2022 • Financial Report & Carryforward Update – April 2022 • Long Term Financial Forecast • 5-year Capital Improvement Plan (CIP) Facilities & Construction Projects <ul style="list-style-type: none"> • Belmar Outdoor Adventure Contract Chair: Call for motion and second

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

8. Action as Needed	Items Removed From Consent Agenda (4.3.4) The Board may address and/or vote on any items that were removed from the Consent Agenda
9. Emerging Issues Action as Needed	
10. Action as Needed	Ends. No items.
11. Action as Needed	Board Governance <ul style="list-style-type: none"> Review 2023 Board Governance Budget (Approval at June Board Meeting Consent Agenda) Review 2023 Board Meeting Schedule (Approval at June Board Meeting Consent Agenda)
12. Suggest Agenda Items	<p>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></p> <ul style="list-style-type: none"> June 9, 2022 – Study Session – 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room, 10200 W. 20th Avenue, Lakewood June 16, 2022 – Board Meeting – 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room 10200 W. 20th Avenue, Lakewood July 14, 2022 – Board Meeting – 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room July 21, 2022 – Board Meeting – 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	<p>Announcements/General Information Sharing</p> <ul style="list-style-type: none"> Report of the Chair – Correspondence, Other Other Announcements Consolidated Operations Center – List of Questions from Trustee Naumer
16. EXECUTIVE SESSION Action	<p>EXECUTIVE SESSION: Call for Motion and Second: To adjourn the special meeting of the Library Board of Trustees and reconvene in Executive Session:</p>

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	<p><u>EXECUTIVE SESSION</u></p> <p>South County Library Expansion Project. Statutory citations authorizing an executive session for this topic are:</p> <ul style="list-style-type: none">• Pursuant to 24-6-402(4)(a) Concerning the purchase, acquisition, lease, transfer or sale of Property.• Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.
17. Adjournment	

CONSENT AGENDA

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

jeffcolibrary.org



TO: Library Board of Trustees

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

DATE: May 12, 2022

RE: Consent Agenda for the May 19, 2022 Board Meeting

- A. Library Board of Trustees approve the April 14, 2022 Study Session Minutes
- B. Library Board of Trustees approve the April 21, 2022 Board Meeting Minutes
- C. Library Board of Trustees approve the RFID Sorter Contract Amendment
- D. Library Board of Trustees approve the D-tech Contract Renewal

Jefferson County Public Library Board of Trustees
Study Session
April 14, 2022 – 5:30 pm
Online Meeting via ZOOM

TOPICS:

Board - Strategy

- Updated Facility Master Plan (FMP) – Review

Business Strategy and Finance

- Financial Review (February 2022)

Contracts & Agreements

- Kleen-Tech Carpet and Upholstery Cleaning Contract Information
- EBSCO Periodicals Subscription Services Contract Information
- Bibliocommons Contract Amendment Information
- Public Service Company of Colorado Easement – Evergreen Highway 73

Call to Order

Kim Johnson, Chair, called the Study Session to order at 5:30 p.m.

Other Trustees present: Pam Anderson (Vice-Chair), Jill Fellman (Secretary) and Charles Naumer.

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

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Bernadette Berger, Director of Technology and Innovation; Lisa Smith, Director of People and Culture; Steve Chestnut, Director of Facilities and Construction Projects; Kim McGrigg, Director of Communications and Engagement; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, Assistant Director of Library Experience; Amy Bentz, Assistant Director of Library Design Projects and Planning; Amber Fisher, Administrative Services Coordinator, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

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

Guests: None.

Business Strategy and Finance

Financial Review (February 2022)

There were no questions from the Board on the February financials.

Board - Strategy

Updated Facility Master Plan (FMP) – Review

The Chair introduced the topic and turned the discussion over to the Executive Director. The Executive Director addressed the Board and noted that last month, the Library brought forward an implementation update to the 2018 Facilities Master Plan, facilitated by Group 4 with recommendations for projects to achieve 0.5 square foot per capita of library space by 2030.

These recommendations included 2 new destination libraries in South County and NW Arvada, expanded public service into the full Lakewood Library, with capacity boosts for public space possible at Standley Lake, South County or Fehringer Ranch. Recommendations also included a new operations center at Fehringer Ranch and evaluating future community needs in Golden, Wheat Ridge and Conifer.

Discussion at that meeting brought forward quite a few questions and requests for more information and time for discussion. Some of the responses to Trustee questions are part of tonight's study session. The Library has does not have all the answers tonight and will bring those answers forward later. To that end, we'll continue the discussion of the updated Facility Master Plan (FMP) with these topics:

- What is a Library Service Area (LSA)?
- What are the JCPL LSAs at the local community level?
- How did JCPL determine the LSA for the new South County Library?
- What are the definitions and differences between full-service destination libraries, satellite libraries, and alternative services at JCPL?
- What are the elements used to define "needs based" in that grouping in the FMP?
- A draft approach to providing trustees with more data on the need for a consolidated operations center.

The Executive Director advised the Board that Julianne Rist, Director of Public Services, will address the questions around the library service areas (LSA).

Library Service Areas (LSA)

Julianne Rist addressed the Board and presented information on LSAs. The state's definition of a Library Service Area is the Geographic area for which a public library has been established. For JCPL this is all of Jefferson County and our population includes all residents of Jefferson County. This includes some areas you might not think about such as areas within the city of Westminster that are also in Jefferson County. When we talk about

system use, we are referring to all of our locations and all of Jefferson County. Next, we'll look at how that breaks down into individual Library Service Areas within the County in relation to where people live and what library they use.

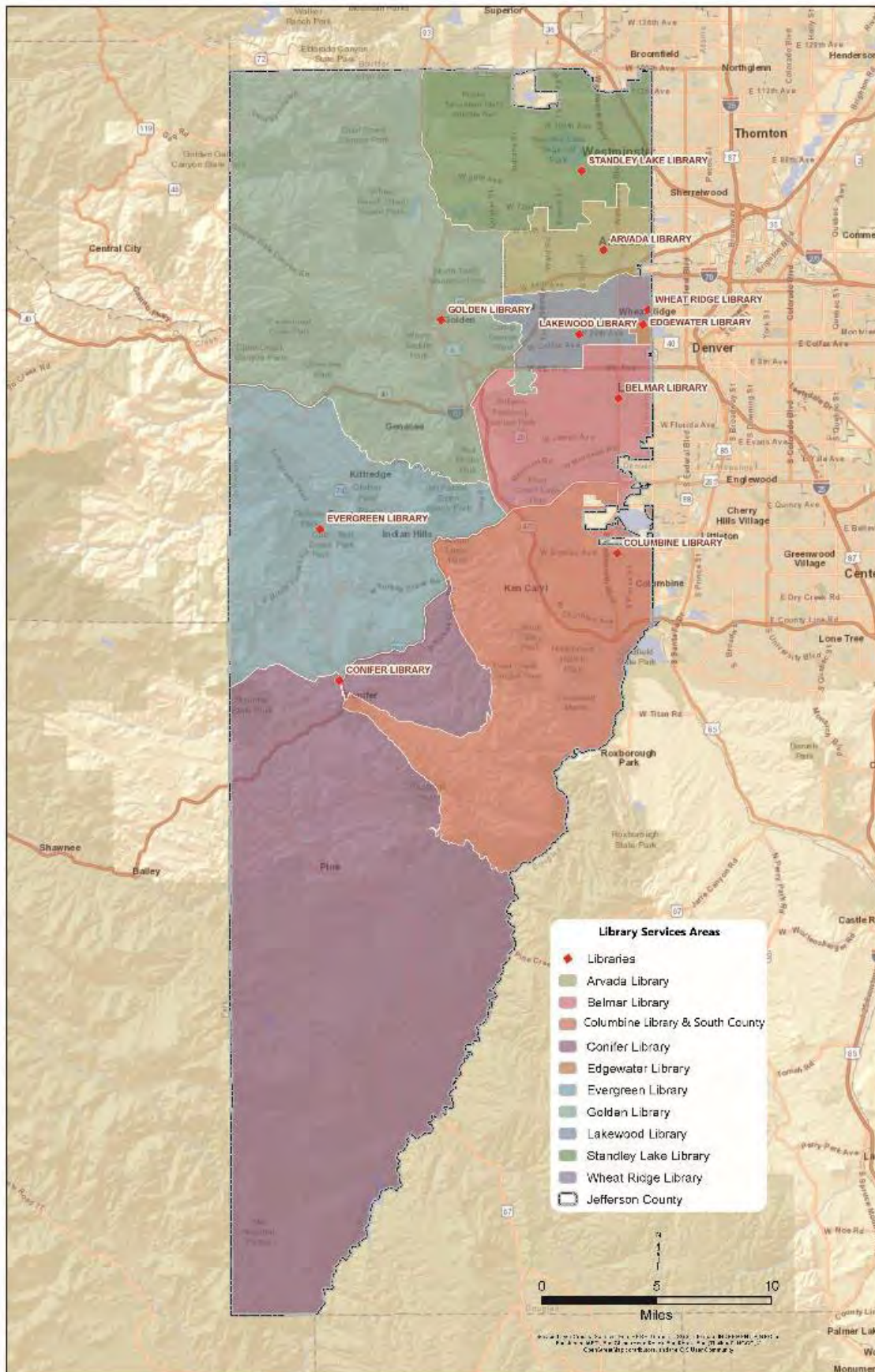
Some might recognize this map from the Study session on November 14, 2019. I wanted to remind us of the bigger picture of showing all the individual library service areas that JCPL designates within the county. Each JCPL designated LSA is a different color. The LSA is used to guide the operations of each location. We use the LSA to understand market penetration, where there are opportunities for new cardholders and what services are needed based on who is using the library.

Library Service Areas (LSA) – Data Utilized

- Based on census tracts
- Based on patron's last active location
- Based on patron's home location

We utilize data from Savannah software to inform us about current use of the library by our residents. The Library Service areas are defined by where card holders live and the library that they use. For instance, the area in green at the top of the map shows where people live who use the Standley Lake library. This information is pulled from current use data in our systems.

Let's take a closer look at the data that is utilized in creating the library service area. Each library location is assigned a unique Library Service Area (LSA). LSAs are created by assigning census tracts to each library location and based on where people live and what location they use. By basing the assignments on census tracts, we can also use census data for demographic data and a deeper dive into community characteristics captured by the census tract and compare that to the type of use we are seeing at locations.



Drive Time Maps

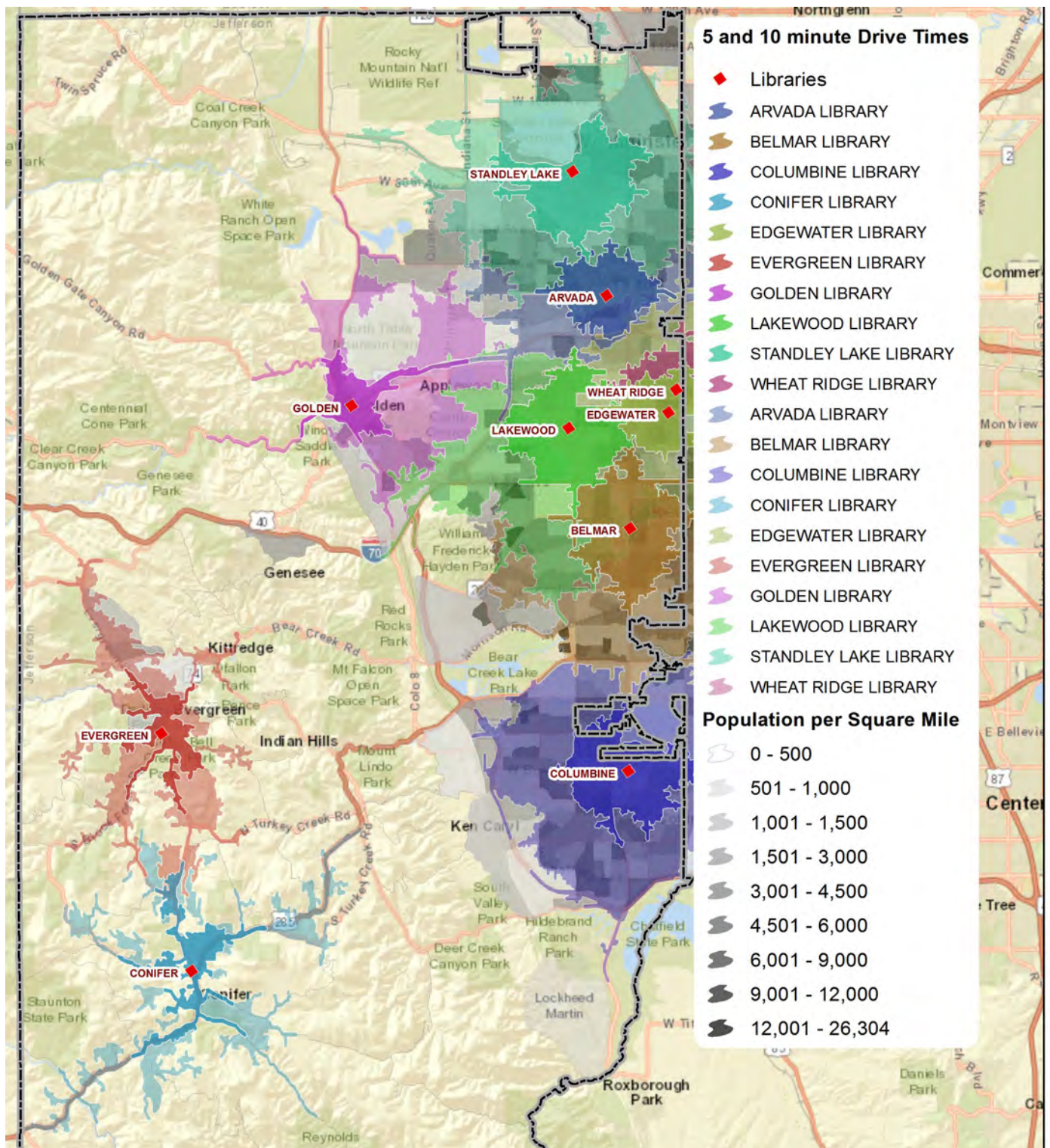
At the March meeting we were asked about drive time. When creating the 2018 Facilities Master Plan, and when we defined the library service area for the new South County location, we looked at drive times for the system as a whole. Drive time represents convenience to library services based on where people live.

Drive-times help us visualize how many Jeffco residents live within a 5 or 10-minute drive of a JCPL Library. This was a datapoint that helped inform the parameters of where we wanted services beyond or at the 10-minute drive time. This data point helped to place both the Express library location and the geographic search area for a property or building for new South County.

People who live in an area where multiple locations are within a 10-20 minute drive time tend to use more than one location. We can also see that people will use a location that is not near their home but may be near their workplace or on their errand route.

Drive-time maps provide us with a visual snapshot of population densities in relation to convenient drive times to JCPL Library locations.

The map below shows the number of Jeffco residents that live within a 5- or 10-minute drive of a JCPL Library.



If all the additions are made, JCPL will meet it's 0.5 per capita goal. In the original facility master plan, we looked at needs at the system or County level. With the updated plan we took a more regional new approach. The regional approach helps us consider space in terms of population density and drive times. The 2018 facilities master plan identified South County as the first priority for an expansion based on the population growth in the area that had far exceeded the ability for Columbine to support the library needs as the only service point. We wanted to see if there were other areas of the County that were underserved based on our square footage per capita goal. The three regions are areas that have about the same population. The north and central regions are areas where patrons utilize more than one location and loosely follow the geographic areas of Jefferson County's three commissioners' districts. This allowed a more granular look at where we need additional service points and helped to ensure that we reduce underserved areas of the County.

North Region: Arvada, Standley Lake

Location	Population	Sq Ft Per Capita
Arvada	72,237	.4
Standley Lake	108,426	.27

Central Region: Belmar, Edgewater, Golden, Lakewood, Wheat Ridge

Location	Population	Sq Ft Per Capita
Belmar	136,239	.23
Edgewater	6,385	1.57
Golden	47,304	.29
Lakewood	43,327	.57
Wheat Ridge	15,542	.42

Southern Region: Columbine, Conifer, Evergreen

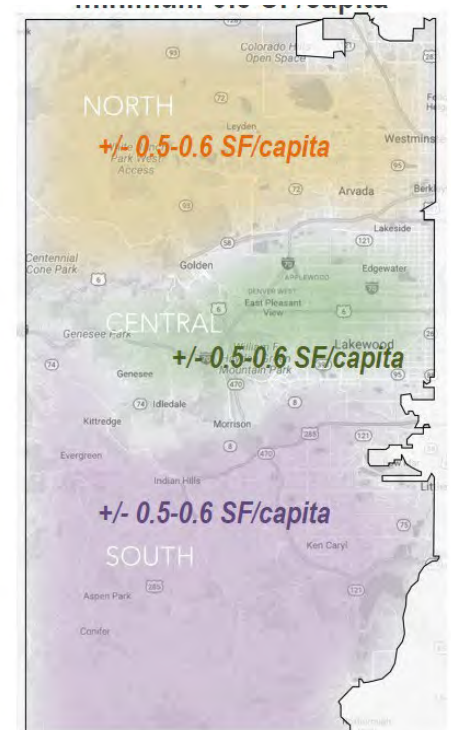
Location	Population	Sq Ft Per Capita
Columbine	142,211	.21
Conifer	10,597	.84
Evergreen	29,057	.52

Current square foot per capita

North Region	Population	Sq Ft Per Capita
Arvada, Standley Lake	180,663	.32

Central Region	Population	Sq Ft Per Capita
Belmar, Edgewater, Golden, Lakewood, Wheat Ridge	248,797	.35

Southern Region	Population	Sq Ft Per Capita
Columbine, Conifer, Evergreen	181,865	.30



Determining the LSA for the New South County Library

Next, we'll take a look at the South County LSA to review how this data works for a project when we approach our capital planning. Some of you may recognize the next few slides, they are from the December 2019 Board meeting when we presented how we defined the library service area for the new South County location.

South County is currently served by Columbine, the Ridge Center holds locker and lending machine, and 24/7 material return drop box and a weekly Bookmobile stop at Ken Caryl. Columbine is undersized for both the population and geographic area. Columbine cannot provide adequate library services and resources for the area.

Let's take a few moments to explain the following map since we will be seeing it in several of the next slides. On the right, the dark blue is the 5-minute drive time, and the light blue is the 10-minute drive time for Columbine, while the population density is shown in grey. The darker the grey the more people per square mile.

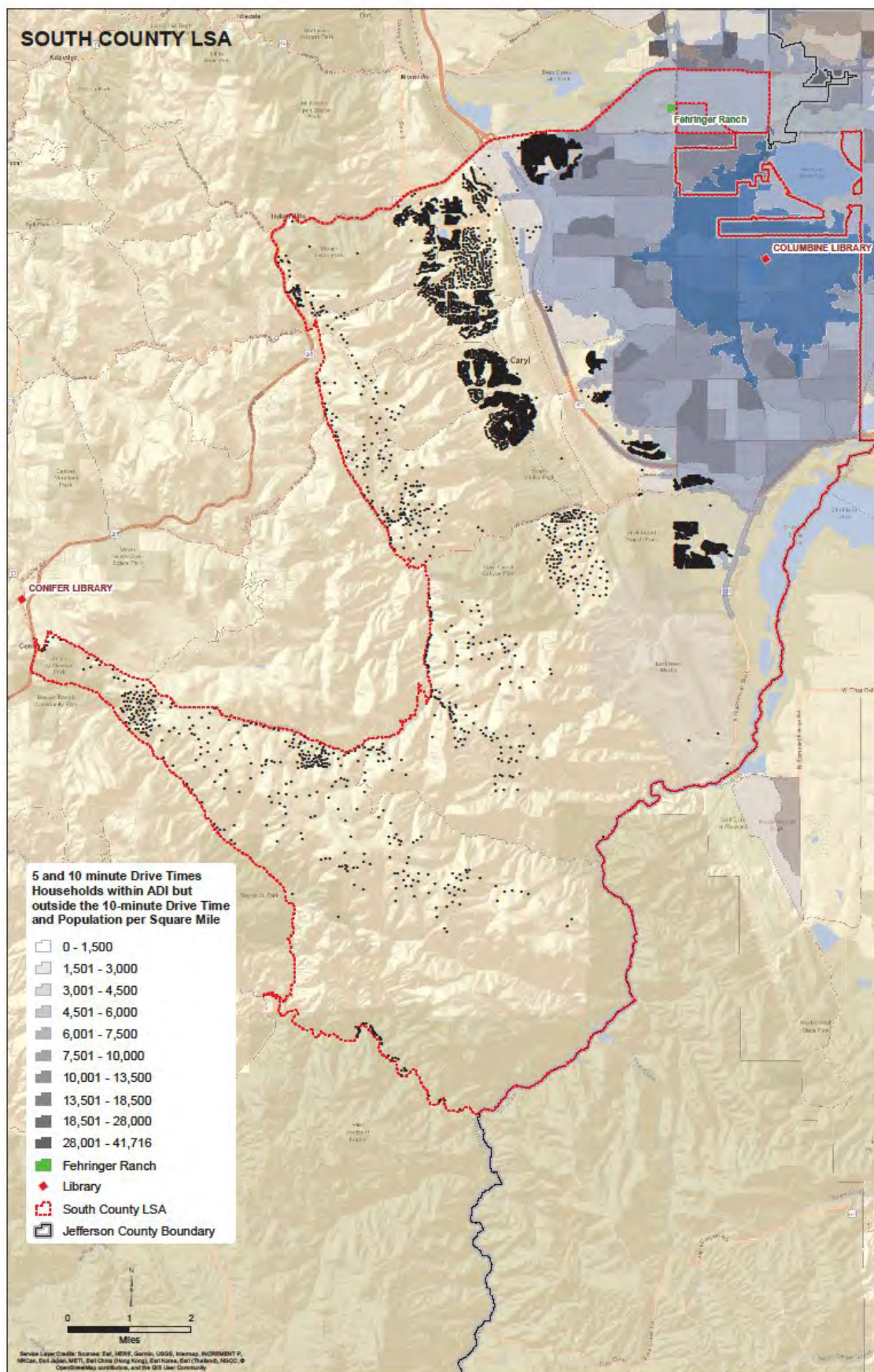
The orange map to the left is the library service area for Columbine, it shows where people live who use Columbine for library services.

[illegible]

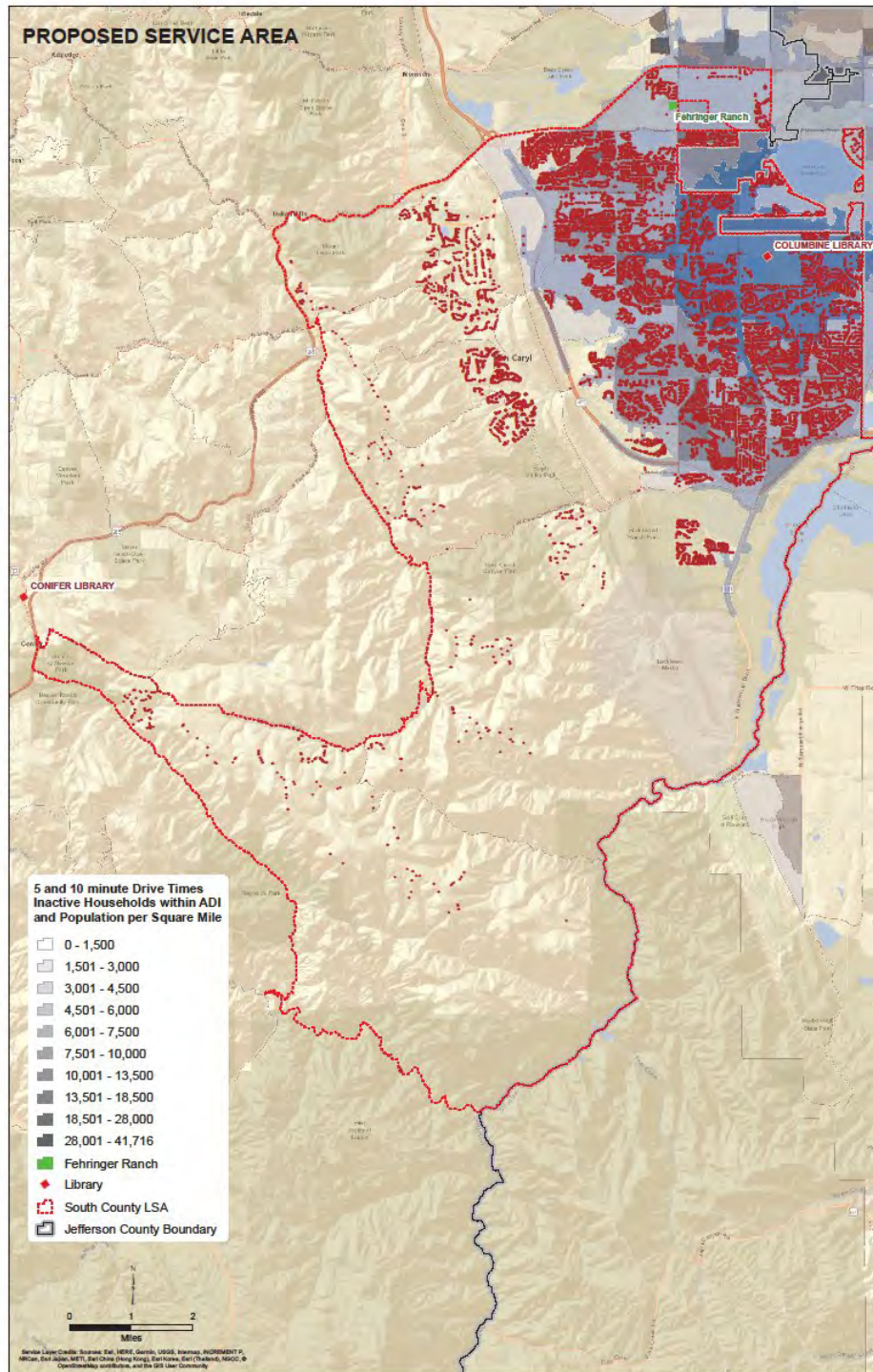
The next image is of active households outside a 10-minute drive. The lighter blue is the 10-minute drive to Columbine Library, and the black dots are active households that are located outside the 10-minute drive time. One thing that brings people to a library or that keeps them from coming is convenience. This map shows there are some dedicated residents who will come to Columbine no matter what.

The household number is different than the number of cardholders. A household may have one cardholder, such as a parent who checks everything out on their card for the family, or a household may have multiple cards where each member of the family checks out items on their own card. Cardholders are the number of individual residents who have a card.

- Active households outside a 10-minute drive time
- Active cardholders include all customers who have used their library card in the past 12 months

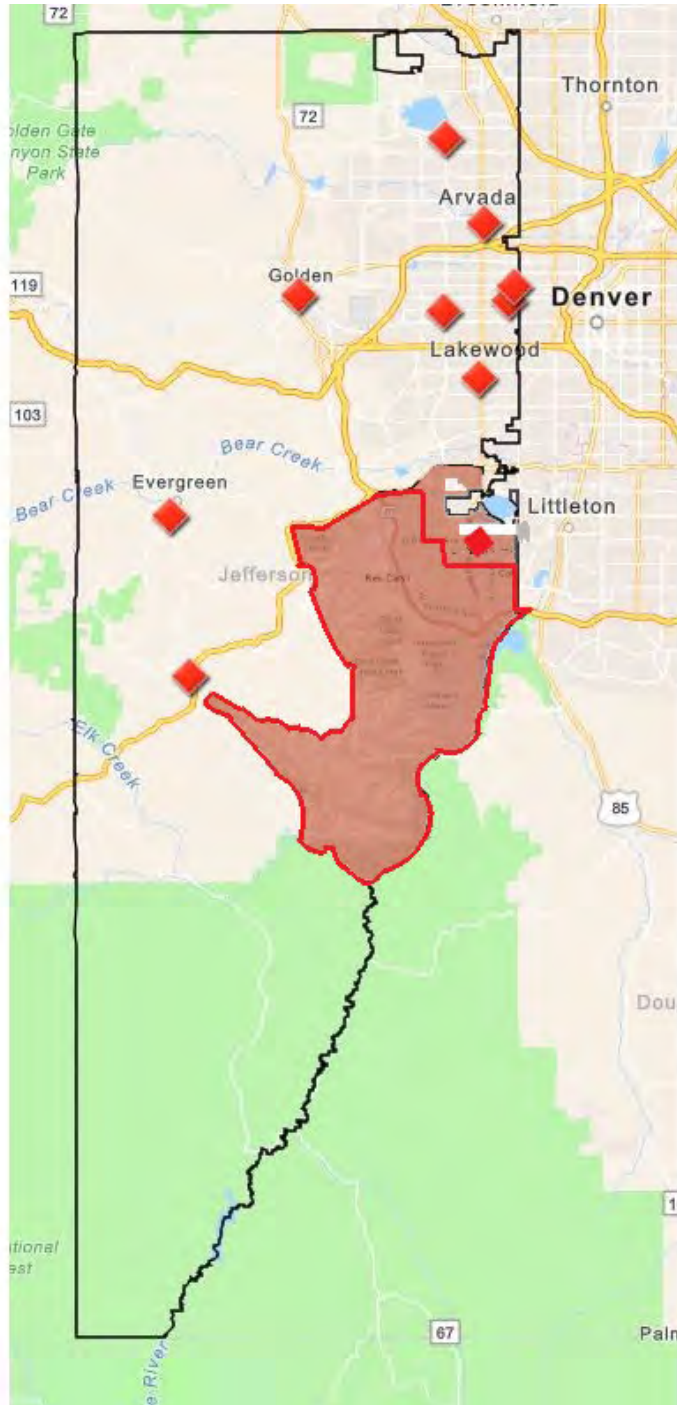


The potential for growth for active households is shown in this map. The red dots represent households who have a library card but have not used it in the past 12 months. This map shows that the lack of convenience means there are many residents who are not using the library and illustrates the potential for who might become active cardholders again with a more convenient location.

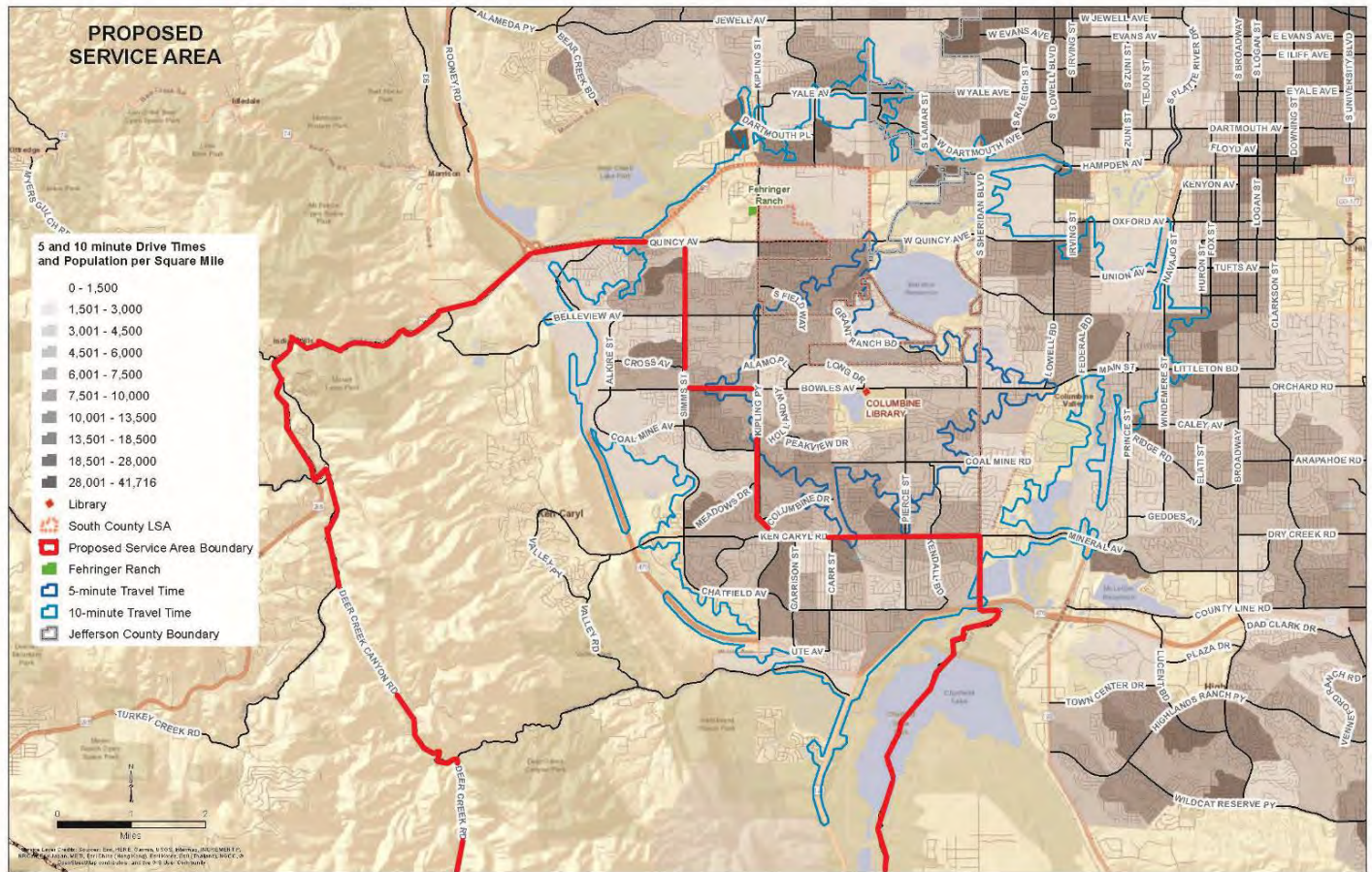


New South County Library Proposed Service Area

This map shows current locations and the proposed service area for a new South County location. Let's look at where we think people live who will use the new South County location. The bright red line shows the outline for the area that we are calling the proposed library service area for the new branch. It is geographically large; however, the population density drops off dramatically south and west of C470. The area becomes more rural or is made up of national forest (bright green area). The total population of this LSA is 66,402.



Proposed Library Service Area for the New South County Library



If we take a close up view of the northern portion, the boundaries are defined by a drive time to Columbine, population density and traffic patterns. The property owned by JCPL was also taken into account when planning the boundaries for the new location. This is a brief recap of how we determined the LSA for South County. The process was similar for determining the plans for the Express Library and will be utilized when we begin planning for what the LSA might look like for the new NW Arvada location.

South County Library Service Area

North Quincy

Moving south then east - Simms St. to Bowles to Kipling to Ken Caryl to Sheridan to County border

West Dear Creek Canyon RD.

Then the area becomes more rural or is made up of national forest

In response to questions, the Board was advised that:

- In the 2018 Facility Master Plan (FMP) the term “areas of dominant influence” is a term that Savannah software uses. JCPL felt it was not user friendly and changed it to “library service area” as a more user friendly and descriptive term than Savannah’s terminology.
- Regarding what other libraries do to address more rural areas, the eastern portion of the Pikes Peak Library District is very rural. They did not have buildings and addressed service by bookmobile and 24/7 material returns. High Plains Library District did build a library at the intersection of two highways that replaced a bookmobile stop, but not all of them. Many build mini-libraries, 600 sq. ft., which are very staff intensive, don’t hold much of a collection and are comparable to our lending machines.

The Chair noted that we are already on the cutting edge of alternative service delivery.

Trustee Anderson noted that it is helpful to see it broken down and having these refreshers for new board members was helpful to her too. She noted that having alternative services measures would also be of value.

The Chair noted that she believes we will figure out those measures.

Trustee Fellman noted that communication will be very important to let people know about the alternative services offered by JCPL and she agrees having measures to determine the value of those services to the community.

The Executive Director expressed appreciation for the conversation. In terms of what we know about other library systems serving rural or mountain communities, we do have some experts in the field here at JCPL that have done a lot of research into communities with barriers. We know all the models out there and we are testing some that haven’t been tried here before. How they are valued is a great question. People have different values based on their experience and may assign a value differently based on their lived experience.

Service Type Definitions and Differences

Julianne Rist noted the perfect segue into this topic, how our robust alternative services complement our branches. The 2018 Master Facility Plan identified that we have three different types of library service points.

- Small Branches are locations less than 15,000 square feet, offer fundamental library service and may have limited core services and have a smaller geographic LSA.

Currently our locations that would be considered small branches are Conifer, Edgewater, Golden and Wheat Ridge.

- Destination Libraries are greater than 30,000 square feet, offer a full complement of core library services, may have strategically located signature services such as the maker space and digital media studio at Belmar, and have a larger geographic LSA that correlates with branch size. The 2018 report recommended growing the “destination library” model. Destination libraries are a highly efficient and effective strategy for building capacity, with economies of scale that maximize service and efficiency per square foot. New or expanded destination libraries in Jefferson County should be at least 30,000 square feet, and JCPL is encouraged to build even larger branches as opportunities and capital resources permit. We have found that 30,000 square feet is the minimum to provide all the services the community expects. The magnitude of JCPL’s need for additional space is beyond what can be met sustainably through neighborhood-scale facilities, and the Library should avoid adding smaller libraries.
- Alternative Services complement our physical branches and support our mission to provide equal access to information and opportunities. Our alternative services expand and innovate access to library services and resources beyond physical library locations. These services respond to community needs, address barriers to access and expand into new markets. Group 4 has stated that one of the reasons that they recommended a goal of 0.5 -0.6 sq. ft. per capita is because of JCPL’s robust alternative services, without them their square foot per capita recommendation would have been higher. Currently JPCL offers many alternative services which include outreach by our core services staff such as story times in preschool and head start, and classes with Jeffco Workforce Center and chambers. Library to You services meet people where they are with our home delivery and mail service, three hold pick up lockers and four material return locations, the lending machine, the bookmobile, and lobby stop van and, of course. our new Express Library which officially opens with a ribbon cutting ceremony on April 18.

Defining “Needs Based “in the Facility Master Plan

The updated Facility Master Plan (FMP) consists of parallel paths that help us reach different goals. The FMP is intended as a flexible, “living” document that enables JCPL to easily adjust and update its capital facilities planning as circumstances evolve and opportunities arise over time. The Board has always reevaluated the FMP annually as part of the budgeting process so bringing this review to you is part of our normal operations.

Facility Master Plan Categories

- Renovations to maintain assets
- Opportunities to increase space to meet population growth

Group 1	Evergreen Remodel
	New South County Library
	New NW Arvada Branch
	New FR Operations Center
Group 2	Standley Lake Remodel (Expansion)
	Lakewood Expansion
	Arvada Remodel



Group 1 and 2 represent adding space to meet patron needs and population growth and maintaining assets with redesigns to our existing buildings. Group 1 includes our three active projects for 2022, Evergreen remodel, the New South county location, and the new NW Arvada location.

The needs based category takes into consideration service needs beyond what is currently offered. And any changes or opportunities that may arise that wasn't anticipated by the study. Two of the locations (Wheat Ridge and Golden) currently have city redevelopment projects underway that could impact JCPL's decisions about phasing, redesign or enhancements.

The Library is in conversations with Golden about their Heart of Golden project and their anticipated timeline. We are also in conversation with Wheat Ridge about their redevelopment project for the Lutheran Medical Campus. Conifer has an active group who wants better access to library services, and we have had several meetings with the Conifer Area Council. At the March meeting the Board was informed that the Library just learned that there may be a change in the high school schedule that could affect library hours. We are looking at this new information along with other data and plan to bring a recommendation to the Board in May about Conifer as part of our budget planning and process. Our recommendation may affect the priority list in the Facility Master Plan and our 5-year capital project budget.

In response to a question, the Board was advised that:

- The Library has refined its community engagement process. With Conifer, the CAC does some of their own surveying and we'll find out how the community feels. There was quite a bit of community engagement when the school did their remodel and different information was shared in that engagement. When the Library does its community engagement it will be similar to what we just did in Evergreen.

A Consolidated Operations Center: Next Steps for Providing More Data

The Executive Director advised the Board that at the March 17 regular meeting of the Board, there was a request for more data on the need for a consolidated operations center for JCPL, and the request for the Executive Director to meet with the Chair to discuss an approach. Trustee Naumer provided ideas around the scope of work. The Executive Director noted that her understanding is that the question from the Board as a whole is about the value proposition of building a consolidated operations center, most notably because of the large cash outlay called out in the 5-year CIP, the costs of operating now and what the future costs might be for consolidated operations. The Executive Director had that conversation with the Chair and Vice Chair that led her to suggest the following approach for Board consideration. The Executive Director advised the Board that Steve Chestnut, Director of Facilities and Construction Projects, would lead the project and will present that information.

Steve Chestnut addressed the Board and presented information. The Library's approach is to engage a consultant to assess the value proposition of implementing the recommendation for operations consolidation. This would include a financial analysis as well as looking at alternative scenarios like leasing space or co-locating with another JCPL library. The Library would engage a consultant and have them report out to the Board. The timing will likely not meet our budget deadlines for 2023. This will take a couple of months to scope, bid, do the work and report out on findings. The Library would shift planning for the operations center from 2023 to 2024 which would keep the project in the 5-year CIP without committing to it in 2023. The findings would be reported in time for 2024 budget planning as part of next year's strategic planning process

In response to questions, the Board was advised that:

- This approach is what is being presented to the Board for discussion. The Library would have started consolidated operations center planning in 2023, but with the request from the Board for more data, the Board consent to move forward with NW Arvada, Evergreen and South County, the Library would have three big projects going on in 2023. It seemed prudent to move the project out another year as we work on the cost modeling for the 5-year CIP.

- The Library anticipates absorbing the consultant cost in the consultant budget. The Library always has that budget to bring in experts. Steve Chestnut and the Executive Director met with a potential consultant to get an idea of what that work would look like in terms of affordability and scope, not process improvement. Just what the cost differential is between what it is today and what it might look like. It is not planning that project.
- The consultant budget is an operational budget item not a capital budget item.
- The cost of the consultant would depend upon the scope of work. The initial look at the cost is \$10,000 to \$20,000.

Trustee Anderson noted that if the Board agrees with the consultant direction, information on current leases for administration spaces would be important. She noted that staff have done a good job on maintaining flexibility in our capital plan and coming for direction to take advantage of opportunities on the ground. She noted that she doesn't believe that there is a difference in serving library patrons between administration services and capital support and they are equally important. How the staff works as an organization operationally is an operational analysis, not a Board analysis. She trusts that more information will be beneficial to the entire Board on prioritization and direction and maintaining flexibility in the capital plan decisions and the FMP.

Trustee Fellman noted that a consultant can help tease out information and she would want to focus on the value of the intangibles and efficiencies of getting administrative staff in one place. She noted that there is always controversy around projects like this one and for her, it is more than dollars in the budget.

Trustee Naumer noted that he wanted to clarify that he is not opposed to this project, but he feels that a thorough analysis has not been done for this project. He noted that he had high expectations for the FMP hoping it would address this and getting more information is moving in the right direction. He noted that he has a ton of faith in our staff and how they serve the community. The best approach is to ask questions. He wants information to justify the project to the taxpayers. He noted that he has a list of questions so he can be clear with what we need to answer. He will forward that list but wants to go through those questions.

- Total one time cost - have \$21 million
- not clear on Fehringer Ranch property value.
- Are costs with moving included
- onetime costs
- other costs and total ongoing costs
- Estimates on ongoing maintenance – assuming facility maintenance costs increase by adding another large building and what are the differences.

- Cost per square foot of the project
- Compared to the other two libraries it seems a lot more expensive - almost the same cost as building two libraries
- Why is it more costly
- what are the differences? It is also helpful to understand the project – some of these questions – we’re not there yet but it’s important to understand them in the future.
- What the functions in that building are
- how many employees
- how will the space be configured
- Moving forward will there be work from home and how will those impact office space needs. Organizations are cutting down office space, how does that impact the way we’re looking forward.
- The square foot per employee and what is it now compared to national average and head count growth. He thinks there are tremendous benefits from consolidating – the 2018 plan describes them quite well. He noted that he never disputed the value in creating consolidated space where people interact
- look at efficiency gains – less travel costs – numbers to efficiency gains prioritization.
- Why are we prioritizing this over other needs such as Conifer? He sees those issues tied together – moving to reprioritizing as needs change.
- Alternative scenarios are really good – telling the public that we considered leasing and the pros and cons of leasing and if not pursuing why not.
- Co-locating with a library building and those pros and cons and are there potential cost savings there. Denver has one large building for a central library that includes admin services.
- Logistical challenges and understanding those and are they mitigated or not and what are the costs of not doing that strategy.
- Lastly, buying an existing building, go back to the original plan on page 6, detailed assessments, and page 22, JCPL should explore alternative sites.

Going back to 2018 it was left open – these questions were left open saying we need future analysis. Group 4 said it was outside their scope of the project. Go back to that 2018 plan that had a lot of good suggestions for that analysis. He noted that he has this list of questions written out and will forward that list to Amber

Trustee Anderson noted that she is not sure she has ever been to these locations as a Trustee and a tour might be helpful as well. The Chair asked for clarification that Trustee Anderson meant current administration locations and Trustee Anderson confirmed she was talking about a tour of operations locations.

The Chair noted that she doesn't think any administration building has not been controversial. We can be armed with as much information as we can and guide the organization down the right path. It can be frustrating to be behind the scenes staff and feel like you need to provide an extra justification for the value you give. She acknowledged all the work the senior management team and the entire staff is doing. She noted that she likes the proposal for a consultant and that it would be best for the team going forward. Hopefully the questions asked tonight will help formulate that scope for a consultant and that scope is still a work in progress.

Trustee Naumer inquired about the process and if this will be discussed next month.

The Executive Director addressed the Board and asked for a scope check. She noted that when this was done for the FMP, she felt like we clarified and did a particular scope. That FMP scope was not about checking the operations center; it was about library service at that location. The scope for a consultant in tonight's Board conversation is much more than a \$20,000 scope and a much different project. Some of the things listed she would consider planning the building the same way we do for all our projects, community engagement, program of service, etc. She noted that she is not saying we can't do it, but it is a much different scope that would take more time and more money than she just quoted. It would likely exceed her authority in terms of spending, and she would have to come back to the Board. She noted that she would not have something ready next week for Board response.

The Chair stated that the process and feasibility portion may be a phased approach with the first step some smaller scope that gets at the types of things you would work with a consultant on with a more immediate schedule. Then, when planning the 2023 budget, include a larger expenditure for this larger scope.

The Executive Director stated that she doesn't want to frustrate the Board. Working with a consultant to do a limited scope and have the Board say it's not enough and we need this other information. She noted that if the Board wants the big thing all at once, it's a different approach. She stated that she will need to take all this discussion and see what will work. She noted that if we plan for something and then not keep moving with it – that costs money too.

Trustee Anderson stated that for the process and capital plan, including in the budget for next year a more detailed analysis would be most helpful. She noted a question to Trustee Naumer on the sense of urgency and does he feel he needs all this information for the 5-year capital plan for 2023 given what we heard tonight about reprioritizing the projects.

Trustee Naumer stated that in terms of process he doesn't want to be back in a year where we are today. We need to take these questions and say okay here are the questions we need to get answered. Use these questions to guide that scope and he doesn't want scope confusion again. There needs to be a process of the Board saying here are the questions we need answered. I'm one of seven Trustees, if the Board says it takes too many resources, he's okay with it. He stated that he doesn't have an answer to that question, and he wants to see where this goes. On voting for the capital plan, he would like to say yes, but he needs to see how this process will move forward.

The Chair stated that while she thinks the questions Trustee Naumer asked are important, and she appreciates that the taxpayers may ask, quite a few of the questions are really part of the project planning process. It's also how much is this going to cost and when you get into planning the project, does that come from the capital project budget. That would have been the first step in capital project planning. What you asked for is larger than what Donna talked to the consultant about.

The Executive Director noted that it is much larger than the conversation she had with the consultant. How many staff will this building house feels like a different level of questions and it's a different project. She noted that the Board is saying there are different questions for a library building than this project.

Trustee Anderson noted that the mechanism would be an RFP, hearing the scope and that becomes a decision point for the Board. There would be a decision point assuming that cost comes back over \$50,000. Or maybe an RFI would be enough to get information to the Board for a decision. She noted that she does think it is different than building a library and agrees there are questions to answer. An analytical perspective around operations is separate from what the financial cost is and that's an important distinction. She stated that she has less interest in operations unless they affect cost. The questions around remote work and the culture of the organization and maintaining that organization directly relates to cost. It will be worth the investment, but she is curious about the cost. The RFP mechanism has been a decision point for the Board.

The Chair noted that the RFP/RFI process makes sense.

Trustee Naumer noted that in terms of cost he thinks this \$21 million is the biggest project JCPL has embarked on.

The Executive Director noted that \$21 million is what shows in the plan, but it would not be more expensive per square foot than a library. The Executive Director asked for and

received confirmation on that from Steve Chestnut, Director of Facilities and Construction Projects.

Trustee Naumer stated that the building costs \$21 million, engaging a consultant would be a small part of that entire budget and to keep in mind how big of a project this is. There is opportunity here to potentially save a lot of money if we come up with a scenario less than this and he's very much in favor of that. Trustee Naumer acknowledged that there are vacancies on the senior management team and that we could use vacancy savings. He noted that he wants to understand the project better. He noted that he understands that is the project planning side and doesn't think it's important to an actual decision. He noted it's important to feel we're on board in terms of what that will look like. He asked if there was a question of his that is exceptionally difficult or onerous.

The Executive Director noted that she doesn't feel it is onerous, but that she doesn't have that list of questions in front of her. She noted that in just listening to the questions it's all possible, and when we put it all together and get it scoped a consultant may phase it. She stated that what she doesn't want to do is bring something back to the Board and have it be a no, that's not enough. she noted that she wants to bring back what the Board needs so a good decision is made for JCPL and is a good value for the taxpayer. It will take some time to digest these questions. We have the opening of the Express Library next week. This would be a thoughtful process that might need a scope check with the Board.

The Chair expressed appreciation to Donna, Steve, and their staffs for their work.

The Executive Director asked the Board if there are still questions about the goal of 0.5 square foot per capita in the updated FMP and the only other questions she sees now are around the operations center. She inquired if the Board wants more conversation around that square foot per capita mark as a planning goal or around the planning zones. She asked if the Board is good with those areas or if they would like more conversation.

The Chair noted that regarding the 0.5 square foot per capita, she would like to see a way to incorporate alternative service delivery into the analysis before the next FMP refresh. She noted that she believes we are on the leading edge but as we go through the process, she would like to see alternative services like the Express Library reflected so we can figure out where alternative services may fit in down the road.

Trustee Naumer noted that on the planning goal of 0.5 per capita, the table from 2018 is really helpful and shows where we are regarding other benchmark libraries. He noted that he is good with that number. He stated that he is encouraged about the Conifer conversation. He noted that he is okay with this model and what helped was to look at

LSAs and breaking them down. He stated that he is alright with it but cautious recognizing the limitations of using these two measures.

Trustee Anderson stated that what she heard is on the LSAs the consultants use that information to inform their recommendations - not just population data but density and usage and that's where that LSA comes from. The FMP is longer term and a live document. Maybe some appendixes for each LSA might be useful as a reference so we can see that data too as an appendix. Shaded population density and household data and where people are coming from – it was helpful when shown tonight and she noted she will forget that when she looks at the FMP next year.

The Chair asked the Executive Director if that conversation gave her the answer she needed, that those continue to be two measures we're comfortable following.

The Executive Director responded that she thinks it's helpful for the 2023 budget, 5-year, and long term plans. She noted that every year we look at the FMP with the Board and no one is saying it's not applying well in South County which is an active project or for NW Arvada. You see how much cross checking we do with that model, and you are offering layers of elements we might pioneer in libraries. She noted that she believes we can move forward and that we don't have a formal approval of the FMP. She advised the Board that there is an opportunity to talk more next week, and she will take this as an okay to move forward with those three priorities and 5-year capital plan draft.

There were no further questions on the FMP from the Board.

Business Strategy and Finance

Financial Review (February 2022)

There were no questions from the Board on the February financials.

Contracts & Agreements

Kleen-Tech Carpet and Upholstery Cleaning Contract Information

Steve Chestnut advised the Board that the Library is requesting to utilize Kleen-Tech for one more year. The 3.5% increase is due to the minimum wage increase and fuel costs.

There were no questions from the Board and the Chair noted that this contract will be on the consent agenda next week.

EBSCO Periodicals Subscription Services Contract Information

Julianne Rist advised the Board that JCPL is happy with the vendor and pricing. She noted that the \$120,000 includes not only vendor monitoring and facilitating subscriptions, but also the cost of the materials as well as all magazines and newspapers. There were no

questions from the Board and the Chair noted that this contract will be on the consent agenda next week.

Bibliocommons Contract Amendment Information

Lizzie Gall, Assistant Director of Library Experience, advised the Board that this contract is for JCPL's integrated suite of services including digital experience, the catalog, and my JCPL app. In 2017 the Board approved a 5-year master contract and JCPL is bringing forward an amendment to extend the contract for an additional three years. JCPL is happy with the vendor and pricing.

In response to a question, the Board was advised that the contract is the same renewal rate and will be a better bundle deal with the additions JCPL brought on.

There were no further questions from the Board and the Chair noted that this contract will be on the consent agenda next week.

Public Service Company of Colorado Easement – Evergreen Highway 73

Steve Chestnut advised the Board that the Public Service Company of Colorado (PSCO) is expanding road work and has a utility easement they would like access. There is not expense to the Library and PSCO will be responsible if they remove or damage anything on library property.

In response to a question, the Board was advised that the Library confirmed it is JCPL property.

There were no further questions from the Board and the Chair noted that this contract will be on the consent agenda next week.

The Chair expressed appreciation to the Trustees and Executive Director for the discussions. She noted that she hoped it was helpful to the Executive Director and to let the Board know if she needs additional clarification.

The Chair advised the Board that Trustee Anderson will chair the Board meeting next week.

ADJOURNMENT

The Study Session was adjourned at 7:16 p.m.

Jill Fellman, Secretary

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
April 21, 2022**

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via ZOOM on April 21, 2022. Library Board of Trustees Vice-Chair, Pam Anderson, called the meeting to order at 5:30 p.m. Other Trustees present: Jill Fellman (Secretary), Jeanne Lomba, Charles Naumer, and Cassie Tanner. German Zarate-Bohorquez joined the meeting at 5:47 pm.

Trustees not present: Kim Johnson

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Kim McGrigg, Director of Communications and Engagement; Padma Polepeddi, Assistant Director of Library Experience; Lizzie Gall, Assistant Director of Library Experience; Amy Bentz, Assistant Director of Library Design Projects and Planning; Cindy Jaye, Public Services Programming Manager; Angila Pine, Temporary Financial Support; Amber Fisher, Executive Assistant, Office of the Executive Director; and Kelci Rude, Administrative Coordinator.

Guests: Kelly Wemple and Ryan Wallace, EUA

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

The Vice-Chair noted that the meeting is being held on a new platform and asked everyone to give grace and patience as many members of the Board are using this platform for the first time tonight.

APPROVAL OF AGENDA

MOTION: Jill Fellman moved that the Library Board of Trustees approve the agenda as presented. Seconded by Cassie Tanner 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. The Vice-Chair acknowledged that there were guests in attendance that want to address the Board and stated the following instructions:

If you would like to address the Board during Public Comment: Send a chat message to the host, Bernadette Berger, with your name, and the topic of your comment so that at the appropriate time you can be recognized. Your name will be called in the order it was received. You will have three minutes for comment. Groups may use pooling of time to add to the length of their comment period. To pool time to be granted up to ten minutes, a speaker must present the names of at least three individuals who are present in person or online in the audience and who wish to yield their three minutes.

The Vice-Chair welcomed the individuals to the meeting. The following individuals addressed the Board regarding the Conifer Library: Edith Kiefer and Marilyn Saltzman. Comments included a petition asking for support regarding a standalone library in Conifer. The Executive Director noted that she would reach out to Edith Kiefer and work on the best method to submit the results of that petition to the Board.

The Vice-Chair expressed appreciation to Edith Kiefer and Marilyn Saltzman for their comments. There were no other public comments, and the Vice-Chair closed the public comment portion of the meeting.

APPROVAL OF CONSENT AGENDA

The Vice-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: Cassie Tanner 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. March 17, 2022 Board Meeting Minutes
- B. Kleen-Tech Carpet Cleaning & Upholstery Contract Authorization
- C. EBSCO Periodicals Serial Subscription Authorization
- D. Bibliocommons Contract Amendment Authorization
- E. PSCO Easement Agreement – Evergreen Highway 73

FOUNDATION UPDATE

Trustee Fellman provided the update on the activities of the Foundation. The Friends Annual meeting is tomorrow. The bookstore is doing great and the written report in the packet shows how busy Jo Schantz has been.

There were no questions from the Board on the Foundation update.

EXECUTIVE DIRECTOR REPORT

A. Executive Director Report

The Executive Director addressed the Board and introduced the new Assistant Director of Library Design Projects and Planning, Amy Bentz. The Executive Director advised the Board that Amy has a background in construction management and is also a librarian. The Vice-Chair welcomed Amy to the meeting and the organization.

The Executive Director advised the Board that the ribbon cutting event for the Express library had great attendance and response from the public. Board of County Commissioner Tracy Kraft-Tharp, Trustees Cassie Tanner, Charles Naumer, Pam Anderson, and Kim Johnson attended the event.

The Executive Director advised the Board that the agreement with the Foundation automatically renews in April if we don't have anything to change. Jo Schantz and the Executive Director agreed that they would like to automatically renew the agreement while we continue to work on things in the background.

The Executive Director informed the Board that the Chair and Vice-Chair asked the Library to update the Board's webpage to clarify the relationship between the County and the Library and how the Library is funded.

Trustee Naumer noted that the opening for the Express Library was a very nice event and that he spoke with Padma Polepeddi during the reception. He expressed appreciation to the staff for their inspiring and impressive work to bring this alternative service to the community. Trustee Lomba noted that the Express Library made national news as the first in the country. The Vice-Chair noted the awesome enthusiasm from the staff and community, the coverage the Express Library received and expressed appreciation to the staff for this amazing accomplishment.

The Executive Director expressed her appreciation to the staff for the months of work and to the Library Board for their support of this new alternative service.

Facility Master Plan Check In – if needed

The Executive Director shared her perspective from the discussion at the Study Session last week and noted that she also wanted to provide the Board with an opportunity for further discussion on this topic. Based on feedback from the Board at the Study Session and other conversations, there is a Library flow through project around accelerating the building program. Part of that is to bring in a consultant with a broad scope. What was brought forward is still a draft recommendation for a broader scope and the Board will be kept informed. Any contract would come to the Board for approval and the Library is working on that.

The Vice-Chair noted that Trustee German Zarate-Bohorquez joined the meeting at 5:47pm. and welcomed him to the meeting. Trustee Zarate-Bohorquez noted that there were technical issues involved that delayed his joining the meeting earlier.

The Executive Director noted that at the regular meeting of the Board in May, The Library will present the draft 5-year Capital Improvement Plan and Long Term Financial Forecast for the Board's review. With regard to Conifer, with the recent change in school hours, the Library will present ideas for the Board to consider.

Trustee Naumer addressed the Board and noted his appreciation for the discussion last week and everyone's willingness to engage. He noted the Vice-Chair's suggestion at that Study Session to do an RFP or an RFI, and he indicated he is very supportive of that suggestion.

The Executive Director advised the Board that an RFP/RFI (Request for Proposal/Request for Information) is the Library's intent and noted that anything over \$50,000 requires an RFP. She further noted that even if that requirement was not in place, she would still bring it to the Board because of the interest in the topic.

The Vice-Chair noted that the Facility Master Plan (FMP) is a living document that will continue to help inform the Board. There are changing circumstances on the ground that will have long term capital and budgetary considerations. The Vice-Chair expressed appreciation to the Executive Director and the Board for their work and direction in moving forward.

There were no questions from the Board.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy & Finance

Finance and Budget – March 2022 Financials

Angila Pine, Temporary Financial Support, addressed the Board and provided a summary of the March 2022 financials, noting that there was nothing out of the ordinary and the numbers are on track for the end of the first quarter.

The Vice-Chair asked if the Board had any questions about the March 2022 financials. There were no questions from the Board.

Communications & Engagement

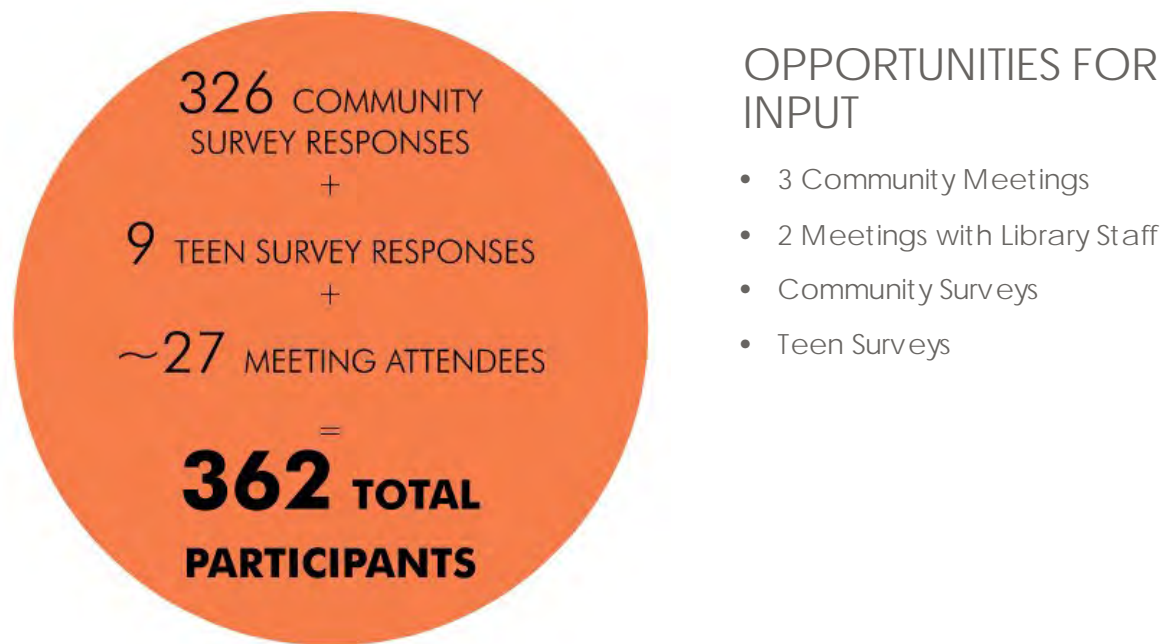
Evergreen Redesign Community Engagement Report. Guests: Ryan Wallace, Kelly Wemple, EUA

The Executive Director introduced the topic and asked Kim McGrigg, Director of Communications and Engagement to provide an introduction.

Kim McGrigg addressed the Board and noted the Library's excitement to have representatives from EUA, the Library's design architecture firm present. Ryan Wallace and Kelly Wemple from EUA will present the findings of the community engagement with Evergreen and the surrounding communities.

Ryan Wallace and Kelly Wemple addressed the Board and provided information on the Evergreen Library Community Engagement Report.

Engagement Overview – Opportunities for Input



EUA did a targeted presentation in late March to early April including multiple surveys, a teen survey and virtual meetings. During this time EUA was very clear that this is a redesign not a new library. There were 362 community responses, 9 teen survey responses and approximately 27 meeting attendees for a total of 362 participants which is a good turnout overall.

Community Meeting Process

- Language Justice
- Visioning
- Topics of Discussion
 - Style
 - Entry
 - Service Point
 - Children's Area
 - Teen Area
 - Reading / Study Spaces
 - Meeting / Community Room
 - Signage / Wayfinding
 - Computers / Technology
 - Outdoor Space
 - Your Library

EUA offered language justice translation services to make the engagement equitable and inviting for everyone. Visioning was the biggest portion, and this piece is about the journey

and thinking outside the box. EUA takes those ideas into consideration during their process to see what works with the budget and schedule. The presentation walked people through the library space by space and sought input on each area. EUA also utilized Mentimeter, an online tool that engages with people using live polls, word clouds, multiple-choice questions, and polls the input. That information is gathered with different polls with other methods including multiple choice, word clouds, short answers/open ended questions, and ranks attributes, etc. to look at specific elements of library space.

Surveys

- Online v. Hard Copy
- General Community Survey
- Teen Survey
- Questions regarding:
 - What do you do at the library?
 - Rate existing services
 - What would encourage you to visit a library?
 - Values
 - How should the library feel?

Surveys and Mentimeter are similar but different ways to get two sets of data (what do you do at the library, rate existing services, etc.). There were consistencies between the two sets of data. The data also identified hot spots, areas of concern that EUA would make sure to address with the design. For example, teens and their spaces and designing to improve attendance and usability for future library teens. Spanish translation service was also offered.

Key Themes



KEY THEMES

- Warm
- Cozy
- Welcoming
- Comfortable
- Light
- Natural
- Rustic

Warm, cozy, welcoming, comfortable, light, natural, rustic; these words all popped up when asking what comes to your mind about the Evergreen Library. For the staff engagement, we

asked them to focus on staff areas, break room, workroom, etc. EUA started people at the entry and how you enter the existing building. Along with the warm words, we also heard a fair amount around accessibility of the entry, that it was tight and could be improved upon.

Style

Keep a natural, traditional feeling while modernizing. Where everyone seemed to fall on modern versus traditional, we heard traditional, but modernizing is important. There are ways to look at traditional space and make improvements and still keep the warm, cozy, rustic style.

In response to a question, the Board was advised that:

- The difference between a redesign and a remodel is that for a redesign you are looking at the entire space and the library service needs of the community. Sometimes a remodel is swap out a sink or replace the carpet. A redesign is a wall-to-wall look that might change spaces. A redesign also includes public feedback on programs and services and the corresponding use of space. How is the meeting room used and what types of programs people might like to see in the space. This input goes to redesign of the entire library. It's not only about what carpet you choose but a more holistic approach.

Use Natural Materials and Emphasize Views

When we went through the ideas for the feel of the library, it always came back to natural materials, good views to the outside, nature, the community around the library and to maintain those elements.

Improve Level of Service

- Self-service model
 - Self-Check Outs are used most
- Interaction with staff still important
 - Service Desk & Kiosks

EUA heard consistently about the self-service model with self-checkout service points used the most. While things shifted because they had to with the pandemic, interaction with staff is still important with kiosks as the next most used service point after self-check outs. People value service desks, interaction with staff, self-checkout, and kiosks.

Retain Reading Room and Fireplace

Retaining the reading room and fireplace is that “moment” in the library that people latch onto. A space that if we can maintain it, would get even more buy-in from everyone. A quiet reading room with a fireplace is something EUA heard repeatedly in surveys and in the staff and community engagement meetings. Obviously, some updates are needed but this was

approached without having designs in our heads as it was not the purpose of the community engagement. EUA just wanted to hear ideas through an interactive process.

Children's Area

- Enclosed
- Reading nooks
- Flexible space / fun movable seating
- Move Storytime into Children's
- Interactive / sensory play
- Art everywhere

Some of the things we heard about the children's room are keep enclosed and separate. People liked the idea of reading nooks that kids can climb in to encourage literacy and the enjoyment of reading. We also heard about more flexible space and movable, fun furniture that is soft and easy to climb onto. Moving story time out of the meeting room and into the children's area was also something we heard, and EUA can explore that during the design phase. Interactive and sensory play were mentioned and comments that said don't just provide play space. There were also comments about providing art everywhere throughout the library.

Teen Area

- Mixed feedback on enclosed v. open
- Mixed feelings on providing gaming
- Art display
- Study booths

We received mixed feedback on the enclosed or open space. A lot of that will come down to the fact that the redesign is not expanding the footprint of the building. A common thread throughout the engagement was more space. Accommodating what we've heard within the existing footprint is a challenge and EUA is up to the task. Some comments were around providing gaming while other comments said no gaming. If gaming was an opportunity, could it be something contained to address issues around noise. Art displays and study booths in the teen area with a TV mounted on the wall where they could plug a laptop in and do group work. Teens come to the library to study.

Enclosed Small Group Study Rooms

- Less need for open collaboration space
- Variety of seating types
- Glass for transparency/security

We did ask for input and showed different types of study and collaboration spaces. Most people desired not open but closed small group study rooms, making sure there was glass for transparency and security, with casual comfortable seating.

Lower Shelving

- Line of sight
- Accessibility of materials
- Brings in more light
- Improve signage
- Usable end panels

In the surveys, people reported feeling overwhelmed by rows of high shelving, had a hard time finding items and wanted better signage. Lower shelving helps with line of sight, accessibility in being able to reach items and brings in more light. Respondents liked the ideas of improved signage and useable end panels.

In response to questions, the Board was advised that:

- In the community survey we included a whole list of different spaces in the library that could be rated in importance. The teen area did not rank as high in importance in the community survey and the teen survey only received 9 responses. High schoolers don't like to spend their time filling out surveys and had it not been a pandemic, we might have offered pizza slices in return for filling out the survey.
- For the most part a lot of the services were listed as important. Evergreen is a well-used and loved library and that was reflected in the comments. It was interesting that the teen area had ratings of less importance than other areas.
- Jessica Paulsen, Evergreen Library Manager, noted that there is significant use of the teen space, particularly after school. With Covid, there was a decrease, and a teen survey may have received more of a response two years ago.

Meeting Room/Maker Space

- Flexible space
- Need for more room
- More windows / daylight
- Double as Maker Space
 - Recording / Music
 - 3D printer
 - Crafts
 - Sewing
- Questions about whether a maker space could be in the basement

In smaller libraries you like to have every space used to the fullest and spaces need to be flexible. We heard the same thing from the community. Flexible spaces, more room, more

windows (currently there are only two small windows in the meeting room) daylight and doubling as a maker space would be of benefit. Some of the survey responses said we don't need a maker space and comments from the community were unanimous that the space needs to be flexible. The types of programs included recording music, 3D printer, crafts and sewing. There were a couple of questions about putting a maker space in the basement. If EUA were to investigate using the basement there would be costs involved with egress and multiple exits. Right now, the basement is a storage and mechanical/electrical space.

Outdoor Space

- Maintain views to the outdoors
- Separate Children's / Family Space
 - Outdoor learning & activities
- Good Wi-Fi coverage

People favored outdoor space, and not just outdoor space but maintaining views from the inside to enjoy all year. There was a desire to have separate children's or family outdoor space and good Wi-Fi coverage so people can work from an outdoor patio.

In response to questions, the Board was advised that:

- There is a lot of grade change outside the reading room and retaining walls. There are still a lot of trees. EUA hasn't entered into the design phase yet, but there could be some space back near the reading room where there is a door and pathway. There is also an area in the front outside of the children's area. Outside spaces wouldn't be large spaces by any means but there may be a couple of opportunities.
- EUA did make the surveys and meetings open to everyone and offered translation services but did not receive any requests. Unfortunately, we did not have a lot of involvement with the Latino community. There were multiple comments from people in the community meetings to make sure signage is in multiple languages. In the surveys we did ask for the age of respondents but not ethnicity. That would be a good question to add for our next survey.

Staff Needs

- Smaller service desk
 - Face the entry
 - Concealed storage
- Kiosks on the floor
 - Sit / stand desks

EUA held two meetings, one was in-person, with library staff that were well attended. Comments included a smaller service desk. The current one is very large and has been modified over the years, but it is not meeting the needs. Additionally, staff face in the opposite direction from where patrons are entering the library which is not welcoming or

secure. Concealed storage is needed and there are a lot of things stored visibly and against the wall which contributes to clutter. This is no fault of the staff; they need more space and a better storage system. Staff also noted having kiosks on the floor distributed throughout the space where staff on the floor can help patrons as needed. Sit-stand desks are ideal.

The current workroom needs more space and some noise control. The workroom is located with the sorter and the noise from that sorter also bleeds out to the library space. A couple of offices with some privacy, as well as open flexible workstations and space would help as well. Improving HVAC systems, lighting and acoustics were desirable.

In the break room, a flexible space with more comfortable furniture. A space for respite not doubling as a staff meeting room. Natural light, more space, and a wellness room where nursing mothers could have privacy and staff can have private calls that are not being overheard by coworkers.

Existing Services

- Results show JCPL is meeting the Community's expectations for services
- Area's requiring the most improvement:
 - Comfortable Furniture
 - Meeting Room
 - Teen Area

Most of the spaces and services are meeting patron's needs and most results indicated that the library is meeting expectations. Areas needing the most improvement include comfortable furniture, improvement to the meeting room and teen area.

What's Important to the Community

- Results show most services are important to the Community
- Most important services:
 - Materials
 - Staff Helpfulness
 - Welcoming Environment
- Teen Area results show it needs improvement, but is less important to the Community

When we asked what is important to the community, most people indicated that they find everything about the library very important. Materials, staff helpfulness and a welcoming environment were often mentioned.

What Patrons Do at the Library

- Borrow items
- Get help from staff
- Borrow digital items

- Sit & read in reading room
- Sit & read in adult stacks
- Attend a program in meeting room
- Use a study room
- Meet people/friends

The most frequent response was borrowing items, digital or books, getting help from staff, attending programs, using the study room, and meeting people/friends. When reading through the written comments, many responses were about books. Some people even said that the library is best use of their tax money. There was a lot of overlap between the community surveys and community meetings feedback. The values expressed were consistent; comfortable, quiet, cozy, warm, welcoming, and light. Those were all in the word clouds.

In response to questions, the Board was advised that:

- The design and construction timeline has not been determined yet. How the process works is first there is the community engagement, and the Board was the last group to engage. The next step is Julianne Rist, Director of Public Services, and her team works on creating the program of service. Then the design process starts. The program of service takes about a month and that sets the start of the design process. The project has design scheduled this year and construction scheduled to begin next year.
- The surveys went live the first Monday in March and ended the first Sunday in April, approximately one month.

EUA expressed appreciation to the Board and noted that they felt very fortunate to engage with a community like Evergreen. Something about library buildings bring out the best in everyone and you can see that people truly care about and love their library.

The Vice-Chair and Executive Director expressed appreciation to Ryan and Kelly and noted that they were looking forward to the next phase of the project.

Public Services – Service Highlights

Signature Author Event Presentation

The Executive Director introduced Cindy Jaye, Public Services Programming Manager, to present information on JCPL's signature author event.

Cindy Jaye addressed the Board and noted that this year's signature author event, World Reborn, will be held on Friday, April 29. This year JCPL is featuring Jeff VanderMeer. Jeff writes speculative fiction; fiction that speculates what would happen if. Often his themes center around the environment and eco-fiction, speculating what can happen as a result of not taking care of our planet. We felt this was the perfect program to offer in April with tomorrow being Earth Day. Jeff frequently speaks about issues related to climate change and

storytelling at locations including at DePaul, MIT, and the Guggenheim. His novels explore themes related to the environment, animals, and our future.

Joining Jeff as the guest host is Ean Tafoya, a local activist. When inviting someone to host, we look for someone who will elevate the conversation and bring a discussion to the community. Ean is the newly elected Co-chair of the Colorado Environmental Justice Action Taskforce, a Colorado State Director for GreenLatinos, and a National River Network Hero. On top of that he also has his early childhood Education Certificate.

Sometimes called the “weird Thoreau,” Jeff VanderMeer has won the World Fantasy Award three times. His book *Annihilation* was turned into a major motion picture starring Natalie Portman. He spends much of his non-writing time re-wilding his land and mentoring other writers. Jeff is also author of a beautifully illustrated guide to writing imaginative fiction and we believe our patrons, including our teen patrons, will love having this opportunity to hear Jeff speak about his writing process and learn new tricks to improve their own writing.

There is a complete promotional campaign, thanks to the Communication and Engagement team, that includes a very robust social media campaign and beautiful graphics. We also have available Take and Makes, a writer’s inspirational journal featuring some of the beautiful images in Jeff’s Wonderbook and seed packets with program information to use as a flyer. The seed packets contain native Colorado pollinator flower seeds.

Cindy encouraged the Trustees to register for the event and share the event information.

The Vice-Chair expressed appreciation to Cindy and her team for arranging this wonderful event.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

There were no emerging issues.

ENDS

There were no items.

BOARD GOVERNANCE

There were no items.

BOARD SCHEDULE – NEXT MEETINGS

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

2022 Board Meeting Schedule

- May 12, 2022 – Study Session – 5:30 pm (Virtual)
- May 19, 2022 – Board Meeting – 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- June 9, 2022 – Study Session – 5:30 pm (Hybrid)
- June 16, 2022 – Board Meeting – 5:30 pm (Hybrid)

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

Trustee Naumer noted that he would have liked to have received the public comments received after the close of public comment at the March Board meeting before the last Study Session. The Vice-Chair noted the comment and advised the Board that she will discuss it with the Chair and Executive Director.

The Vice-Chair noted that a response from the Executive Director, on behalf of the Board was sent to Mr. Chapman in response to his correspondence. The Board received that response via email.

EXECUTIVE SESSION:

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

MOTION: Charles Naumer moved to adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session regarding the South County Library Expansion Project pursuant to:

- 24-6-402(4)(a) Concerning the purchase, acquisition, lease, transfer, or sale of Property.
- 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.

Seconded by Cassie Tanner the motion passed by unanimous vote of all Trustees present.

The Vice-Chair announced a short break to allow the Board time to leave the existing ZOOM meeting and then join the Executive Session at 7:00pm.

The Vice-Chair called the Executive Session to order at 7:01 pm with the following Trustees present, Jill Fellman, Jeanne Lomba, Charles Naumer, Cassie Tanner, and German Zarate-Bohorquez. Also present were Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Kim McGrigg, Director of Communications and Engagement; and Amber Fisher, Executive

Assistant, Office of the Executive Director. The Vice-Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

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

MOTION: At 7:33 pm Cassie Tanner moved to adjourn the Executive Session and reconvene the regular meeting. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

At 7:37 p.m. the Vice-Chair reconvened the regular meeting with the following Trustees present: Charles Naumer, Jeanne Lomba, Jill Fellman, Cassie Tanner and German Zarate-Bohorquez. Also, present were Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Amber Fisher, Executive Assistant, Office of the Executive Director; and Kelci Rude, Administrative Coordinator.

The Vice-Chair provided the following Executive Session Summary:
The Library Board of Trustees met in Executive Session concerning the purchase, acquisition, lease, transfer or sale of property and discussion of strategy and instructions to negotiators with respect to the South County Library Expansion Project. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.

The Vice-Chair noted that there was no formal action.

ADJOURNMENT

The Board meeting was adjourned at 7:38 pm.

Jill Fellman, Secretary

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of Technology & Innovation

DATE: May 12, 2022

RE: Contract Amendment for Automated Materials Handling System- RFID Library Solutions, Inc

History of Contract:

Jefferson County Public Library has a need to provide a reliable Automated Materials Handling (AMH) System, also referred to as a Book Sorter, at each of our libraries. Jefferson County Public Libraries strives to make the patron experience positive and easy by providing a "Drop and Go" induction service either via the internal book drop portal or via an external drive-up or walk-up book drop portal. The specific goal of the system is to provide the patron with the convenience of an available and reliable "Drop and Go" system.

We contracted with RFID Library Solutions, Inc. in 2019. The original contract included the purchase and installation of the Belmar AMH with the option to purchase additional AMH systems for a three-year term. In the last three years RFID has installed "Drop and Go" sorters at the Lakewood, Belmar, Standley Lake, Golden, and Evergreen libraries. We anticipate completing the Columbine sorter replacement with RFID in the third quarter of 2022. These sorters are functioning well and meeting JCPL's requirements.

Recommendation:

We recommend that we amend our current contract to allow for future AMH system orders for an additional 36-month period. The amendment will enable us to continue standardizing our drop and go sorters as needed in new buildings or renovation projects.

Next Actions:

I would like to ask the Board of Trustees to authorize the Library Executive Director to amend our contract with RFID Library Solutions, Inc to allow for additional AMH orders for a 36- month period.

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Public Services & Lizzie Gall, Assistant Director of Public Services for Resources and Programs

DATE: May 12, 2022

RE: 3rd Contract Renewal, D-Tech International USA LLC- Lease, Installation, and Service of Book Lockers

History:

The library is currently under contract with D-Tech International USA LLC through June 18, 2022. We have worked with D-Tech since 2019, and successfully installed book lockers at multiple sites in the community. Our original 2019 contract was for a one-year term with the option to renew for four additional one-year terms. We have been happy with the holds lockers and service provided by D-Tech and wish to renew our contract for an additional one-year term. This will be our third renewal.

Total Cost:

The renewal of the contract locks in the pricing for the book lockers. JCPL is not obligated to purchase additional units under the contract; however, we do anticipate that we will continue to utilize and expand our Holds Locker service points in the County.

Next Actions:

We request the Board of Trustees authorize the Executive Director to renew the contract with D-Tech International USA LLC for a one-year term. This will help expand access to library resources in the community and at library locations.

Foundation Update

MAY 2022

JCLF Executive Director Report by Jo Schantz, MNM, CFRE, GPC

UPCOMING EVENTS

SPRING WHALE OF A USED BOOK SALE JUNE 2-5



We are proud to announce that our spring Whale of a Used Book Sale will be back this year at the Jeffco Fairgrounds -- and ditto for our fall

Whale Sale! Admission is \$5 per adult, per day, and children under 18 are admitted free.

Set up for the spring sale starts Tuesday, June 1, with Friends-Only Preview Night slated for June 2, from 6 to 8 p.m.

The sale opens to the public on Friday, June 3, beginning with Early Bird entry from 8 to 9 a.m. for \$10 per adult, which includes the full day's admission. Regular sale hours are 9 a.m. to 5 p.m. on Friday and Saturday (June 3/4) and Sunday (June 5) hours are 11 a.m. to 3 p.m.

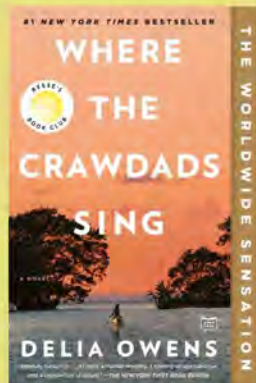
Visit whalesale.org to sign up as a volunteer or to find more information, or call 303.403.5075.

BOOKS ON FILM

JCLF will be hosting a new fundraising event this summer, called Books On Film. We are launching the series with a movie premier of "Where the Crawdads Sing," based on the best-selling book by Delia Owens.

The event will be held at Regal UA Cinemas in Colorado Mills Mall on Friday, July 22. Doors open at 6 p.m. and the film starts at 6:30 p.m. Tickets are \$50 each and include the film premier in a reserved theatre, popcorn and a soft drink, door prize drawings and more!

We are thrilled that Lisa Hidalgo, morning meteorologist from Denver7 TV will be our moderator for a post-film audience discussion on the book and film. Visit www.jeffclf.org for tickets and for more details.



COMMUNITY ACTIVITIES APRIL/MAY

- JCLF's audit for 2021 – April 21-22
- Participated in Jeffco CSU Extension Advisory Board meeting – April 21
- JCLF's Friends Annual Meeting 2022 – April 22
- JCLF Presentation for the Women in Business Breakfast (West Metro Chamber) – April 26
- JCLF Presentation for the Jeffco/Arvada Kiwanis Club – April 27
- Jeffco Fairgrounds meeting/preparation for spring Whale Sale – April 29
- Attended Philanthropy Education Organization's (PEO) Books and Brunch author presentations at the Denver West Marriott – April 30
- Attended Ethics in Business awards luncheon, Lakewood Sheraton – May 6
- Attended Applewood Business Association's Kentucky Derby party – May 7
- Attended Golden Civic Foundation's grant awards breakfast – May 10
- Participated in Honor Bell Foundation Board meeting – May 10
- Participated in Colorado Chapter meeting, Grants Professional Assn. – May 11
- Attended Applewood Business Assn. lunch meeting – May 12
- Monthly E.D. meeting with Donna Walker – May 16
- Participated in Literacy Coalition of Colorado Board meeting – May 16
- JCLF Presentation to Wheat Ridge Kiwanis Club – May 19

MAY 2022

PAGE 2

JCLF Executive Director Report

MARK YOUR CALENDARS!

JCLF'S VOLUNTEER APPRECIATION PICNIC

Friday, July 29, is the chosen date for this year's annual celebration where JCLF honors our many dedicated volunteers. The 2022 Volunteer Appreciation Picnic will be held at Anderson Park Pavilion, 4355 Field St. in Wheat Ridge, starting at 11:30 a.m.

JCLF is pleased that Baila Conmigo will be our entertainment for this year's event. Baila Conmigo is an international dance troupe that incorporates unique and vibrant dances of Spanish and Latin influence from nations such as Mexico, Peru, Argentina and more! The dancers are led by Ana-Rojas-Artica, JCLF's Board president.

At the picnic, we will be presenting awards for Volunteer of the year, Volunteer Leadership Service, the Elena Joyce Grissom Lifetime Achievement award and our newest tribute, the Linda Abbott Memorial Award for Volunteer Excellence.



The event is free for JCLF volunteers, but we ask them to pre-register at www.jeffclf.org.

SHRED-A-THON AND BOOK DRIVE

The Lakewood branch of Bank of Colorado (at 275 Union Blvd.) will be the location for a new event in support of our Foundation -- a first-time combination shred-a-thon and book drive!

The joint event will occur on Saturday, August 13, from 9 a.m. to noon in the bank's parking lot.

While the document shredding is free to the public, we are suggesting a donation of at least \$10 per box of items to shred. JCLF staff and volunteers will host a donation truck at the bank location where donors can drop off books, CDs, DVDs and vinyl records.



GRANTS & SPONSORSHIP UPDATE

Funding received/approved

- ☑ Applewood Community Foundation -- \$2,000 for Library Summer Challenge
- ☑ Golden Civic Foundation -- \$4,600 for Library Summer Challenge, Golden Library
- ☑ Comcast Internet Essentials -- \$5,000
- ☑ Denver7 KMGH-TV -- In-kind media support for spring Whale of a Used Book Sale and Books On Film event
- ☑ Rocky Mtn. Safety & Security -- \$1,000 for Friends Annual Meeting
- ☑ Foothills Vision Center -- \$250 for Friends Annual Meeting
- ☑ City of Wheat Ridge -- \$1,400 for Wheat Ridge Library senior photography project
- ☑ Jackie O'Beirne, DDS -- \$250 for Friends Annual Meeting

Proposals pending

- American Family Dreams Foundation -- \$5,000 for 1,000 Books Before Kindergarten
- Buell Foundation -- \$10,000 for 1,000 Books Before Kindergarten (and report on 2021 funding)
- Sam S. Bloom Foundation -- \$5,000 for 1,000 Books Before Kindergarten (and report on 2021 funding)
- Community First Foundation -- \$15,000 for Take a Hat Off operations grant
- City of Wheat Ridge -- \$1,650 for arts project at Wheat Ridge Library in 2023
- Believe in Reading -- \$10,000 for Library Summer Challenge (book prizes)
- Stevenson Toyota West -- \$2,000 for Friends Community Partnership (2nd request)

Operational Updates

Executive Director Report



MAY 2022 EXECUTIVE DIRECTOR REPORT

Second Quarter Focus:

Accelerate our Building Program:

In May, the Library is focusing on,

- Onboarding Director of Business Strategy & Finance
- Finalizing RFP for Library Innovation Design Consultant
- Integrating updated FMP recommendations into financial forecast

Design a New Library in South County:

In May, the Library is focusing on,

- Taking next steps with site search and potential acquisition
- Engaging County Attorney's office on mechanics of approval process

Initiate a New Library in Northwest Arvada

In May, the Library is focusing on,

- Developing the project plan and team
- Defining the Library Service Area (LSA)
- Projecting capital project costs

Develop a New Concept in Philanthropy Strategy

In May, the Library is focusing on,

- Reviewing results of grant prospect summary
- Developing engagement strategy

Redesign Evergreen Library

In May, the Library is focusing on,


- Creating the Program of Service

JCPL SERVICE HIGHLIGHTS

Conifer Pilot Testing Temporary Summer Hours

Patrons have frequently asked for morning and afternoon access and programming at Conifer Library. JCPL has listened and is ready to meet that need!

Beginning May 29, Conifer Library will pilot temporary summer hours that include more morning and afternoon access for the public. The pilot will last through August 13.



Summer Challenge Registration Kicks Off

All ages can participate in the Library Summer Challenge from June 1 - July 31. Log points and enjoy fun activities to earn great prizes. The more points logged, the closer we get to donating \$500 to Jeffco Eats to ensure that no child goes hungry.

Dive Deep to Avoid the Summer Slide!

The Library Summer Challenge is our largest event, with over 28,000 people participating last year!



We engineer our Summer Challenge to motivate Jeffco Residents to read and learn!

- Prizes
- School Challenge
- Community Award
- Grand Prize Drawing
- Teen writing contest



Belmar and Edgewater Libraries Receive Official Family Place Designation

After a delay due to COVID, Family Place made site visits to assess that our Belmar and Edgewater libraries met and maintained the core components to be officially certified as Family Place Libraries.





PROFESSIONAL ENGAGEMENT:

Jill Jorgensen, Kids & Families librarian, and **Arra Katona**, Teen Services coordinator presenting two sessions on Navigating the Challenges of Screens and Technology: Help for Parents and Caregivers, in partnership with Jeffco Public Schools.

Padma Polepeddi, assistant director of Public Services, and **Kelly Duran**, manager of Library to You, presentation for Colorado State Library facilitated discussion for public library directors on Self Service Libraries.

PATRON IMPACT STATEMENTS:

Congratulations!!! All the staff is amazing, wonderful, helpful, cheerful, knowledgeable and totally service-oriented. I have appreciated the many times they patiently answered my questions, especially tech help!

Anime Prom

My two nieces attended last night's festivities and thoroughly enjoyed themselves. This morning, I was given a full report about the dessert sushi bar, dancing so much they broke out in a sweat, being "kidnapped", making buttons, winning prizes, and most importantly making new friends. Please know, to be provided with more than just one-word answers from teenagers is quite the accomplishment and is a true testament to the joy they really had for the evening.

On a side note, not only did my nieces have fun, but you all also helped a struggling single Dad who works hard in providing just the basics for his girls. Even though he only drove them to and from the event, he had a moment of happiness seeing their happiness. Seeing that they had enjoyed themselves and it "didn't break the bank" is more appreciated than you could know.

Express Library


Love 🍷❤️ the new Express Library in West Arvada!


It's great I can return books and pickup books I have on hold at this new location.

I was also pleasantly surprised to see the collection of new videos and books that were available to check out.

It took less than 10 minutes for me to walk to the library from my house vs the normal 25 minutes it takes for me to drive to the Golden Library.

KUDOS to Jefferson County Library for bringing this new Express Library concept to the Arvada West area!!






And another

I applaud your trying new things like the Express Library - you are clearly not standing still. Everything tried may not be a smashing success, but investing in change is a good investment of tax dollars - in my opinion.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, **MAY 2022**

- Attended **Colorado State Library** facilitated conversation on Self Service Libraries
 - Speaker at **Leadership Jeffco**
 - **Jeffco Bright Futures Roadmap** Steering Committee
 - Attended **Legislative State Session Wrap Up**
 - Meeting with various entities re: South County land potential site acquisition
 - Meeting with **Golden interim city manager** re: Heart of Golden project
 - Monthly call with **Colorado Public Library Directors** (CPLD)
 - Bi-monthly call with **Urban Libraries Council Directors** (ULC)
 - Monthly meeting with **Jefferson County Library Foundation** (JCLF) executive director
 - Monthly meeting with **Jefferson County Elected/Appointed Officials**
 - **Colorado Association of Libraries (CAL)** Mentorship Interest Group
- 

Operational Updates

Business Strategy and Finance

memorandum



To: Donna Walker, executive director

From: Dan Wells, director of Business Strategy & Finance; Angila Pine, Temporary Financial Support

Re: April Financial Tables and Long-Term Financial Plan

Date: May 17, 2022

A. April 2022 Financial Tables

The Budget to Actual Tables for April 2022 is attached. The county has not recorded the property tax revenue received in April. Revenues are tracking as projected.

In April, the library received funding of \$6,936.27 from the Library Foundation. In-kind support provided to the Foundation by the Library in April is valued at \$4,850.80. Year-to-date the library received funding of \$80,634.36. Year-to-date In-kind support provided to the Foundation by the Library is valued at \$26,046.94 (Ratio of 3.10).

The April tables do not yet show the Board's approval of carryforward funds. The Board of County Commissioners (BCC) approved this appropriation on April 26, 2022.

B. Long Term Financial Plan Update

This information is presented for discussion to provide background and inform 2023 budget decisions in June. JCPL's long term financial plan is a first look at revenue and expense projections showing the impact of planned capital projects and operational changes for the next budget year and over time. 2023 is a non-assessment year for property tax. A 1% increase in gross assessed value is what county is using to forecast 2023 property tax revenue. Preliminary assessed gross valuations will be available at the end of August.

The models attached show 2 scenarios for Board review and discussion.

Model A demonstrates that the plan recommended in the updated Facilities Master Plan is cost prohibitive due to significant increases in construction related costs. The two main drivers are South County Library (SoCo) as a new build rather than repurpose of an existing building and a new library in Northwest Arvada (NWAR) based on the updated FMP recommendation of a 45,000 square foot facility as a new build. That phasing causes the Reserve Fund Balance forecast to be well below the minimum threshold for multiple years starting 2025.

Model B demonstrates adjusting project timelines and prioritizing increased square footage, which meets approximately 95% of total target space by 2024. This phasing is forecasted to cause the Reserve Fund Balance to go slightly below the minimum threshold in 2024, 2027 & 2030.

memorandum



There is some uncertainty in revenue projections past 2023. Recently passed legislation will reduce the assessment rate on both residential and commercial property. Preliminary projections for revenue reduction are not yet built into our financial models.

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2022 BUDGET TO ACTUAL

Sources and Uses of Funds	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 4/30/2022	\$ Variance 2022 Budget	Budget to Actual %
Sources of Funds	4.5000		4.500			
Revenues						
Taxes						
Property Tax - Operating	\$ 44,134,625	\$ 44,835,152	\$ 49,964,941	\$ 20,980,916	\$ (28,984,025)	-58%
Property Tax - Capital	2,165,680	2,193,145	2,442,681	988,839	(1,453,842)	-60%
Total Taxes	\$ 46,300,305	\$ 47,028,297	\$ 52,407,622	\$ 21,969,755	\$ (30,437,867)	-58%
Federal & State Grants	\$ 121,051	\$ 226,169	\$ 125,000	\$ -	\$ (125,000)	-100%
Fines & Fees	145,000	37,266	115,000	34,638	(80,362)	-70%
Other Revenue	298,640	389,946	298,640	97,582	(201,058)	-67%
Total Other Revenues	\$ 564,691	\$ 653,381	\$ 538,640	\$ 132,220	\$ (406,420)	-75%
Sub Total Revenues	\$ 46,864,996	\$ 47,681,678	\$ 52,946,262	\$ 22,101,975	\$ (30,844,287)	-58%
Fund Balance Activity						
Transfer from FB - Capital Projects	2,245,018		4,259,785	-		NA
Transfer to/(from) Fund Balance	-	9,968,351	-	10,604,612		NA
Total Sources of Funds	\$ 49,110,014	\$ 37,713,328	\$ 57,206,047	\$ 11,497,362		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 16,081,526	\$ 15,213,963	\$ 16,601,010	\$ 4,724,028	\$ (11,876,981)	-72%
Benefits	5,373,904	4,804,257	5,719,962	1,596,975	(4,122,987)	-72%
Total Salaries & Benefits	\$ 21,455,431	\$ 20,018,220	\$ 22,320,972	\$ 6,321,003	\$ (15,999,968)	-72%
Library Books & Materials	\$ 7,754,177	\$ 7,271,651	\$ 7,937,400	\$ 2,173,184	\$ (5,764,216)	-73%
Supplies	1,515,924	1,179,692	1,559,475	336,320	(1,223,155)	-78%
Vehicles	-	-	-	-	-	NA
Services & Charges	5,057,772	3,940,079	5,704,984	1,310,750	(4,394,234)	-77%
Internal Transactions /Cost Allocation	2,582,108	2,533,124	2,734,736	917,151	(1,817,585)	-66%
Total Operating Expenditures	\$ 38,365,412	\$ 34,942,766	\$ 40,257,567	\$ 11,058,408	\$ (29,199,158)	-73%
Financing & Debt Service	\$ 621,819	\$ 621,819	\$ 621,945	\$ -	\$ (621,945)	-100%
Capital Projects	\$ 10,122,783	\$ 2,148,743	\$ 16,326,536	\$ 438,954	\$ (15,887,582)	-97%
Total Uses of Funds	\$ 49,110,014	\$ 37,713,328	\$ 57,206,047	\$ 11,497,362	\$ (45,708,685)	-80%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2022 BUDGET TO ACTUAL

	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 4/30/2022
Beginning Fund Balance	\$ 24,364,581	\$ 33,319,987	\$ 33,319,987	\$ 43,288,338
Revenues	\$ 44,699,316	\$ 45,488,534	\$ 50,503,581	\$ 21,113,136
Capital Funding	2,165,680	2,193,145	2,442,681	988,839
Total Revenues	\$ 46,864,996	\$ 47,681,678	\$ 52,946,262	\$ 22,101,975
Expenditures				
Operating Expenditures	\$ 38,365,412	\$ 34,942,766	\$ 40,257,567	\$ 11,058,408
Debt Service	621,819	621,819	621,945	-
Capital Projects	10,122,783	2,148,743	16,326,536	438,954
Total Expenditures	\$ 49,110,014	\$ 37,713,328	\$ 57,206,047	\$ 11,497,362
Increase/(Decrease) in Fund Balance	\$ (2,245,018)	\$ 9,968,350	\$ (4,259,785)	\$ 10,604,612
Ending Fund Balance	\$ 22,119,563	\$ 43,288,338	\$ 29,060,202	\$ 53,892,950
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund		\$ 9,000,000	\$ 9,000,000	
Reserve Fund Balance		\$ 34,288,338	\$ 20,060,202	

Reserve Fund Balance Policy Calculation

	2021 Amended Budget	2021 Actual	2022 Amended Budget	2022 Actual
Year-End Reserve Fund Balance		\$ 34,288,338		
16% - Current Year Budgeted Revenues	\$ 7,498,399		\$ 8,471,402	
9% - Current Year Budgeted Revenues - Uncertainty	4,217,850		4,765,164	
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 11,716,249		\$ 13,236,566	
50% of Current Year Budgeted Revenues	\$ 23,432,498		\$ 26,473,131	
Total Maximum F/B Reserve Requirements (CEILING)	\$ 23,432,498		\$ 26,473,131	
Above/(Below) Minimum (FLOOR)		\$ 22,572,089		
Above/(Below) Maximum (CEILING)		\$ 10,855,840		

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2022 BUDGET TO ACTUAL

Sources and Uses of Funds	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 4/30/2022	Projected Year-End 2022	Variance 2022 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 45,960,543	\$ 46,543,405	\$ 51,839,123	\$ 20,985,359	\$ 51,839,123	\$ -
Delinquent Taxes	48,032	199,454	48,032	-	48,032	-
Prior Year Cancellations	(385,353)	(349,283)	(92,339)	-	(92,339)	-
Urban Renewal	(1,509,624)	(1,545,098)	(1,850,902)	-	(1,850,902)	-
Penalties & Interest	21,027	(13,326)	21,027	(4,443)	21,027	-
Total Taxes	\$ 44,134,625	\$ 44,835,152	\$ 49,964,941	\$ 20,980,916	\$ 49,964,941	\$ -
Federal & State Grants	\$ 121,051	\$ 226,169	\$ 125,000	\$ -	\$ 125,000	\$ -
Library Fines	40,000	28,124	10,000	9,447	10,000	-
Charges for Services	105,000	9,142	105,000	25,191	105,000	-
Investment Income	108,000	(201,886)	108,000	19	108,000	-
Library Foundation	100,000	199,566	100,000	80,674	100,000	-
E Rate Revenue	90,640	283,030	90,640	-	90,640	-
Other Revenue	-	21,638	-	16,889	16,889	16,889
Transfer	-	87,598	-	-	-	-
Total Revenues	\$ 44,699,316	\$ 45,488,534	\$ 50,503,581	\$ 21,113,136	\$ 50,520,469	\$ 16,889
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 14,816,028	\$ 13,576,973	\$ 15,829,037	\$ 4,242,680	\$ 15,829,037	\$ -
Awards & Bonuses	135,000	143,689	140,000	5,604	140,000	-
Termination Pay	110,000	178,014	110,000	83,617	110,000	-
Temporary Salaries	2,095,441	1,308,187	1,687,043	389,804	1,687,043	-
CARES Reimburse Salaries	-	-	0	-	-	-
Overtime	-	7,099	-	2,324	-	-
Vacancy Savings	(1,074,943)	-	(1,165,071)	-	(1,165,071)	-
Benefits	5,373,904	4,804,257	5,719,962	1,596,975	5,719,962	-
Total Salaries & Benefits	\$ 21,455,431	\$ 20,018,220	\$ 22,320,972	\$ 6,321,003	\$ 22,320,972	\$ -
Library Books & Materials	\$ 7,577,102	\$ 7,152,323	\$ 7,737,400	\$ 2,077,043	\$ 7,737,400	\$ -
Library Periodicals	177,075	119,328	200,000	96,142	200,000	-
Sub-Total Library Collections	7,754,177	7,271,651	7,937,400	2,173,184	7,937,400	-
Supplies	\$ 1,515,924	\$ 1,179,692	\$ 1,559,475	336,320	\$ 1,559,475	\$ -
Services & Charges	5,057,772	3,940,079	5,704,984	1,310,750	5,704,984	-
Vehicles	-	-	-	-	-	-
Interdepartmental Direct Charges	1,500,608	1,177,606	1,264,323	493,486	1,264,323	-
Interdepartmental Indirect Charges	1,081,500	1,355,518	1,470,413	423,665	1,470,413	-
Total Supplies and Other	\$ 9,155,804	\$ 7,652,895	\$ 9,999,195	\$ 2,564,221	\$ 9,999,195	\$ -
Total Operating	\$ 38,365,412	\$ 34,942,766	\$ 40,257,567	\$ 11,058,408	\$ 40,257,567	\$ -

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2022 BUDGET TO ACTUAL

Sources and Uses of Funds	2021 Budget	2021 Actual	2022 Budget	YTD Actual 4/30/2022	Projected Year End 2022	Variance 2022 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 565,720	\$ 565,720	\$ 579,366	\$ -	\$ 579,366	\$ -
Interest - Arvada (2005-2024)	56,099	56,099	42,578	-	42,578	-
Total Debt Service	\$ 621,819	\$ 621,819	\$ 621,945	\$ -	\$ 621,945	\$ -

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

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2022 BUDGET TO ACTUAL

Sources and Uses of Funds	2021 Amended Budget	2021 Actual	2022 Budget	2022 Amended Budget	YTD Actual 4/30/2022	Projected Year End 2022	Variance 2022 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 2,165,680	\$ 2,193,145	\$ 2,442,681	\$ 2,442,681	\$ 988,839	\$ 2,442,681	\$ -
Transfer from FB - Capital Expenses	2,267,039					-	-
Total Sources of Funds	\$ 4,432,719	\$ 2,193,145	\$ 2,442,681	\$ 2,442,681	\$ 988,839	\$ 2,442,681	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 250,000	\$ 183,701	\$ 250,000	\$ 250,000	\$ 10,206	\$ 250,000	\$ -
ARM-02 Furniture & Equipment	36,000	468	36,000	36,000	-	36,000	-
ARM-03 Computer Replacement Plan	490,000	412,322	235,000	235,000	122,545	235,000	-
ARM-04 Book Sorter Replacement	385,130	492,352	500,000	500,000	95,431	500,000	-
ARM-05 IT Infrastructure Replacement	500,000	480,442	250,000	250,000	57,867	250,000	-
Alternative Services	495,791	257,868	200,000	200,000	47,791	200,000	-
2017 Projects							
Bookmobile Replacement	\$ 428,818	111,623	-	-			
2019 Projects							
Document Management System	80,000	2,738	-				
2021 Projects							
Standley Lake Clerestory Roof	\$ 140,000	143,309	\$ -	\$ -	\$ -	-	\$ -
2022 Projects							
Library Location Holds Lockers	\$ -	\$ -	\$ 205,000	\$ 205,000	\$ -	\$ 205,000	\$ -
Library Belmar Outdoor Space	-	-	-	-	19,660	200,000	(200,000)
Library Data Warehouse			125,000	125,000		125,000	-
Multi-Year Construction Projects							
South County Library	\$ 7,317,045	\$ 63,919	\$ 9,125,536	\$ 9,125,536	\$ 56,888	\$ 9,125,536	\$ -
Evergreen Library Redesign			700,000	700,000	28,566	700,000	-
NW Arvada Library			4,700,000	4,700,000		4,700,000	-
Total Capital Projects	\$ 10,122,783	\$ 2,148,743	\$ 16,326,536	\$ 16,326,536	\$ 438,954	\$ 16,526,536	\$ (200,000)

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2022 BUDGET TO ACTUAL

Project	2022 Budget	YTD Actual 4/30/2022	YTD Encumbrances 4/30/2022	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 10,206	\$ 55,586	\$ 65,792	\$ 184,208
ARM-02 Furniture & Equipment	36,000	-	24,695	24,695	11,305
ARM-03 Computer Replacement Plan	235,000	122,545	92,710	215,255	19,745
ARM-04 Book Sorter Replacement	500,000	95,431	272,247	367,678	132,322
ARM-05 IT Infrastructure Replacement	250,000	57,867	25,064	82,931	167,069
Library Alternative Services	200,000	47,791	31,200	78,991	121,009
Bookmobile Replacement	-	-	-	-	-
Document Management System	-	-	-	-	-
Library Location Holds Lockers	205,000	-	-	-	205,000
Library Belmar Outdoor Space	-	19,660	-	19,660	(19,660)
Library Data Warehouse	125,000	-	-	-	125,000
Multi-Year Projects Construction Projects					
South County Library	9,125,536	56,888	-	56,888	9,068,648
Evergreen Library Redesign	700,000	28,566	-	28,566	671,434
NW Arvada Library	4,700,000	-	-	-	4,700,000
Total Capital Projects	\$ 16,326,536	\$ 438,954	\$ 501,502	\$ 940,456	\$ 15,386,080

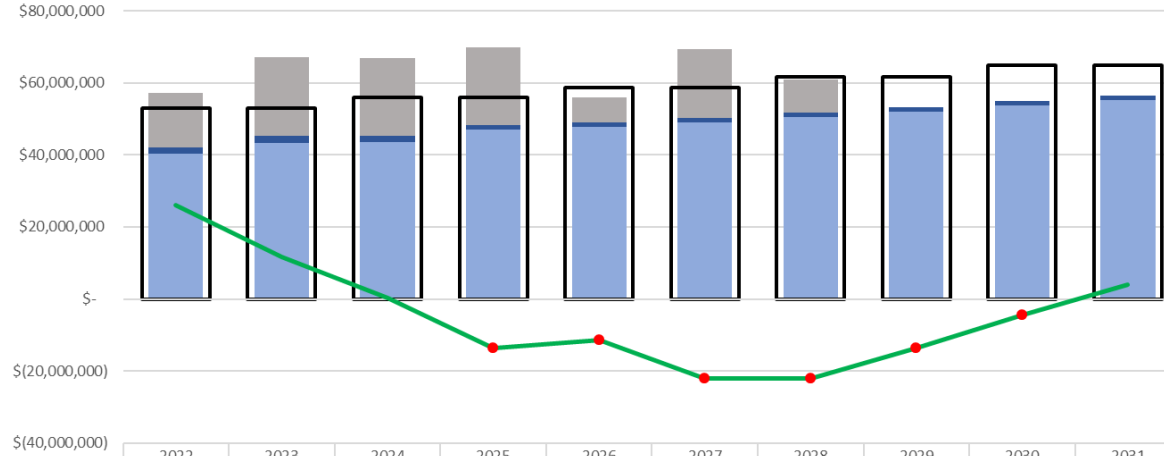
Model A: 2022 Updated Facility Master Plan

JEFFERSON COUNTY PUBLIC LIBRARY - 1% Increase in Assessed Value for 2023; 5% Increase in Assessed Value Thereafter											
	FINAL BUDGET 2022	PROJECTED BUDGET 2023	PROJECTED BUDGET 2024	PROJECTED BUDGET 2025	PROJECTED BUDGET 2026	PROJECTED BUDGET 2027	PROJECTED BUDGET 2028	PROJECTED BUDGET 2029	PROJECTED BUDGET 2030	PROJECTED BUDGET 2031	
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	
Property Tax	\$ 52,407,622	\$ 52,287,672	\$ 55,372,363	\$ 55,372,363	\$ 58,159,827	\$ 58,159,827	\$ 61,086,664	\$ 61,086,664	\$ 64,256,429	\$ 64,256,429	
Subtotal Taxes	52,407,622	52,287,672	55,372,363	55,372,363	58,159,827	58,159,827	61,086,664	61,086,664	64,256,429	64,256,429	
Intergovernmental	125,000	145,000	145,000	145,000	149,000	149,000	153,000	153,000	157,000	161,000	
Charges for Services	105,000	85,000	87,550	87,550	90,177	92,882	95,668	98,538	101,494	104,539	
Fines & Forfeitures	10,000	-	-	-	-	-	-	-	-	-	
Investment Income	108,000	187,500	193,125	193,125	198,919	204,886	211,033	217,364	223,885	230,601	
Contributions & Donations	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
E Rate Reimbursement	90,640	63,150	65,045	65,045	66,996	69,006	71,076	73,208	75,404	77,667	
Miscellaneous	-	-	-	-	-	-	-	-	-	-	
Intra-County Transactions	-	-	-	-	-	-	-	-	-	-	
Subtotal Revenues	52,946,262	52,868,322	55,963,082	55,963,082	58,764,918	58,775,601	61,717,441	61,728,774	64,914,213	64,930,236	
Use of Fund Balance	-	-	-	-	-	-	-	-	-	-	
TOTAL SOURCES	\$ 52,946,262	\$ 52,868,322	\$ 55,963,082	\$ 55,963,082	\$ 58,764,918	\$ 58,775,601	\$ 61,717,441	\$ 61,728,774	\$ 64,914,213	\$ 64,930,236	
Salaries & Benefits	\$ 22,320,972	\$ 23,372,745	\$ 24,796,952	\$ 25,540,860	\$ 26,307,086	\$ 27,096,298	\$ 27,909,187	\$ 28,746,463	\$ 29,608,857	\$ 30,497,123	
Supplies	1,559,475	1,366,138	1,407,122	1,449,336	1,492,816	1,537,600	1,583,728	1,631,240	1,680,177	1,730,583	
Library Books and Materials	7,937,400	9,409,434	7,864,434	8,100,367	8,343,378	8,593,679	8,851,490	9,117,034	9,390,545	9,672,262	
Services & Charges	5,704,984	5,994,797	6,174,641	6,359,880	6,550,677	6,747,197	6,949,613	7,158,101	7,372,844	7,594,029	
Vehicle	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	
Interdepartmental	2,734,736	3,154,987	3,249,637	3,347,126	3,447,539	3,550,966	3,657,495	3,767,219	3,880,236	3,996,643	
Subtotal Operating	\$ 40,257,567	\$ 43,298,101	\$ 43,492,785	\$ 44,797,569	\$ 46,141,496	\$ 47,525,741	\$ 48,951,513	\$ 50,420,058	\$ 51,932,660	\$ 53,490,640	
Operating - Golden											
Operating - NW Arvada				2,250,000	1,500,000	1,545,000	1,591,350	1,639,091	1,688,263	1,738,911	
Subtotal Operating w/Capital	40,257,567	43,298,101	43,492,785	47,047,569	47,641,496	49,070,741	50,542,863	52,059,149	53,620,923	55,229,551	
Debt Service	621,945	621,744	621,944	-	-	-	-	-	-	-	
Capital Projects and Equipment	-	-	-	-	-	-	-	-	-	-	
ARMs	1,271,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	
Facility Master Plan Projects											
Subtotal - Debt, Capital, ARM	1,892,945	1,857,744	1,857,944	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	
South County Library	9,125,536	15,951,952									
Evergreen Library Remodel	700,000	3,520,000									
Northwest Arvada New Build	4,700,000		9,989,475	9,989,475							
Operations Center			11,343,500	6,269,000							
Lakewood Redesign				5,100,000							
Standley Lake Redesign					800,000	7,941,834					
Arvada Redesign					800,000	10,488,526					
Conifer Opportunity		2,500,400									
Golden Opportunity						350,000	4,600,000				
Unspecified Capital Project						350,000	4,600,000				
Offsite Services	200,000	60,000	50,000		175,000						
Library Location Holds Lockers	205,000										
Data Warehouse	125,000										
New ILS		-	-	200,000	150,000						
Standley Lake Clerestory Roof											
Document Management System											
Bookmobile Replacement											
TOTAL USES	\$ 57,206,048	\$ 67,188,197	\$ 66,733,704	\$ 69,842,044	\$ 55,902,496	\$ 69,437,101	\$ 60,978,863	\$ 53,295,149	\$ 54,856,923	\$ 56,465,551	
NET SOURCE (USE) OF FUNDS	\$ (4,259,786)	\$ (14,319,875)	\$ (10,770,622)	\$ (13,878,962)	\$ 2,862,422	\$ (10,661,500)	\$ 738,578	\$ 8,433,626	\$ 10,057,290	\$ 8,464,685	
BEGINNING FUND BALANCE	\$ 43,589,120	\$ 39,329,334	\$ 25,009,459	\$ 14,238,837	\$ 359,876	\$ 3,222,298	\$ (7,439,203)	\$ (6,700,624)	\$ 1,733,001	\$ 11,790,291	
Total Sources	52,946,262	52,868,322	55,963,082	55,963,082	58,764,918	58,775,601	61,717,441	61,728,774	64,914,213	64,930,236	
Total Uses	57,206,048	67,188,197	66,733,704	69,842,044	55,902,496	69,437,101	60,978,863	53,295,149	54,856,923	56,465,551	
ENDING FUND BALANCE	\$ 39,329,334	\$ 25,009,459	\$ 14,238,837	\$ 359,876	\$ 3,222,298	\$ (7,439,203)	\$ (6,700,624)	\$ 1,733,001	\$ 11,790,291	\$ 20,254,976	
Committed to Capital											
Reserve Balance	\$ 39,329,334	\$ 25,009,459	\$ 14,238,837	\$ 359,876	\$ 3,222,298	\$ (7,439,203)	\$ (6,700,624)	\$ 1,733,001	\$ 11,790,291	\$ 20,254,976	
MIN RESERVE BALANCE	\$ 13,236,566	\$ 13,217,081	\$ 13,990,771	\$ 13,990,771	\$ 14,691,229	\$ 14,693,900	\$ 15,429,360	\$ 15,432,194	\$ 16,228,553	\$ 16,232,559	
MAX RESERVE BALANCE	\$ 26,473,131	\$ 26,434,161	\$ 27,981,541	\$ 27,981,541	\$ 29,382,459	\$ 29,387,800	\$ 30,858,721	\$ 30,864,387	\$ 32,457,106	\$ 32,465,118	
RESERVE BALANCE OVER MINIMUM	\$ 26,092,769	\$ 11,792,379	\$ 248,067	\$ (13,630,895)	\$ (11,468,932)	\$ (22,133,103)	\$ (22,129,985)	\$ (13,699,192)	\$ (4,438,262)	\$ 4,022,417	

Model B: Modified Project Timelines

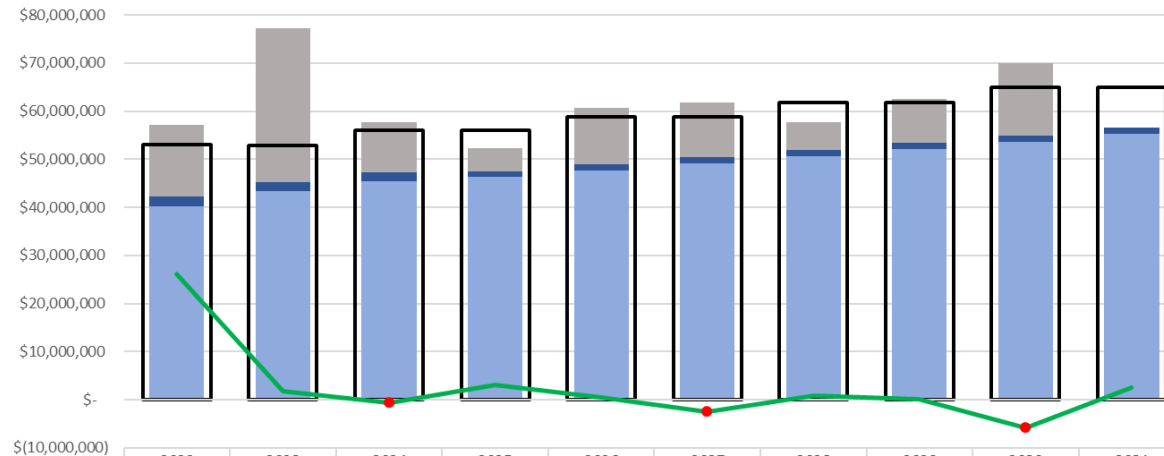
JEFFERSON COUNTY PUBLIC LIBRARY - 1% Increase in Assessed Value for 2023; 5% Increase in Assessed Value Thereafter											
	FINAL BUDGET 2022	PROJECTED BUDGET 2023	PROJECTED BUDGET 2024	PROJECTED BUDGET 2025	PROJECTED BUDGET 2026	PROJECTED BUDGET 2027	PROJECTED BUDGET 2028	PROJECTED BUDGET 2029	PROJECTED BUDGET 2030	PROJECTED BUDGET 2031	
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	
Property Tax	\$ 52,407,622	\$ 52,287,672	\$ 55,372,363	\$ 55,372,363	\$ 58,159,827	\$ 58,159,827	\$ 61,086,664	\$ 61,086,664	\$ 64,256,429	\$ 64,256,429	
Subtotal Taxes	52,407,622	52,287,672	55,372,363	55,372,363	58,159,827	58,159,827	61,086,664	61,086,664	64,256,429	64,256,429	
Intergovernmental	125,000	145,000	145,000	145,000	149,000	149,000	153,000	153,000	157,000	161,000	
Charges for Services	105,000	85,000	87,550	87,550	90,177	92,882	95,668	98,538	101,494	104,539	
Fines & Forfeitures	10,000	-	-	-	-	-	-	-	-	-	
Investment Income	108,000	187,500	193,125	193,125	198,919	204,886	211,033	217,364	223,885	230,601	
Contributions & Donations	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
E Rate Reimbursement	90,640	63,150	65,045	65,045	66,996	69,006	71,076	73,208	75,404	77,667	
Miscellaneous	-	-	-	-	-	-	-	-	-	-	
Intra-County Transactions	-	-	-	-	-	-	-	-	-	-	
Subtotal Revenues	52,946,262	52,868,322	55,963,082	55,963,082	58,764,918	58,775,601	61,717,441	61,728,774	64,914,213	64,930,236	
Use of Fund Balance	-	-	-	-	-	-	-	-	-	-	
TOTAL SOURCES	\$ 52,946,262	\$ 52,868,322	\$ 55,963,082	\$ 55,963,082	\$ 58,764,918	\$ 58,775,601	\$ 61,717,441	\$ 61,728,774	\$ 64,914,213	\$ 64,930,236	
Salaries & Benefits	\$ 22,320,972	\$ 23,372,745	\$ 24,796,952	\$ 25,540,860	\$ 26,307,086	\$ 27,096,298	\$ 27,909,187	\$ 28,746,463	\$ 29,608,857	\$ 30,497,123	
Supplies	1,559,475	1,366,138	1,407,122	1,449,336	1,492,816	1,537,600	1,583,728	1,631,240	1,680,177	1,730,583	
Library Books and Materials	7,937,400	9,409,434	7,864,434	8,100,367	8,343,378	8,593,679	8,851,490	9,117,034	9,390,545	9,672,262	
Services & Charges	5,704,984	5,994,797	6,174,641	6,359,880	6,550,677	6,747,197	6,949,613	7,158,101	7,372,844	7,594,029	
Vehicle	-	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	
Interdepartmental	2,734,736	3,154,987	3,249,637	3,347,126	3,447,539	3,550,966	3,657,495	3,767,219	3,880,236	3,996,643	
Subtotal Operating	\$ 40,257,567	\$ 43,298,101	\$ 43,492,785	\$ 44,797,569	\$ 46,141,496	\$ 47,525,741	\$ 48,951,513	\$ 50,420,058	\$ 51,932,660	\$ 53,490,640	
Operating - Golden											
Operating - NW Arvada			1,875,000	1,500,000	1,545,000	1,591,350	1,639,091	1,688,263	1,738,911	1,791,078	
Subtotal Operating w/Capital	40,257,567	43,298,101	45,367,785	46,297,569	47,686,496	49,117,091	50,590,603	52,108,322	53,671,571	55,281,718	
Debt Service	621,945	621,744	621,944	-	-	-	-	-	-	-	
Capital Projects and Equipment	-	-	-	-	-	-	-	-	-	-	
ARMs	1,271,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	
Facility Master Plan Projects	-	-	-	-	-	-	-	-	-	-	
Subtotal - Debt, Capital, ARM	1,892,945	1,857,744	1,857,944	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	1,236,000	
South County Library	9,125,536	15,951,952									
Evergreen Library Remodel	700,000	3,520,000									
Northwest Arvada New Build	4,700,000	9,989,475	9,989,475								
Operations Center					11,343,500	6,269,000					
Lakewood Redesign						5,100,000	5,100,000				
Standley Lake Redesign							800,000	7,941,834			
Arvada Redesign								800,000	10,488,526		
Conifer Opportunity		2,500,400									
Golden Opportunity			350,000	4,600,000							
Unspecified Capital Project								350,000	4,600,000		
Offsite Services	200,000	60,000	50,000		175,000						
Library Location Holds Lockers	205,000										
Data Warehouse	125,000										
New ILS		-	-	200,000	150,000						
Standley Lake Clerestory Roof											
Document Management System											
Bookmobile Replacement											
TOTAL USES	\$ 57,206,048	\$ 77,177,672	\$ 57,615,204	\$ 52,333,569	\$ 60,590,996	\$ 61,722,091	\$ 57,726,603	\$ 62,436,156	\$ 69,996,097	\$ 56,517,718	
NET SOURCE (USE) OF FUNDS	\$ (4,259,786)	\$ (24,309,350)	\$ (1,652,122)	\$ 3,629,513	\$ (1,826,078)	\$ (2,946,490)	\$ 3,990,838	\$ (707,381)	\$ (5,081,884)	\$ 8,412,518	
BEGINNING FUND BALANCE	\$ 43,589,120	\$ 39,329,334	\$ 15,019,984	\$ 13,367,862	\$ 16,997,376	\$ 15,171,298	\$ 12,224,807	\$ 16,215,645	\$ 15,508,264	\$ 10,426,380	
Total Sources	52,946,262	52,868,322	55,963,082	55,963,082	58,764,918	58,775,601	61,717,441	61,728,774	64,914,213	64,930,236	
Total Uses	57,206,048	77,177,672	57,615,204	52,333,569	60,590,996	61,722,091	57,726,603	62,436,156	69,996,097	56,517,718	
ENDING FUND BALANCE	\$ 39,329,334	\$ 15,019,984	\$ 13,367,862	\$ 16,997,376	\$ 15,171,298	\$ 12,224,807	\$ 16,215,645	\$ 15,508,264	\$ 10,426,380	\$ 18,838,898	
Committed to Capital											
Reserve Balance	\$ 39,329,334	\$ 15,019,984	\$ 13,367,862	\$ 16,997,376	\$ 15,171,298	\$ 12,224,807	\$ 16,215,645	\$ 15,508,264	\$ 10,426,380	\$ 18,838,898	
MIN RESERVE BALANCE	\$ 13,236,566	\$ 13,217,081	\$ 13,990,771	\$ 13,990,771	\$ 14,691,229	\$ 14,693,900	\$ 15,429,360	\$ 15,432,194	\$ 16,228,553	\$ 16,232,559	
MAX RESERVE BALANCE	\$ 26,473,131	\$ 26,434,161	\$ 27,981,541	\$ 27,981,541	\$ 29,382,459	\$ 29,387,800	\$ 30,858,721	\$ 30,864,387	\$ 32,457,106	\$ 32,465,118	
RESERVE BALANCE OVER MINIMUM	\$ 26,092,769	\$ 1,802,904	\$ (622,908)	\$ 3,006,605	\$ 480,068	\$ (2,469,093)	\$ 786,285	\$ 76,070	\$ (5,802,174)	\$ 2,606,339	

Model A: 2022 Updated Facility Master Plan



	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CIP Total	\$15,055,536	\$22,032,352	\$21,382,975	\$21,558,475	\$7,025,000	\$19,130,360	\$9,200,000	\$-	\$-	\$-
Debt, Capital, ARM	\$1,892,945	\$1,857,744	\$1,857,944	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000
Operating (w/ Capital)	\$40,257,567	\$43,298,101	\$43,492,785	\$47,047,569	\$47,641,496	\$49,070,741	\$50,542,863	\$52,059,149	\$53,620,923	\$55,229,551
Total Sources	\$52,946,262	\$52,868,322	\$55,963,082	\$55,963,082	\$58,764,918	\$58,775,601	\$61,717,441	\$61,728,774	\$64,914,213	\$64,930,236
Reserve Balance Over Min	\$26,092,769	\$11,792,379	\$248,067	\$(13,630,895)	\$(11,468,932)	\$(22,133,103)	\$(22,129,985)	\$(13,699,192)	\$(4,438,262)	\$4,022,417

Model B: Modified Project Timelines



	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CIP Total	\$15,055,536	\$32,021,827	\$10,389,475	\$4,800,000	\$11,668,500	\$11,369,000	\$5,900,000	\$9,091,834	\$15,088,526	\$-
Debt, Capital, ARM	\$1,892,945	\$1,857,744	\$1,857,944	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000
Operating (w/ Capital)	\$40,257,567	\$43,298,101	\$45,367,785	\$46,297,569	\$47,686,496	\$49,117,091	\$50,590,603	\$52,108,322	\$53,671,571	\$55,281,718
Total Sources	\$52,946,262	\$52,868,322	\$55,963,082	\$55,963,082	\$58,764,918	\$58,775,601	\$61,717,441	\$61,728,774	\$64,914,213	\$64,930,236
Reserve Balance Over Min	\$26,092,769	\$1,802,904	\$(622,908)	\$3,006,605	\$480,068	\$(2,469,093)	\$786,285	\$76,070	\$(5,802,174)	\$2,606,339



Jefferson County
PUBLIC LIBRARY

JCPL LONG-TERM FINANCIAL PLAN

May 19, 2022 | Donna Walker, Executive Director

JCPL Long-Term Plan

The following slides show the impact of revenue, operating expense and capital projects on fund balance over time.



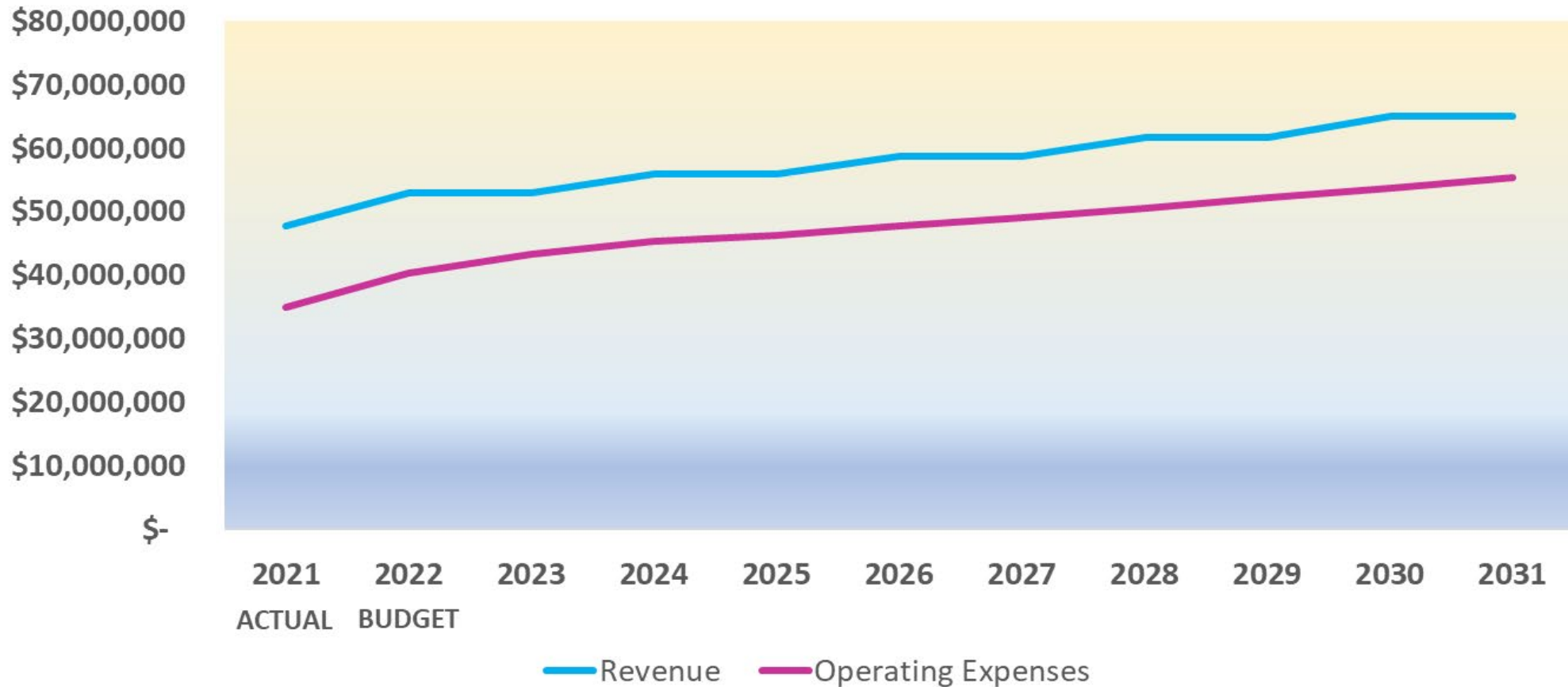
JCPL Long-Term Plan

Revenue Assumptions:

- 4.5 Mills for 2023 and beyond
- 1% growth in property tax revenue from 2022 to 2023
- 5% growth in property values in future years



Revenue vs. Operating Expenses



JCPL 2023 Plan

Operating Expense Assumptions:

- 18.5 new FTE in 2023 – South County staffing only

Capital Expense Assumptions:

- South County Library New Build
- Evergreen Library Redesign
- Northwest Arvada Library New Build
- Conifer Library Service



2022 Updated Facility Master Plan



- Renovations to maintain assets
- Opportunities to increase space to meet population growth

Group 1	Evergreen Remodel
	New South County Library
	New NW Arvada Branch
	New FR Operations Center
Group 2	Standley Lake Remodel (Expansion)
	Lakewood Expansion
	Arvada Remodel



Library Services in Conifer



Next Steps With Conifer Library Service



Jefferson County
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**Budgeting for a
Conifer Project**

**Community
Engagement**

Program of Service

Pricing Options

**Recommendation &
Board Decision**



Capital Cost Adjustments

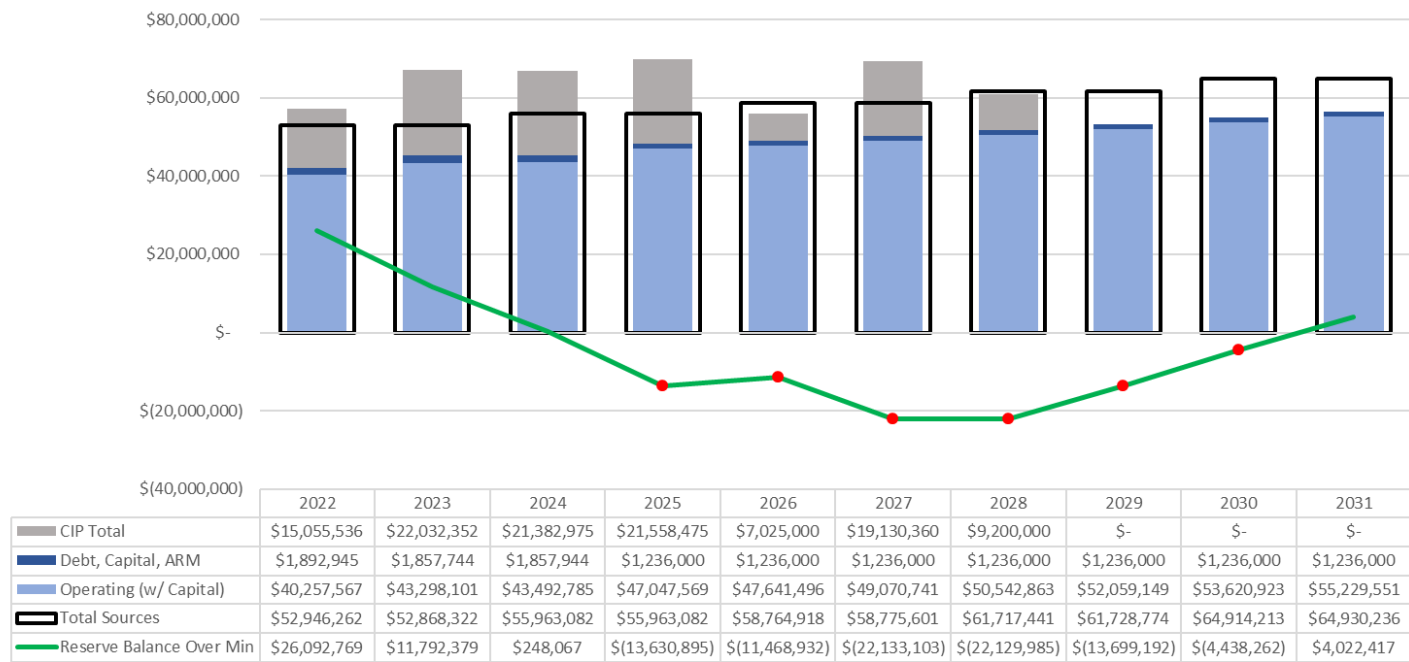
1. South County: New build costs vs. repurpose costs
2. NW Arvada: Building size
3. Increased construction costs

Example: South County Library Budget Comparison



Capital Project	Cost Estimate: REPURPOSE	Cost Estimate: NEW BUILD
Acquisition	\$5,800,000	\$1,600,000
Development fees	\$1,500,000	\$1,500,000
Design & Engineering	\$1,114,736	\$2,107,724
Construction	\$5,280,000	\$14,504,370
Permits, Fees	\$158,400	\$435,131
Furniture, Fixtures, & Equipment	\$1,360,000	\$1,360,000
Technology	\$1,322,400	\$1,700,000
Contingency	\$475,200	\$870,262
Road Work/Traffic Light	n/a	\$1,000,000
Total	\$17,010,736	\$25,077,487

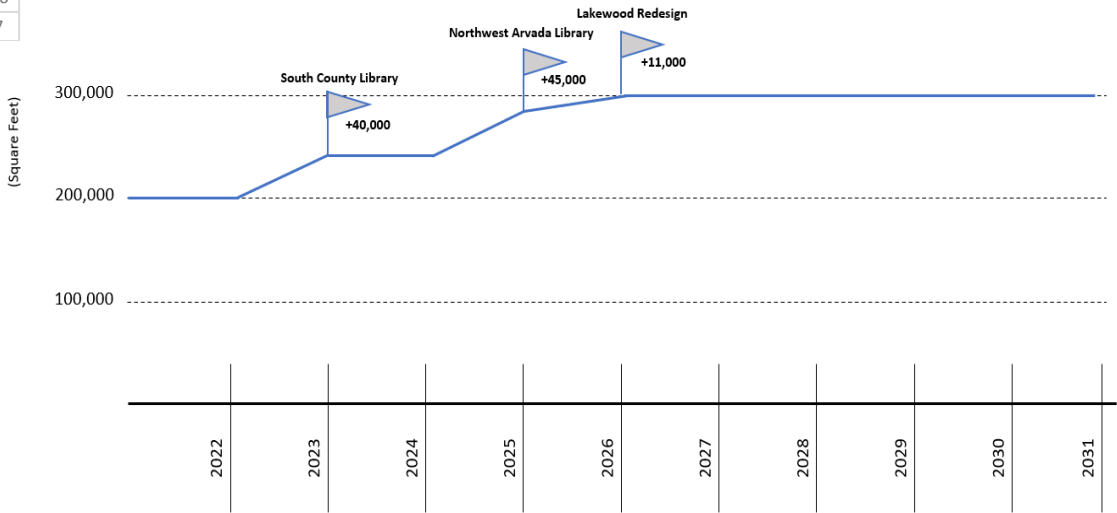
Model A: 2022 Updated Facility Master Plan



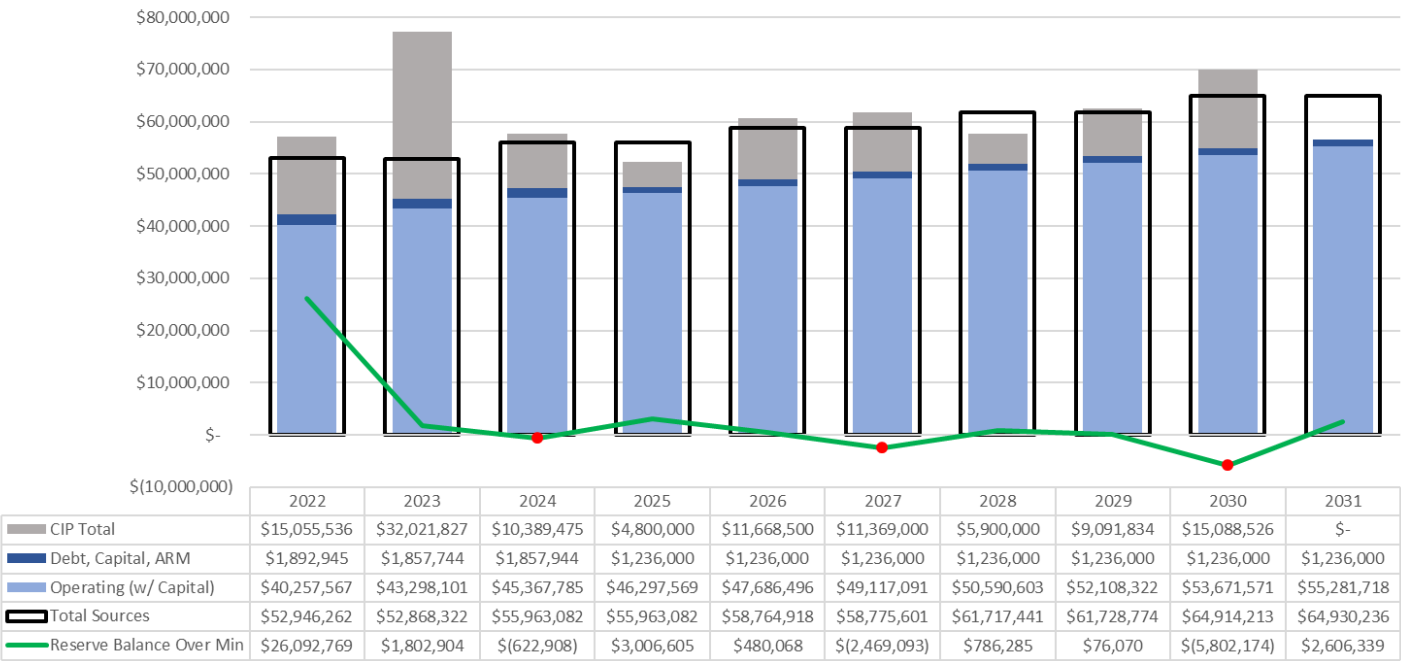
Highlights:

- Updated FMP plan has become cost prohibitive due to significant increases in construction related costs
- The CIP phasing causes the Reserve Fund Balance forecast to be well below the minimum threshold for multiple years starting 2025

Increased Square Feet by Year



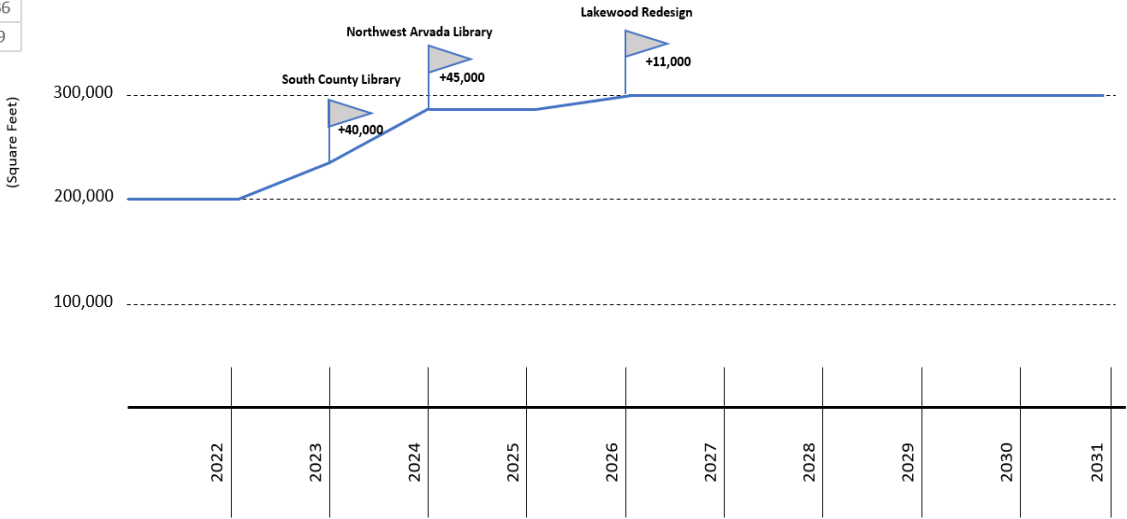
Model B: Modified Project Timeline



Highlights:

- Adjusting project timelines, prioritizing increased square footage, approx. 95% of total target space can be achieved by 2024
- This phasing is forecasted to cause the Reserve Fund Balance to go slightly below the minimum threshold in 2024, 2027 & 2030

Increased Square Feet by Year



2023 Budget: Next Steps



June: Board authorizes JCPL to submit the 2023 Recommended Budget and 5-year Capital Plan

August: Preliminary assessed gross valuations; revenue projections will be refined

November: BCC Adoption of 2023 Budget for Jefferson County

December: Board authorizes JCPL's Executive Director to implement the 2023 spending plan



Questions and Discussion

**Operational Updates
Facilities and Construction Projects**

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities & Construction

DATE: May 19, 2022

RE: Belmar Outdoor Space- Colorado Designscares Inc

History of Contract:

The Outdoor Learning Environment was planned as a naming opportunity during the Belmar Library remodel and was not included in that project scope. The Library has received approximately \$145,000 in funding from the Foundation and private donors for this project. The Library Board authorized a \$200,000 budget supplemental request for this project in February 2022, which the Board of County Commissioners approved in April. We issued an RFP in April 2022 for the construction of the Belmar Outdoor Learning Environment. We received five responses to our RFP with pricing from \$187,007.92 to \$759,267. The evaluation team recommends that JCPL contract with Colorado Designscares Inc for the construction of our Belmar Outdoor Learning Environment. Colorado Designscares Inc completed the Standley Lake outdoor learning environment construction, and the evaluation team feels that they offer excellent value and have a proven history for successfully understanding and implementing our requirements for these outdoor spaces.

Recommendation:

We recommend that we contract with Colorado Designscares Inc. The base pricing for the project is \$228,300, and the work is scheduled to be completed by October 28, 2022.

Next Actions:

I would like to ask the Board of Trustees to authorize the Library Executive Director to contract with Colorado Designscares Inc for the construction of the Belmar Outdoor Learning Environment.

Attachment A: Draft Rendering of the Belmar Outdoor Learning Environment

COMING SOON!
FALL 2022

Discover Together:
Belmar Outdoor
Adventure Space

GRASS

WOOD MULCH

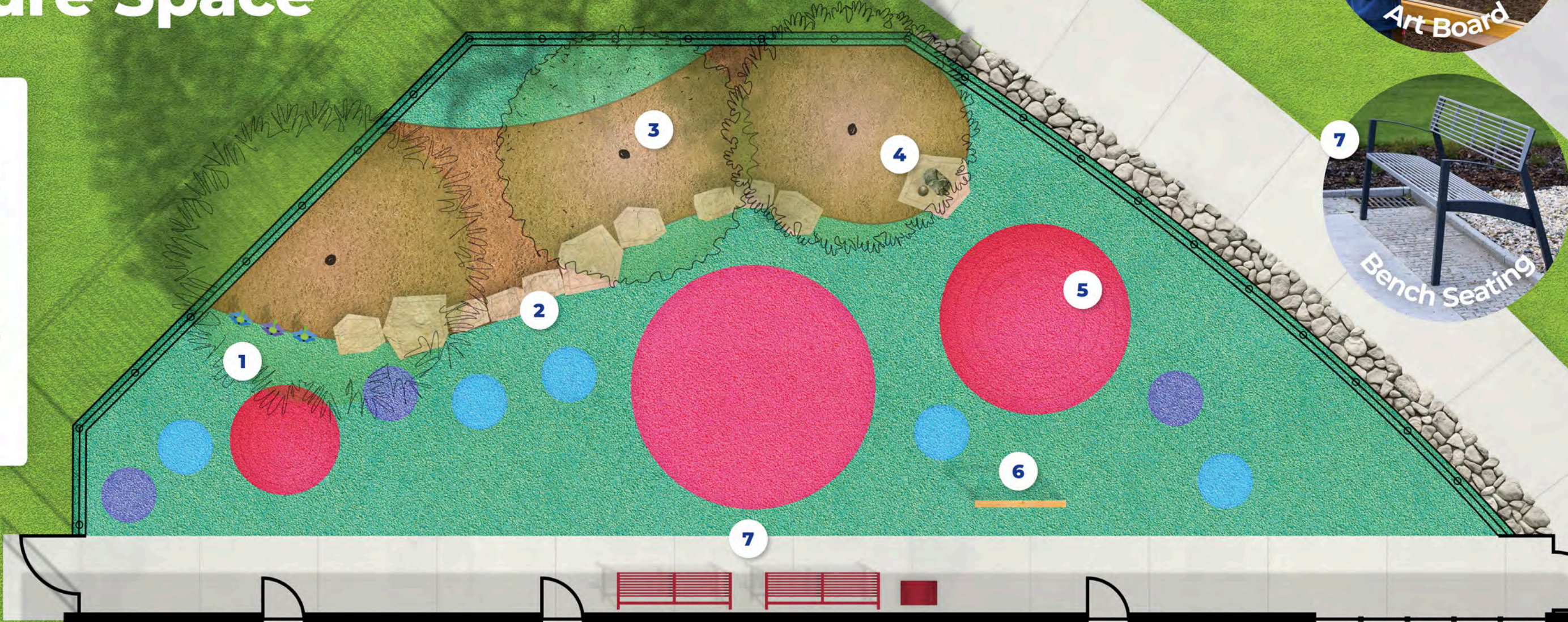
RUBBER PLAY
SURFACE

BOULDERS

COBBLESTONE

SIDEWALK

FENCE LINE



Operational Updates
Board Governance

administration

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

jeffcolibrary.org



TO: LIBRARY BOARD OF TRUSTEES

FROM: KIM JOHNSON, CHAIR

DATE: May 12, 2022

RE: **PROPOSED 2023** GOVERNANCE BUDGET - POLICY 4.8.2

The Library Board will consciously invest in its ability to govern competently and wisely. Accordingly, costs will be prudently incurred, but sufficient to ensure the development and maintenance of superior governance, including funds sufficient for:

- A. Library Board training, including publications and dues.
- B. Library Board member travel/reimbursements to annually attend the Colorado Association of Libraries (CAL) annual conference, national conferences, and non-conference travel, as appropriate.
- C. Auditing and other third party monitoring of organizational performance.
- D. Surveys focus groups and opinion analysis (included in Communications budget).
- E. Library Board-hosted ownership linkage/outreach events.
- F. Library Board meeting and retreat costs.

Spend Category	Account Description	2023 Proposed 05-19-22	2022 Budget
SC526137	Office Supplies	100	100
SC526183	Recognition/Appreciation	300	300
SC526200	General Supplies	100	100
SC526390	Food Supplies	100	100
SC526440	Professional Publications	200	400
SC533090	Professional & Technical Services (Other) Pine Library Contribution	1,500	1,500
SC535625	Food/Beverages	6,500	6,500
SC535630	Professional Dues & Memberships	750	750
SC535635	Business Meals	750	1,000
SC535640	Training and Education	2,000	2,000
SC535660	Conferences and Trade Shows	15,200	15,200
SC535850	Mileage	1,000	1,000
	TOTAL	\$28,500	\$28,500

State Conference (CAL): 7 @\$350.00 = \$2,450; National Conference(s): 5 @\$2,560.00 (NLLD, Washington DC, ALA Annual Conference, Chicago, IL: June 24-29, 2021) = \$12,800.

Membership Dues: ALA Trustee Annual Membership \$65 each; CAL Trustee Membership \$45 each.

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

PROPOSED 2023 BOARD MEETING SCHEDULE

Schedule and format are subject to change. Information on virtual participation as well as in-person meeting location will be posted at least one week prior to the scheduled meeting date.

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

<u>LIBRARY BOARD MEETINGS</u>	
<u>5:30 PM</u>	
<u>Date</u>	<u>Location</u>
January 19	Lakewood Library Meeting Room
February 16	Lakewood Library Meeting Room
March 16	Lakewood Library Meeting Room
April 20	Lakewood Library Meeting Room
May 18	Lakewood Library Meeting Room
June 15	Lakewood Library Meeting Room
July 20	Lakewood Library Meeting Room
August 17	Lakewood Library Meeting Room
September 21	Lakewood Library Meeting Room
October 19	Lakewood Library Meeting Room
November 16	Lakewood Library Meeting Room
December 14	Board Meeting Lakewood Library Meeting Room

Arvada Library - 7525 West 57 th Avenue, Arvada	Belmar Library - 555 S. Allison Parkway, Lakewood
Columbine Library - 7706 West Bowles Avenue, Littleton	Edgewater Library - 1800 Harlan Street, Edgewater (Note: Edgewater Library does not have a meeting room. A meeting may be scheduled in the Edgewater Civic Center if a room is available for a Board meeting).
Evergreen Library - 5000 Highway 73, Evergreen	Golden Library - 1019 10 th Street, Golden
Standley Lake - 8485 Kipling Street, Arvada	

Announcements/General Information Sharing

Announcements/General Information Sharing
Consolidated Operations Center – List of Questions from Trustee Naumer

Total One-time costs?

- What are the construction costs?
- What is the value of the Fehringer Ranch property?
- Are the costs of moving included?
- Are there other one time costs?

Total Ongoing costs?

- What are the estimates for ongoing maintenance costs?
- What are our current maintenance costs for facilities housing administrative personnel (pro rata for shared spaces)?
- What is the difference between our existing costs and projected future costs?

Understanding the costs?

- What is the cost per sq feet of the project?
- Is the cost, more or less expensive relative to other projects?
- If so, why the difference between this project and other projects?

Understanding the proposed project?

- What functions are housed in the building?
- How many staff will office there?
- Will staff be working full-time at the Administrative Operating Center
- Will staff share work spaces?
- Will there be work from home or remote working policies in place going forward?
- If so, how will this impact our office space needs?
- What will the number of sq ft per staff member?
- What is the number of sq ft per staff member now?
- How does this number compare to a national average?
- What are our estimates for headcount growth?

Understanding the benefits of the proposed Fehringer Ranch AOC

Describe the efficiency gains?

Describe other positive benefits to JCPL?

Prioritization

Why are we prioritizing Fehringer Ranch AOC over identified needs?

What scenarios have we considered?

Have we considered **leasing** space?

If so, what were the pros and cons and why did we decide not to pursue this option further?

If we aren't pursuing this direction - why not?

Have we considered **co-locating** the administrative and operations center at one of the proposed library buildings?

If so, what are the pros and cons and potential cost savings (if any)?

If we aren't pursuing this direction - why not?

If there are logistical challenges, how significant are they? Can they be mitigated?

Have we considered **buying** an existing build to house the administration and operations center?

If so, what are the pros and cons and potential cost savings (if any)?

If we aren't pursuing this direction - why not?