

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

June 16, 2022



Express Library



Virtual/Call In: Crypto Currency Explained
(By a Comedian)



Teen Robotics Camp



Family Place: Play and Learn Series
En Español & Bilingual



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, June 16, 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. May 19, 2022 Board Meeting Minutes Approval B. Baker & Taylor Contract Renewal Authorization C. JCPL & Jefferson County Business Workforce Intergovernmental Agreement Amendment Authorization D. 2023 Board Governance Budget Approval
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 Business Strategy & Finance <u>Finance and Budget – 2023 Budget</u> <ul style="list-style-type: none"> A. Letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the library – Call for motion and second B. 2023 5-Year Capital Plan – Call for motion and second C. 2023 Proposed Budget Plan – Call for motion and second <u>Finance and Budget – Monthly Financials</u> <ul style="list-style-type: none"> D. Financial Report (May)
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

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

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 Meeting Schedule – Call for motion and second
12. Suggest Agenda Items Action as Needed	<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"> July 14, 2022 – Study Session – 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 <p><u>Board Discussion and Vote to Reschedule August Board Meeting</u>– Call for motion and second</p> <ul style="list-style-type: none"> August 11, 2022 – Study Session – 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room August 18, 2022 – Board Meeting – 5:30 pm (Hybrid) Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room <p><u>Board Discussion – Annual Meeting with the Board of County Commissioners</u></p> <ul style="list-style-type: none"> Proposed Date: Monday, September 26, between 9:00am-12:00pm
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none"> Report of the Chair – Correspondence, Other Other Announcements
16. EXECUTIVE SESSION Action	<p>EXECUTIVE SESSION:</p> <p>Call for Motion and Second: To adjourn the special meeting of the Library Board of Trustees and reconvene in Executive Session:</p> <p><u>EXECUTIVE SESSION</u> South County Library Expansion Project. Statutory citations authorizing an executive session for this topic are:</p>

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	<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

TO: Library Board of Trustees

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

DATE: June 9, 2022

RE: Consent Agenda for the June 16, 2022 Board Meeting

- A. Library Board of Trustees approve the May 19, 2022 Board Meeting Minutes.
- B. Library Board of Trustees authorize the Executive Director to renew the contract with Baker & Taylor for print materials.
- C. Library Board of Trustees authorize the Executive Director to sign the JCPL & Jefferson County Business Workforce Intergovernmental Agreement Amendment.
- D. Library Board of Trustees approve the 2023 Board Governance Budget.

Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
May 19, 2022

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via ZOOM and in-person at the Lakewood Library meeting room on May 19, 2022. Library Board of Trustees Vice-Chair, Pam Anderson, called the meeting to order at 5:30 p.m. Other Trustees present: Jeanne Lomba, Charles Naumer, Cassie Tanner and German Zarate-Bohorquez.

Trustees not present: Kim Johnson and Jill Fellman.

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; Lisa Smith, Director of People and Culture; Dan Wells, Director of Business Strategy and Finance; Padma Polepeddi, Assistant Director of Library Experience; Amy Bentz, Assistant Director of Library Design Projects and Planning; Angila Pine, Temporary Financial Support; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

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

APPROVAL OF AGENDA

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

PUBLIC COMMENT

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.

The Vice-Chair acknowledged that there were guests in attendance that want to address the Board and stated the following instructions:

Virtual Public Comment: 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.

In-Person Public Comment: If you would like to address the Board during Public Comment, please sign up on the form provided.

Your name will be called in the order it was received, first for virtual guests then for in-person guests. 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: Christy Seabourn, Conifer Area Council; and Kate Larsen. Comments included the need for improvement in Conifer Library services. The following topics were noted: additional daytime hours during the summer, promotion/marketing, population numbers, expanding the library in the high school, school bond issues, renting space, holding a public Board meeting in Conifer, plans regarding new school hours, closing the library on book club meeting nights, input into what comes next for Conifer Library.

The Vice Chair Expressed appreciation for the comments and for taking the time to come to the meeting.

There was no further public comment.

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: Charles Naumer moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- 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

FOUNDATION UPDATE

Jo Schantz provided an update on the activities of the Foundation. The Foundation is gearing up for the Spring Whale Book Sale and has 40 pallets of materials for the sale. The Friends preview night is June 2, and the sale opens to the public June 3 through June 5. The Foundation needs more volunteers to help with the sale. Now that Covid rules have relaxed Jo Schantz has been doing more community activities and presentations. The Foundation is launching a new fund raising event called Books on Film scheduled for July 22 at Regal Cinema in Colorado Mills, tickets are \$50. The volunteer picnic is scheduled for July 29. New this year is a shred-a-thon and book drive at Bank of Colorado in

Lakewood on August 13. The grants update is listed in the report. Whales Tale bookstore continues to do well.

The Vice Chair expressed appreciation for the Foundation's work to support the Library.

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 Dan Wells, Director of Business Strategy and Finance. Dan shared that he is looking forward to leading the Business Strategy and Finance Division. He has 15 years' experience optimizing opportunities for companies around the world. His educational background is in engineering and economics. Dan lives in Jefferson County with his wife, two kids and three dogs.

The Board welcomed Dan to the Library.

Hybrid Public Meetings Update

The Executive Director noted that this meeting is the first hybrid public meeting for the Library Board using an interim equipment solution. The official hybrid meeting equipment has been received by the vendor and that equipment is scheduled to be installed in the Lakewood Library meeting room and in the Pam Nissler conference room next week.

In response to a question, the Board was advised that the program of service is based on what JCPL hears through the community, staff, and Board engagement process. The program of service paints a picture for the architects on what the community and staff wants in their library including priorities, core services and details like specifications on shelving height. The program of service provides guidelines for the architects to start designing the building.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy & Finance

Financial Review – March 2022

There were no questions from the Board on the March 2022 financials.

Financial Report & Carryforward Update – April 2022

The Executive Director introduced the topic and asked Angila Pine, temporary financial support to provide an overview of the April 2022 financials. Angila advised the Board that revenue shown on the tables as of April 30, 2022, does not include \$10 million that has been received but not posted by the County. Operating expenses for the four months ending April 30, 2022 are at 27.5% and no out of the ordinary transactions were recorded. Actuals are trending to budget.

In response to a question, the Board was advised that the County has received \$10 million in revenue for the Library in April, however that revenue has not been posted in the system and is not included in the April 2022 financial tables. When that is posted it will bring revenue up to 59% for the year.

Long Term Financial Forecast

The Executive Director advised the Board that they received a packet of information with numbers, charts, and graphs. Tonight is the time to look at the long term financial forecast and receive the Board's feedback to inform the 2023 budget, 5-year capital improvement plan and the long term financial forecast. The Library is not requesting a decision, just direction. The 2023 budget information will be presented at the June Study Session and the Board will vote to submit the 2023 budget at the June Board meeting.

The information presented tonight shows the impact of revenue, operating expense, and capital projects on the fund balance over time.

Revenue Assumptions

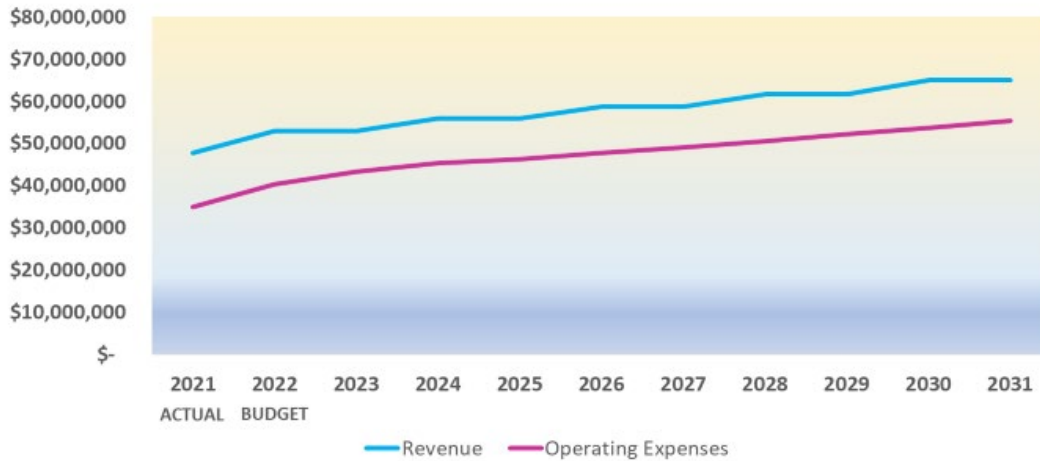
Revenue is based on 4.5 Mills for 2023 and future years. JCPL's long term financial plan is a first look at revenue and expense projections showing the impact of planned capital projects and operational changes for the next budget year and over time. 2023 is a non-assessment year for property tax. A 1% increase in gross assessed value is what County is using to forecast 2023 property tax revenue and what is modeled in the financial information in the packet. Preliminary assessed gross valuations will be available at the end of August. Recently passed legislation tells us to anticipate changes in the residential and commercial assessment rate. At this time, we are not including any potential changes to revenue in our models until we get better forecasts from the County. The preliminary forecast shows no impact in 2023 and minor impact in 2024.

There were no questions from the Board on the revenue assumptions.

Revenue vs. Operating Expenses

The following graph is a look at revenue vs. operating expenses in the long term financial plan through 2031. Revenue is expected to remain on average 23% higher than Operating Expenses.

Revenue vs. Operating Expenses



JCPL 2023 Plan – Expense Assumptions

Included in the operating expenses starting in 2023 are 18.5 additional FTE to open the South County Library in 2023, pro-rated to be hired and onboarded in Q3 and Q4. These are the only FTE recommended in the 2023 budget and will require Board approval. We expect the South County Library to open at the end of next year. The full FTE expense will be reflected in 2024.

JCPL 2023 Plan – Capital Expense Assumptions

Capital expense assumptions for 2023 include these capital projects:

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

2022 Updated Facility Master Plan

The recommendations for our long term capital plan are based on the updated Facility Master Plan (FMP). The updated FMP was brought forward to the Board in March of this year and (in the chart below) included these groupings in the green boxes for the reasons on the left. Julianne Rist, Director of Public Services, will speak to adapting to a change in conditions causing us to examine the “needs based” category of the FMP shown in the purple oval to the right.

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

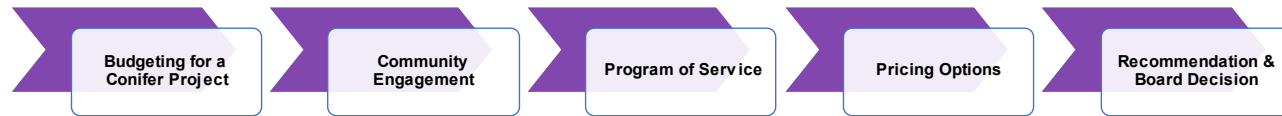


Julianne Rist advised the Board that the needs based category takes into consideration service needs beyond what is currently offered as well as any changes or opportunities that may arise that weren't anticipated by the study. At the March meeting, the Board was informed that the Library just learned that there may be a change in the Conifer High School schedule that could affect library hours.

Currently the Conifer area is serviced by a location that operates in the Conifer High School as well as offsite services. The space in the school operates as part of the school during the school day and once school is out JCPL operates the space as one our locations after school hours. In March 2022, we learned of a potential change in school hours that will affect the hours that JCPL is able to offer the community as a public library location. Beginning with the 2023 school year the high school hours will end at 3:55pm instead of 2:40pm. This means that the library cannot open to the public until 4:15 pm. We anticipate that this means we would see a reduction of 5 hours per week in the Conifer Library schedule. This is one of the changes that affects access to resources for the Conifer community. You will see in the budget documents that we moved Conifer forward and are including money in the 2023 budget for Conifer as a new capital project.

In response to a question, the Board was advised of the general picture of what's next and how the Conifer project would move forward.

Next Steps With Conifer Library Service



Conifer would be a new project for us and begins with budgeting as a capital project. Once in the budget we would start with community engagement, what the needs are and what resources are needed, similar to the process with the South County and Evergreen projects. Once we have all the community engagement input, we will write a program of service, then look at pricing options and come back to the Board with a recommendation and ask for a decision.

The Executive Director advised the Board that the Library is looking for Board direction to keep the Conifer project in the budget in this way to move forward and inform the development of the 2023 budget.

In response to a question, the Board was advised that the proposed amount for the project is based on an expectation that we will find space in an existing commercial building for tenant finish, or a building refurbish.

The Vice Chair advised the Board that she would like to take a minute to go over the budget process and how the Board gets to a place of deliberation. It starts with the FMP, an ideal guideline based on data, and it is a living document. The process is twofold, the 5-year capital plan includes an analysis on available resources and plans into the future with prioritization and flexibility for changing conditions on the ground. As a Board, we wanted to accelerate the building plan and the 5-year capital plan changed as a result. The plan gets even more discreet the closer we get in time. It is important to note how much of a living document that is and even when adopted, there are supplements and contingencies that occur. Tonight, the Board will discuss the proposals and give input, the next step will be the budget for next year that becomes even more discreet.

In response to a statement about a decision having already been made on Conifer, the Executive Director clarified that before the Library can begin work on any capital project, it needs to be in the budget to dedicate resources to that project. JCPL has a very careful process that starts with community engagement and uses that input to create the program of service for that project, then we price that out and bring a recommendation to the Board for a decision.

The Vice Chair noted that like the South County project, the initial direction from the Board was to refurbish an existing building. There was nothing available and the Board had a decision to make at that point. There are decision points for the Board along the way.

Capital Cost Adjustments

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

The Executive Director advised the Board that each year when we go through our budget process for the next year's budget, new 5-year Capital Improvement Plan (CIP), and long-term financial forecast, we adjust to the new conditions in front of us. Our current budget is based on the South County Library built as a repurpose of an existing building rather than a new build as a more cost effective model. In November, the Board authorized the library to include a search for land for a new build due to lack of available properties to repurpose. The difference in the cost of the new build versus a repurpose is approximately \$8 million, which is what the Library forecast in 2019 when we brought forward the potential scenarios for South County.

Another change to the capital budget is the size of the Northwest Arvada new library project. The current budget is based on a 30,000 square foot building. The budget adjustment for 2023 models a 45,000 square foot building as recommended in the updated FMP.

Another factor in the increased capital costs from this year's budget to the financial forecast for 2023 are increased construction costs overall. Steve Chestnut, Director of Facilities and Construction Projects will share an example of the difference in costs between a repurpose project and a new build.

Example South County Budget Comparison

Steve Chestnut addressed the Board and reviewed the differences in costs. The example shows that we originally cost modeled repurposing an existing building for South County. Unable to locate a building that met our criteria we were directed by the Board to expand our search to include raw land. This shows how those budget numbers change from a repurpose to a new build. The primary difference is in the construction cost per square foot for a new build. In a repurpose we purchase the building already built, which is the most cost effective model because we're able to utilize much of that structure, although used. In a new build everything must be built from scratch and every material must be purchased at today's prices. Of course, there are other costs that make a new build more costly too. Increased engineering, extensive site excavation work, new roadway work,

completely new parking lots with curbs and gutters, and utility tap fees are just a few of these additional 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

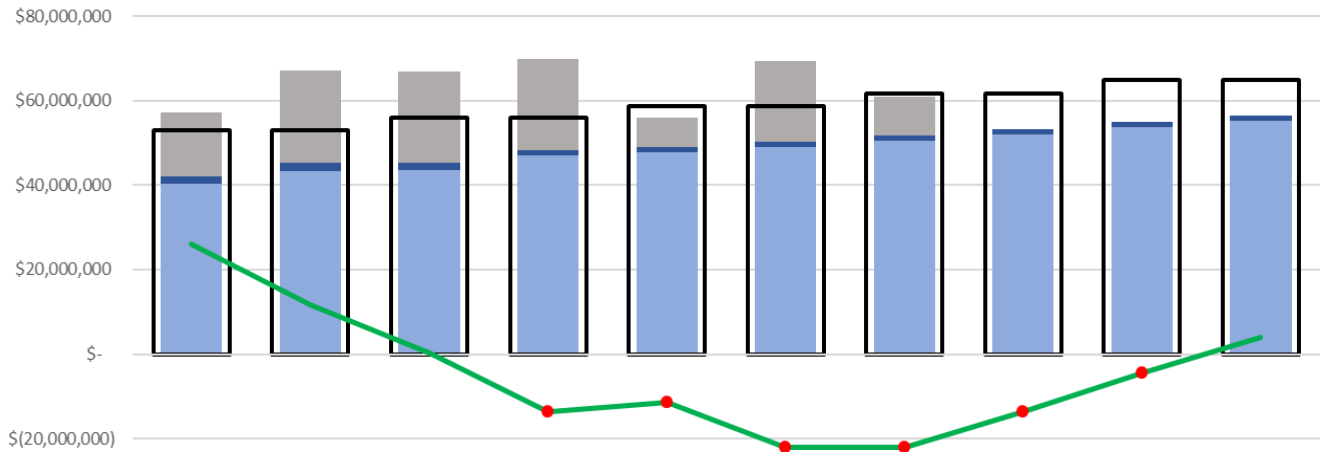
The Executive Director introduced the topic and asked Dan Wells, Director of Business Strategy and Finance to talk through the financial models.

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.

Dan Wells advised the Board that updated 2022 FMP information was put in the financial model and based on the phasing of capital projects it quickly became cost prohibitive. The fund balance reserve (green line in the chart below) shows where the reserve fund balance in 2022 is well above the minimum, and in 2025 drops below the minimum. By 2027, 2028, the fund balance is in a debt situation and depletes the reserve entirely to complete those projects. In 2029, 2030 and 2031, there would be no capital improvement projects. The timing of those projects drove the depletion of the reserve fund and it would take several years to bring that reserve back up.

Model A

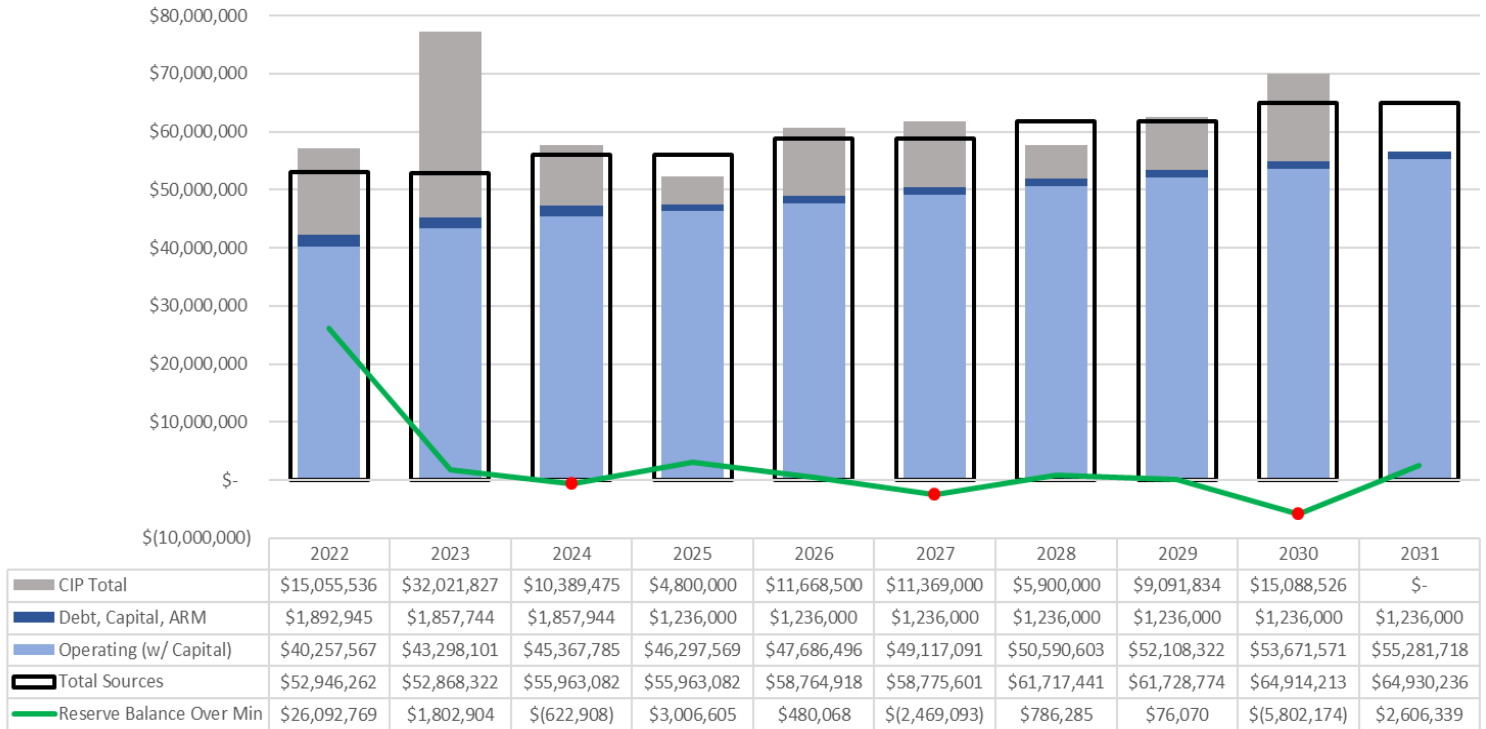


	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CIP Total	\$15,055,536	\$22,032,352	\$21,382,975	\$21,558,475	\$7,025,000	\$19,130,360	\$9,200,000	\$-	\$-	\$-
Debt, Capital, ARM	\$1,892,945	\$1,857,744	\$1,857,944	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000	\$1,236,000
Operating (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 Timeline

Model B, (see the chart below) with adjusted project timelines, prioritizes public space square footage. Pulling the Northwest Arvada library forward achieved 95% of target space by 2024 with those two projects (South County and Northwest Arvada) completed and redistributing the Operations Center and certain redesign projects. This also ensures we maintain the reserve balance. The reserve balance comes close to minimum threshold throughout the next 10 years in this model. The reserve balance in 2030 would be at the lowest point in this model. In 2030 all capital improvement projects are complete, and the reserve balance is slightly below minimum but remains over \$10.4 million at the lowest level.

Model B



In response to questions, the Board was advised that:

- The Library looked at lots of different models, including pausing the Northwest Arvada project after land acquisition. Model B looks like we can move ahead and be completed by 2024 instead of 2025. This model includes adding in operations expenses like we did with South County staffing.
- The Library highlighted prioritized projects to increase public space square footage. All projects in the FMP are included in this model (B). By adjusting the timing, we were able to protect the reserve.
- The Library added in resources, like project managers, for the building projects.
- What the Library expects is for South County to be completed by the end of 2023, the Evergreen Library construction to be completed by June 2023, and acquiring a site for Northwest Arvada in 2022. We are accelerating the building plan per Board direction.
- For Northwest Arvada, to move faster we would acquire the site first, then go to the community engagement. The Library Service Area (LSA) requirements is in the plan for July. We would complete construction at the end of 2024.

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

The Executive Director noted that she wanted to do a check in with the Board on the 2023 budget next steps. In June at the Study Session, the Library will present the draft 2023 budget and 5-Year capital improvement plan. At the June regular meeting, the Board will authorize JCPL to submit the 2023 budget and 5-year capital plan to the County. In August we will see if there are any changes to refine the revenue projections. In November, the BCC adopts the full County budget, then in December the Board authorizes JCPL to implement the 2023 spending plan. The Executive Director asked for a check in on the direction of the Board to move forward with Model B that sets the tone for the 2023 budget including the 18.5 FTE for South County Library.

The Vice Chair advised the Board that this is an opportunity to discuss the recommendation for Model B to inform the development of the 2023 budget. She noted that in the 5-year plan, the numbers can be placeholders, the current best estimate as the projects are envisioned now and can change due to facts on the ground or new opportunities.

In response to questions, the Board was advised that:

- The 18.5 FTE for South County will be in the 2023 salaries and benefits line. The amount is pro-rated, so only a portion of that expense is in the 2023 budget according to the anticipated opening of the South County Library. JCPL would hire at the end of the year in 2023 so that staff are there to have everything ready when we open the doors in early 2024. Starting in 2024 the full staff expense will be reflected. The Library has to ask for the full number of staff (18.5 FTE) in 2023.
- At the June Study Session, the Board will have information on the 2023 budget and will see the 5-year capital improvement plan. That 5-year plan will be based on model B if that is the Board direction tonight.
- Project estimates include many considerations and change depending on the design and what's happening to the cost of construction materials. For example, engineered wood products went up 117% last year alone. Materials may be adjusted if their cost is prohibitive. Different numbers can be applied to different sites based on the topography of the site. These are living numbers depending on the market. Some of the items that determine budget estimates include:
 - General Conditions: ≈\$10,000 per week average
 - Site: ≈\$10 to \$20 per sq. ft., depending on topography and materials
 - Building: Range is ≈\$230 to \$800 per sq. ft. (there is economy of scale for larger buildings)
 - Indirect Costs: ≈10% to 12% of total project cost
 - Insurance
 - Bonds
 - Fees
 - Plan and permit review
 - Contingency
 - Soft Costs: ≈ 30% of total project cost
 - Engineering, design, furniture, fixtures, equipment, signage, etc.

- At this time, the Library cannot predict how the proposed budget number for Conifer might change. There are many variables including what the program of service might indicate and whether it is a lease or a refurbish, etc.

The Executive Director stated that the Library doesn't want to give the impression that any decision has been made to move out of Conifer High School. The Library is recommending we put money in the budget as a starting point. The Library has a great relationship with the school and values that relationship. The Library is not limiting the project to say that a library can't be in the high school.

In response to a question, the Board was advised that the budget for the Operations Center changed based on information we're gathering including work being done on a hybrid work model and because of the additional cost of \$9 million for South County. It is important to note again that this is a living document. The timing does not have the same urgency. In the meantime, we have more resources and can look at what other opportunities come our way. Our next step would be to bring in a consultant and typically we would bring a contract forward. Dan Wells has experience as a consultant, and he may choose to do this or bring in a consultant. We know the Board has interest in seeing that scope of work. At this time, we don't think we're looking at the same square footage, but we are looking at warehousing space and parking for our vehicles.

The Vice Chair stated that it is important to note that we are a cash operation. It is not unusual for entities to acquire debt, but the direction from this Board is that is not a value, but it is a viable option. It would change the formula, but current Board direction is we don't want to do that, and we want to operate on a cash basis and not go into debt for capital projects. We want to be mindful of the volatility of the economy and remain nimble and flexible. The Vice Chair noted she is comfortable with Model B and acknowledged the Board's nodding heads as agreement on Model B.

The Executive Director expressed appreciation to the Board and thanked them for their input. She noted that the information presented to the Board tonight was the result of impressive work by the entire team including the new members. The Library will bring the 2023 draft budget and 5-year capital improvement plan based on Model B to the Board in June.

Facilities and Construction Projects

Belmar Outdoor Adventure Contract

Steve Chestnut addressed the Board and provided information on the Belmar Outdoor Adventure project. As noted in the report, the Library received funding from donors and the Board authorized \$200,000 supplemental for this project. The Library issued a Request for Proposal (RFP) and the range of responses is included in the report. The Library selected Colorado Designsapes and has experience working with them for the project at Standley Lake Library. There were no questions from the Board.

MOTION: Jeanne Lomba moved that the Library Board of Trustees authorize the Executive Director to sign the contract with Colorado Designsapes Inc for construction of the Belmar

Outdoor Learning Environment. Seconded by Charles Naumer the motion passed by unanimous vote of all Trustees present.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

There were no emerging issues. The Vice Chair noted that it is likely that an agenda item regarding minutes and recordings available on the website will be placed on a future agenda.

ENDS

There were no items.

BOARD GOVERNANCE

- Review 2023 Board Governance Budget (Approval at June Board Meeting Consent Agenda)
- Review 2023 Board Meeting Schedule. This item will be moved from the Consent Agenda to the regular agenda for further discussion.

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

- 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

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

- Report of the Chair – Correspondence, Other
- Other Announcements
- Consolidated Operations Center – List of Questions from Trustee Naumer

EXECUTIVE SESSION:

At 7:08 pm, 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 Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

The Vice-Chair announced a short break to allow the Board time to clear the room, leave the existing ZOOM meeting and then join the Executive Session at 7:15pm.

The Vice-Chair called the Executive Session to order at 7:17 pm with the following Trustees present, 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; Dan Wells, Director of Business Strategy and Finance; Bernadette Berger, Director of Technology and Innovation; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator. The Vice-Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

At 8:04 pm Trustee Tanner left the Executive Session.

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

MOTION: At 8:05 pm Charles Naumer moved to adjourn the Executive Session and reconvene the regular meeting. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

At 8:08 p.m. the Vice-Chair reconvened the regular meeting with the following Trustees present: Charles Naumer, Jeanne Lomba, 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; Dan Wells, Director of Business Strategy and Finance; Kim McGrigg, Director of Communications and Engagement; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, 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 8:09 pm.

Jill Fellman, Secretary

administration

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

jeffcolibrary.org



TO: LIBRARY BOARD OF TRUSTEES

FROM: KIM JOHNSON, CHAIR

DATE: June 9, 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 06-16-22	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.

Foundation Update



■ JUNE 2022

JCLF Executive Director Report

By Jo Schantz, MNM, CFRE, GPC

Our Spring Whale Sale Makes a Big Splash!

JCLF's semi-annual Whale of a Used Book Sales are slowly coming back to "normal" this year, after more than two years of dealing with the effects of COVID-19 and its variants! This was evidenced by the attendance of over 2,000 shoppers at our spring Whale Sale held June 2-5 at the Jefferson County Fairgrounds in Golden.

Plus, the event generated more than \$60,000 in revenue, which included admission fees, donations and new Friends memberships!

This year's sale also received great media attention via our new partnership with Denver7 KMGH TV. I was interviewed and videotaped for an on-air event promotion on Tuesday, May 31, and then was interviewed again at the sale on June 5. Here is the link to the first video posted on YouTube:
<https://youtu.be/VqAs8IZXxNY>.

Our Foundation delivered nearly 90,000 books, CDs, DVDs, vinyl records and rare/collectible books and ephemera to the Fairgrounds beginning Wednesday, June 1, and hosted the traditional Friends Preview Night on Thursday, June 2, from 6 to 9 p.m.

Along with the new normal, and due to the rising cost of the Fairgrounds facilities, JCLF has begun charging \$5 daily admission fees for adults, and children under age 18 are admitted free. That fee helped us cover our expenses for use of the Fairgrounds exhibit halls, tables, kitchen, a/v, and equipment for the popular sale.

Ahoy, Booklovers! Latest News from our Whale's Tale Books & Gifts Shop

Along with our popular Whale of a Used Book Sales, JCLF is proud to report in on the continuing success of our used bookstore -- Whale's Tale Books & Gifts -- located at Colorado Mills Mall. Our gross revenues for May stood at \$11,666. So far in June (June 1 through June 12), revenues have reached over \$4,000.

Our gross profits so far this year (since January 1, 2022) have climbed to \$61,153.

Along with good sales, we are pleased by these comments made by our happy customers:

- Great prices and friendly atmosphere!
- So many hidden gems in plain sight!
- Fun, knowledgeable people. I'll be coming back for more books. Thanks!!
- Such a wonderful selection of used books – and for a great cause!



We are delighted to announce that one of our long-time volunteers, Laura Kepler, was recently recognized as one of Denver7's Everyday Heroes! I presented the award to Laura as she worked at our warehouse sorting books. The presentation was videotaped and aired by Denver7. You can view this at: https://www.youtube.com/watch?v=No5e_2pmCF4



■ JUNE 2022

■ PAGE 2

JCLF Executive Director Report

Community Activities May/June

- JCLF Finance Committee meeting – May 24
- Lunch with former JCLF Board members and major donors Jeannie Mann and Tami Bandimere – May 24
- Presentation to City of Wheat Ridge – May 24
- Presentation as a panelist for the Golden Executive Directors Roundtable – May 25
- JCLF Board meeting – May 25
- Site visit at JCLF with Nicole Brady, morning news anchor, Denver7, KMGH TV – May 27
- Zoom meeting with a representative from the Tegna Foundation (Ch.9 KUSA TV) regarding grants – May 31
- On-air interview at Denver7 KMGH TV to promote spring Whale of a Used Book Sale – May 31
- Friends Preview Night, Whale of a Used Book Sale – June 2
- Spring Whale of a Used Book Sale – June 3-5
- Video interview at Whale Sale by Denver7 KMGH TV – June 5
- International Public Library Fundraising Conference (via Zoom)– June 6-7
- Bang for the Bell fundraiser for Honor Bell Foundation Bristlecone Shooting Range, Lakewood – June 11
- Site visit at JCLF with representatives from P.E.O. (Professional Educational Organization) – June 14
- Meeting with GM Roger Kubiak at Home Depot to discuss and plan new kitchen at JCLF, suite 1100 – June 15
- Applewood Business Association's Business After Hours hosted by JCLF at our office/warehouse – June 16



Books On Film Debuts July 22nd

JCLF will launch its latest fundraising series -- Books On Film -- with the movie adaptation of the popular novel "Where the Crawdads Sing," by Delia Owens. The premier event will take place Friday, July 22, at Regal UA Cinemas in Colorado Mills Mall, Lakewood.

Our Foundation has reserved an entire theatre for this movie premier, and doors will open at 6 p.m., followed by the film at 6:30 p.m.

Tickets are \$50 per person and include popcorn and a soft drink, door prize drawings and a post-film discussion of the book and film moderated by Nicole Brady, morning news anchor for Denver7 KMGH TV.

To date, event sponsors include: Allstream Communications, Carla Knight Homes/Coldwell Banker, Tawnya Clark American Family Insurance, IX Power Foundation and the Taurus Fund.

Operational Updates

Executive Director Report



JUNE 2022 EXECUTIVE DIRECTOR REPORT

Second Quarter Focus:

Accelerate our Building Program:

In June, the Library is focusing on,

- Posting RFP for Library Innovation Design Consultant
- Completing 5 year CIP and 10 year financial forecast

Design a New Library in South County:

In June, the Library is focusing on,

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

Initiate a New Library in Northwest Arvada

In June, the Library is focusing on,

- Defining the Library Service Area (LSA)
- Drafting site selection criteria
- Exploring site search area

Develop a New Concept in Philanthropy Strategy

In June, the Library is focusing on,

- Attending County grant committee meetings
- Presenting concepts to Library leadership


Redesign Evergreen Library

In June, the Library is focusing on,

- Finalizing Program of Service
- Obtaining design pricing

JCPL SERVICE HIGHLIGHTS

PATRON SERVICE AT THE WHITE SWAN MOTEL: JCPL is working in partnership with Jeffco Human Services at the White Swan Motel which has been redesigned to serve families experiencing homelessness. We will offer books & material support, enrichment support with a deposit collection, monthly visits from the Library 2 You van, engagement opportunities with the Summer Challenge, and connection to L2Y, Kids & Families and Edgewater Library staff.





NEW LIBRARY TO YOU BOOKMOBILE: Expecting delivery of this new baby any day.

CELEBRATING PRIDE month with book recommendations, evening film discussion, live music, parties, and programs for patrons of all ages to celebrate pride their own way.

PROFESSIONAL ENGAGEMENT:

ALA PRESENTATIONS

Padma Polepeddi and **Lizzie Gall**, assistant directors for Public Service and I will be presenting a session on the topic of *How a COOP Creates a Roadmap for Any Condition*.



Padma Polepeddi, assistant director of Public Service and I will be presenting a session with the CAL Mentorship Interest Group on *Mentorship for All: Creating a Statewide Mentoring Program*.

PATRON IMPACT STATEMENTS:

The staff at the Evergreen Library are amazing and always have been. They make the library!

I can't believe all the free resources that are available to families with small children. Especially during the summertime to keep our children happy and busy with fun activities and encouraging them to read.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, JUNE 2022

- 
- Meeting with entities re: South County land potential site acquisition
 - **BCC/Municipalities** Quarterly Meeting
 - **Jefferson County IT** re: Cybersecurity
 - **Jeffco Connections Board** meeting
 - Farewell celebration for **Pam Sandlian Smith, Anythink Public Libraries**
 - Starting **1:1 meetings with trustees**
 - Attend: **The Opioid Crisis: Moving Forward Together**
 - 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
 - Attend and present 2 sessions at **ALA**
- 

Operational Updates

Business Strategy and Finance

memorandum



To: Donna Walker, executive director
From: Dan Wells, director of Business Strategy & Finance
Re: 2023 Proposed Budget
Date: June 16, 2022

Operations Facilities Location Considerations

Centralized operations maximizes value to the community (Global Ends Statement) and minimizes environmental impacts as we continue to reach more people (Strategic Priority). Maintaining operations facilities in the central region of the county minimizes fuel costs, fleet maintenance costs, staff transit, service scheduling and environmental impacts. Primary operational activities include Library to You services, outreach programming, collections distribution, facilities maintenance & support, and technology equipment distribution & support.

Jefferson County Public Library's 2023 Proposed Budget

JCPL's proposed budget for 2023 includes adjusted project timelines that prioritize increased square footage while maintaining the minimum Reserve Fund Balance as discussed by the Library Board last month, ensures funding for library services to support community needs, and continues progress towards achieving and accelerating the Library's strategic priorities.

Revenue Assumptions

Projected revenue is largely unchanged from the estimates that were included in the long-term planning scenarios in May. Property Tax assumptions are:

- The mill levy is 4.5 for all years.
- 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.
- 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.

Planned Expenses

JCPL is projecting investment in increased staffing to support the opening of the South County Library in 2023. The 2023 budget includes the addition of 18.5 FTE to support the new location.

The Library's capital projects in the 2023 budget and 5 year Capital Improvement Plan (CIP) reflect the community's priority of improving services in underserved areas with development of



Jefferson County
PUBLIC LIBRARY

memorandum

the South County Library and Northwest Arvada Library. Funding for Annual Repair and Maintenance (ARM) and other capital investments allows the Library to maintain and upgrade existing services and update the IT infrastructure patrons and staff rely on.

The proposed budget for 2023 also includes continued investment in books and materials, library programming and other services with the goal of balancing growth and enhancements to library services with long-term financial sustainability.

May 2022 Financial Tables

The Budget to Actual Tables for May 2022 is attached. The county has not yet recorded \$6.1M or 11% of property tax revenue. The budget carryforward is included in May financials.

In May, the library received funding of \$6,600.00 from the Library Foundation. In-kind support provided to the Foundation by the Library in May is valued at \$12,319.07. Year-to-date the library received funding of \$87,234.36. Year-to-date In-kind support provided to the Foundation by the Library is valued at \$38,366.01 (Ratio of 2.27).

Attachments

- Operations Facilities Location Considerations
- 2023 Budget Tables
- Long Term Financial Plan
- Trustee 2023 Budget Cover Letter
- JCPL's 2023 Proposed Budget Presentation



Jefferson County
PUBLIC LIBRARY

Operations Facilities: Location Considerations

6-16-2022

Centralized Operations



Centralized operations maximizes value to the community, while minimizing environmental impacts as we continue to reach more people.

Priority Considerations

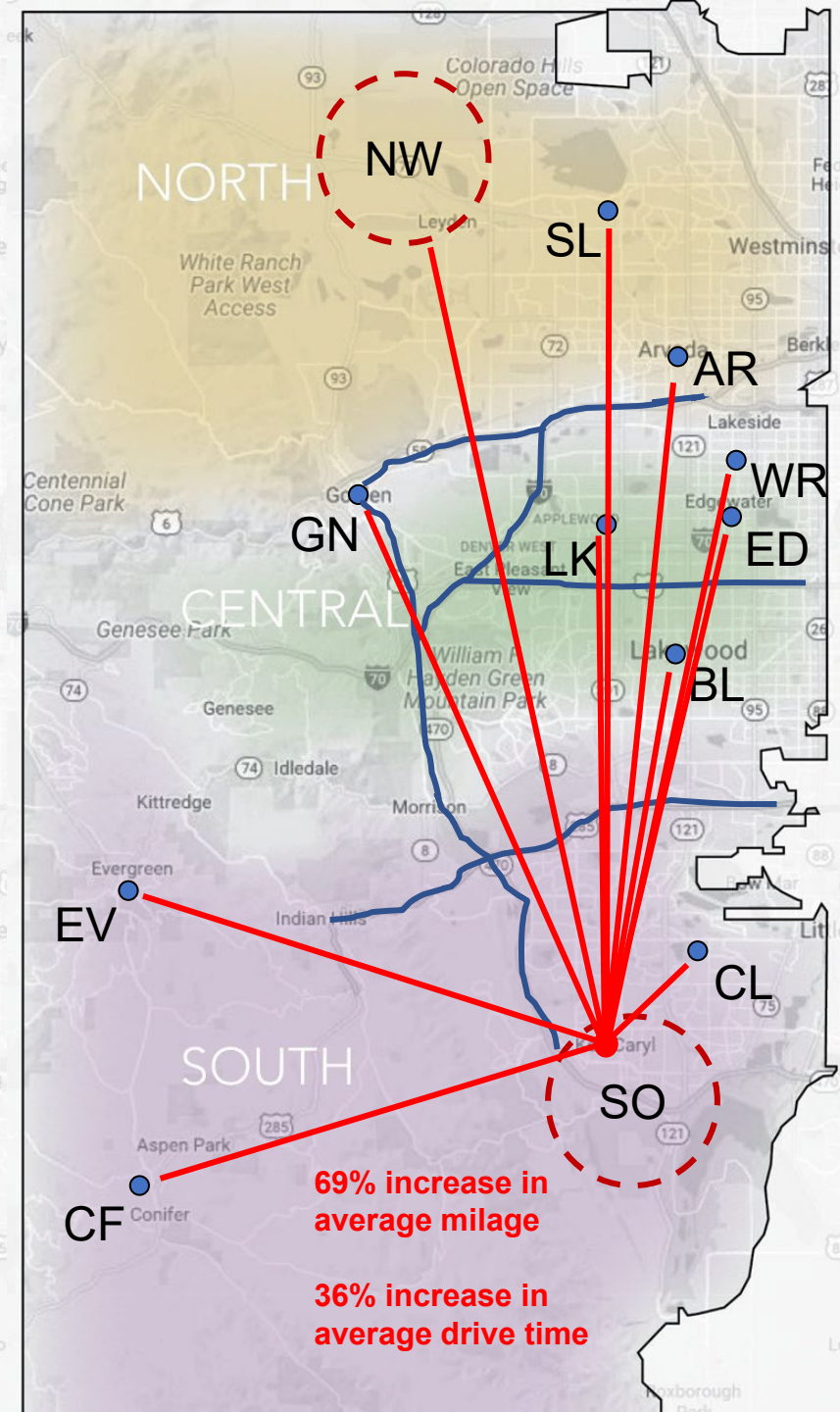
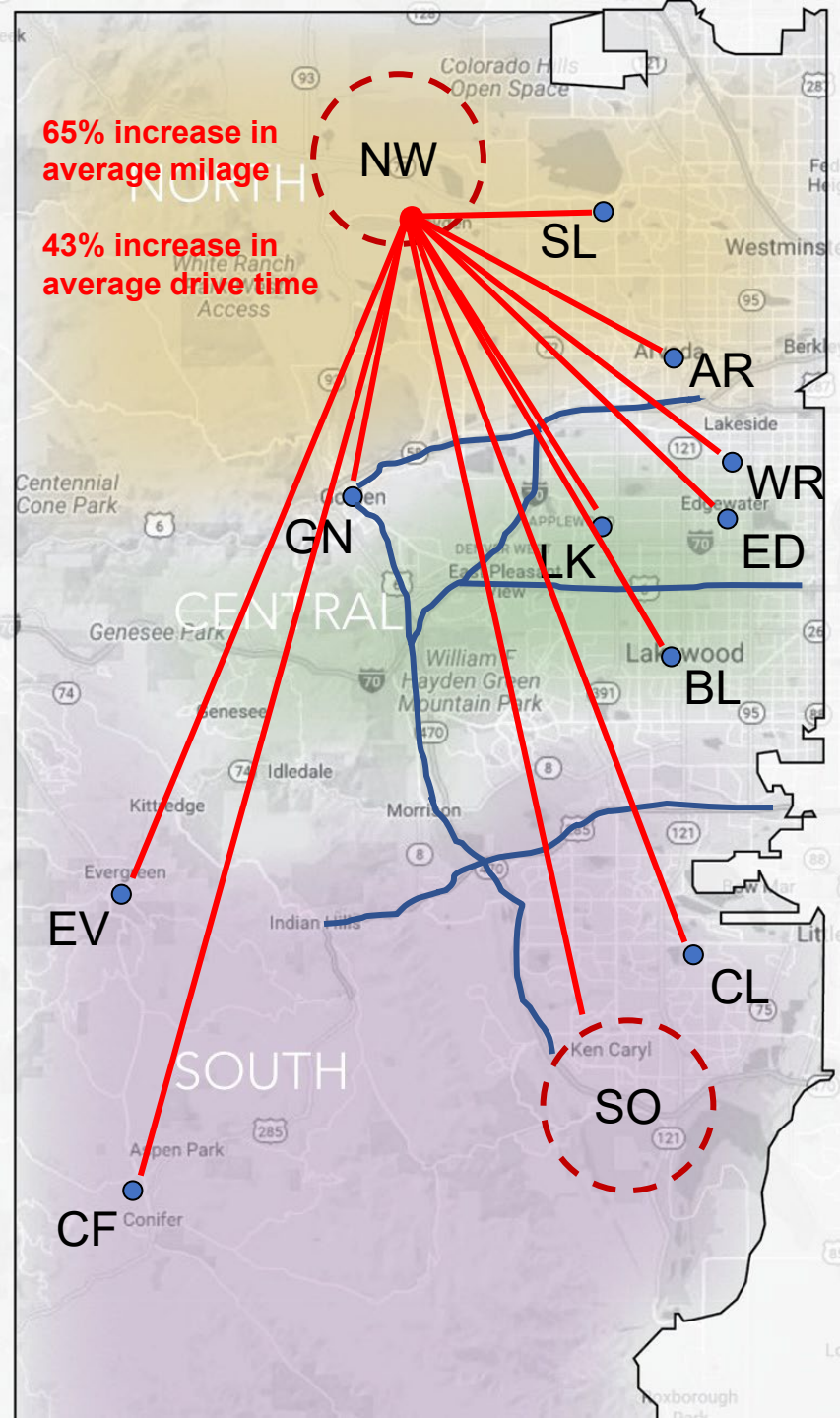
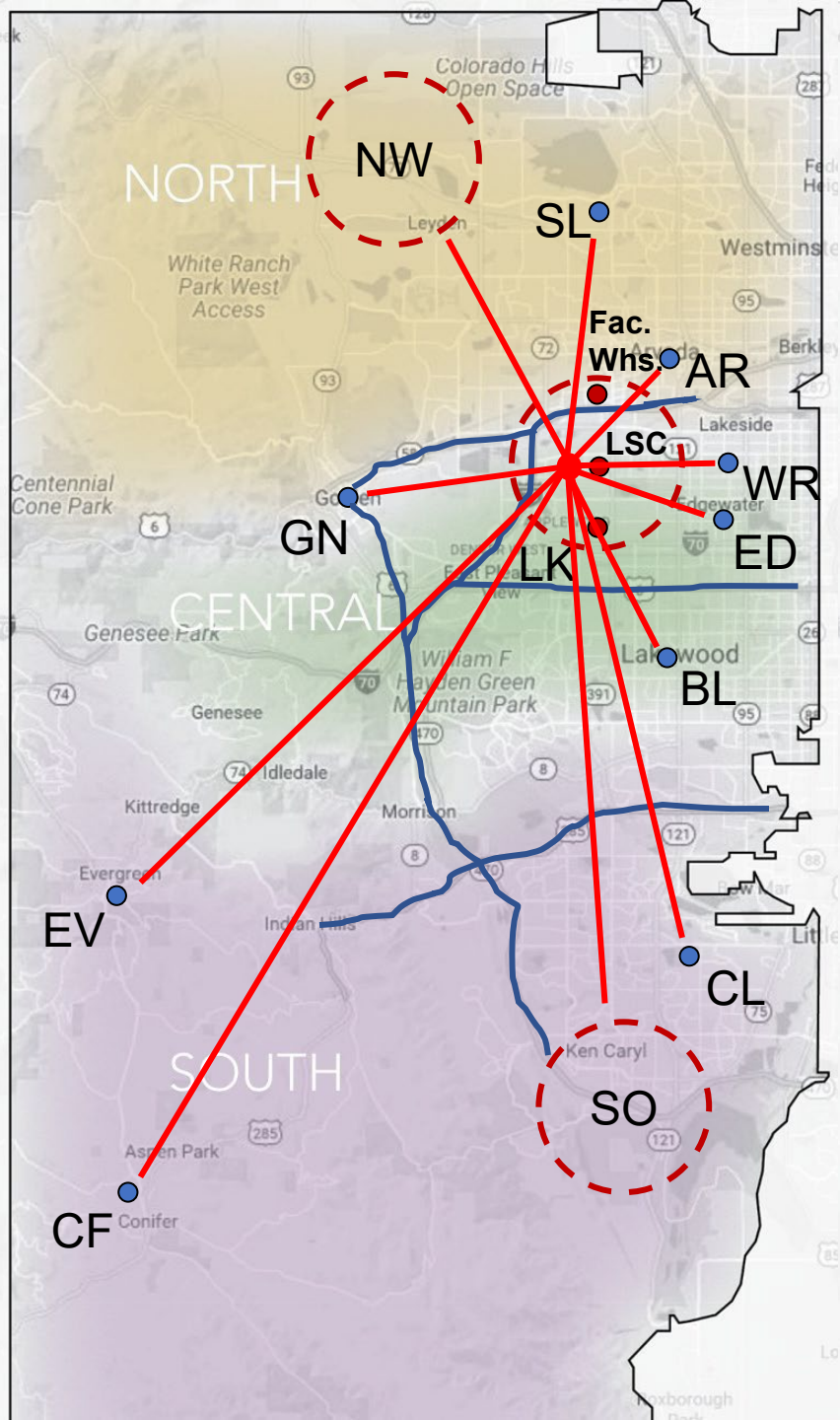
1. Maximize Value (*Global Ends Statement*)
2. Grow Sustainably (*Strategic Priority*)

Impact Considerations

- Fuel Costs
- Fleet Maintenance Costs
- Staff Transit (non-productive) Time
- Service Scheduling
- Environmental Footprint

Key Operational Activities:

- **Library To You Service**
 - Includes Bookmobile Service, Lobby Stops and Hold Lockers
 - Route scheduling and county fuel locations align with central facilities
- **Outreach Programming**
 - Includes Kids & Families, Teens, Adult and Special Event programs
 - 89 locations, 80% within 8 miles of current operations facilities
- **Collections Distribution**
 - Distribution and movement of collections to/from operations facilities and library branch locations
- **Facilities Maintenance & Support**
 - Dispatch times for maintenance activities
 - Majority of suppliers centrally located in Denver Metro region
- **T&I Equipment Distribution/Support**
 - Distribution of technology equipment, and dispatch times for support



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

jeffcolibrary.org



To: Honorable Jefferson County Commissioners

From: Library Board of Trustees

Re: 2023 Proposed Budget

Date: June 16, 2022

Honorable County Commissioners,

Working collaboratively with the County staff and the Library staff, the Library Board of Trustees' has submitted a proposed budget for the year 2023. The budget development process is governed by the Board of County Commissioners annual guidelines, and the Library Board of Trustees fiduciary responsibilities.

State of Colorado Library Law, 24-90-109 Powers and duties of board of trustees instruct the Board of Trustees to:

III (d) "Submit annually a budget as required by law and certify to the legislative body of the governmental unit or units that the library serves the amount of the mill necessary to maintain and operate the library during the ensuing year.

The Board of Trustees', in submitting this budget, support and acknowledge our responsibility to present the budget necessary to provide citizens of Jefferson County with a high quality library, which continues to fulfil our promises and supports the community's needs.

- Continue to invest in books, materials and digital offerings;
- Provide access to updated technology;
- Repair and refurbish existing facilities;
- Improve service in underserved areas; and
- Stabilize long-term finances.

The amount that the Board of Trustees has determined necessary to deliver on our promises, operate the library and provide the residents of Jefferson County with a responsible level of library services in 2023 is a mill levy of 4.500. This mill levy will provide an estimated net property tax revenue of \$53 million dollars.

As Library Trustees, we take our fiduciary responsibility seriously and we believe the 2023 proposed budget represents a responsible level of spending to support Library services.

Kim Johnson, Chair

Library Board of Trustees

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2023 Proposed Budget

Sources and Uses of Funds	2021 Actual	2022 Amended Budget	2023 Proposed Budget	\$ Incr (Decr) 2022 to 2023 Budget	% Incr (Decr) 2022 to 2023 Budget
Sources of Funds					
Revenues					
Property Tax (net of adjustments)	\$ 47,028,297	\$ 52,407,622	\$ 52,287,672	\$ (119,950)	0%
Total Taxes	\$ 47,028,297	\$ 52,407,622	\$ 52,287,672	\$ (119,950)	0%
Federal & State Grants	\$ 226,169	\$ 125,000	\$ 145,000	\$ 20,000	16%
Library Fees	37,266	115,000	85,000	(30,000)	-26%
Other Revenue	389,946	298,640	675,650	377,010	126%
Total Other Revenues	\$ 653,381	\$ 538,640	\$ 905,650	\$ 367,010	68%
Sub Total Revenues	\$ 47,681,678	\$ 52,946,262	\$ 53,193,322	\$ 247,060	0%
Transfer from Fund Balance	\$ -	\$ 12,441,736	\$ 16,878,331		
Transfer to Fund Balance	9,968,351				
Total Sources of Funds	\$ 37,713,328	\$ 65,387,998	\$ 70,071,653	\$ 4,683,655	7%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 15,213,963	\$ 16,601,010	\$ 17,574,490	\$ 973,480	6%
Benefits	4,804,257	5,719,962	5,949,258	229,296	4%
Total Salaries & Benefits	\$ 20,018,220	\$ 22,320,972	\$ 23,523,747	\$ 1,202,776	5%
Library Books & Materials	\$ 7,271,651	\$ 7,937,400	\$ 9,409,434	\$ 1,472,034	19%
Supplies	1,179,692	1,559,475	1,375,098	(184,377)	-12%
Vehicles	-	-	-	-	
Services & Charges	3,940,079	5,704,984	5,996,677	291,693	5%
Internal Transactions /Cost Allocation	2,533,124	2,734,736	3,140,251	405,515	15%
Total Operating Expenditures	\$ 34,942,766	\$ 40,257,567	\$ 43,445,208	\$ 3,187,641	8%
Financing & Debt Service	\$ 621,819	\$ 621,945	\$ 621,745	\$ (200)	0%
Capital Projects	\$ 2,148,743	\$ 24,508,487	\$ 26,004,701	\$ 1,496,214	6%
Total Uses of Funds	\$ 37,713,328	\$ 65,387,998	\$ 70,071,653	\$ 4,683,655	7%



TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2023 Proposed Budget

	2021 Actual	2022 Amended Budget	2023 Proposed Budget
Beginning Fund Balance	\$ 33,319,987	\$ 43,288,338	\$ 30,846,602
Revenues	\$ 45,488,534	\$ 50,503,581	\$ 50,741,149
Capital Funding	2,193,145	2,442,681	2,452,173
Total Revenues	\$ 47,681,678	\$ 52,946,262	\$ 53,193,322
Expenditures			
Operating Expenditures	\$ 34,942,766	\$ 40,257,567	\$ 43,445,208
Debt Service	621,819	621,945	621,745
Capital Projects	2,148,743	24,508,487	26,004,701
Total Expenditures	\$ 37,713,328	\$ 65,387,998	\$ 70,071,653
Ending Fund Balance	\$ 43,288,338	\$ 30,846,602	\$ 13,968,270
Increase/(Decrease) in Fund Balance	\$ 9,968,351	\$ (12,441,736)	\$ (16,878,331)
Reserve Fund	\$ 43,288,338	\$ 30,846,602	\$ 13,968,270
Reserve Balance Policy Calculation			
	2021 Actual	2022 Amended Budget	2023 Proposed Budget
16% - Current Year Budgeted Revenues	\$ 7,629,069	\$ 8,471,402	\$ 8,510,932
9% - Current Year Budgeted Revenues - Uncertainty	4,291,351	4,765,164	4,787,399
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 11,920,420	\$ 13,236,566	\$ 13,298,331
50% of Current Year Budgeted Revenues	\$ 23,840,839	\$ 26,473,131	\$ 26,596,661
Total Maximum F/B Reserve Requirements (CEILING)	\$ 23,840,839	\$ 26,473,131	\$ 26,596,661
Above/(Below) Minimum (FLOOR)	\$ 31,367,918	\$ 17,610,036	\$ 669,940
Above/(Below) Maximum (CEILING)	\$ 19,447,499	\$ 4,373,471	\$ (12,628,391)



TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2023 Proposed Budget

Sources and Uses of Funds	2021 Actual	2022 Amended Budget	2023 Proposed Budget	\$ Incr (Decr) 2022 to 2023 Budget	% Incr (Decr) 2022 to 2023 Budget
Sources of Funds					
Revenues					
Taxes					
Property Taxes (95.5% of total)	\$ 46,543,405	\$ 51,839,123	\$ 52,040,573	\$ 201,450	0%
Delinquent Taxes	199,454	48,032	121,267	73,235	152%
Prior Year Cancellations	(349,283)	(92,339)	(498,187)	(405,848)	440%
Urban Renewal	(1,545,098)	(1,850,902)	(1,849,932)	970	0%
Penalties & Interest	(13,326)	21,027	21,778	751	4%
Total Taxes	\$ 44,835,152	\$ 49,964,941	\$ 49,835,499	\$ (129,442)	0%
Federal & State Grants	\$ 226,169	\$ 125,000	\$ 145,000	\$ 20,000	16%
Library Fines	28,124	10,000	-	(10,000)	-100%
Charges for Services	9,142	105,000	85,000	(20,000)	-19%
Investment Income	(201,886)	108,000	187,500	79,500	74%
Library Foundation	199,566	100,000	100,000	-	0%
E-Rate Revenue	283,030	90,640	388,150	297,510	328%
Other Misc Revenue	21,638	-	-	-	
Transfer	87,598	-	-	-	
Total Revenues	\$ 45,488,534	\$ 50,503,581	\$ 50,741,149	\$ 237,568	0%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 13,576,973	\$ 15,829,037	\$ 16,686,331	\$ 857,294	5%
Awards & Bonuses	143,689	140,000	160,000	20,000	14%
Termination Pay	178,014	110,000	250,000	140,000	127%
Temporary Salaries	1,308,187	1,687,043	1,638,341	(48,703)	-3%
CARES Reimbursed Salaries		-		-	
Overtime	7,099	-	8,000	8,000	
Vacancy Savings		(1,165,071)	(1,168,182)	(3,111)	0%
Benefits	4,804,257	5,719,962	5,949,258	229,296	4%
Total Salaries & Benefits	\$ 20,018,220	\$ 22,320,972	\$ 23,523,747	\$ 1,202,776	5%
Library Books & Materials	\$ 7,152,323	\$ 7,737,400	\$ 9,170,434	\$ 1,433,034	19%
Library Periodicals	119,328	200,000	239,000	39,000	20%
Sub-Total Library Collections	\$ 7,271,651	\$ 7,937,400	\$ 9,409,434	\$ 1,472,034	19%
Supplies	\$ 1,179,692	\$ 1,559,475	\$ 1,375,098	\$ (184,377)	-12%
Services & Charges	3,940,079	5,704,984	5,996,677	291,693	5%
Vehicles		-	-	-	
Interdepartmental Direct Charges	1,177,606	1,264,323	1,363,659	99,336	8%
Interdepartmental Indirect Charges	1,355,518	1,470,413	1,776,592	306,179	21%
Total Supplies and Other	\$ 7,652,895	\$ 9,999,195	\$ 10,512,026	\$ 512,831	5%
Total Operating	\$ 34,942,766	\$ 40,257,567	\$ 43,445,208	\$ 3,187,641	8%



Authorized Positions	2021 Amended Budget	2022 Amended Budget	2023 Proposed Budget	Incr (Decr) 2022 to 2023 Budget
FTE Positions - Active	268.5	279.5	298.0	18.5
FTE Positions - Reserved	8.5	-	-	-
Total Authorized Positions	277.0	279.5	298.0	18.5



TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2023 Proposed Budget

Sources and Uses of Funds	2021 Actual	2022 Amended Budget	2023 Proposed Budget	\$ Incr (Decr) 2022 to 2023 Budget
Debt Service				
Principal - Arvada (2005-2024)	\$ 565,720	\$ 579,366	\$ 593,013	\$ 13,647
Interest - Arvada (2005-2024)	56,099	42,578	28,731	(13,847)
Principal - Refunding Series 2013	-	-	-	-
Interest - Refunding Series 2013	-	-	-	-
Principal - COP - Capital Projects	-	-	-	-
Interest - COP - Capital Projects	-	-	-	-
Total Debt Service	\$ 621,819	\$ 621,945	\$ 621,745	\$ (200)

Arvada

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

Build America Bonds

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

Certificates of Participation (COP)

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



TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2023 Proposed Budget

Sources and Uses of Funds	2021 Actual	2022 Amended Budget	2023 Proposed Budget	\$ Incr (Decr) 2021 to 2022 Budget
Sources of Funds	4.66%	4.66%	4.69%	
Property Tax - Capital - 4.5%	\$ 2,193,145	\$ 2,442,681	\$ 2,452,173	\$ 9,492
Transfer from FB - Capital Expenses				(0)
Total Sources of Funds	\$ 2,193,145	\$ 2,442,681	\$ 2,452,173	\$ 9,492
Uses of Funds				
Annual Replacement & Maintenance Program (ARM) & Ongoing Projects				
ARM-01 Capital Maintenance	\$ 183,701	\$ 250,000	\$ 250,000	\$ -
ARM-02 Equipment Replacement	468	62,000	36,000	(26,000)
ARM-03 Computer 5-year Replacement Plan	412,322	312,678	250,000	(62,678)
ARM-04 Book Sorter Replacement	492,352	500,000	350,000	(150,000)
ARM-05 IT Infrastructure Replacement	480,442	250,000	350,000	100,000
Offsite Services	257,868	430,690	60,000	(370,690)
2018 Projects				
18-08 Bookmobile Replacement	111,623	317,194	-	(317,194)
2019 Projects				
19-02 Document Management System	2,738	77,263	-	(77,263)
2021 Projects				
Standley Lake Clerestory Roof	143,309	-	-	-
2022 Projects				
Library Location Holds Lockers	-	205,000	-	(205,000)
Library Conifer Opportunity	-	-	2,500,400	2,500,400
Library Belmar Outdoor Space	-	200,000	-	(200,000)
Library Data Warehouse	-	125,000	-	(125,000)
Multi-Year Construction Projects				
South County Library	63,919	16,378,662	8,698,826	(7,679,836)
Evergreen Remodel	-	700,000	3,520,000	2,820,000
NW Arvada Library	-	4,700,000	9,989,475	5,289,475
Total Capital Projects	\$ 2,148,743	\$ 24,508,487	\$ 26,004,701	\$ 1,496,214



TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
5 -Year Capital Improvement Plan
2023 - 2027 Proposed Budget

Project	2022 Amended Budget	2023 Proposed Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected	Total 2023 - 2027
Annual Replacement Plan							
ARM-01 Capital Maintenance	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
ARM-02 Equipment Replacement	62,000	36,000	36,000	36,000	36,000	36,000	180,000
ARM-03 Computer 5-year Replacement Plan	312,678	250,000	250,000	250,000	250,000	250,000	1,250,000
ARM-04 Book Sorter Replacement	500,000	350,000	350,000	350,000	350,000	350,000	1,750,000
ARM-05 IT Infrastructure Replacement	250,000	350,000	350,000	350,000	350,000	350,000	1,750,000
Total ARM & Ongoing Projects	\$ 1,374,678	\$ 1,236,000	\$ 1,236,000	\$ 1,236,000	\$ 1,236,000	\$ 1,236,000	\$ 6,180,000
5-Year Capital Improvement Plan							
South County Library	\$ 16,378,662	\$ 8,698,826	\$ -	\$ -	\$ -	\$ -	\$ 8,698,826
Evergreen Library Remodel	700,000	3,520,000	-	-	-	-	3,520,000
Northwest Arvada New Build	4,700,000	9,989,475	9,989,475	-	-	-	19,978,950
Operations Center	-	-	-	-	11,343,500	6,269,000	17,612,500
Lakewood Redesign	-	-	-	-	-	5,100,000	5,100,000
Standley Lake Redesign	-	-	-	-	-	-	-
Arvada Redesign	-	-	-	-	-	-	-
Conifer Opportunity	-	2,500,400	-	-	-	-	2,500,400
Golden Opportunity	-	-	350,000	4,600,000	-	-	4,950,000
Bookmobile Replacement	317,194	-	-	-	-	-	-
Document Management System	77,263	-	-	-	-	-	-
Belmar Outdoor Space	200,000	-	-	-	-	-	-
Unspecified Capital Project	-	-	-	-	-	-	-
Offsite Services	430,690	60,000	50,000	-	175,000	-	285,000
Library Location Holds Lockers	205,000	-	-	-	-	-	-
Data Warehouse	125,000	-	-	-	-	-	-
New ILS	-	-	-	200,000	150,000	-	350,000
Total CIP	\$ 23,133,809	\$ 24,768,701	\$ 10,389,475	\$ 4,800,000	\$ 11,668,500	\$ 11,369,000	\$ 62,995,676
Total 5-Year Capital Plan	\$ 24,508,487	\$ 26,004,701	\$ 11,625,475	\$ 6,036,000	\$ 12,904,500	\$ 12,605,000	\$ 69,175,676



JEFFERSON COUNTY PUBLIC LIBRARY - 1% Increase in Assessed Value for 2023; 5% Increase in Assessed Value Thereafter													
	Actual		FINAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	2021		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	4.5000 Mills		4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills
Property Tax	\$ 47,028,297	\$	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	47,028,297		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	226,169		125,000	145,000	145,000	145,000	149,000	149,000	153,000	153,000	157,000	161,000	-
Charges for Services	9,142		105,000	85,000	87,550	87,550	90,177	92,882	95,668	98,538	101,494	104,539	-
Fines & Forfeitures	28,124		10,000	-	-	-	-	-	-	-	-	-	-
Investment Income	(201,886)		108,000	187,500	193,125	193,125	198,919	204,886	211,033	217,364	223,885	230,601	-
Contributions & Donations	199,566		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-
E Rate Reimbursement	283,030		90,640	388,150	65,045	65,045	66,996	69,006	71,076	73,208	75,404	77,667	-
Miscellaneous	21,638		-	-	-	-	-	-	-	-	-	-	-
Intra-County Transactions	87,598		-	-	-	-	-	-	-	-	-	-	-
Subtotal Revenues	47,681,678		52,946,262	53,193,322	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	\$ 47,681,678	\$	52,946,262	\$ 53,193,322	\$ 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	\$ 20,018,220	\$	22,320,972	\$ 23,523,747	\$ 24,952,484	\$ 25,701,059	\$ 26,472,090	\$ 27,266,253	\$ 28,084,241	\$ 28,926,768	\$ 29,794,571	\$ 30,688,408	-
Supplies	1,179,692		1,559,475	1,375,098	1,416,351	1,458,841	1,502,607	1,547,685	1,594,115	1,641,939	1,691,197	1,741,933	-
Library Books and Materials	7,271,651		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	3,940,079		5,704,984	5,996,677	6,176,577	6,361,875	6,552,731	6,749,313	6,951,792	7,160,346	7,375,156	7,596,411	-
Vehicle	-		-	-	-	-	-	-	-	-	-	-	-
Interdepartmental	2,533,124		2,734,736	3,140,251	3,234,459	3,331,493	3,431,437	3,534,380	3,640,412	3,749,624	3,862,113	3,977,976	-
Subtotal Operating	\$ 34,942,766	\$	40,257,567	\$ 43,445,208	\$ 43,644,305	\$ 44,953,634	\$ 46,302,243	\$ 47,691,311	\$ 49,122,050	\$ 50,595,711	\$ 52,113,583	\$ 53,676,990	-
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	34,942,766		40,257,567	43,445,208	45,519,305	46,453,634	47,847,243	49,282,661	50,761,140	52,283,975	53,852,494	55,468,069	-
Debt Service	621,818		621,945	621,744	621,944	-	-	-	-	-	-	-	-
Capital Projects and Equipment	-		-	-	-	-	-	-	-	-	-	-	-
ARMs	1,569,286		1,374,678	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	2,191,104		1,996,623	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	63,919		16,378,662	8,698,826									-
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	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							-
Bookmobile Replacement	111,623		317,194										-
Document Management System	2,738		77,263										-
Belmar Open Space			200,000										-
Unspecified Capital Project										350,000	4,600,000		-
Offsite Services	257,868		430,690	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	143,309												-
TOTAL USES	\$ 37,713,327	\$	65,387,999	\$ 70,071,653	\$ 57,766,724	\$ 52,489,634	\$ 60,751,743	\$ 61,887,661	\$ 57,897,140	\$ 62,611,809	\$ 70,177,020	\$ 56,704,069	-
NET SOURCE (USE) OF FUNDS	\$ 9,968,351	\$	(12,441,737)	\$ (16,878,331)	\$ (1,803,642)	\$ 3,473,448	\$ (1,986,825)	\$ (3,112,060)	\$ 3,820,301	\$ (883,034)	\$ (5,262,807)	\$ 8,226,168	-
BEGINNING FUND BALANCE	\$ 33,319,987	\$	43,288,338	\$ 30,846,601	\$ 13,968,271	\$ 12,164,629	\$ 15,638,076	\$ 13,651,251	\$ 10,539,191	\$ 14,359,492	\$ 13,476,457	\$ 8,213,650	-
Total Sources	47,681,678		52,946,262	53,193,322	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	37,713,327		65,387,999	70,071,653	57,766,724	52,489,634	60,751,743	61,887,661	57,897,140	62,611,809	70,177,020	56,704,069	-
ENDING FUND BALANCE	\$ 43,288,338	\$	30,846,601	\$ 13,968,271	\$ 12,164,629	\$ 15,638,076	\$ 13,651,251	\$ 10,539,191	\$ 14,359,492	\$ 13,476,457	\$ 8,213,650	\$ 16,439,818	-
MIN RESERVE BALANCE	\$ 10,855,840	\$	13,236,566	\$ 13,298,331	\$ 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	\$ 22,572,089	\$	26,473,131	\$ 26,596,661	\$ 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	\$ 23,432,498	\$	17,610,036	\$ 669,940	\$ (1,826,142)	\$ 1,647,306	\$ (1,039,979)	\$ (4,154,709)	\$ (1,069,869)	\$ (1,955,736)	\$ (8,014,903)	\$ 207,259	-



Jefferson County
PUBLIC LIBRARY

JCPL 2023 Proposed Budget

6-9-2022

2023 Proposed Budget Assumptions



- Property tax revenue is based on most current estimates of assessed value and 4.5 mills.
- Increase in salary cost is estimated at 5%.
- Temporary salary cost is estimated to decrease 3%.

2023 Proposed Budget Highlights



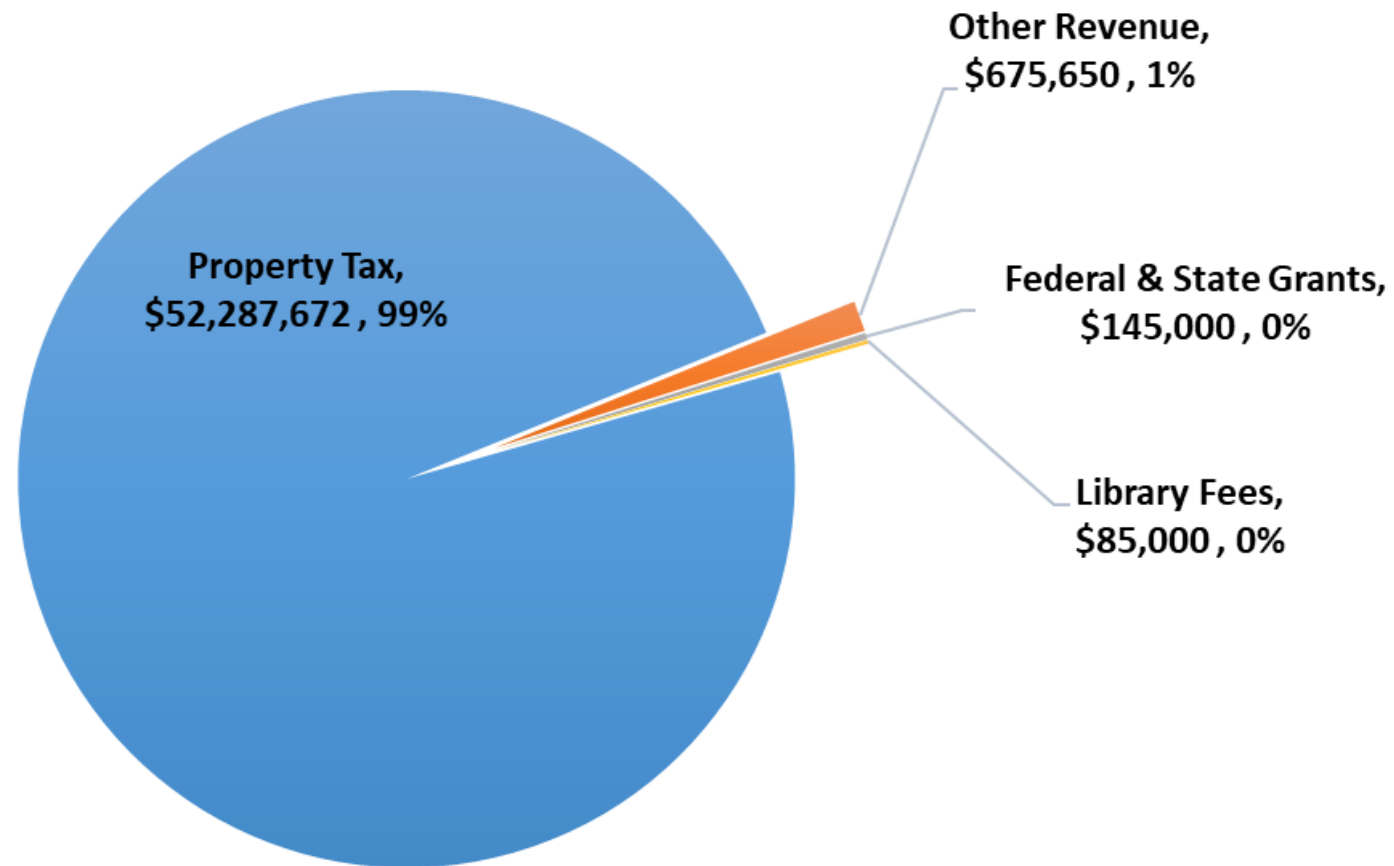
- Accelerate improved services in underserved areas:
South County and Northwest Arvada Libraries
- Adding 18.5 FTE to support new South County Library
- Continue investments in Library collection, services and infrastructure

5 & 10 Year Financial Model – Accelerate Strategic Priorities

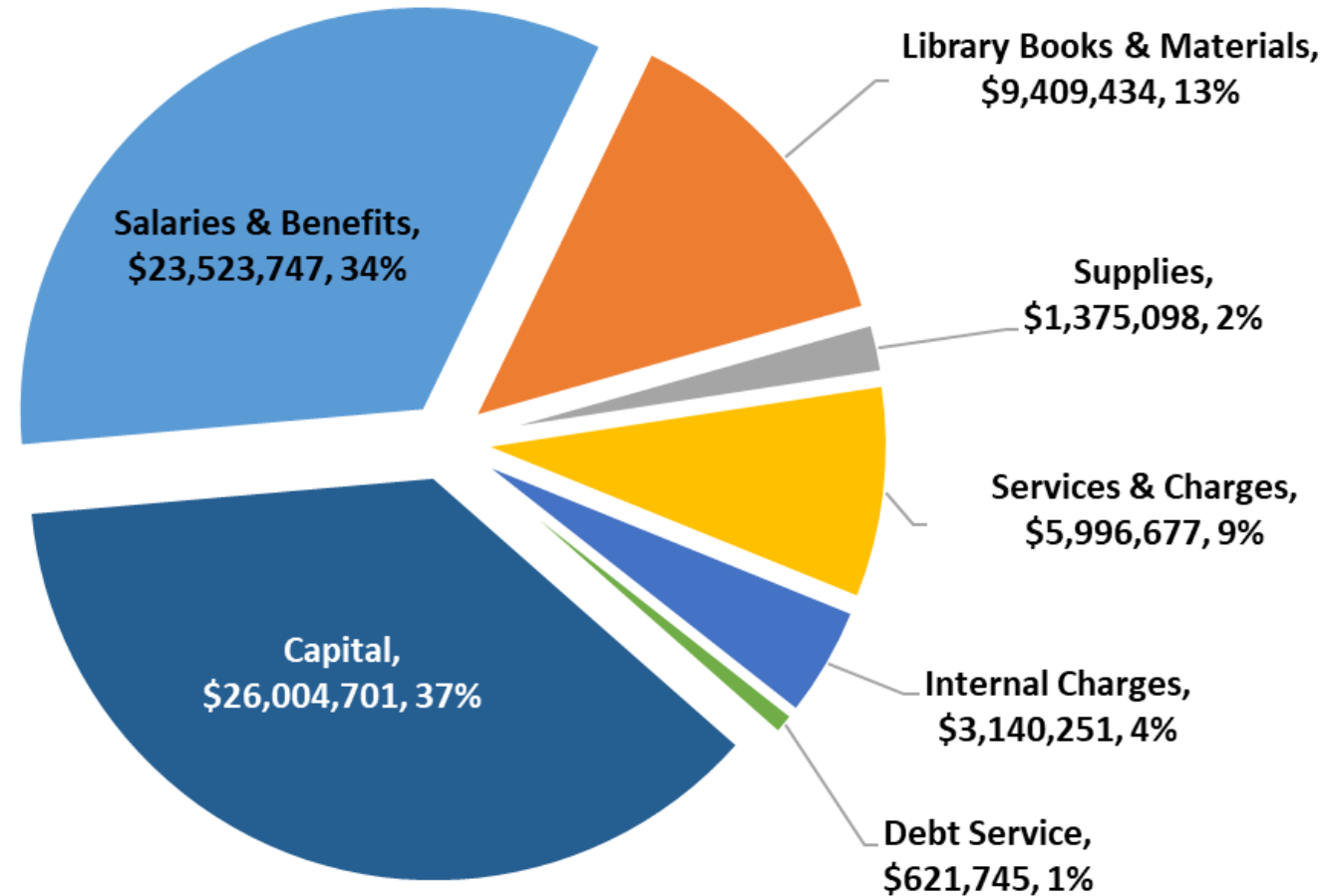
- 10 years financial outlook
- Property tax revenue based on 4.5 mills; 5% valuation increase
- Capital investments reflect priorities identified by Board of Trustees
- Additional staffing to support adjusted Facility Master Plan



2023 Budget: Total Projected Revenue = \$53,193,322



2023 Total Projected Expenses = \$70,071,653



*Salaries & Benefits represent 53% of total projected Operating Expenses

2023 Capital Investments



Jefferson County
PUBLIC LIBRARY

Annual Replacement & Maintenance	
ARM-01 Capital Maintenance	\$ 250,000
ARM-02 Equipment Replacement	36,000
ARM-03 Computer 5-year Replacement Plan	250,000
ARM-04 Book Sorter Replacement	350,000
ARM-05 IT Infrastructure Replacement	350,000
Total ARM	\$ 1,236,000
Capital Projects	
Northwest Arvada Library	\$ 9,989,475
South County Library	8,698,826
Evergreen Remodel	3,520,000
Library Conifer Opportunity	2,500,400
Offsite Services	60,000
Total Capital Projects	\$ 24,768,701
Total Capital Improvement Plan	\$ 26,004,701

The Big Picture – 5 Year Financial Model



5 Year Plan Summary	Actual 2021	Amended Budget 2022	Proposed Budget 2023	Projected Budget 2024	Projected Budget 2025	Projected Budget 2026
Revenue	47,681,678	52,946,262	53,193,322	55,963,082	55,963,082	58,764,918
Operating Expense	34,942,766	40,257,567	43,445,208	45,265,483	46,192,197	47,577,963
Debt Service	621,819	621,945	621,745	621,944	0	0
Capital Investment	2,148,743	24,508,487	26,004,701	11,625,475	6,036,000	12,904,500
Total Uses of Funds	37,713,328	65,387,998	70,071,653	57,512,902	52,228,197	60,482,463
Change to Fund Balance	9,968,351	(12,441,736)	(16,878,331)	(1,549,820)	3,734,885	(1,717,546)

The Big Picture – 5 Year Financial Model



5 Year Plan Summary	Actual 2021	Amended Budget 2022	Proposed Budget 2023	Projected Budget 2024	Projected Budget 2025	Projected Budget 2026
Beginning Fund Balance	33,319,987	43,288,338	30,846,602	13,968,270	12,418,450	16,153,335
Total Sources	47,681,678	52,946,262	53,193,322	55,963,082	55,963,082	58,764,918
Total Uses	37,713,328	65,387,998	70,071,653	57,512,902	52,228,197	60,482,463
Ending Fund Balance	43,288,338	30,846,602	13,968,270	12,418,450	16,153,335	14,435,789
Minimum Fund Balance	11,920,420	13,236,566	13,298,331	13,990,771	13,990,771	14,691,229
Maximum Fund Balance	23,840,839	26,473,131	26,596,661	27,981,541	27,981,541	29,382,459
Above/(Below) Minimum	31,367,918	17,610,036	669,940	(1,572,320)	2,162,564	(255,440)



Jefferson County
PUBLIC LIBRARY

Do you have questions or
concerns about the proposed
2023 Budget?

Next Steps:

Board Meeting June 16, 2023

- Authorize Executive Director to submit budget
- Sign the Trustee's budget cover letter

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 5/31/2022	\$ 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	\$ 30,051,657	\$ (19,913,283)	-40%
Property Tax - Capital	2,165,680	2,193,145	2,442,681	1,416,287	(1,026,395)	-42%
Total Taxes	\$ 46,300,305	\$ 47,028,297	\$ 52,407,622	\$ 31,467,944	\$ (20,939,678)	-40%
Federal & State Grants	\$ 121,051	\$ 226,169	\$ 125,000	\$ -	\$ (125,000)	-100%
Fines & Fees	145,000	37,266	115,000	44,689	(70,311)	-61%
Other Revenue	298,640	389,946	298,640	168,204	(130,436)	-44%
Total Other Revenues	\$ 564,691	\$ 653,381	\$ 538,640	\$ 212,893	\$ (325,747)	-60%
Sub Total Revenues	\$ 46,864,996	\$ 47,681,678	\$ 52,946,262	\$ 31,680,837	\$ (21,265,425)	-40%
Fund Balance Activity						
Transfer from FB - Capital Projects	2,245,018		12,441,736	-		NA
Transfer to/(from) Fund Balance	-	9,968,351	-	17,360,056		NA
Total Sources of Funds	\$ 49,110,014	\$ 37,713,328	\$ 65,387,998	\$ 14,320,781		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 16,081,526	\$ 15,213,963	\$ 16,601,010	\$ 5,898,335	\$ (10,702,675)	-64%
Benefits	5,373,904	4,804,257	5,719,962	1,987,114	(3,732,848)	-65%
Total Salaries & Benefits	\$ 21,455,431	\$ 20,018,220	\$ 22,320,972	\$ 7,885,448	\$ (14,435,523)	-65%
Library Books & Materials	\$ 7,754,177	\$ 7,271,651	\$ 7,937,400	\$ 2,611,440	\$ (5,325,960)	-67%
Supplies	1,515,924	1,179,692	1,559,475	463,913	(1,095,562)	-70%
Vehicles	-	-	-	-	-	NA
Services & Charges	5,057,772	3,940,079	5,704,984	1,615,588	(4,089,396)	-72%
Internal Transactions /Cost Allocation	2,582,108	2,533,124	2,734,736	1,202,391	(1,532,345)	-56%
Total Operating Expenditures	\$ 38,365,412	\$ 34,942,766	\$ 40,257,567	\$ 13,778,780	\$ (26,478,786)	-66%
Financing & Debt Service	\$ 621,819	\$ 621,819	\$ 621,945	\$ -	\$ (621,945)	-100%
Capital Projects	\$ 10,122,783	\$ 2,148,743	\$ 24,508,487	\$ 542,001	\$ (23,966,486)	-98%
Total Uses of Funds	\$ 49,110,014	\$ 37,713,328	\$ 65,387,998	\$ 14,320,781	\$ (51,067,218)	-78%

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

	2021 Amended Budget	2021 Actual	2022 Amended Budget	YTD Actual 5/31/2022
Beginning Fund Balance	\$ 24,364,581	\$ 33,319,987	\$ 43,288,338	\$ 43,288,338
Revenues	\$ 44,699,316	\$ 45,488,534	\$ 50,503,581	\$ 30,264,550
Capital Funding	2,165,680	2,193,145	2,442,681	1,416,287
Total Revenues	\$ 46,864,996	\$ 47,681,678	\$ 52,946,262	\$ 31,680,837
Expenditures				
Operating Expenditures	\$ 38,365,412	34,942,765.98	\$ 40,257,567	\$ 13,778,780
Debt Service	621,819	621,819.00	621,945	-
Capital Projects	10,122,783	2,148,742.58	24,508,487	542,001
Total Expenditures	\$ 49,110,014	\$ 37,713,328	\$ 65,387,998	\$ 14,320,781
Increase/(Decrease) in Fund Balance	\$ (2,245,018)	9,968,350.76	\$ (12,441,736)	\$ 17,360,056
Ending Fund Balance	\$ 22,119,563	\$ 43,288,338	\$ 30,846,602	\$ 60,648,394
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund	\$ 9,000,000	\$ 9,000,000		
Reserve Fund Balance	\$ 13,119,563	\$ 34,288,338	\$ 30,846,602	

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	\$ 7,629,069	\$ 8,471,402	
9% - Current Year Budgeted Revenues - Uncertainty	4,217,850	4,291,351	4,765,164	
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 11,716,249	\$ 11,920,420	\$ 13,236,566	
50% of Current Year Budgeted Revenues	\$ 23,432,498	\$ 23,840,839	\$ 26,473,131	
Total Maximum F/B Reserve Requirements (CEILING)	\$ 23,432,498	\$ 23,840,839	\$ 26,473,131	
Above/(Below) Minimum (FLOOR)	\$ 1,403,314	\$ 22,367,918	\$ 17,610,036	
Above/(Below) Maximum (CEILING)	\$ (10,312,935)	\$ 10,447,499	\$ 4,373,471	

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 5/31/2022	Projected Year-End 2022	Variance 2022 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 45,960,543	\$ 46,543,405	\$ 51,839,123	\$ 30,056,747	\$ 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	(5,090)	21,027	-
Total Taxes	\$ 44,134,625	\$ 44,835,152	\$ 49,964,941	\$ 30,051,657	\$ 49,964,941	\$ -
Federal & State Grants	\$ 121,051	\$ 226,169	\$ 125,000	\$ -	\$ 125,000	\$ -
Library Fines	40,000	28,124	10,000	12,686	10,000	-
Charges for Services	105,000	9,142	105,000	32,003	105,000	-
Investment Income	108,000	(201,886)	108,000	63,862	108,000	-
Library Foundation	100,000	199,566	100,000	87,274	100,000	-
E Rate Revenue	90,640	283,030	90,640	-	90,640	-
Other Revenue	-	21,638	-	17,067	17,067	17,067
Transfer	-	87,598	-	-	-	-
Total Revenues	\$ 44,699,316	\$ 45,488,534	\$ 50,503,581	\$ 30,264,550	\$ 50,520,648	\$ 17,067
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 14,816,028	\$ 13,576,973	\$ 15,829,037	\$ 5,313,022	\$ 15,829,037	\$ -
Awards & Bonuses	135,000	143,689	140,000	7,265	140,000	-
Termination Pay	110,000	178,014	110,000	88,844	110,000	-
Temporary Salaries	2,095,441	1,308,187	1,687,043	486,125	1,687,043	-
CARES Reimburse Salaries	-	-	0	-	-	-
Overtime	-	7,099	-	3,078	-	-
Vacancy Savings	(1,074,943)	-	(1,165,071)	-	(1,165,071)	-
Benefits	5,373,904	4,804,257	5,719,962	1,987,114	5,719,962	-
Total Salaries & Benefits	\$ 21,455,431	\$ 20,018,220	\$ 22,320,972	\$ 7,885,448	\$ 22,320,972	\$ -
Library Books & Materials	\$ 7,577,102	\$ 7,152,323	\$ 7,737,400	\$ 2,505,863	\$ 7,737,400	\$ -
Library Periodicals	177,075	119,328	200,000	105,577	200,000	-
Sub-Total Library Collections	7,754,177	7,271,651	7,937,400	2,611,440	7,937,400	-
Supplies	\$ 1,515,924	\$ 1,179,692	\$ 1,559,475	463,913	\$ 1,559,475	\$ -
Services & Charges	5,057,772	3,940,079	5,704,984	1,615,588	5,704,984	-
Vehicles	-	-	-	-	-	-
Interdepartmental Direct Charges	1,500,608	1,177,606	1,264,323	678,349	1,264,323	-
Interdepartmental Indirect Charges	1,081,500	1,355,518	1,470,413	524,042	1,470,413	-
Total Supplies and Other	\$ 9,155,804	\$ 7,652,895	\$ 9,999,195	\$ 3,281,892	\$ 9,999,195	\$ -
Total Operating	\$ 38,365,412	\$ 34,942,766	\$ 40,257,567	\$ 13,778,780	\$ 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 5/31/2022	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 5/31/2022	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	\$ 1,416,287	\$ 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	\$ 1,416,287	\$ 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	\$ 43,215	\$ 250,000	\$ -
ARM-02 Furniture & Equipment	36,000	468	36,000	62,000	1,408	62,000	-
ARM-03 Computer Replacement Plan	490,000	412,322	235,000	312,678	122,545	312,678	-
ARM-04 Book Sorter Replacement	385,130	492,352	500,000	500,000	152,874	500,000	-
ARM-05 IT Infrastructure Replacement	500,000	480,442	250,000	250,000	60,373	250,000	-
Alternative Services	495,791	257,868	200,000	430,690	104,783	430,690	-
2017 Projects							
Bookmobile Replacement	\$ 428,818	111,623	-	317,194		317,194	\$ -
2019 Projects							
Document Management System	80,000	2,738	-	77,263		77,263	\$ -
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	-	-	-	200,000	19,660	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	\$ 16,378,662	\$ 8,577	\$ 16,378,662	\$ -
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	\$ 24,508,487	\$ 542,001	\$ 24,508,487	\$ -

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

Project	2022 Budget	YTD Actual 5/31/2022	YTD Encumbrances 5/31/2022	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 43,215	\$ 52,527	\$ 95,742	\$ 154,258
ARM-02 Furniture & Equipment	62,000	1,408	24,695	26,103	35,897
ARM-03 Computer Replacement Plan	312,678	122,545	-	122,545	190,133
ARM-04 Book Sorter Replacement	500,000	152,874	272,247	425,121	74,879
ARM-05 IT Infrastructure Replacement	250,000	60,373	22,558	82,931	167,069
Library Alternative Services	430,690	104,783	31,200	135,982	294,708
Bookmobile Replacement	317,194	-	-	-	317,194
Document Management System	77,263	-	-	-	77,263
Library Location Holds Lockers	205,000	-	-	-	205,000
Library Belmar Outdoor Space	200,000	19,660	-	19,660	180,340
Library Data Warehouse	125,000	-	-	-	125,000
Multi-Year Projects Construction Projects					
South County Library	16,378,662	8,577	-	8,577	16,370,086
Evergreen Library Redesign	700,000	28,566	-	28,566	671,434
NW Arvada Library	4,700,000	-	-	-	4,700,000
Total Capital Projects	\$ 24,508,487	\$ 542,001	\$ 403,227	\$ 945,227	\$ 23,563,260

Operational Updates
Board Governance

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

jeffcolibrary.org



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
Lakewood Library - 10200 W. 20 th Avenue, Lakewood	Standley Lake - 8485 Kipling Street, Arvada