

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

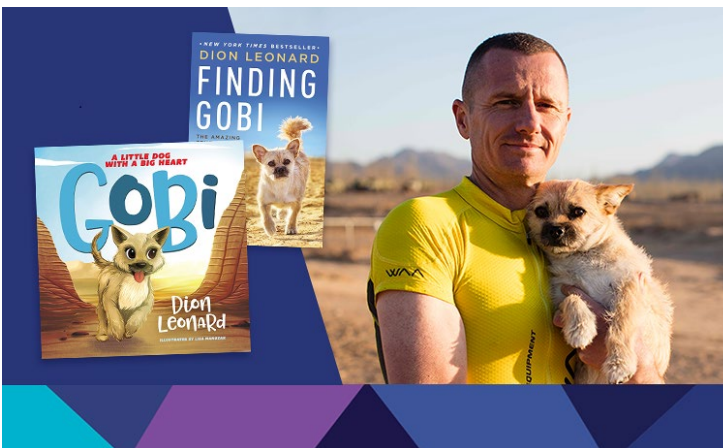
April 20, 2023



Cowboy Poetry



Teen After Hours: Outside Games Night



Finding Gobi: Dion Leonard Author Visit



Protect Your Privacy: Information Security Online



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	<p>Thursday, April 20, 2023 – 5:30 pm – HYBRID MEETING</p> <ul style="list-style-type: none"> • <u>ONLINE MEETING VIA ZOOM</u> • <u>IN-PERSON MEETING AT LAKEWOOD LIBRARY MEETING ROOM</u>
1.	<p>Call to order & attendance (4.5.8) Verbal roll call – Each Trustee announces their presence by stating their name.</p>
2.	<p>Pledge of Allegiance</p>
3. Agenda Action	<p>Approve Agenda Chair: Call for motion and second</p>
4. Public Comment	<p>Public Comment The Board values public participation. Those who would like to address the Library Board can do so virtually, in-person, or online. The opportunity to address the Library Board does not include a question-and-answer session or response. Additionally, the Library Board does not respond to anonymous questions or comments. Comments will be acknowledged in the minutes of the meeting.</p> <p>To address the Board of Trustees during Public Comment:</p> <ul style="list-style-type: none"> • <u>Virtually</u>: Send a chat message to the meeting host at JCPL Events with your name and the topic of your comment. • <u>In-Person</u>: Sign up on the form provided. • <u>Online</u>: Submit through the online public comment form at https://jeffcolibrary.org/board-of-trustees/. • People who dial in will not be able to provide Public Comment during the meeting. • If you choose to make a Public Comment virtually or in-person during a Board Meeting, your name will be called in the order it was received, first for virtual guests then for in-person guests.) • For more information on public comment policy please refer to Board Governance Policy 4.3.7: https://jeffcolibrary.org/wp-content/uploads/sites/46/2022/08/Board_Governance_Policy_Manual_202229.pdf
5. CONSENT AGENDA Action	<p>Approval of Consent Agenda Chair: Call for motion and second</p> <ol style="list-style-type: none"> A. Approve March 9, 2023 Study Session Minutes B. Approve March 16, 2023 Board Meeting Minutes C. Kleen-Tech Carpet Cleaning Contract Renewal Authorization D. Authorize the renewal of the MOU with Jefferson County Public Schools Regarding Axis 360 Community Share Portal E. T-Mobile Hotspots Contract Authorization
6. Foundation Update	<p>Foundation Update – Jo Schantz, Executive Director</p>

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

<p>7. Operational Updates Action as Needed</p>	<p><u>Executive Director</u> A. Executive Director Report B. South County Library Site Acquisition: New Strategy Recommendation C. Northwest County Library Update</p> <p><u>Business Strategy & Finance</u> <u>Finance and Budget</u> A. Financial Review (February 2023) B. Financial Report (March 2023)</p> <p><u>Public Services</u> A. Conifer Opportunity Update <ul style="list-style-type: none"> • Conifer Area Market Analysis • Stakeholder Insights Summary. Guests: Ryan Wallace, Eppstein Uhen Architects, Inc (EUA) </p>
<p>8. Action as Needed</p>	<p>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</p>
<p>9. Emerging Issues Action as Needed</p>	
<p>10. Action as Needed</p>	<p>Ends. No items.</p>
<p>11. Action as Needed</p>	<p>Board Governance No Items.</p>
<p>12. Suggest Agenda Items Action as Needed</p>	<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>2023 Board Meeting Schedule</u></p> <ul style="list-style-type: none"> • May 4, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • May 11, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • June 8, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • June 15, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
<p>13. Discussion</p>	<p>Board Questions or Comments Related to Items on the Meeting Agenda</p>

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

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	EXECUTIVE SESSION Call for Motion and Second: To adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session: EXECUTIVE SESSION A. Northwest Jefferson County Library Expansion Project. Statutory citations authorizing an executive session for this topic are: <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. RECONVENE REGULAR MEETING Action as Needed	RECONVENE REGULAR MEETING
18. Adjournment	ADJOURN REGULAR MEETING

CONSENT AGENDA

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

jeffcolibrary.org



Jefferson County
PUBLIC LIBRARY

TO: Library Board of Trustees

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

DATE: April 13, 2023

RE: Consent Agenda for the April 20, 2023 Board Meeting

- A. Library Board of Trustees approve the March 9, 2023 Board Study Session Minutes.
- B. Library Board of Trustees approve the March 16, 2023 Board Meeting Minutes
- C. Library Board of Trustees authorize the Library Executive Director to renew the contract with Kleen-Tech Services Corporation for carpet and upholstery cleaning services for one year.
- D. Library Board of Trustees authorize the Library Executive Director to renew the MOU with Jefferson County Public Schools Regarding the Axis 360 Community Share Portal.
- E. Library Board of Trustees authorize the Library Executive Director to enter into an agreement with T-Mobile for data service on JCPL's hotspots.

Jefferson County Public Library Board of Trustees
Study Session
March 9, 2023 – 5:30 pm
Hybrid meeting held online via ZOOM
and in-person in the Lakewood Library meeting room.

TOPICS:

Board Governance - Strategy

- 2020-2025 Strategic Plan Update
 - Trends Exercise
 - Updated Facility Master Plan (FMP)

People and Culture

- Organizational Staffing Assessment Result
 - Guests: Greg Bellomo and Erin Ulric, Government Performance Solutions

Business Strategy and Finance

- Financial Review (January 2022)

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), Charles Jones, and Emelda Walker.

Trustees not present: Jeanne Lomba and Charles Naumer.

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; Lisa Smith, Director of People and Culture; Amy Bentz, Assistant Director of Library Design Projects and Planning; Padma Polepeddi, Assistant Director of Public Services for Community Outreach; Jennifer Reading, Assistant Director of Public Services for Patron Experience; Amber Fisher, Executive Assistant, Office of the Executive Director; Katie O'Loughlin, Administrative Coordinator; and Joseph Grover, Technical Support Technician Senior.

There were additional Library staff members attending the meeting.

Guests: Greg Bellomo and Erin Ulric, Government Performance Solutions

Board Governance - Strategy

- 2020-2025 Strategic Plan Update

- Trends Exercise
- Updated Facility Master Plan (FMP)

Trends Exercise

The Executive Director advised the Board that the March study session is typically when the Library brings our Trustees together for strategic planning conversation. This conversation will help guide the Library to move forward with the 2024 budget and developing the 5-year capital plan and 10-year financial forecast. First will be a trends exercise and Julianne Rist, Director of Public Services, will lead the Board through the exercise. Next week there will be time for an additional check in to see if there is anything the Board wants to add. Julianne Rist addressed the Board and provided information on the trends exercise. As part of the 5-year strategic planning process, we invite input from our leadership to examine trends in our community that may influence library services in 2024. We will be looking at the trends and patterns identified by JCPL staff and will be asking the Board to share their insights and comments.

Trends and Patterns

Although we often think of trends as the future, trends represent the present. That's because we see evidence of them today. Patterns are created when different trends share commonalities. While individual trends can be discounted, patterns can be used to analyze future impact.

Patterns Identified by JCPL Staff

Some trends fit more than one pattern and some patterns are interrelated. Six different patterns were identified. We did have two patterns we felt influenced all six patterns; (1) changes in demographics, both in Jefferson County and the State of Colorado are projected to have lower population growth, a decline in birth rates, increasing diversity and (2) an emphasis on safety and security.

1. Impact of Artificial Intelligence
2. Evolution of Technology
3. Increasing Digital Use
4. Equity, Diversity and Inclusion
5. New Work Patterns
6. Climate Change

Impact of Artificial Intelligence: Artificial intelligence is more common and impactful. Examples include ChatGPT, artificial intelligence that uses conversations to answer questions, impacting education. You can ask questions and it can write your essay. The new Bing search engine uses conversations and finds what you are looking for. Smart buildings

learn use patterns and adjusts levels to fit those uses. The internet of things – your refrigerator will order milk. And the impact on security of data and personally identifiable information.

Evolution of Technology: Technology is evolving faster, becoming more complex and requires everyone to have digital skills. Examples include the creator/maker movement which remains strong. Digital equity access to hardware and the internet. Digital literacy and the ability to use digital services. Digital navigators that help others bridge the digital divide. Digital equity includes access but also the skills to be able to use hardware and participate in all aspects of society that require online interactions.

Increasing Digital Use: Digital resources and use are increasing in all aspects of society. You place your order online and have it delivered. This is having a big impact on brick-and-mortar buildings. Stores and staffing also impact services and operations and there are more self-service options.

Equity Diversity and Inclusion: Impacts all aspects of society. There is a growing dichotomy of the haves and have nots and more social needs to respond to people in crisis. A greater polarization between groups, and those groups are more vocal.

New Work Patterns: New work patterns that require more flexibility. Employees look for opportunities, not the next promotion but the next job they are interested in. Careers still last a long number of years (40-50 years) but working at different companies and different professions. A new trend is not a full time job but contracted positions with more flexibility and the ability to work from anywhere. Everyone has a different definition of work life balance, but it is important to all. People skills or soft skills are becoming more important.

Climate Change: With increased awareness of climate change there is an increased focus on sustainability. Examples include the effects of fires in Colorado. There is also an emphasis on water and a shift from consumption to sharing – a barter economy. There is a shift on repairing broken things and recycling is not enough. Repurposing and reusing technology pieces into something else.

The Board was asked to share their thoughts and ideas:

- What trends are you seeing that might relate to the identified patterns?
- What trends are you seeing that are unique and do not relate to the identified patterns?
- What impacts to the library do you see?

Board comments included:

- Along with polarization there is distrust of professionalism and professionals in different fields which goes along with dis and mis information. Making sure those of us in the public sector communicate and communication again with reliable sources of information and being that trusted source.
- It always comes back to that community piece for the library. The trend that society is more vocal and polarized. It is not necessarily quantity and not everyone; just a few that are very loud. Be that place where everyone can share their voice and see us engage more in community conversation. Bring people together so those people who aren't the loudest have a place to share. People are putting trust in who appears most on their feed. Have the Library be the way people come together.
- With climate change and wildfires and floods, anything can happen anywhere. Be prepared with an emergency plan.
- As far as public health is concerned how do you make places more accessible – open to anything that improves health access overall. The built environment: a facility with outside play areas or facilities that encourage active movement. It is important for us to look at health trends and see how that can play into what we're doing here. Anything from encouraging books on public health trends to climate change.
- So many of these things will have impact on the workforce. Artificial intelligence and things we would have hired someone for that we don't need to anymore. ChatGPT will replace writing, displacing different types of workers. Potentially digital equity will play into that and the demands on the library to be the provider for our community. Going back to society and communications – soft skills and emotional intelligence. That's a big piece of what we see every day. I see that as a very long process and a long game we're working with. The significant impact on the library because patrons come in with different social skills than we're used to. Climate change and the expectations for outdoor spaces, especially in Colorado.
- ChatGPT may not have the best practices developed, but I do feel it is coming at exactly the most challenging time with regard to trust and professionalism. Fundamental to the library is access and transparency, it is a tool and needs to be accessible, but as an organization it feels right to be open and transparent about its use and where we would use it as an organization. With the workforce piece its incredibly important in trying to maintain trust. In some ways we're validators of information and access and doubling down on transparency is critical.
- Transparency for the greater community is important, transparency for the organization – ChatGPT has the ability to create efficiencies for the workforce, but I don't want it to

interfere with jobs. I use it when I need a job description, but I still need people to finish it out. Digital media awareness – garbage in garbage out.

- The library being a convener for some of these ideas. A meeting/convener space – a forum of ideas.
- With schools and the impact of the pandemic, kids who had internet access at home fared better. The learning loss widened the gap between those with internet access at home and those without. Right now, we're looking at behaviors and that piece in our youth is challenging. That recovery is slower than the academics. There is a need for a place for kids to hang out.
- Economic impacts include more food insecurity and we're seeing that in the schools. We've partnered with a non-profit to deliver meals, especially on the weekends and that has helped a great deal. Paychecks don't stretch as far. The cost of living in the Denver area has impact. Even though 95% of our families have seen steady increases in income, those families don't feel like they've seen those increases.
- I wish more people knew what we can offer, help for those families, a safe space to study. Help them know how to access our programs for kids and families.
- The library is still a place people go to seek knowledge – health issues or crisis – policies and the cost of healthcare rising or not getting covered. People start seeking alternative ways to treat ailments they might have – services within the library might be where they seek that – don't know if there is a way to help them alleviate those concerns. From a public health standpoint, the library could be an excellent resource to get the information they need to be healthy.
- We need to take care with scope creep. The libraries are a reflection of our communities. We need to take thought and care in drawing lines where we have to maintain safe environments. The hard problems and policies to address and enforce and what resources it will take. It's an intricate balance but make sure we're well prepared and resourced. The social service position is incredibly important. I don't want to host candidate debates – bringing some of the worst polarizing energies into a space. Trying to figure out where those lines are as that convener and connector.
- That social services role is shifting to a navigator role – that person is directing people to services.

The Executive Director thanked the Trustees for their input. The Library will take in what we've heard from the Board tonight and put it together to see what things we need to address if we're not already and see what comes from that. It's very helpful to hear your thoughts.

Updated Facility Master Plan (FMP)

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided information on the updated Facility Master Plan (FMP) for 2023. In 2017 we commissioned Group 4 to prepare a FMP to guide out planning over the next two decades. It was recommended that the FMP be reviewed on a regular basis, and we do that with the Board one a year. At the Board’s request, we’re accelerating the FMP. In September of 2021, we contracted with Group 4 to update and accelerate the FMP and include changes in demographics. In March 2022, the Board reviewed the updated FMP and provided input. The update today will be used in capital planning and development of the 2024 budget.

Where Are We Now?

Where Are We Now?



Completed	Underway in 2023
<ul style="list-style-type: none">• Edgewater Library expansion <i>(opportunity not part of the original plan)</i>• Belmar Library Redesign• Ridge Recreation Center Offsite Services• Conifer Mountain Resource Center Offsite Services• Candelas Parkview Offsite Services• Express Library in Arvada	<ul style="list-style-type: none">• Evergreen Library redesign• 45,000 sq. ft. destination library in North County• 40,000 sq. ft. destination library in South County• Conifer Opportunity - evaluate and recommend library services for the Conifer area

Findings and Recommendations

Julianne Rist, Director of Public Services, addressed the Board and provided information on the Library’s FMP findings and recommendations. The 2018 plan had several key findings and recommendations. The 2022 update verified that most of the original findings and recommendations were still valid guideposts for JCPL. We are making some changes to the recommendations in the 2023 update. Our updates focused on aligning building plans with current population data and refreshing the priority sequencing for building projects.

Findings & Recommendations



• Staying the Same

- 0.5-0.6 sq ft per capita space planning goal
- Analysis of development of a consolidated operations center
- Destination Library model

• Updated

- 30,000 sq ft building in NW Jefferson County Library
- New priority sequencing for 2024 budget and 5 Year Capital Plan



The FMP recommends a system wide target of 0.5-0.6 square feet of library space per capita to serve Jefferson County's current and future population. The lower end of this range is a threshold below which JCPL will experience space related challenges, while the upper end of the range will further enhance service to the community. The recommendation of a system wide target of 0.5-0.6 square foot per capita was reconfirmed in the 2022 update. This target is still appropriate to provide library services and space for our residents.

JCPL's system wide administrative and operations functions are divided among multiple, undersized facilities scattered across the county, which prevents us from achieving maximum efficiency and effectiveness. Staff is not recommending a change in outcomes to the original recommendation. However, pending the Board's direction we are recommending a change in priority with the Arvada Library.

JCPL will continue to plan expansions using our destination library service model. The approach remains a combination of adding two new destination libraries, one in the northwest and the other in the south area of the county. We will continue to augment underserved areas with offsite services such as hold lockers, material returns, and van and bookmobile services to ensure equitable access to library services for all Jefferson County residents.

The 2022 report created prioritized groups of libraries, but the locations were not prioritized within the groups. The groupings prioritized increasing access and square footage per capita. We recommend NW Jefferson County library be reduced to a 30,000 square foot

building due to new population projections and designed with the flexibility to expand if needed. We recommend continuing with South county as planned. Both projects meet the direction of the Board for accelerating the building plan to meet per capita goals and increase access to library services.

In early 2022, concerns were expressed about the number of incidents at the Arvada Library. Seeking architectural solutions, JCPL asked EUA to evaluate the external building to determine if modification could address safety and security concerns there. A conceptual design was proposed with cost projected in the \$900k range. Upon evaluation of the benefits gained by addressing concerns and the potential for other enhancements, it is our recommendation to shift the priority of the Arvada Library redesign. We recommend that Arvada Redesign be moved into Group 1 priority and that the new Operations Center be moved to a Group 2 priority. This will allow JCPL to capture efficiencies by redesigning Arvada as a whole. It will also allow time for the recommendations from the analysis of the Operations Center to be completed and analyzed while keeping the acceleration of the FMP that the Board requested moving forward.

2022 Priorities

As a reminder, the priorities that were presented last year are listed below. The report created prioritized groups of libraries, but the locations were not prioritized within the groups. The groupings prioritized increasing access and square footage per capita. As part of the 2023 budgeting process Conifer moved from needs-based category to Group 1.

2022 Priorities



- Group 1 – Evergreen Remodel, New South County Library, New NW Jeffco Library, New Fehringer Ranch Operations Center
- Group 2 – Standley Lake Remodel (expansion), Lakewood Expansion, Arvada remodel
- Needs Based – Golden, Conifer, Wheat Ridge

2023 Priority Recommendations Update

Steve Chestnut provided information on what the recommended changes in priorities would look like. The changes are in the priority groups. The locations are also listed in priority order in each group. Conifer moves from needs based to Group 1 as a result of creating a capital project for Conifer Library services in the 2023 budget due to the revised school hours beginning in the fall of 2023. We are recommending that we move the Arvada redesign from Group 2 to Group 1 to help address several opportunities to improve safety & create radically welcoming spaces and move the Operations Center to Group 2.

2023 Priority Recommendation Update



Our recommendation and approach to the operations center would be to first engage a consultant to assess the value proposition of implementing the recommendation. This would include a financial analysis and alternative scenarios like leasing space or repurposing an existing building. The analysis would also evaluate the return on investment from efficiencies and improvements from operations consolidation. We would want to know what decision or plans are made for the operations center before making any plans for the Lakewood location. Standley Lake is now last so that we have the opportunity

to see the impact of a new location in Northwest Jeffco before making any plans for changes to that building.

In response to questions, the Board was advised that:

- The Arvada Library conceptual design closes the canopy and moves out to the property line with a fence, created an outdoor learning environment and expanded the size of the meeting room. It would push those behaviors away from the building and the fence would block what happens in the park. However, it did not include moving the restrooms and while it addressed some safety concerns, it was unattractive and unwelcoming. The Arvada redesign would be in the 5-year capital plan. The Arvada Library debt is paid off in 2024.
- The Library does not anticipate engaging a consultant for the Operations Center until Phase 2. While it was originally planned for 4th quarter of 2023, we are recommending shifting that timeline as we continue to learn about the hybrid work environment and what space is needed for administrative offices.
- The Library does not feel that the recommendation for the Arvada Library is reactionary regarding the safety and security issues or that the issues are a trend but a pattern that is going to exist for some time. It is the Library's understanding that the City of Arvada is looking at that area and has contracted with an architecture firm regarding the town square, however, it is not within their scope to address the park.
- Regarding the 0.5-0.6 square foot per capita benchmark, the Library plans to bring that to the Board for discussion next year at this time when we talk about 2025 and the next 5-year plan. We can revisit that benchmark to see what has happened with library spaces and use of those spaces around the world. That benchmark may shift for us, but not this year. Right now, JCPL is at 0.4 square feet per capita. Even with adding two new libraries, JCPL would be at 0.46 square feet per capita.
- The Library is keeping informed about other opportunities. For example, the City of Golden has a new City Manager who may be interested in moving the Library into Phase 1 of their plans. The Library will remain flexible and informed.

There were no other questions or concerns from the Board regarding the updated Facility Master Plan and 2023 recommendations.

People and Culture

Organizational Staffing Assessment Results

Guests: Greg Bellomo and Erin Ulric, Government Performance Solutions

Lisa Smith, Director of People and Culture, addressed the Board and introduced the topic and guests. IJCPL engaged Government Performance Solutions (GPS), a Denver-based consulting firm, to conduct an organizational staffing assessment to ensure the organization has the right number of people in the right roles to meet current and future needs. Greg Bellomo and Erin Ulric, with GPS are here tonight to review the results with the Board and answer questions.

Overview

Greg Bellomo and Erin Ulric addressed the Board and provided an overview of the staffing assessment. Since the original staffing assessment was completed in 2018, there have been meaningful changes to JCPL's operating environment, including new leaders, pandemic-driven changes in traffic patterns and services, and significant attrition in certain roles. Along with these changes, JCPL also has aggressive expansion plans underway, adding two new libraries in the coming years. The goal was to understand the collective impact of changes and chart the course forward, arriving at a 4-year staffing plan that covers each work unit and the organization as a whole.

Caveats:

- The staffing assessment is not a time-and-motion study. The data available on variety and frequency of tasks does not allow for precise computation of workloads.
- GPS's focus was on staffing levels within the existing structure. No significant organizational design changes were contemplated.
- GPS's analysis was limited to staffing levels, but process and technology opportunities shared by staff were shared with leadership. Many are underway.
- The community's demands on the library continue to change, as do the social norms and expectations of the Library's role. All must remain flexible for future changes.

The JCPL team was thoughtful about continually adjusting the staffing plan and is confident this plan sets up JCPL for the future and will be revisited on a regular basis. A lot has changed, and more change is coming. The plan was developed to have the right people in the right roles to deliver on the Library's promises. GPS reached out to nearly 200 JCPL staff to see what they are seeing and needing in their work for the organization.

Staffing Proposals

- JCPL leaders and their teams recommend the addition of 19 Full Time Equivalents (FTE) across 11 roles by 2027. Seventy-nine percent (79%) of these roles are being added in patron-facing positions. The 19 FTE is inclusive of 5 temporary positions becoming permanent in the page role to have reliable resources in those positions.

- A summary of the proposed additions is shown in the table below and additional details were provided in the Board’s information packet. These changes will cost \$1.4M per year in 2027, but JCPL will remain lean versus its history with salary and benefits totaling 60% of operating costs.

Group	4-year FTE	2024	2025	2026	2027
Executive Administration	+0.5	+0.5			
Business Strategy and Finance	+0				
Communications and Engagement	+0				
Facilities and Construction	+1		+1		
People and Culture	+1	+1			
Public Services	+13	+7*	+1	+2.5	+2.5
Technology and Innovation	+3.5	+1.5	+2		
Totals	+19	+10	+4	+2.5	+2.5

JCPL is in an exciting, busy time. Developing the positions was a collaborative effort and some of the 19 FTE are not additional positions, but a repurposing of some existing positions.

Cumulative FTE Impact

After adding the 19 FTE proposed in this staffing analysis, JCPL will still have fewer staff than in 2009, despite a vastly increased range of services. The new library expansions will add another 38 FTE to serve the 100k+ of additional square feet required by the County’s growth.

Cumulative Budgetary Impact

The majority of increased FTE expense is already planned to staff the two new libraries. Salary and benefits for the recommended staffing additions from this analysis will add \$0.5M in 2024, growing to \$1.4M per year by 2027, when the last of the 19 FTE comes on board.

In response to questions, the Board was advised that:

- Converting the 5 temporary page positions into full time benefited FTE is a proven strategy to address high turnover in this critical area. It doesn’t cost that much and

provides certainty that the back of house operations is keeping up with the front of house operations.

- The study did forecast for inflation and cost of living including a 3-4% increase on salaries that includes the one-time ARPA adjustment.

The Chair reminded the Board that when the ARPA adjustment through the County was made, the Board committed to maintaining it. It is gratifying to see that 79% of the FTE are patron facing positions and will provide relief to our front line staff. She noted that she also wants to make sure our administrative staff are not being overworked and consideration is being given to retention of that staff. The information provided tonight will help and inform the Board as we move forward and see the increase in salary expense.

The Executive Director advised the Board that this is an opportunity for the Board to weigh in on the path forward with cost modeling. At the meeting next week, the Library will ask if we can model this into our 2024 budget, 5-year plan and 10-year financial forecast to see what we can afford.

The Chair noted that we do have a lot of commitments to our communities and residents of Jefferson County. She expressed appreciation to Lisa Smith, Greg Bellomo and Erin Ulric for their work.

Business Strategy and Finance

- Financial Review (January 2022)

There were no questions from the Board about the January financials.

ADJOURNMENT

The Study Session was adjourned at 6:56 p.m.

Jill Fellman, Secretary

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
March 16, 2023**

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 March 16, 2023. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

Other Trustees present: Jill Fellman (Secretary), Charles Jones, Jeanne Lomba and Emelda Walker.

Trustees not present: Pam Anderson and Charles Naumer.

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; Amy Bentz, Assistant Director of Library Design Projects and Planning; Padma Polepeddi, Assistant Director of Public Services for Community Outreach; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O’Loughlin, Administrative Coordinator.

There were additional Library staff members attending the meeting.

APPROVAL OF AGENDA

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

PUBLIC COMMENT

The Chair noted that one online public comment was received and provided to the Board regarding Northwest Jefferson County location and accessibility. There were no other public comments, and the Chair closed the public comment portion of the meeting at 5:33 pm.

APPROVAL OF CONSENT AGENDA

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

MOTION: Jill Fellman moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- A. Approve the February 16, 2023 Board Meeting Minutes
- B. Trustees Adopt Policy Governance: Monitoring Reports 2.0 to 2.4.
- C. Trustees Adopt Bylaws

FOUNDATION UPDATE

Jill Fellman advised the Board that Library Giving Day is April 4. She noted that Jo Schantz provided a written report with detailed grant information.

EXECUTIVE DIRECTOR REPORT

A. Executive Director Report

The Executive Director advised the Board that she met with Jo Schantz and (a representative of the Foundation Board) and Trustees Johnson and Fellman regarding the Philanthropy Project and to begin discussion around a new MOU (Memorandum of Understanding). It was our understanding that we would continue that conversation. The Library heard back from the Foundation Board president that they are fine with the current MOU and they are not interested in conversations about a new one. As a reminder to the Board, the current MOU comes up for renewal in April. The MOU automatically renews.

The County included the Library in a county-wide benefit holiday for the month of March. The County picked up the employee share of medical, vision and dental benefits. The County heard from a staff committee that would be a welcome relief for employees.

Last week the Executive Director sent an email advising the Board that the variance regarding the Arvada Library was approved last Friday afternoon by CDPHE (Colorado Department of Public Health and Environment). Steve Chestnut, Director of Facilities and Construction Projects, got our cleaning crews in on Monday and that cleaning is done. The Library will get sampling and testing done. If the lab results come in at the number in the variance, the contractor will turn the building over to us. The Library will have staff in the building getting ready to start curbside services. If the sample comes back, then we will open the doors. There is a bit of a backlog with lab results, and it could be a couple of weeks before we get the results. We can start curbside services on the 23rd. The Executive Director acknowledged the work going on to get the library open and expressed appreciation to Public Services, Facilities, Technology and Innovation, and everyone working behind the scenes.

The Technology and Innovation staff responded to a critical vulnerability in Microsoft that was designated a zero-day exploit. Our Technology and Innovation team got us protected and patched from that server vulnerability that was high risk for government. The Executive Director congratulated the team and expressed appreciation for their quick response.

JCPL's 2023 spring author event, Exploring Kate Quinn's Historical Fiction, scheduled for this Saturday is sold out with 600 reservations and 239 people on the waitlist.

There were no questions from the Trustees about the Executive Director's report.

B. Strategic Planning Check In

The Chair introduced the topic and advised the Board that this item goes back to the topics that were on the study session agenda last week and getting ready for the budget planning process.

The Executive Director advised the Board that last week the Trustees participated in the trends exercise, received information about the updated Facility Master Plan (FMP) and the results of the Organizational Staffing Assessment including FTE (Full Time Equivalent) adds over the next four years. The Library will begin 2024 planning tomorrow. This check in with the Board is to see if there are any questions, or a different direction.

The Chair asked the Board if there were any questions. There were no questions from the Board and the Chair expressed appreciation to the Trustees and Library staff. She noted that she is looking forward to moving on with the process.

C. South County Sledding Hill Site Retrospective Report

The Executive Director introduced the topic and noted that last year Jefferson County Open Space considered a proposal from the Library to purchase six acres of an almost thirty acre site. The Library held community meetings that were attended by the public. In December of 2022, Open Space delayed a decision on the proposal indefinitely. The Library has been conducting stakeholder interviews on the process. The outcome was to inform our strategy moving forward on the next site proposal in that part of the County.

Briefly, our approach included one on one interviews with the executive team, elected officials and other influencers. Kim Johnson sat in on the interviews with elected officials. The Library held a facilitated in-person roundtable discussion with Open Space, Foothills Parks and Recreation, Ken Caryl Metro District, Jefferson County Human Services and Jefferson County Planning and Development. Additional input was received through email surveys to the Library Board, the Foundation, project partners and an online survey

of JCPL staff. Questions asked included what went well, what didn't go well, what can we improve and what's possible. The Library used an outside consulting firm to put the information together to mitigate any bias that might be brought to the table. The report is in the Board's information packet.

Seven major themes came through:

1. The community engagement plan did its job.
2. The library has a positive reputation.
3. A small, vocal minority of people were opposed.
4. The library must actively promote the need for a library.
5. Share more about the justification for a library at this location.
6. Choose a site that is already slated for development.
7. Partnership roles need better definition.

The community engagement plan did its job, but perhaps not to the end we hoped. Stakeholders feel that the community engagement sessions were well facilitated and well attended. JCPL has a strong reputation and history. That story needs to be told to other community members that are not as familiar with the library. A small, vocal minority of people who were opposed to a library at this location ultimately affected the outcome. Stakeholders feel that the opposition was represented by a vocal minority that prevented other viewpoints from being heard. The library must actively promote the need for a library through its network of community champions. Most of those interviewed agree that JCPL should do more to fully engage its many supporters throughout the site selection process. JCPL would benefit from sharing more about the justification for a library at this location. Some stakeholders feel that JCPL should gather and share more recent data regarding the South County site selection. Every conversation needs to start with "why". Choosing a site that is already slated for development would simplify the process, but not all are ready to give up on the Sledding Hill Park site. Several stakeholders feel that working with a partner, and not having full control over the process and messaging, presented challenges that would not be faced if purchasing a for-sale property. Partnership roles need better definition. Partnerships have great potential for collaboration but in the community, engagement process the roles need to be clearer. The process for Open Space and the process for the Library were just different enough that a new process should be explored when working with a partner

The Executive Director advised the Board that what the Library is hoping to do during this time is to give the Board an opportunity to weigh in and see if the report represents what you said, is there anything to add, what stands out and what elements can inform a new strategy moving forward.

Comments from the Board included:

- As we move forward it's very important JCPL has confidence in its value to the community. Whether we are taking the lead or a partner is taking the lead, the message about the need for a library, and why this location, could be answered better. Make sure to put that voice forward.
- Have a better definition with partnerships. This is your lane, this is our lane, this is what we want and our end goal. Being clear about that.
- Beefing up the people that wanted the library and weren't as vocal. The naysayers were quick to jump on and present their side including misinformation and wrong information and we couldn't address that – it was frustrating.
- On the social media piece specifically, is that a venue for JCPL to be more participatory and I acknowledge that it is a challenging way to have a public conversation. I haven't yet seen an effective counter campaign on social media.
- It's important for the Board to have a conversation about the purpose of community input and get a sense of what everybody is thinking. Input is important and its important to hear from the community. It is also not a democracy where people vote on a location. As we embark on continuing with South County and move forward with Northwest County and Conifer, how do we want to think about public comment and community feedback.
- People offer advice and we had an obligation to listen, but they are not making the decision. The Board makes the decisions.
- Just because the Board doesn't agree does not mean we're not listening. There will be times this Board makes a decision that is different from community input. Their feedback is appreciated even if we don't do exactly what they want. Formulate some of the responses and framing from the beginning. Engaging some of the local leaders at the onset of the process.
- How do we combat mis information. I was hearing this mis information about destroying the sledding hill – which was not what we were doing. We were not doing anything these people were saying on Nextdoor. How aggressively do we go after mis information and making sure the correct information is out there. It was frustrating to see people so misinformed. There was a lot of bad information out there. We maintain our integrity and at the end of the day we're trying to do the right thing and what's best for the community.
- In my experience, the loud people are also not listening – their voices are so loud their ears are turned off. Replying is a tricky balance and one of the most challenging things for smaller government organizations like ourselves. Guidelines and strategy are important.

The Executive Director advised the Board that JCPL does have social media protocols for responding in general and agrees that the Library needs a better strategy around what we do with opposition, misinformation and bringing forward the voices of the people that

were drowned out. There are two elements that are resonating over and over, and we are testing it out with Northwest County: getting ahead when we know we will have vocal opposition and the idea of having an advisory committee. The advisory committee members would be local community advocates who may be former trustees, former elected officials and local community leaders that live in that area, like the Library did with the mil levy campaign. It just takes a couple hours of their time, and they are a part of creating the message; its not library staff correcting mis information, its their local community members providing true information. With South County, we had people in the background saying they wanted to help but were concerned about sharing their name because of the behavior of the opposition. One other thing we want to build into the plan for South County is the more we experience talking to people, we learned that the people we talked with two months ago don't remember. We need to be constant with our communication and checking in and we have multiple ways we want to approach this.

In response to a comment from the Board, the Executive Director noted that:

- The advisory committee process would also provide talking points for the Board when they are out in the community and extend the library's bandwidth.
- The Library will look at the diversity of advisory committee members to include non-library users to avoid becoming a likeminded echo chamber and make sure there is diversity in the process for all thoughts of the communities they represent.

The Chair expressed appreciation for the work of the library on the retrospective and noted that during the meetings she attended, the Executive Director did a great job asking questions and she was impressed with the way she conducted those meetings.

D. Northwest County Library Update

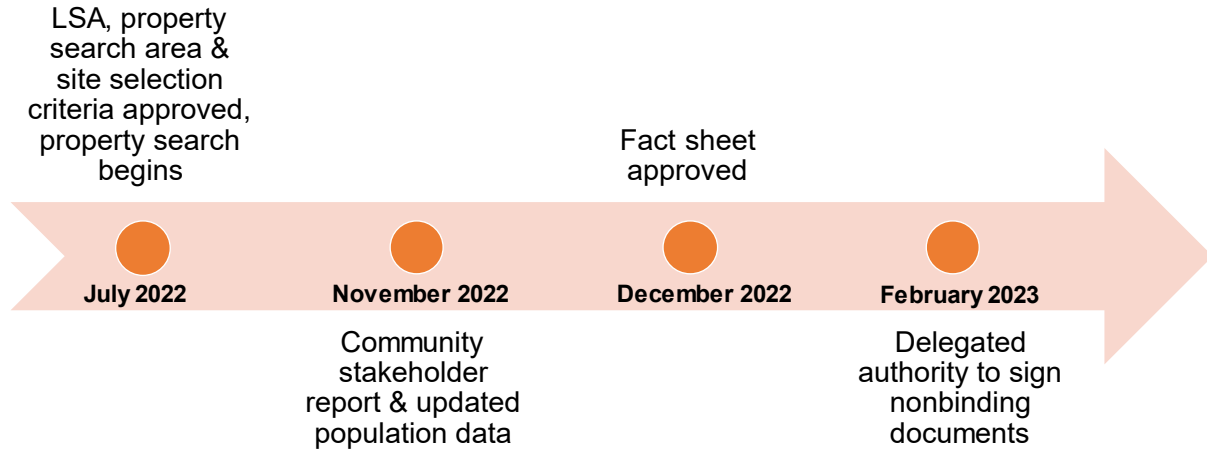
The Chair introduced the topic and advised the Board that one of their discussions from South County was about sharing more information on the Library's site process along the way to keep the public informed as much as possible. Specific sites will be discussed in executive session as we are still at the stage of providing direction to negotiators.

Julianne Rist, Director of Public Services, addressed the Board and provided information on the site search process.

Background

JCPL has a capital project to build a new library in the underserved Northwest area of Jefferson County. This project is budgeted through the Library's 5-year Capital Improvement Plan. The 2022 update to the Facility Master Plan (FMP) categorized this as a Group 1 priority project. Following is a brief timeline of what we have accomplished so far.

Background





In July 2022 the Board reached consensus about the Library Service Area (LSA), property search area and site selection criteria. Staff began both the property search and initial community stakeholder engagement. In November 2022 the Board received a report on initial stakeholder engagement and updated data on population growth which had reduced slightly but is still growing faster than the County in total. The Board reached consensus to move forward with the site search. In December 2022 the Board approved the fact sheet. In February 2023, the Board delegated authority to the Executive Director to sign non-binding documents for negotiations on potential properties.

Refresher: Library Service Area and Property Search Area

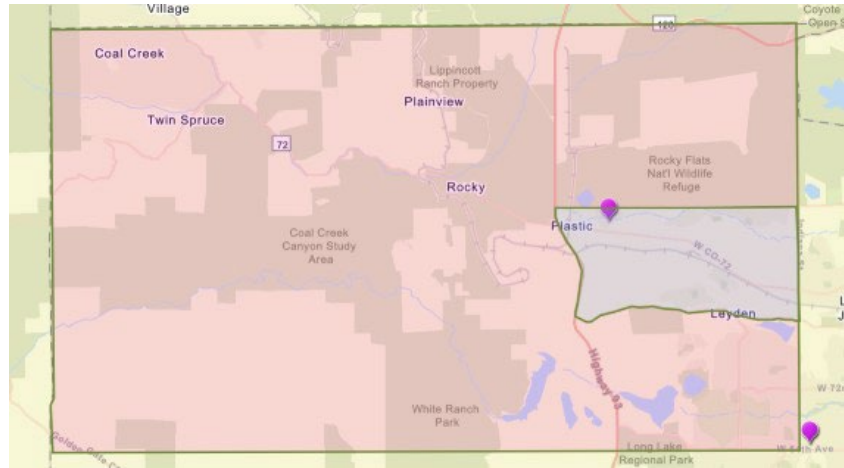
On the following slide, the Library Service Area (LSA) is the pink area, and the property search area is in blue. The purple dots indicate the offsite services holds lockers and the new Express Library is just outside of the LSA.

Library Service Area & Property Search Area

-  **Alternative Service Points**
 - Express Library
 - Candelas Holds Locker

 Library Service Area

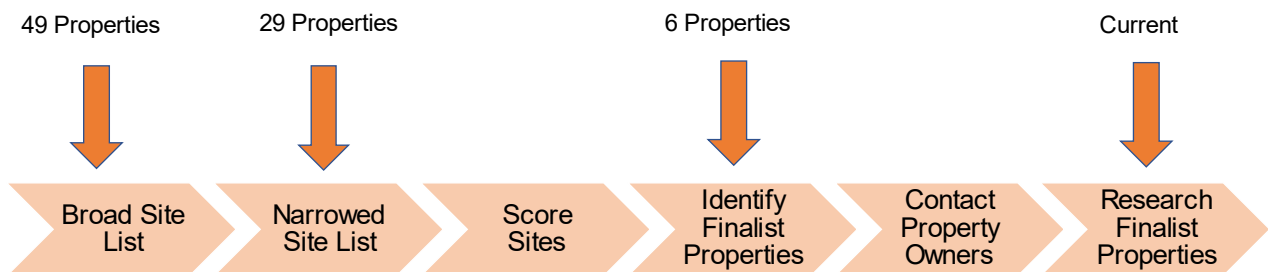
 Property Search Area



Site Selection Process

Since 2019, staff have been driving around northwest Jefferson County, looking for holds locker locations and locations for the Express Library. The holds locker in Candelas has been well received by the community. In July 2022, we started looking for a new branch location. The following slide shows JCPL’s site selection process and where we are today in that process.

Site Selection Process



Broad Site List – 49 Properties

- Staff Identified sites
- Community stakeholder suggestions
- Realtor recommendations

The property search began with a wide net. Staff did multiple drives, made a lot of notes, did stakeholder interviews asking if they had properties or knew of partnerships and created a list of potential properties for the new library. We engaged Genesee Commercial Group as buyer’s agent and created a list of recommended properties and ended up with a list of 49 properties to consider.

Narrowed Site Search – 29 Properties

We then asked the big questions like minimum size criteria, is it within the search area and the potential to build on the site. That’s how we got down to the list of 29 properties. Those 29 properties were then scored on property search criteria including: size of the lot, future expansion, minimum standards, proximity, grading, potential for partnership, sustainability, stewardship, solar or wind power, traffic patterns, accessibility and technical requirements like utilities, water and sewer. That process got us down to 6 high scoring properties.

Top Scored – 6 Properties

The 6 properties that were identified as top scoring then had additional categories of estimated cost and potential to be a community focal point added to the scoring matrix. Our realtor contacted these 6 owners with a request for proposal (RFP) or sale.

In Progress

This brings us to the current timeline below. Staff are evaluating the responses to the RFP or sale. We are holding conversations with community stakeholders to gather input and support for potential sites for a new library in this community. Genesee Realty and JCPL staff are investigating comparable sales and additional details on sites such as zoning, entitlements and other information that will support the Letters of Intent. This was a general overview of our process so far and we will continue to work on acquiring a site for Northwest Jefferson County.



Discussion

The Executive Director addressed the Board and noted that sharing information on the Library's property search process is in response to feedback from South County to be more transparent. The information provided by Julianne Rist helps demonstrate how much work goes into the search and the narrowing of potential properties. The Library has had many conversations with stakeholders along the way including, Jansen Tidmore, Executive Director of Jeffco EDC, who was an awesome source of information; Lorie Gillis, Arvada City Manager; Tracy Dorland, Jeffco Public Schools Superintendent; all three Jefferson County Commissioners; and County Staff including the interim County Manager. Trustee Jill Fellman joined the conversation with Lorie Gillis and Trustee Kim Johnson joined the conversations with the three Commissioners. The Library wants to talk again with Tracy Dorland and wants to initiate conversations with the Arvada City Councilors and Mayor, and people at the Arvada EDC. Additionally, we have our realtor and attorney Kurt Behn talking to people about the process. As the Library has these conversations, we are getting names of additional people to contact as well as advice on what to look out for and other things we need to be aware of.

The Executive Director advised the Board that she met with someone with the Colorado State Library and shared the South County feedback and the opposition question of why do we need a library. The response was that question sounded like the 90's when everyone thought libraries would go away because of the internet. It was mentioned that the question to ask the community is what kind of a community do they want to be; do they want to be a community with a library or without a library. The other thing we have heard is that while the area in northwest Jefferson County is technically Arvada, some people who live there may not identify as living in Arvada.

The Executive Director asked the Board the following questions:

- What other conversations do you recommend to build support for a new library in this community?
- What other information would the Board expect to see shared with the public at this point in our site selection process?
- What are you hearing?
- What does advocacy look like for Trustees?

Board comments included:

- There may be some metro area districts we need to connect with; groups not just individuals.
- Community groups - we want to reach out to those leaders and harness support.
- For me an important piece is the last question – what does advocacy look like for Trustees? We are starting some of that already, but it includes continuing involvement in stakeholder meetings. If we go down the road of having an advocacy group, the

Trustees can work together to have a presence at those meetings. We need to do more advocacy and it's not a tremendous amount of time. It is part of our role, and we need to be called on to do that.

- What may be part of the communication plan is that this is different than South County and there are no buildings in the Northwest search area to consider. Those kinds of comparisons. There is more land to develop in the Northwest than in South County.
- The northwest area we are talking about is very separated and definitely lacks sidewalks on major thoroughfares. The area can feel cut off in some ways with no safe way of getting up this major street other than in a car. It does impact every place we are looking at and is something to keep in mind. A kid can't get there on a bike because its not safe to do it. Trail connectivity is something to keep in mind. People may not know that exists and might need education. While some of the people who live in that immediate area where the new branch would go may not have been Jeffco voters in 2015, Jeffco voters spoke very clearly that they do want communities with libraries. It's important as Trustees to remember that even though it's been some time, voters did tell us that they want libraries.

The Executive Director thanked the Board and noted that it is very helpful to hear their thoughts. The Library hopes sharing this information served the Board's interests in showing the work around this process.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy & Finance

Finance and Budget

A. Financial Report (February 2023)

There were no questions from the Board about the February financials. The Chair expressed appreciation to Angila Pine for attending the meeting and being available to the Board for any questions.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

There were no items.

ENDS

There were no items.

BOARD GOVERNANCE

Trustees Elect Officers:

The Chair advised the Board that they are tasked with electing officers. She expressed appreciation to Emelda Walker and Jill Fellman for accepting their nominations and noted that the slate of officers is:

- Kim Johnson for Chair: Two-year term April 2023 to March 2025
- Emelda Walker for Vice-Chair: One-year term April 2023 to March 2024
- Jill Fellman for Secretary: One-year term April 2023 to March 2024

MOTION: Charles Jones moved that the Library Board of Trustees elect Kim Johnson for Chair, for a two-year term April 2023 to March 2025 and Emelda Walker for Vice-Chair and Jill Fellman for Secretary for one year terms April 2023 to March 2024. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

The Chair expressed appreciation for the trust the Board has put with her again.

BOARD SCHEDULE – NEXT MEETINGS

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

The Chair noted that the May meetings are the first and second week of the month instead of the third and fourth.

2023 Board Meeting Schedule

- April 13, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- April 20, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- May 4, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- May 11, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

There were no items.

EXECUTIVE SESSION:

At 6:33 pm, the Chair called for a motion to adjourn the regular meeting and reconvene in Executive Session.

MOTION: Jeanne Lomba moved to adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session regarding the Northwest Jefferson County Library Expansion Project. Statutory citations authorizing an executive session for this topic are:

- Pursuant to 24-6-402(4)(b) Conferences with an attorney for the local public body for the purposes of receiving legal advice on specific legal questions.
- 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.

Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

The Chair announced a five-minute break to allow the Board and staff time to clear the room, leave the existing ZOOM meeting and then join the Executive Session at 6:40 pm.

The Chair called the Executive Session to order at 6:40 pm with the following Trustees present, Jill Fellman, Charles Jones, Jeanne Lomba and Emelda Walker. 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; Kurt Behn, County Attorney's Office; and Amber Fisher, Executive Assistant, Office of the Executive Director.

The 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 7:31 pm Charles Jones moved to adjourn the Executive Session and reconvene the regular meeting. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

At 7:33 p.m. the Chair reconvened the regular meeting with the following Trustees present: Jill Fellman, Charles Jones, Jeanne Lomba, and Emelda Walker. 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 Katie O'Loughlin, Administrative Coordinator.

The 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 Northwest Jefferson County Library Expansion Project. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.

ADJOURNMENT

The Board meeting was adjourned at 7:33 pm.

Jill Fellman, Secretary

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: April 13, 2023

RE: Carpet and Upholstery Cleaning Services, Kleen-Tech Services Corporation, 2nd Renewal

History of Contract: Kleen-Tech Services Corporation – Carpet and Upholstery Cleaning Services

JCPL is currently under contract with Kleen-Tech Services Corporation to provide carpet and upholstery-cleaning services for all JCPL owned properties through May 31, 2023. The Board authorized a one-year contract in 2021, with the option to renew the contract for four additional one-year terms with Board approval. We have been happy with the services provided and would like to renew the contract for an additional year. This will be our second renewal.

Budget:

The base amount for carpet and upholstery cleaning services through Kleen-Tech Services is \$124,799.01, and the Library has the ability to request additional services if needed. This includes a 7.2% increase above the 2022-2023 pricing. The increase is based on the Colorado minimum wage increase from \$12.56 per hour to \$13.68 per hour in 2023. It also provides for the Express Library location being added to our contract. The total cost to the Library will be within the budgeted amount for janitorial services in 2023 of \$800,000.

Next Actions:

I would like to ask the Board of Trustees to authorize the Library Executive Director to renew our contract with Kleen-Tech Services Corporation for carpet and upholstery cleaning services for one year. **This item will be placed on the consent agenda for the April 20, 2023 Library Board meeting unless otherwise instructed by the Board.**

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Lizzie Gall, Assistant Director for Public Services for Resources and Programs
Franca C. Rosen, Collections Manager

DATE: April 13, 2023

RE: Memorandum of Understanding with Jefferson County Schools- E materials, 3rd Renewal

History of Contract:

In 2020 JCPL signed an MOU with Jefferson County Schools to provide e-books and audiobooks to students through the school system's library platform. Jefferson County Public School students have access through the Community Share portal to the e-materials that we purchase from Axis 360. The original MOU allows for four additional one-year renewals after the first year. We would like to continue the relationship with Jefferson County Public Schools and renew the MOU for an additional year. This will be the third renewal.

Total Cost:

There are no additional costs to the library related to the agreement as we are currently purchasing these materials for residents of the community.

Next Actions:

We request that the Library Board of Trustees authorize the Executive Director to renew the Intergovernmental Memorandum of Understanding with Jefferson County Public Schools to provide student access, through school computers, to JCPL e-books and audiobooks. **This item will be placed on the consent agenda for the April 20, 2023 board meeting unless otherwise instructed by the Board.**

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Lizzie Gall, Assistant Director of Public Services
Franca C. Rosen, Collections Manager

DATE: April 13, 2023

RE: T-Mobile Hotspot Agreement

History of Contract: T-Mobile Hotspot Agreement

This is a new agreement with T-Mobile for data service for the library's hotspots that sets data rates and includes free replacement hotspot devices as needed by JCPL. This will be a yearly agreement that will be in force through March 31, 2024. Data service was previously provided on a month-to-month basis with no contract. T-Mobile is our vendor of choice as we get discounted data rates through their Colorado State Master NASPO Agreement. In addition, their unique hotspot devices are easy for our patrons to use and staff to maintain. We would like to enter into this agreement with T-Mobile.

Total Cost:

The total cost for T-Mobile data service for 2023-24 is \$71,400. This amount is within the approved 2023 Books and Materials budget.

Next Actions:

We request that the Library Board of Trustees authorize the Executive Director to enter into an agreement with T-Mobile for data service on JCPL's hotspots. **This item will be placed on the consent agenda for the April 20, 2023 board meeting unless otherwise instructed by the Board.**

Foundation Update

**APRIL
2023**

Executive Director Report

by Jo Schantz, MNM, CFRE, GPC



Library Giving Day

This year marks the 4th year that JCLF has participated in this nationwide library giving campaign. Our goal was set high -- we anticipated raising at least \$10,000. And we nearly reached that mark!

This year's online day of giving occurred on April 4th, and our contributions came to \$9,700. This broke our record from last year of \$8,852.

Many thanks to so many of our wonderful supporters who made this year's campaign a big success!

WHALE'S TALE STILL GOING STRONG!

Although our little storefront operation in Colorado Mills Mall is suddenly facing competition from a new business across the Mall (called 2nd & Charles), Whale's Tale Books & Gifts is still generating a very strong revenue stream.



In March, the store chalked up a total of \$11,753.47 in gross sales. Gross sales from January through March tallied in at \$32,395.61.

Plus, the accolades from our customers keep pouring in! "Thanks to staff member today directing me to an additional history area for the book I was looking for...I love this place!" says one of our happy customers. Another shopper says, "Great prices! Friendly service. I always find something I can't live without."

FUNDING UPDATE

FUNDS APPROVED/RECEIVED

FirstBank -- \$1,000 for Library Summer Challenge

Comcast -- \$1,500 toward Whale of a Used Book Sales shopping bags

Jackie O'Beirne, DDS -- \$250 for Friends Annual Meeting

Rocky Mountain Safety & Security -- \$500 for Books On Film

Sally Reed -- \$250 for Books on Film

IX Power Foundation -- \$250 for Books On Film

REQUESTS PENDING

Stevinson Toyota West -- \$2,000 Friends Community Partnership

Golden Civic Foundation -- \$4,538 for Library Summer Challenge (Golden)

PNC Foundation -- \$10,000 for 1000 Books Before Kindergarten

Madigan Foundation -- \$5,000 for Library Summer Challenge

Bachus & Schanker Cares Foundation -- \$5,000 for 1000 Books Before Kindergarten

City of Lakewood -- \$10,000 for Library Summer Challenge (Belmar/Lakewood)

Applewood Community Foundation -- \$6,000 for Library Summer Challenge

Gary Community Ventures -- \$10,000 for 1000 Books Before Kindergarten

REQUESTS DENIED

Pilot Company -- \$5,000 for 1000 Books Before Kindergarten

Caring for Colorado Foundation -- \$5,000 for 1000 Books Before Kindergarten

Max and Victoria Dreyfus Foundation -- \$5,000 for 1000 Books Before Kindergarten

**APRIL
2023**

Executive Director Report

PAGE 2

DINE & DONATE AT 240 UNION CREATIVE GRILLE

Be sure to put this on your calendar! JCLF will be the designated charity for a Dine & Donate event at 240 Union Creative Grille on Tuesday, September 19.

When you dine at this restaurant (for lunch, dinner or a late night feast) and you mention JCLF, our nonprofit will receive 25% of all food sales for that date!

Last year, this fun fundraiser netted JCLF over \$2,100!

The restaurant is located at 240 Union Blvd. in Lakewood. Please join us in this tasty way to support our Foundation and Jefferson County Public Library.

Volunteers Needed for our Spring Whale of a Used Book Sale



WHALE OF A USED
Book Sale

This year's first Whale of a Used Book Sale will be held June 1-4 at the Jefferson County Fairgrounds in Golden.

As always, this huge sale requires a lot of manpower and womanpower, and I'm asking our supporters to step forward to help make our 2023 events a big success. Last year, both the spring and fall sales brought in more than \$100,000!

We need nearly 200 volunteers to assist with set-up/tear-down, cashiering, table tidying, greeting our shoppers and more! Volunteers earn 2 free books for each 4-hour shift when they help at the event.

Volunteers can sign up on our website (www.jeffclf.org) beginning May 1, or you can contact our Volunteer Coordinator Kirstin Kraig at kirstin@jeffclf.org or by calling 303-403-5072.



COMMUNITY CONNECTIONS

March 17 -- tour of Denver Kickers facility as part of Steering Committee for Good News Breakfast

March 21 -- JCLF Finance Committee meeting

March 22 -- morning presentation to Lakewood Kiwanis Club

March 22 -- JCLF Board of Directors meeting

March 28 -- meeting with Mary Spillane, Comcast Internet Essentials

March 29 -- meeting with Nathan Richter of Thrivent Investments

April 4 -- Lakewood Foothills Rotary Club luncheon

April 5 -- Whale Sale Crew Chief meeting

April 6 -- P.E.O. lunch meeting at Boy Scouts headquarters

April 10 -- meeting with Dana Rinderknecht, Dinosaur Ridge

April 11 -- Lakewood Foothills Rotary Club dinner

April 12 -- Good News Breakfast Steering Committee meeting

April 14 -- lunch meeting with Jeannie Mann, former VP of JCLF Board of Directors

April 13 -- Applewood Business Association luncheon at Rolling Hills Country Club

April 14 -- Friends Annual Meeting at Wheat Ridge Rec Center

April 17-20 -- Annual audit by JDS Professional Group

April 17 -- monthly meeting with Donna Walker

April 17 -- Literacy Coalition of Colorado Board meeting

April 18 -- Lakewood Foothills Rotary Club luncheon

April 20 -- CSU Extension Advisory Board meeting

Operational Updates

Executive Director Report



APRIL 2023 EXECUTIVE DIRECTOR REPORT

Strategic Projects: In **April**, the Library is focusing on,

Design a New Library in South County:

- Drafting and presenting a new strategy for site acquisition

Initiate a New Library in Northwest Jefferson County

- Researching potential development costs for multiple sites
- Investigating zoning and pre-application requirements
- Cost modeling 50-year scenarios for multiple sites
- Engaging with multiple community & government agencies & developers
- Creating plans for a community engagement & advocacy campaign

Critical Projects: In **Q2**, the Library is focusing on,

Redesign Evergreen Library

- Finalizing design and pricing
- Beginning permitting process
- Creating sponsorship materials
- Creating and finalizing alternative services plan

Conifer Opportunity

- Conducting Community Engagement meetings
- Reporting out on Community Engagement

New Concept in Philanthropy Strategy

- Engaging with a sub-group of Urban Libraries Council (ULC) executive directors
- Initiating draft of Evergreen naming opportunities collateral

Accelerate our Building Program

- Finalizing design standard
- Integrating design standard into Evergreen Redesign

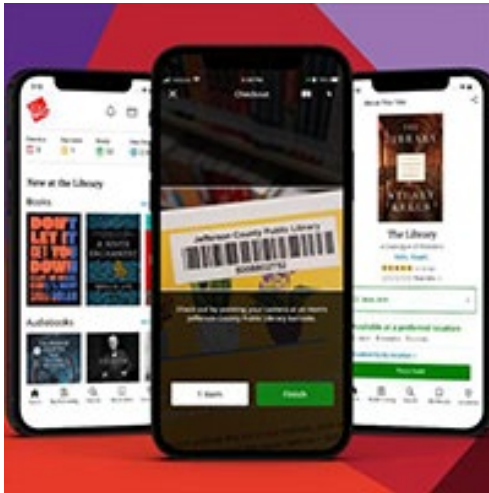
SERVICE HIGHLIGHTS:

Día de los Niños: Honor el Día de los Niños, an annual celebration of children, families and reading! Have fun together and discover the joys of learning to read. [Browse our full list of events](#) all month long at our library locations.





Holds Lockers Installed at Lakewood and Wheat Ridge Libraries



Self Check Out with MyJCPL: Our new barcode self checkout feature lets you easily check out library materials with your smartphone and the MyJCPL mobile app. This is a highly anticipated new feature for patron self-service.

PROFESSIONAL ENGAGEMENT:

10 staff members attending the Colorado Teen Literature Conference. **Arra Katona**, Teen Services Coordinator, is on the planning committee.

Padma Polepeddi, assistant director of Public Services, is serving as a cohort facilitator for the Jeffco LEAD Program.

Lisa Smith, director of People and Culture attended a virtual conference: *Pulling in the Same Direction: Strengthening Employee Purpose Within Your Corporate Strategy*



HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, APRIL 2023

- Meeting of **Jeffco Connections** Board
- Meeting with Amanda Gonzalez, **Jefferson County Clerk and Recorder**
- Meeting with Joe Kerby, **Jefferson County Manager**
- Meeting with Katy Foley, **Legislative Assistant for Representative Brittany Petterson**, and Pilar Chapa, **CO-07 District Director**
- Monthly meeting with **Jefferson County Library Foundation (JCLF)** executive director
- Attending the **JCLF Friends** annual meeting
- Monthly meeting with **Jefferson County Elected/Appointed Officials**
- Meeting with **Chic Naumer**, starting 1:1 meetings with trustees
- Meeting with **Colorado Public Libraries Directors**
- **Colorado Association of Libraries (CAL)** Mentorship Interest Group
- Taking a few PTO days at the end of the month



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To: Library Board of Trustees

From: Donna Walker, Executive Director

Re: South County Library Site Acquisition: New Strategy Recommendation

Date: April 20, 2023

Background

In 2018, as part of the Facilities Master Plan, the south part of Jefferson County was identified as an underserved area in need of additional library services in the form of a new library. Data collection, community engagement, and resource planning took place in subsequent years.

In early 2021 the Board reached consensus on site selection criteria which were used in the search for a building to repurpose.

Later in 2021 the Board was provided with a status update indicating that properties that fit the criteria were sparse. The Board consensus was for the library to expand the site search to include land. JCPL continued searching for a suitable building to renovate and began the search for land to purchase.

In 2022, Jefferson County Open Space (JCOS) considered a proposal from JCPL to purchase a portion of Sledding Hill Park for a new South Jefferson County Library. Public input was received at multiple community meetings. In December 2022, JCOS decided to delay a decision on this proposal indefinitely.

During the first quarter of 2023, JCPL leadership conducted stakeholder interviews and surveys to gather and analyze feedback and report out on the Sledding Hill Park site proposal process. These insights were presented to the Board for review and discussion to provide direction for a new strategy. (See Table 1)

Further consultation with Library leadership based on this feedback resulted in the following recommendation as our new strategy.

New Strategy Recommendation: Activate a full-fledged campaign to build public support and political will for a new library in this community. Learn first from Conifer and Northwest County community advocacy efforts.

1. **Build Public Support through Community Advocacy**
2. **Create New Messaging that Tells the Story of the Value of the Library in the Community**
3. **Strengthen Confidence in our Process through the Review and Updating of our Data**
4. **Reinitiate Search with Ongoing Stakeholder Engagement**

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Timing:

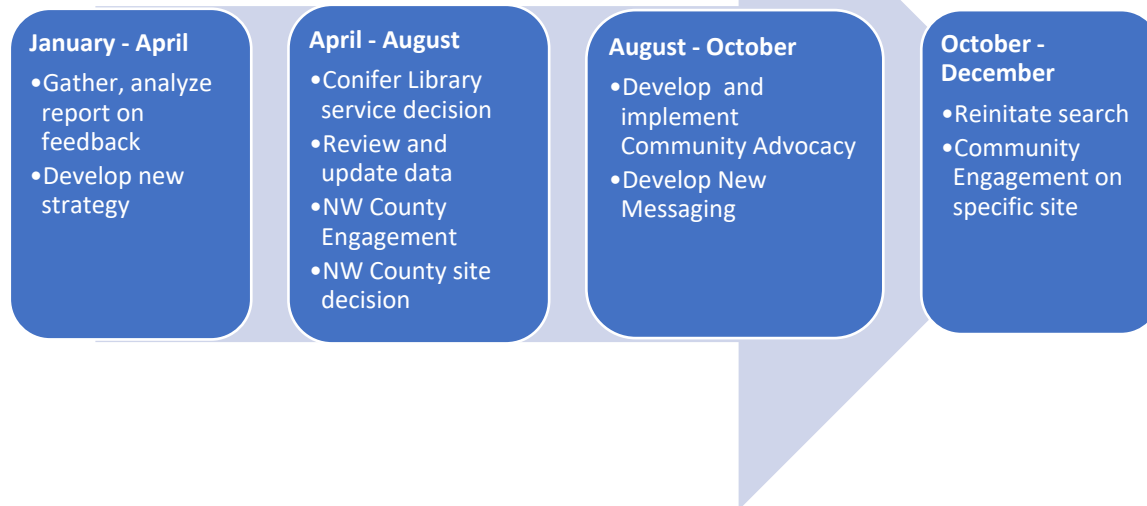
The recommendation from Library leadership is to change the priority of implementing some elements of our community engagement strategy for our building projects. The conversations in the Conifer and NW county communities will require staff and trustee focus and provide valuable lessons to apply to re-entering the conversation in south county.

We recommend the following to occur in this order:

- NW County Influencer Engagement and Report (Completed)
- Conifer Influencer Engagement and Report (Completed)
- Conifer Library Service community engagement and service decision
- NW County Library community engagement and site selection (concurrent with Conifer)
- South County Library community engagement and site selection

South County Library

New Site Acquisition Process and Timeline



Next steps: Board discussion and direction on new strategy recommendation and timeline at the April meeting.

Table 1: Feedback Insights and JCPL Response

Insight	Outcome	Desired Outcome	Strategic Response
Community Engagement	Didn't reach desired end	Community support for library and chosen site	Community Advocacy New Messaging
Library Reputation	Is positive	Is amplified by the community	Community Advocacy New Messaging
Small Vocal Minority	Affected the outcome	Is listened to and respected	Community Advocacy New Messaging
Value of a library to the community	Needs active promotion	Is amplified by the community	Community Advocacy New Messaging
Justification for a library	At a particular site	Is validated by the community	Review and Update Data New Messaging
Choice of location	That has more obvious benefits	Is validated by the community	Review and Update Data Reinitiate Search
JCPL needs to drive the process with partners	Didn't appear to be our process	Establish that this is a JCPL project	Community Advocacy New Messaging

Operational Updates

Business Strategy and Finance

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



jeffcolibrary.org

To: Donna Walker, Executive Director
From: Matt Griffin, Director of Business Strategy & Finance
Date: April 11, 2023
RE: Finance Monthly Report

A. March 2023 Financial Tables

Please find attached the Budget to Actual Tables for March 2023. These tables represent the end of Q1, 2023. However, please note that revenue for the month of March has not been recorded yet. As most property tax revenue is received in April and June, we anticipate recording this revenue in the coming months.

Table 1 "Other Revenues" has been updated to reflect a recent change in 2022 Actuals. This change is due to an adjustment that was made to the "Investment Income" (detailed in Table 3). Jefferson County incurred a negative Mark-to-Market adjustment of roughly \$15 million in 2022, and the library received a negative allocation of \$1.85 million from this adjustment. In addition, there was a positive accrued interest revenue of \$72.9k. These data points have led to a net negative change of \$1,780,754, resulting in a final figure of (\$931,499) in JCPL's "Investment Incomes" line item, which directly impacts the "Other Revenues" line item within Table 1.

In March, the Library did not receive any funding from the Library Foundation. However, we have provided in-kind support to the Foundation valued at \$7,299, with a YTD total of \$21,855, resulting in a 1:18 Ratio.

A request to carryforward \$22,033,807 was submitted to the County on March 29th. However, since it has not gone through the county approval process, it is not reflected in the library financial tables. The date of approval has not been communicated yet.

**TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2023 BUDGET TO ACTUAL**

Sources and Uses of Funds	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 03/31/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Revenues						
Taxes						
Property Tax - Operating	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 17,080,091	\$ (31,219,363)	-65%
Property Tax - Capital	2,442,681	2,420,303	2,383,862	805,145	(1,578,718)	-66%
Total Taxes	\$ 52,407,622	\$ 51,799,286	\$ 50,683,316	\$ 17,885,235	\$ (32,798,081)	-65%
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Fines & Fees	115,000	121,799	85,000	30,429	(54,571)	-64%
Other Revenue	298,640	(586,719)	675,650	30,404	(645,246)	-96%
Total Other Revenues	\$ 538,640	\$ (87,366)	\$ 905,646	\$ 60,833	\$ (844,813)	-93%
Sub Total Revenues	\$ 52,946,262	\$ 51,711,920	\$ 51,588,962	\$ 17,946,068	\$ (33,642,894)	-65%
Fund Balance Activity						
Transfer from FB - Capital Projects	12,441,736		18,254,931	-		
Transfer to/(from) Fund Balance	-	12,239,097	-	8,010,973		
Total Sources of Funds	\$ 65,387,998	\$ 39,472,824	\$ 69,843,894	\$ 9,935,096		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 16,601,010	\$ 15,540,825	\$ 17,638,242	\$ 3,914,301	\$ (13,723,941)	-78%
Benefits	5,719,962	4,993,686	5,810,820	1,332,814	(4,478,006)	-77%
Total Salaries & Benefits	\$ 22,320,972	\$ 20,534,511	\$ 23,449,062	\$ 5,247,115	\$ (18,201,947)	-78%
Library Books & Materials	\$ 7,937,400	\$ 7,763,037	\$ 9,409,434	\$ 1,822,897	\$ (7,586,537)	-81%
Supplies	1,559,475	1,412,124	1,375,098	267,740	(1,107,358)	-81%
Vehicles	-	-	-	-	-	-
Services & Charges	5,704,984	4,383,657	5,996,673	1,024,460	(4,972,213)	-83%
Internal Transactions /Cost Allocation	2,734,736	2,761,455	2,987,181	815,902	(2,171,279)	-73%
Total Operating Expenditures	\$ 40,257,567	\$ 36,854,783	\$ 43,217,448	\$ 9,178,115	\$ (34,039,333)	-79%
Financing & Debt Service	\$ 621,945	\$ 621,945	\$ 621,745	\$ -	\$ (621,745)	-100%
Capital Projects	\$ 24,508,487	\$ 1,996,095	\$ 26,004,701	\$ 756,981	\$ (25,247,720)	-97%
Total Uses of Funds	\$ 65,387,998	\$ 39,472,824	\$ 69,843,894	\$ 9,935,096	\$ (59,908,798)	-86%

**TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2023 BUDGET TO ACTUAL**

	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 03/31/2023
Beginning Fund Balance	\$ 33,319,989	\$ 43,285,918	\$ 55,525,015	\$ 55,525,015
Revenues	\$ 50,503,581	\$ 49,291,617	\$ 49,205,100	\$ 17,140,924
Capital Funding	2,442,681	2,420,303	2,383,862	805,145
Total Revenues	\$ 52,946,262	\$ 51,711,920	\$ 51,588,962	\$ 17,946,068
Expenditures				
Operating Expenditures	\$ 40,257,567	36,854,783	\$ 43,217,448	\$ 9,178,115
Debt Service	621,945	621,945	621,745	-
Capital Projects	24,508,487	1,996,095	26,004,701	756,981
Total Expenditures	\$ 65,387,998	\$ 39,472,824	\$ 69,843,894	\$ 9,935,096
Increase/(Decrease) in Fund Balance	\$ (12,441,736)	12,239,097	\$ (18,254,931)	\$ 8,010,973
Ending Fund Balance	\$ 20,878,253	\$ 55,525,015	\$ 37,270,083	\$ 63,535,987
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund				
Reserve Fund Balance	\$ 20,878,253	\$ 55,525,015	\$ 37,270,083	\$ 63,535,987

Reserve Fund Balance Policy Calculation

	2021 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 03/31/2023
Year-End Reserve Fund Balance		\$ 55,525,015		
16% - Current Year Budgeted Revenues	\$ 8,471,402	\$ 8,273,907	\$ 8,254,234	\$ 2,871,371
9% - Current Year Budgeted Revenues - Uncertainty	4,765,164	4,654,073	4,643,007	1,615,146
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 13,236,566	\$ 12,927,980	\$ 12,897,241	\$ 4,486,517
50% of Current Year Budgeted Revenues	\$ 26,473,131	\$ 25,855,960	\$ 25,794,481	\$ 8,973,034
Total Maximum F/B Reserve Requirements (CEILING)	\$ 26,473,131	\$ 25,855,960	\$ 25,794,481	\$ 8,973,034
Above/(Below) Minimum (FLOOR)	\$ 7,641,687	\$ 42,597,035	\$ 24,372,843	\$ 59,049,470
Above/(Below) Maximum (CEILING)	\$ (5,594,878)	\$ 29,669,055	\$ 11,475,602	\$ 54,562,953

**TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2023 BUDGET TO ACTUAL**

Sources and Uses of Funds	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 03/31/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 51,839,123	\$ 51,364,212	\$ 50,590,855	\$ 17,086,957	\$ (33,503,898)	-66%
Delinquent Taxes	48,032	59,949	121,267	-	(121,267)	-100%
Prior Year Cancellations	(92,339)	(405,064)	(498,187)	-	498,187	-100%
Urban Renewal	(1,850,902)	(1,677,960)	(1,936,259)	-	1,936,259	-100%
Penalties & Interest	21,027	37,846	21,778	(6,866)	(28,644)	-132%
Total Taxes	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 17,080,091	\$ (31,219,363)	-65%
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Library Fines	10,000	25,877	-	4,211	4,211	
Charges for Services	105,000	95,922	85,000	26,219	(58,781)	-69%
Investment Income	108,000	(931,499)	187,500	2,803	(184,697)	-99%
Library Foundation	100,000	190,276	100,000	25,752	(74,248)	-74%
E Rate Revenue	90,640	2,602	388,150	-	(388,150)	-100%
Other Revenue	-	151,355	-	1,849	1,849	
Transfer	-	547	-	-	-	
Total Revenues	\$ 50,503,581	\$ 49,291,617	\$ 49,205,100	\$ 17,140,924	\$ (32,064,176)	-65%
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,829,037	\$ 14,178,852	\$ 16,750,057	\$ 3,527,920	\$ (13,222,137)	-79%
Awards & Bonuses	140,000	140,212	160,000	40,210	(119,790)	-75%
Termination Pay	110,000	137,451	250,000	38,374	(211,626)	-85%
Temporary Salaries	1,687,043	1,307,709	1,638,367	306,318	(1,332,049)	-81%
CARES/ARPA Reimburse Salaries	-	(230,986)	-	-	-	
Overtime	-	7,587	8,000	1,480	(6,520)	
Vacancy Savings	(1,165,071)	-	(1,168,182)	-	1,168,182	-100%
Benefits	5,719,962	4,993,686	5,810,820	1,332,814	(4,478,006)	-77%
Total Salaries & Benefits	\$ 22,320,972	\$ 20,534,511	\$ 23,449,062	\$ 5,247,115	\$ (18,201,947)	-78%
Library Books & Materials	\$ 7,737,400	\$ 7,585,844	\$ 9,170,434	\$ 1,776,509	\$ (7,393,925)	-81%
Library Periodicals	200,000	177,193	239,000	46,388	(192,612)	-81%
Sub-Total Library Collections	7,937,400	7,763,037	9,409,434	1,822,897	(7,586,537)	-81%
Supplies	\$ 1,559,475	\$ 1,412,124	\$ 1,375,098	\$ 267,740	\$ (1,107,358)	-81%
Services & Charges	5,704,984	4,383,657	5,996,673	1,024,460	(4,972,213)	-83%
Vehicles	-	-	-	-	-	
Interdepartmental Direct Charges	1,264,323	1,291,042	1,295,745	395,545	(900,200)	-69%
Interdepartmental Indirect Charges	1,470,413	1,470,413	1,691,436	420,357	(1,271,079)	-75%
Total Supplies and Other	\$ 9,999,195	\$ 8,557,236	\$ 10,358,952	\$ 2,108,102	\$ (8,250,850)	-80%
Total Operating	\$ 40,257,567	\$ 36,854,783	\$ 43,217,448	\$ 9,178,115	\$ (34,039,333)	-79%

**TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2023 BUDGET TO ACTUAL**

Sources and Uses of Funds	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 03/31/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 579,366	\$ 579,366	\$ 593,013	\$ -	\$ (593,013)	-100%
Interest - Arvada (2005-2024)	42,578	42,578	28,731	-	(28,731)	-100%
Total Debt Service	\$ 621,945	\$ 621,945	\$ 621,745	\$ -	\$ (621,745)	-100%

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

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2023 BUDGET TO ACTUAL

Sources and Uses of Funds	2022 Amended Budget	2022 Actual	2023 Budget	2023 Amended Budget	YTD Actual 03/31/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 2,442,681	\$ 2,420,303	\$ 2,383,862	\$ 2,383,862	\$ 805,145	\$ (1,578,718)	-66%
Transfer from FB - Capital Expenses						-	
Total Sources of Funds	\$ 2,442,681	\$ 2,420,303	\$ 2,383,862	\$ 2,383,862	\$ 805,145	\$ (1,578,718)	-66%
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 250,000	\$ 196,169	\$ 250,000	\$ 250,000	\$ 6,183	\$ (243,817)	-98%
ARM-02 Furniture & Equipment	62,000	31,704	36,000	36,000	-	(36,000)	-100%
ARM-03 Computer Replacement Plan	312,678	333,399	250,000	250,000	21,150	(228,850)	-92%
ARM-04 Book Sorter Replacement	500,000	525,598	350,000	350,000	297,394	(52,606)	-15%
ARM-05 IT Infrastructure Replacement	250,000	259,904	350,000	350,000	81,362	(268,638)	-77%
OffSite Services	430,690	129,102	\$ 60,000	\$ 60,000	-	(60,000)	-100%
2017 Projects							
Bookmobile Replacement	\$ 317,194	\$ 111,644	\$ -	\$ -	\$ -	\$ -	n / a
2019 Projects							
Document Management System	\$ 77,263	\$ 17,500	\$ -	\$ -	\$ -	\$ -	n / a
2021 Projects							
Standley Lake Clerestory Roof	\$ -	-	\$ -	\$ -	\$ -	\$ -	n / a
2022 Projects							
Location Holds Lockers	\$ 205,000	\$ -	\$ -	\$ -	\$ 174,727	\$ 174,727	n / a
Conifer Library Opportunity	-	-	2,500,400	2,500,400	-	(2,500,400)	-100%
Belmar Outdoor Space	200,000	256,541	-	-	-	-	n / a
Data Warehouse	125,000	-	-	-	-	-	n / a
Multi-Year Construction Projects							
South County Library	\$ 16,378,662	\$ 10,077	\$ 8,698,826	\$ 8,698,826	\$ -	\$ (8,698,826)	-100%
Evergreen Library Redesign	700,000	115,329	3,520,000	3,520,000	176,165	(3,343,835)	-95%
Northwest County Library	4,700,000	9,127	9,989,475	9,989,475	-	(9,989,475)	-100%
Total Capital Projects	\$ 24,508,487	\$ 1,996,095	\$ 26,004,701	\$ 26,004,701	\$ 756,981	\$ (25,247,720)	-97%

**TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2023 BUDGET TO ACTUAL**

Project	2023 Amended Budget	YTD Actual 03/31/2023	YTD Encumbrances 03/31/23	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 6,183	\$ -	6,183	\$ 243,817
ARM-02 Furniture & Equipment	36,000	-	-	-	36,000
ARM-03 Computer Replacement Plan	250,000	21,150	-	21,150	228,850
ARM-04 Book Sorter Replacement	350,000	297,394	-	297,394	52,606
ARM-05 IT Infrastructure Replacement	350,000	81,362	-	81,362	268,638
Bookmobile Replacement	-	-	-	-	-
Document Management System	-	-	-	-	-
Offsite Services	60,000	-	-	-	60,000
Location Holds Lockers	-	174,727	-	174,727	(174,727)
Conifer Library Opportunity	2,500,400	-	-	-	2,500,400
Belmar Outdoor Space	-	-	-	-	-
Data Warehouse	-	-	-	-	-
Multi-Year Projects Construction Projects					
South County Library	8,698,826	-	-	-	8,698,826
Evergreen Library Redesign	3,520,000	176,165	84,334	260,499	3,259,501
Northwest County Library	9,989,475	-	-	-	9,989,475
Total Capital Projects	\$ 26,004,701	\$ 756,981	\$ 84,334	\$ 841,315	\$ 25,163,386

Operational Updates

Public Services

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



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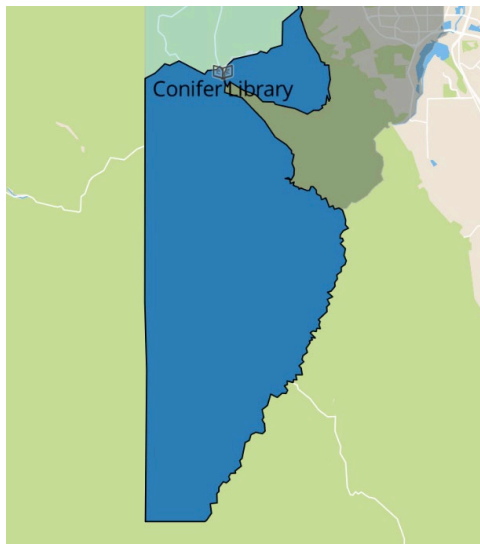
TO: Donna Walker, Executive Director
FROM: Julianne Rist, Director of Public Services
DATE: April 20, 2023
RE: Conifer Opportunity Update

Background

Jefferson County Public Library (JCPL) has a capital project underway to evaluate, recommend and implement recommended library services in Conifer. This project is budgeted through the library’s 5-year Capital Improvement Plan. The 2022 update to the Facility Master Plan (FMP) categorized Conifer Library in the “needs-based” category in terms of prioritization. When JCPL learned of the change to Jeffco Public School district hours, which would decrease the number of hours we could be open to the public, it accelerated the need to evaluate library services for the area.

Market Analysis

Conifer is an unincorporated area in southwest Jefferson County. As a result, the boundaries of Conifer can be difficult to define and are often interpreted differently by different stakeholder groups. For the purposes of this market analysis, we are using the Conifer Library Service Area (LSA) as the defining boundaries. The LSA is defined by where card holders live (based on census tracts) and the library location that they use. This market analysis seeks to understand our current usage data, the current population and future growth rate, as well as basic demographics.



Map of the Conifer Library Service Area from Savannah April 2023

Conifer is geographically large with a low population density in much of the LSA. Qualitative data including Net Promotor Score comments and customer feedback over time have indicated there are barriers to accessing the current library space in the Conifer High School including hours, parking, and the site layout. Any potential increased usage will be primarily driven by increasing opportunities to

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



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access library services, as we do not anticipate a significant change in the population or household numbers for this LSA over the next five years.

General Data:

- total number of households in the region is 5,392
- households with children under 18 is 27%
- households with children under 10 is 8%
- seniors 65+ is 19%
- annual household growth rate is <1%
- active households 1,639 (Households with a library card that has been used in the last 12 months)

Market Engagement

Market engagement calculates the Library's active reach throughout the community. It is the percentage of households in the Library Service Area that have at least one active library card

- The systemwide market engagement percentage of 42.9% is the median across all JCPL locations
- Conifer's current market engagement is 32.49%
- Market engagement below our median validates that we may have the opportunity to increase usage and reach a new audience in the Conifer area

Next Steps

The market analysis helps to create a snapshot of who is currently using library services and what opportunities might exist for increasing library use. While we completed this analysis, we also began our external community engagement. JCPL leadership completed 16 stakeholder interviews with community leaders throughout the first quarter of 2023. Eppstein Uhen Architects, Inc (EUA) will present the stakeholder engagement report at this meeting. This combined process sets a solid foundation for our additional phases of community engagement, including public and staff engagement. All insights will be aggregated and used to inform our service recommendations.



Jefferson County
PUBLIC LIBRARY

Conifer Market Analysis

April 20, 2023

Julianne Rist, Director of Public Services



Conifer Opportunity Project Overview



- Evaluate library services
- Community engagement
- Recommendation
- \$2.5 million in our capital project budget

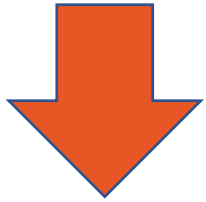


Jefferson County Public Library Facilities Master Plan

Final Report | 05 February 2018



2023 Conifer Project Deliverables



Market Analysis Report & Stakeholder Engagement Report

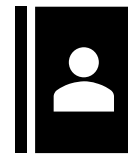
Community Engagement Report

Evaluation Plan

Program of Service

Recommendation for library Services

Design for Library Services



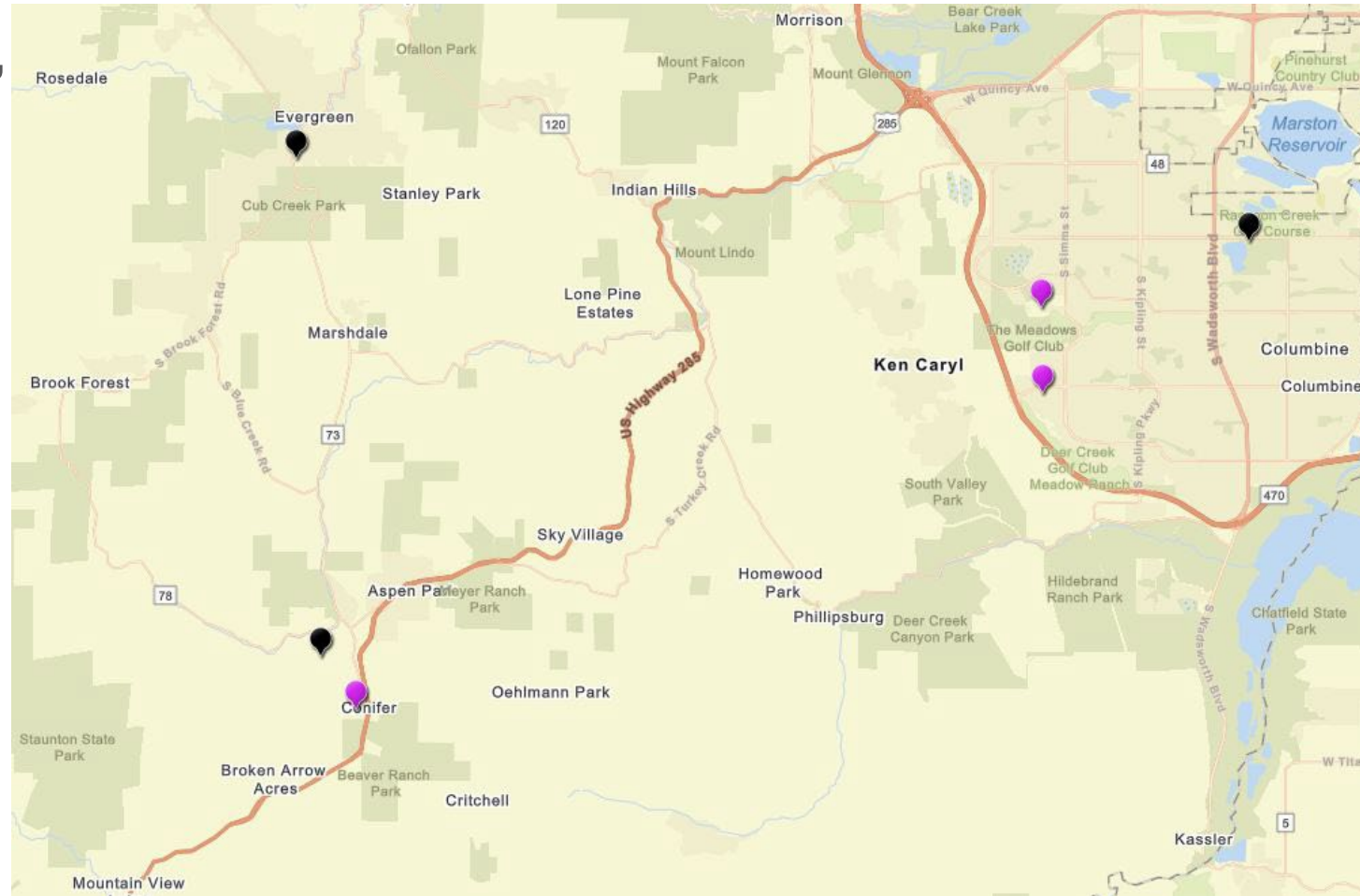


Current Library Services in Conifer

Service Points



- Conifer Library, Evergreen Library, Columbine Library
- Mountain Resource Center Holds Lockers, Ridge Rec Center, Bookmobile stop at Safeway



Conifer Library Overview

- Located within Conifer High School
- 1 space, 2 functions
- Open 36 hours a week

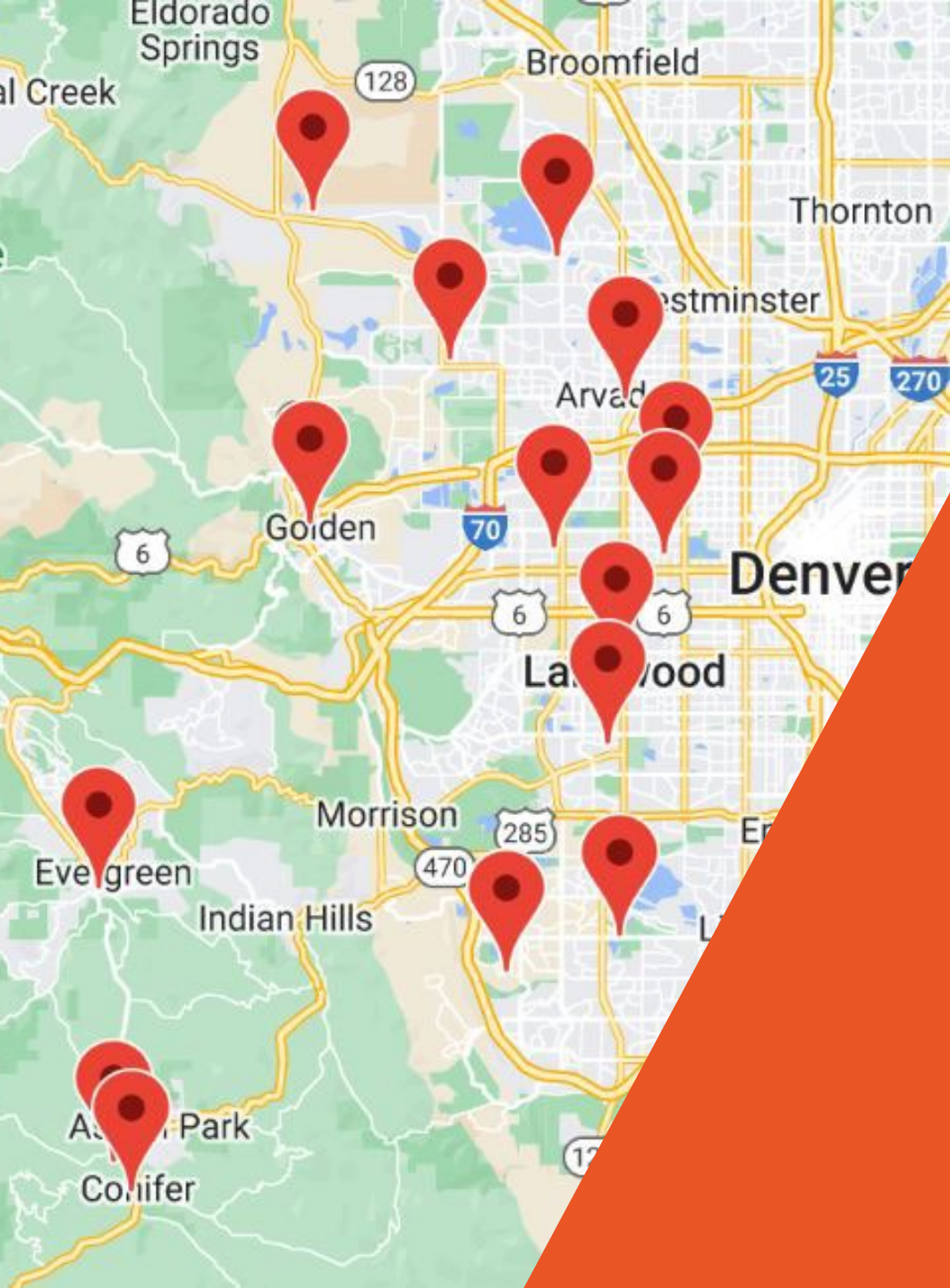


Increased Access to Library Services



- 2019 - added a material return drop in the school's driveway
- 2021 - added a holds locker pick up and material return at the Mountain Resource Center
- 2021 - added hours on Sunday mornings
- 2022 - piloted daytime summer hours





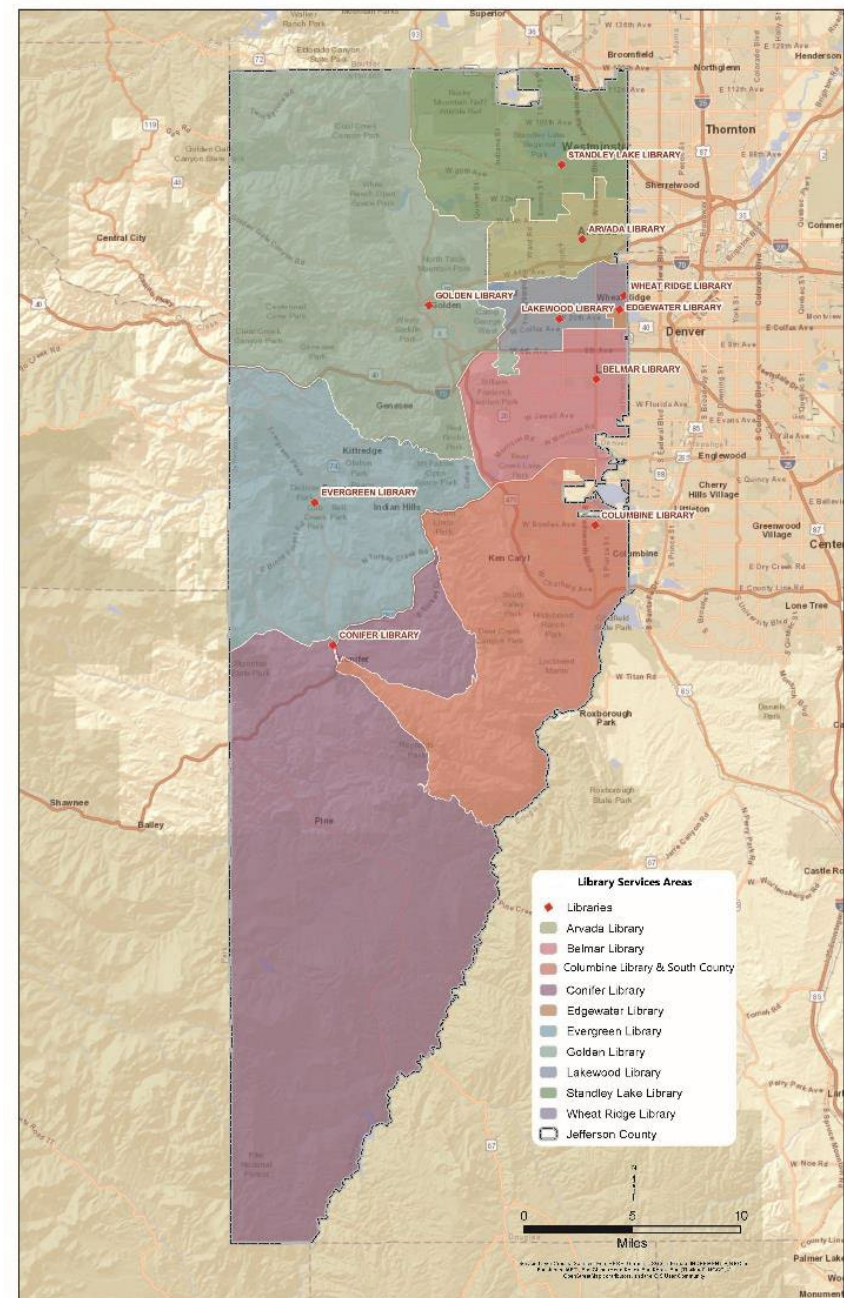
Understanding Library Service Areas

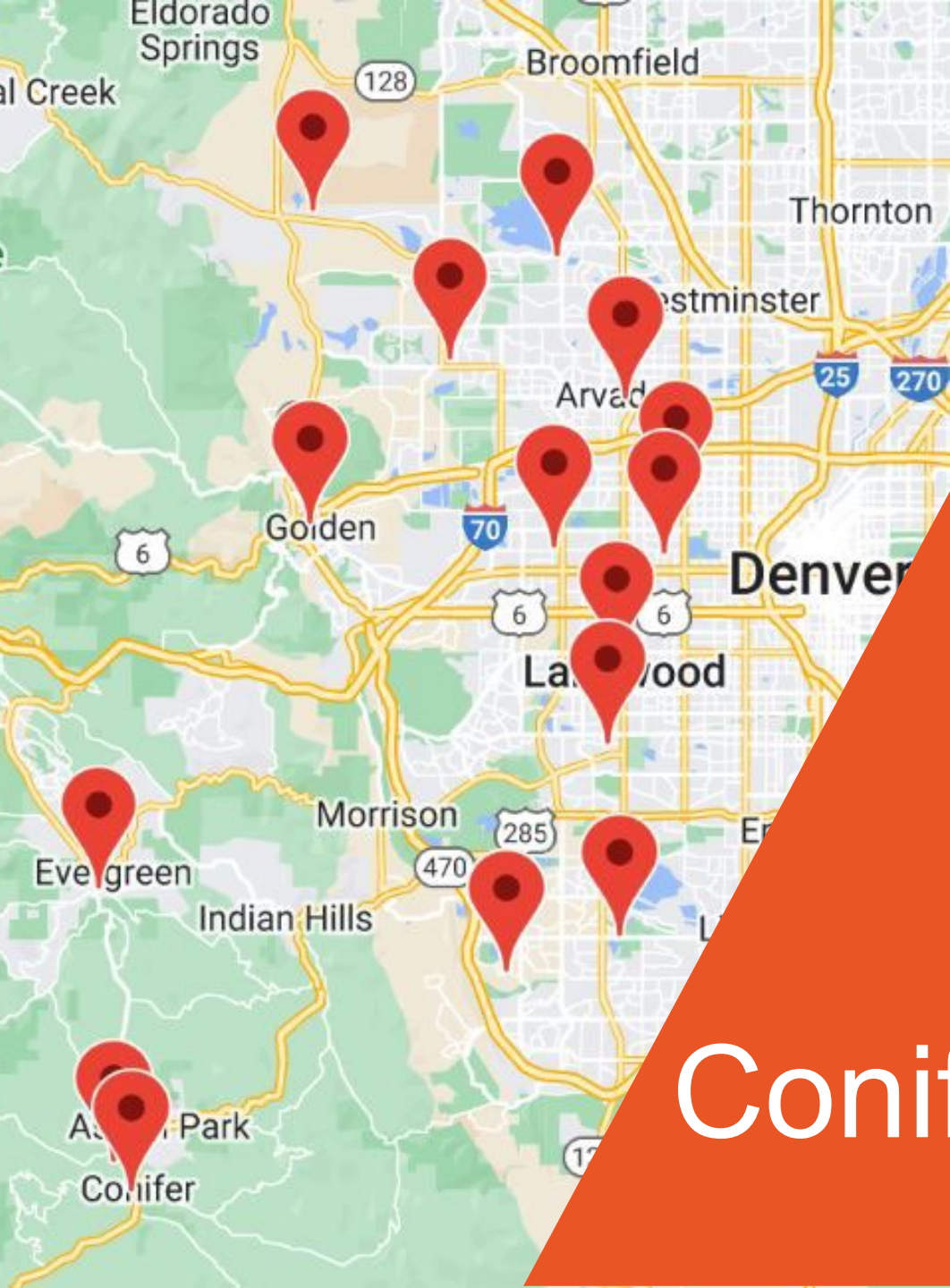
Library Service Areas

Map shows where card holders live and the library that they use

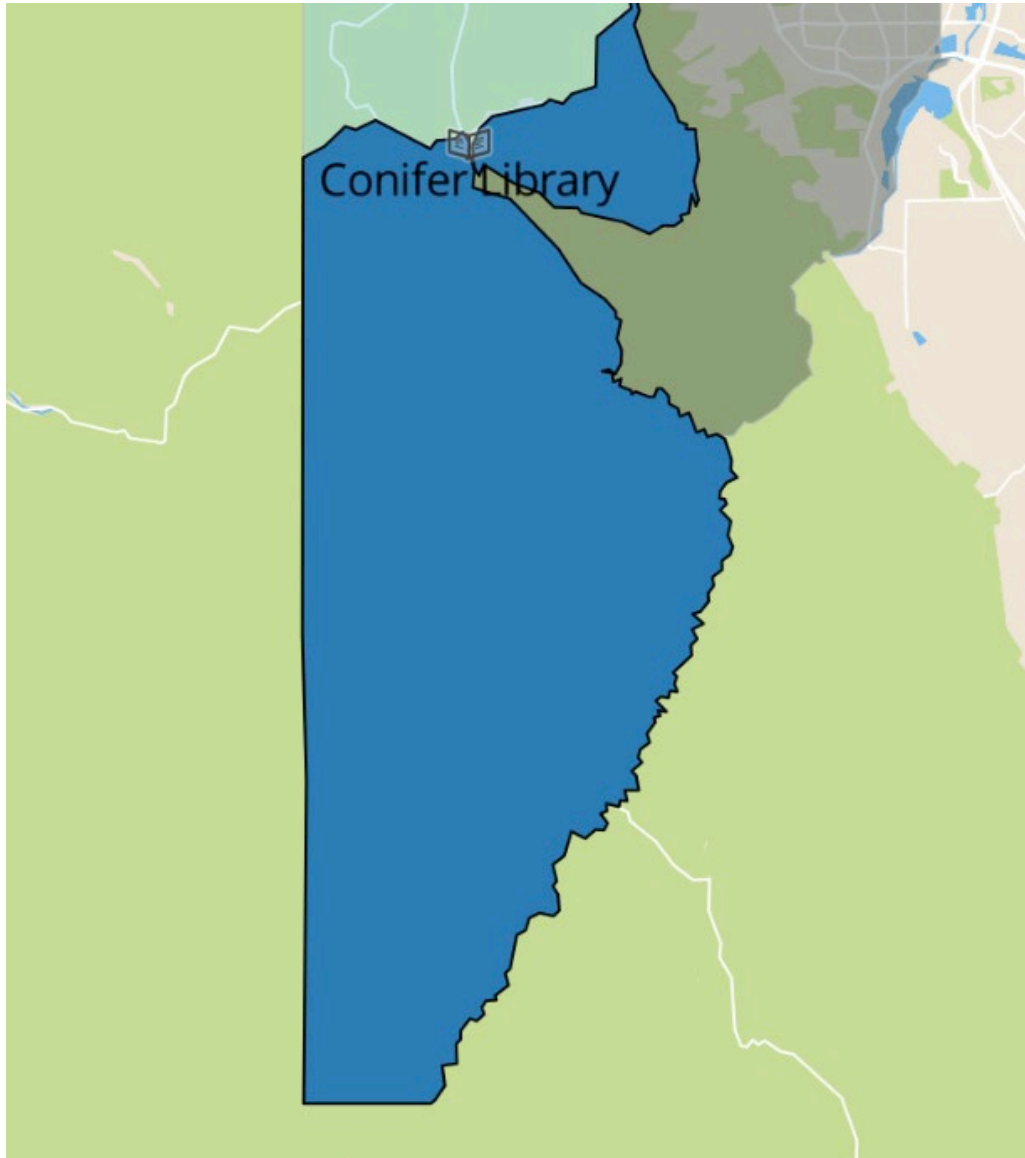
- Based on census tracts
- Based on patron's last active location
- Based on home location

Original JCPL ADI/LSA Map sourced from Orangeboy's Market Analysis report: Market Opportunities Analysis JCPL, Orangeboy, November 2016





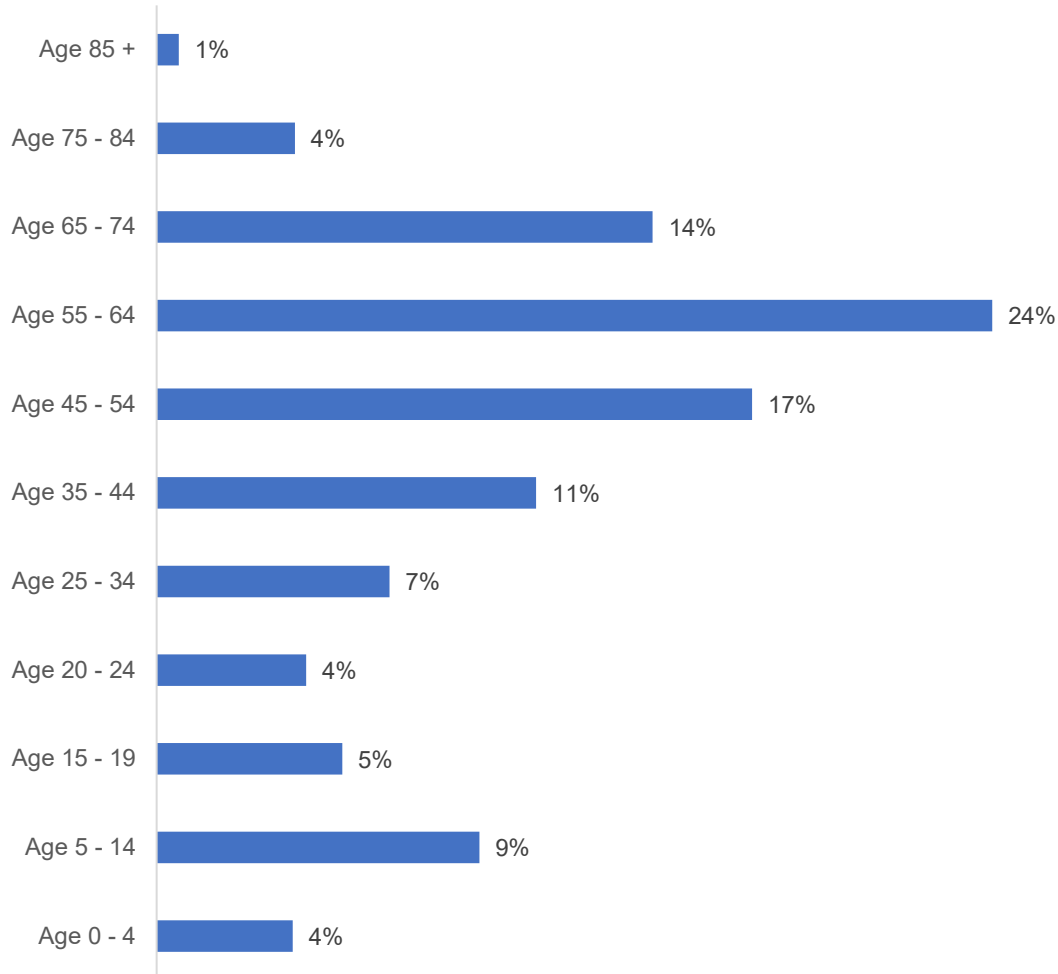
Conifer Library Service Area



Conifer Library Service Area

- Geographically large
- Low population density

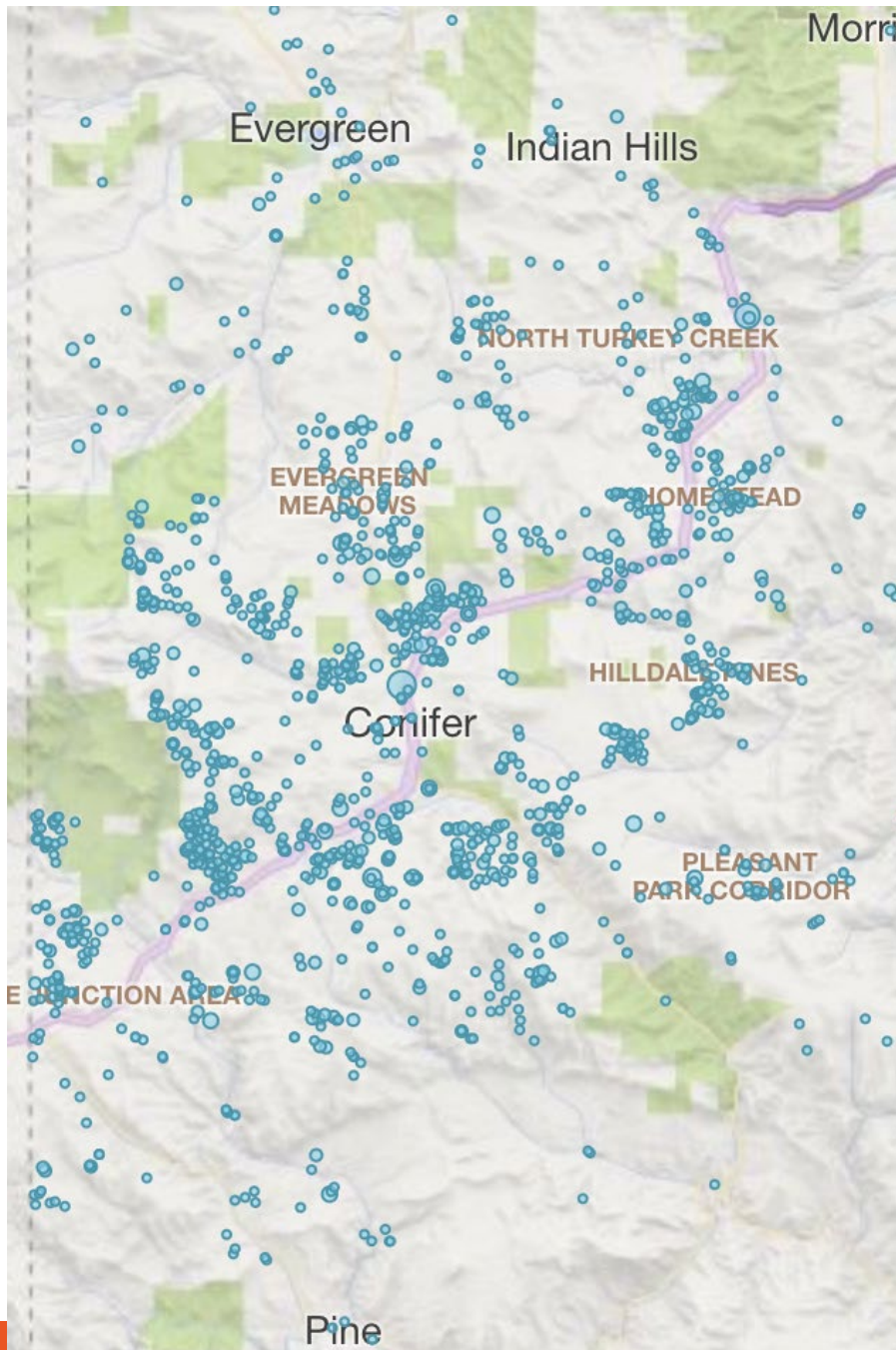
Conifer Demographics



- Population 10,317
- Households 5,392
- Growth rate 2022-2027
5%

Demographics by Census Tract for Conifer LSA Retrieved from Demographics Now on Jan. 12, 2023

Projected Annual Growth Retrieved from ACS Census.gov on Jan. 30, 2023; LSA Demographics Retrieved from Savannah on Jan. 12, 2023; County Growth Rates Retrieved from Demographics Now/Census Estimates on January 30, 2023



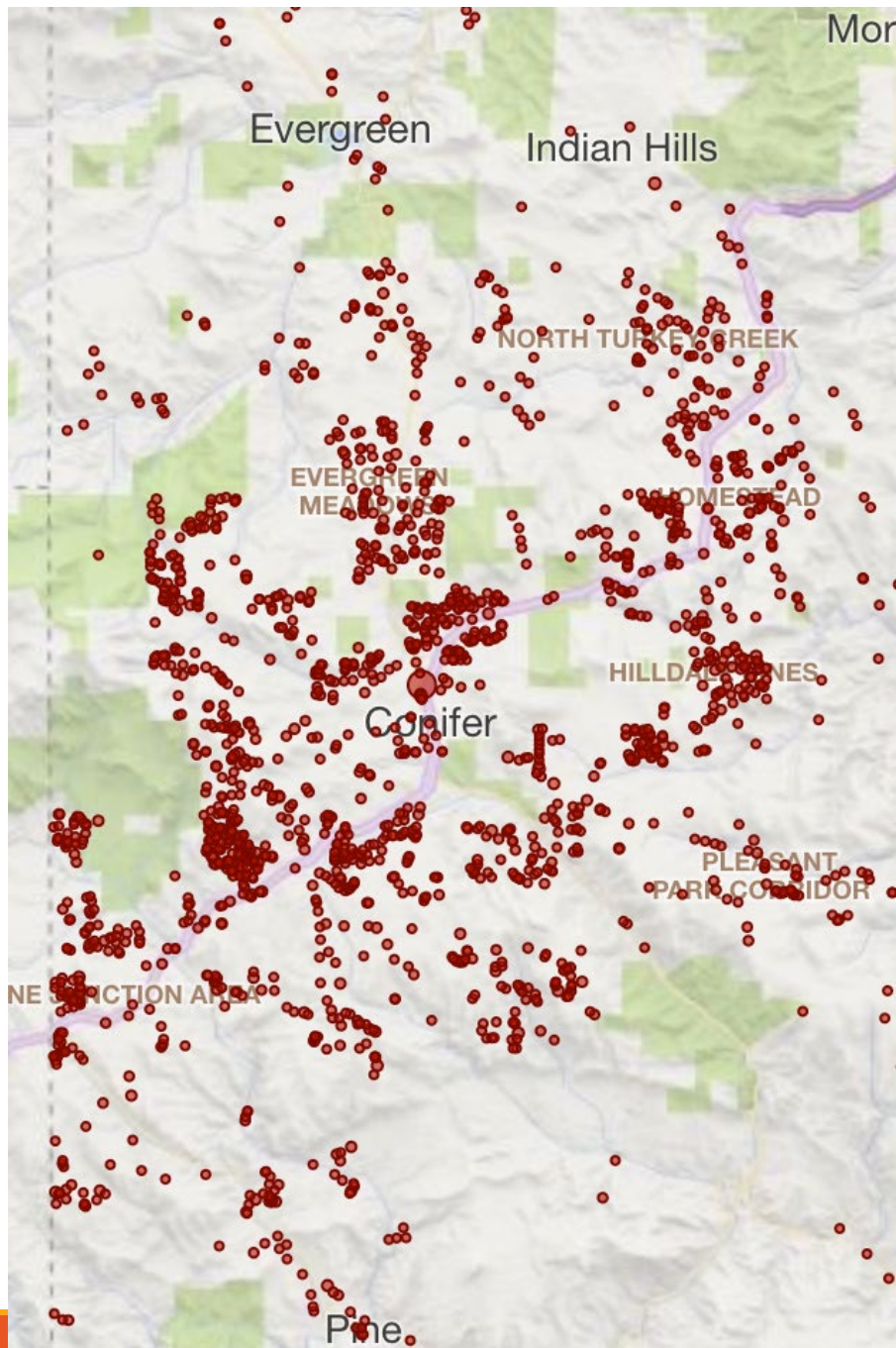
Active Conifer Households:

1,639

Conifer Market Engagement:

32.49%

*Market Engagement Retrieved from Savannah on January 31, 2023; LSA Demographics Confirmed on Demographics Now on Jan. 31, 2023
Households with a library card were calculated using the patron record database pulled on December 1, 2022. Total number of households is based on 2020 census data for Jefferson County Public Library's service area.*



Inactive Conifer Households:
2,136

Net Promoter Score
50

*Market Engagement Retrieved from Savannah on January 31, 2023; LSA Demographics Confirmed on Demographics Now on Jan. 31, 2023
Market Engagement Retrieved from Savannah on January 31, 2023; LSA Demographics Confirmed on Demographics Now on Jan. 31, 2023
Net Promoter Score retrieved from Savannah on Jan. 12, 2023*

Understanding Conifer Service Area



- Existing location
- Large geographic area with a small population
- Low population growth for the next 5 years
- Opportunity to increase market engagement



Questions?



Stakeholder Insights Summary: Conifer Library Branch

| 5 April 2023

Background

Jefferson County Public Library (JCPL) is starting community engagement to evaluate, recommend, and implement library services for the Conifer area.

JCPL and Conifer High School have partnered since 1996 to bring library services to students and residents. JCPL currently operates 10 library locations in Jefferson County. Currently the Conifer area is serviced by a location that operates in the Conifer High School as well as offsite services. The space within the school operates as student space during the day and, after school hours, JCPL operates the space as one of its own locations. In August 2023, Conifer High School's hours will change reducing the Library's schedule by five hours per week.

Conifer Library Services is included in JCPL's strategic plan as a critical project for 2023. The purpose of the project is to evaluate and recommend library services for the Conifer area. The project will implement the recommended services. This project will ensure that JCPL services meets the needs of the Conifer community by providing equal access to information and opportunities, and being the essential destination where all generations connect, discover, and create. In 2023, JCPL is seeking stakeholder and community input to gather a comprehensive understanding of the community's needs to ensure success.

Approach

As part of a broader community listening strategy, JCPL interviewed 16 prominent stakeholders, including elected officials, community leaders, and other influencers. The interviews were conducted by six members of the JCPL leadership team.

Stakeholders Engaged as of March 10, 2023:

- Jansen Tidmore, President & CEO, West Metro Chamber of Commerce and JeffCo EDC
- Kate Newman, Deputy County Manager
- Chris Lynn, CEO & President, Senior Resource Center
- Greg Manier, Interim Principal, Conifer High School
- Kristin Judy, President, Conifer Area Chamber of Commerce
- Lauren Drabble, Conifer Book Club
- Pilar Chapa, Congresswoman Petersen's Office
- Rabbi Jamie Arnold, Rabbi, Congregation Beth Evergreen
- Shirley Johnson, President, Conifer Area Council
- Representative Tammy Story, Colorado Senator, House District 25
- Terra Vanzant Stern, Pleasant Park Grange #156
- Sarah Kinzer, CEO, Mountain Resource Center
- Andy Kerr, Jefferson County Commissioner, District 2
- Tracy Kraft-Tharp, Jefferson County Commissioner, District 1

- Leslie Dahlkemper, Jefferson County Commissioner, District 3
- Marilyn Saltzman, Former Board Member, Mountain Resource Center

Questions Posed to Stakeholders:

After listening to a short project presentation by JCPL leadership, interviewees were asked:

- 1) What are some of the most pressing issues on the minds of Conifer residents? What are people in the community talking about?
- 2) What needs do you see for kids, teens, adults, older adults, and underrepresented members of the community?
- 3) How well does the Conifer Library meet the community's needs?
- 4) What are your hopes and expectations for the Conifer Library?
- 5) Who else do you think we should talk to for insights into the needs of the Conifer community?

Interview Insights

Common Themes

From the stakeholder interviews, common themes emerged both related and unrelated to the library and its services. Community members discussed topics ranging from library services & hours to wildfires & road improvements. This report focuses on four common themes the Conifer community repeatedly discussed during the interview phase.

- 1) The interviewees discussed topics related to the Conifer community and surrounding areas. These were not specific to the library but community topics the residents identified, which included:
 - a. Postal Service Issues and lack of delivery
 - b. Wildfires and Fire Districts; mitigation and risk
 - c. Water resources and continued access
 - d. Highway 285 corridor, traffic and safety
 - e. Infrastructure for mountain communities
 - f. Transportation for elderly
- 2) The interviewees regularly discussed the benefits and challenges of having a library within the high school. The elements discussed focused on safety and accessibility and included:
 - a. The current hours of operation are not ideal for many in the community. Families and Seniors utilize the library during the day vs at night when it is open. Extended hours, during the day are desired and will allow for more activities like Storytime.
 - b. Parking and accessibility limit the willingness to visit the library, especially in late evening hours when the library is generally open.
 - c. Maintaining a partnership with the library and high school as a benefit to the students is still desired.
- 3) The interviewees discussed opportunities for the library and services that are desirable. Ideas focused on serving an entrepreneurial ecosystem in a "Mountain Community" were suggested with spaces to support this notion. Those spaces included:
 - a. Spaces to Gather
 - b. A place to Hang-Out for various age groups
 - c. A place for classes

- d. Community Hub or Community Home Base
 - e. Recreation Center or joint facility
 - f. Safe Space for Children and Families
- 4) Regularly the interviewees discussed the desire to improve the library situation calling for a “free standing” or “stand-alone” library to support the community with more space and services. This concept, however, had various interpretations regarding what improvements could be made to the library and were interpreted as;
- a. A new building for library purposes only
 - b. A library and recreation center combined
 - c. A tenant in a shopping center or other similar commercial space
 - d. Improvements to parking and access (hours & visibility) at the current location; either at the school or on school premises

Individuals to Engage for Further Insights

During the interviews, stakeholders were asked for names of organizations and individuals who might also lend valuable insight to the library. This comprehensive list can be found in the supporting documents originally captured by JCPL staff and include many organizations and individuals within the community such as; HOA's, teacher, local businesses, churches, families and much more. JCPL will begin outreach to many of these groups and individuals as the project moves into the next steps of Community Input and Meetings.