

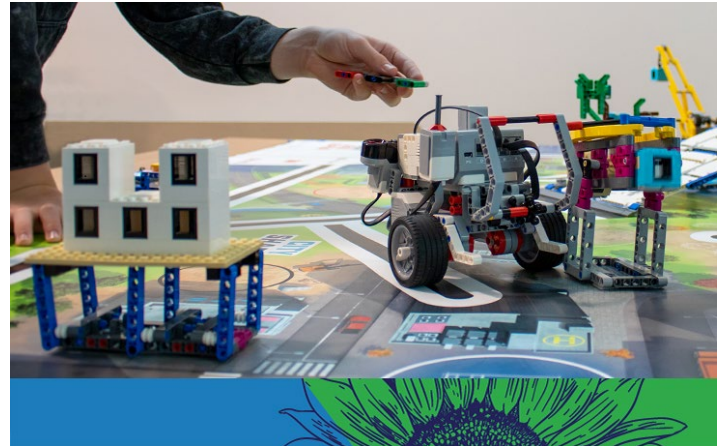
BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

June 15, 2023



Music Studio Camp



Teen Robotics Camp



Love and Shine - Celebrating Diversity



Survival Camp



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	<p>Thursday, June 15, 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_2022_9.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 May 11, 2023 Board Meeting Minutes B. Authorize Baker and Taylor Print Materials & Processing Contract C. Authorize D-Tech Book Locker Purchasing Renewal Agreement D. Approve 2024 Board Governance Budget E. Adopt 2024 Board Meeting Schedule
6. Foundation Update	<p>Foundation Update</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 Update C. Northwest County Library Update</p> <p><u>Business Strategy & Finance</u> <u>Finance and Budget – 2024 Budget</u> A. Letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the library – Call for motion and second B. 2024 5-Year Capital Plan – Call for motion and second C. 2024 Proposed Budget Plan – Call for motion and second <u>Finance and Budget – Monthly Financials</u> D. Financial Report (April and May 2023)</p> <p><u>Facilities & Construction Projects</u> A. Evergreen Remodel - Guaranteed Maximum Price. Call for motion and second</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"> • July 13, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • July 20, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • August 10, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • August 17, 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 WITH ADJOURNMENT OF REGULAR MEETING Action	<u>Guest: Kurt Behn, County Attorney’s Office</u> Call for Motion and Second: To adjourn the special meeting of the Library Board of Trustees and reconvene in Executive Session <u>AND</u> Adjourn the special Board meeting at the conclusion of the Executive Session. <u>EXECUTIVE SESSION</u> 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)(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.

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: June 6, 2023

RE: Consent Agenda for the June 15, 2023 Board Meeting

- A. Library Board of Trustees approve the May 11, 2023 Board Meeting Minutes.
- B. Library Board of Trustees authorize the Library Executive Director to enter into an agreement with Baker & Taylor LLC for print materials.
- C. Library Board of Trustees authorize the Library Executive Director to renew the contract with D-Tech International USA LLC for a one-year term.
- D. Library Board of Trustees Approve the 2024 Board Governance Budget.
- E. Library Board of Trustees Adopt 2024 Board Meeting Schedule.

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES**

May 11, 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 in the Library Administration Pam Nissler conference room on May 11, 2023. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:31 p.m.

Other Trustees present: Jill Fellman, Charles Jones, Charles Naumer and Bing Walker.

Trustees not present: Jeanne Lomba and Pam Anderson.

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; Matt Griffin, Director of Business Strategy and Finance; Lisa Smith, Director of People and Culture; MJ Ivy, Director of Communications and Engagement; Amy Bentz, Assistant Director of Library Design Projects and Planning; Padma Polepeddi, Assistant Director of Public Services for Community Outreach; Lizzie Gall, Assistant Director of Public Services for Resources and Programs; 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.

APPROVAL OF AGENDA

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

PUBLIC COMMENT

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. The Chair provided the process and instructions for public comment.

The Chair noted that several public comments were received via the online form and forwarded to the Board. There were no other public comments, and the Chair closed the public comment portion of the meeting at 5:35 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: Emelda Walker moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- A. Library Board of Trustees approve the April 20, 2023 Board Meeting Minutes
- B. Library Board of Trustees authorize the Library Executive Director to enter into an agreement with Library Ideas for FreeGal Music.
- C. Library Board of Trustees authorize the Library Executive Director to sign an amendment to the IGA with the Jefferson County Business and Workforce Center to continue the partnership and expand the current lending program.

FOUNDATION UPDATE

The Executive Director advised the Board that Jo Schantz was not able to attend tonight's meeting and the scheduled Foundation Board meeting on May 24, will be held as an executive session. Library representatives are not included in that meeting and not informed of the agenda. The next Foundation Board meeting will be in July. There was no written report. Jo Schantz is out of the office and the Executive Director has not had the opportunity to discuss the May 24 meeting with her.

The Chair noted that she would like to have a conversation about what we want to communicate to the Foundation about this. The Executive Director will arrange a meeting with the Chair and Trustee Fellman, as the Library Board's representative on the Foundation Board.

EXECUTIVE DIRECTOR REPORT

Executive Director Report

The Executive Director advised the Board that MJ Ivy, JCPL's new Communications and Engagement Director, is present and will introduce himself and provide information on his background. MJ Ivy addressed the Board and provided a brief background. MJ noted that he is from Las Vegas, has experience in crisis communication and is looking forward to encouraging people to donate to this wonderful library. MJ expressed appreciation to the Board for the opportunity and noted that he is looking forward to working with the Board. The Board welcomed MJ to JCPL.

The Executive Director advised the Board that the Conifer community engagement is scheduled for this Saturday at 10:00 am at the Conifer Library. A direct mail went out to all residents of Conifer and all stakeholders including the Library Board, to invite as many people as possible. The Executive Director shared the fact sheet that can be handed out and noted that the Library is working to get ahead of misinformation. Information about the virtual engagement opportunity on Monday, May 15 was provided to the Board. The online survey is up as another way for the community to share their thoughts on library services in Conifer.

The Executive Director also advised the Board that she will be attending the Colorado Public Library Directors (CPLD) retreat next week in Greeley where she will have the opportunity to tour their new 65,000 square foot library.

In response to a question, the Executive Director advised the Board that she will find out if the virtual Conifer engagement opportunity on Monday night will be recorded and if it is, that information will be shared. The Library does plan to bring a summary of the input gathered at the Conifer community meetings to the Board. The results of the online survey will also be shared.

South County Library Update

The Executive Director advised the Board that the Library will be updating the South County community engagement plan and anticipates a launch in mid-June, based on the conversation with the Board last month.

Northwest County Library Update

The Executive Director noted that members of the Executive Team held a meeting with economic development leadership in Arvada to learn more about planning and zoning and approval requirements. Meetings are being scheduled to understand the economic development and political landscape. A meeting with the mayor of Arvada is scheduled and the Chair will join the Executive Director for that meeting. The Library is working on setting up a meeting with Vauxmont Metro District. Trustee Fellman will join the Executive Director in a meeting with the Jefferson Center Metro District on Monday. The Library is also working on setting up meetings with larger HOAs in the area and Padma Polepeddi, Assistant Director of Public Services for Community Outreach, will join the Executive Director for those meetings to see how they want to engage with the Library.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy & Finance

Finance and Budget

A. Financial Review (March 2023)

There were no questions from the Board about the March financials. As noted in the written report, due to the timing of this Board meeting April financials are not available and will be presented next month.

B. Long Term Financial Forecast and C. 5-year Capital Improvement Projects (CIP)

Matt Griffin, Director of Business Strategy and Finance, addressed the Board and presented information on the long term financial forecast and five-year capital improvement projects. This is a first look at the Library's strategic priorities going into 2024 and beyond. The draft version is being presented for review and feedback on this first look at what the next one, five and ten years look like for the Library.

2024 Proposed Budget Assumptions

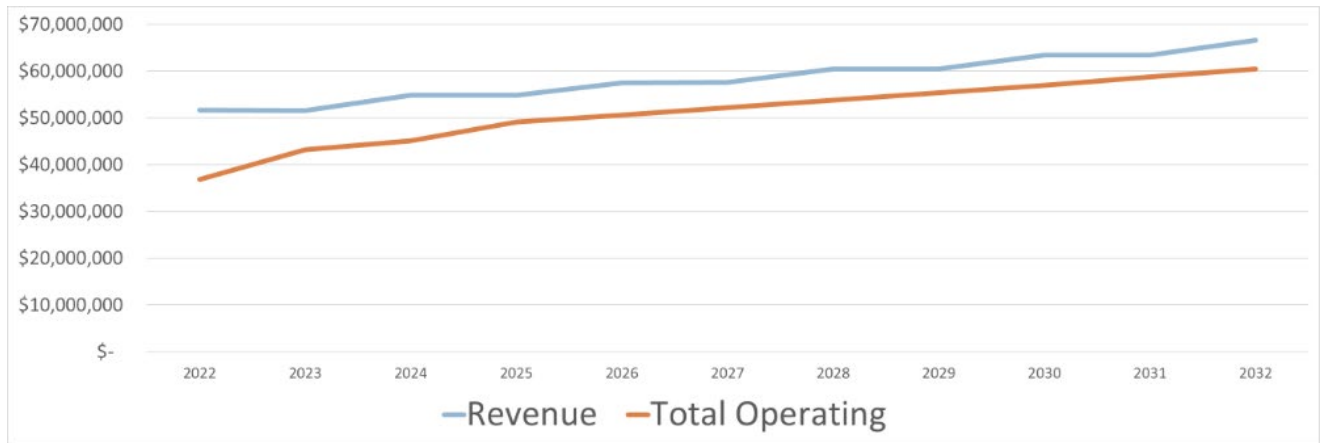
- Property Tax Revenue Increase of 7%
 - 4.5 Mills for 2024 and beyond
 - 5% increases in each assessment year
- Carryforward Approval into 2023
- Salaries & Benefits increase by 6% due to addition of new locations
 - Organizational Staffing Assessment FTE's have been built into projections

The first assumption, property tax revenue increase is currently at 7%. In looking at historical information from 2011 (every other assessment year) we have seen an increase in property tax. We took an average to get to that 7%. There are a couple of other factors. In speaking with the County, they estimated a property tax increase of 9.7% for this upcoming year by taking an average of the last three years which includes two non-assessment years. The Library is recommending a conservative 7% and has based our projections on that 7%. The other factor in this recommendation is the property tax ballot issue coming in November. It is a complicated process, and the Library is working diligently to understand how it will affect the County and the Library. It is too early to predict the outcome and fully understand the impact on our revenues. This issue will be unfolding until the end of the calendar year. There are several data points where we can adjust our budget. The Library is acutely aware of this unknown and will be monitoring daily. The mill levy remains at 4.5 mils in 2024 and beyond. Following 2024 each assessment year is a 5% increase, which is conservative. Additional assumptions are the carryforward into 2023 that was brought to the Board of County Commissioners (BCC) this past Tuesday. There were no questions from the BCC, and it will go on to their consent agenda for May 23. After that we will see those numbers flow into our budget. The Library does not anticipate any issues with the carryforward request. Salaries and benefits are projecting an increase of 6% due to the addition of two new locations. Beyond 2024 the organizational staffing assessment FTE has been built into projections and those operational expenses built in as we move forward.

Revenue vs. Operating Expenses

This slide shows the Library's healthy position with revenues consistently above operating expenses. On average the Library shows revenue at 12% above operating expenses. The Library is in a healthy position and always working in that surplus range.

Revenue vs. Operating Expenses



Capital Cost Adjustments

- Accurate Modeling for Informed Decisions
 - Updated Rough Order of Magnitude (ROM)
- Rising Costs
 - Construction
 - Furniture, Fixtures & Equipment (FF&E)
 - Technology

Information was shared on how the Library, as an organization, puts together estimates of these massive projects and adjusts those estimates as we gain more knowledge. Looking at a sliding scale with a fixed price on one end and on the other end we have the rough order of magnitude (ROM) which is essentially a best guess of cost at that timeframe we will spend those funds. In this view, items 10 years out are ROM and those closer to the present we are able to move toward a better number. (In two months' time this item will cost this much). As we revisited our current project ROMs, rising costs in construction is estimating \$425 per square foot, which is a jump from \$375 per square foot last year. Some of the data over last 2-4 years show construction cost increasing 15-20% year over year. Current data is estimating that to level out over this upcoming year and beyond and not continuing that escalation. For furniture, fixtures and equipment (FF&E) we were working off \$34 per square foot and this year that number is \$37 per square foot. This is a 9% increase across the board and across all projects and becomes a material cost to note. Technology is also an area of rising cost with supply chain challenges and cyber security requirements. All these increases are taken into account and built into 2024 estimates of what our capital projects will cost.

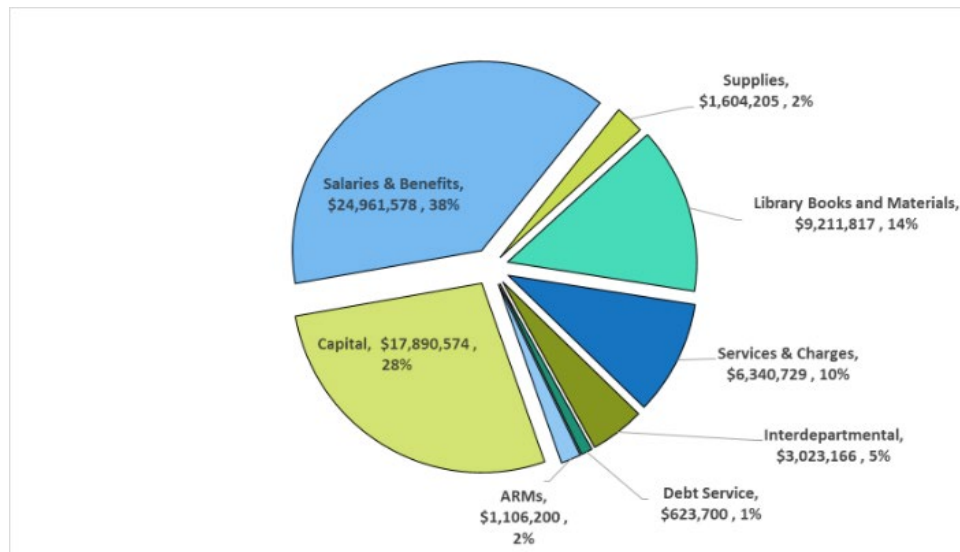
2024 Budget: Total Projected Revenue

2024 budget total projected revenue is \$54,869,772. Property tax is 99% of that revenue net all of the adjustments and a 7% increase vs. the previous year. This will change as we learn more about what our revenue will be.

2024 Total Projected Expenses

2024 total projected expenses are \$64,761,969. As we move through capital improvement this segment will get smaller and total expenses reduced.

2024 Total Projected Expenses = \$64,761,969



5 &10 Year Financial Model

There are three main areas:

- 2024 Capital Investments
- 5 Year Capital Investments
- 10 Year Financial Outlook

The Library will discuss how this dictates our fund balance over those time periods and includes operational costs as well to see what the finances of the Library will look like over long term periods.

2024 Capital Investments

This chart shows the immediate plans for capital investments.

2024 Capital Investments



Annual Replacement Plan	
ARM-01 Capital Maintenance	\$ 250,000
ARM-02 Equipment Replacement	42,000
ARM-03 Computer 5-year Replacement Plan	479,200
ARM-04 Book Sorter Replacement	40,000
ARM-05 IT Infrastructure Replacement	295,000
Total ARM & Ongoing Projects	\$ 1,106,200
5-Year Capital Improvement Plan	
South County Library	\$ 5,652,052
Evergreen Library Remodel	477,727
Northwest Jeffco New Build	10,910,795
Arvada Redesign	800,000
Offsite Services	50,000
Total CIP	\$ 17,890,574
Total 5-Year Capital Plan	\$ 18,996,774

For the Evergreen Library remodel, the previous total budget was \$4.2 million. As the Library moved closer into that project and a better understanding of the true cost, the \$477,727 is additional to that \$4.2 million. The Library did bring forward to the Board information that we would go over budget and at that time, the plan was to use Library contingency to cover that cost. As the Library took a deeper dive into the estimate of that cost, part of that includes the cost of alternative services at \$50,000 while that library is closed for remodeling. The proposal to the Board is instead of using library contingency funds, we can build that \$477,727 into our budget for that project.

5-year Capital Investment

Noted for the Board is the 2023 column in the chart below. Included in the 2023 column are the carryforward numbers. Carryforwards are assigned to specific projects. For South County \$16.3 million won't be used elsewhere and some of those moneys may also carry forward in 2024. The Library does expect to go through the carryforward process each year. The Library is prioritizing projects over 5 years to focus on reaching more people, increasing square foot per capita with new builds in new areas, safety and security in areas like Arvada (the remodel of Arvada has been prioritized), creating libraries for the future, remodeling Evergreen and looking at services in Conifer. The Library's immediate future focus is on the core priorities. As we look further out, the Library is also looking at opportunities. The Library will take into account revenue and those project opportunities can be shifted based on revenue. Current projects are conservative.

5 Year Capital Investment



Project	2023 Budget	2024 Budget (Proposed)	2025 Projected	2026 Projected	2027 Projected	2028 Projected	Total 2024-2028
5-Year Capital Improvement Plan							
South County Library	\$ 8,698,826	\$ 5,652,052	\$ -	\$ -	\$ -	\$ -	\$ 5,652,052
<i>South County Carryforward</i>	16,368,585	-	-	-	-	-	-
Evergreen Library Remodel	3,520,000	477,727	-	-	-	-	477,727
<i>Evergreen Carryforward</i>	584,587	-	-	-	-	-	-
Northwest Jeffco New Build	9,989,475	10,910,795	-	-	-	-	10,910,795
<i>Northwest Jeffco Carryforward</i>	4,690,872	-	-	-	-	-	-
Operations Center	-	-	-	800,000	11,343,500	5,469,000	17,612,500
Lakewood Redesign	-	-	-	-	-	5,100,000	5,100,000
Arvada Redesign	-	800,000	13,850,093	-	-	-	14,650,093
Conifer Opportunity	2,500,400	-	-	-	-	-	-
Golden Opportunity	-	-	350,000	6,038,000	-	-	6,388,000
<i>DMS Carryforward</i>	59,763	-	-	-	-	-	-
Unspecified Capital Project	-	-	-	-	-	-	-
Offsite Services	60,000	50,000	-	175,000	-	-	225,000
Library Location Holds Lockers	-	-	-	-	-	-	-
<i>Holds Lockers Carryforward</i>	205,000	-	-	-	-	-	-
Data Warehouse	-	-	-	-	-	-	-
<i>Data Warehouse Carryforward</i>	125,000	-	-	-	-	-	-
New ILS	-	-	200,000	150,000	-	-	350,000
Total CIP	\$ 46,802,508	\$ 17,890,574	\$ 14,400,093	\$ 7,163,000	\$ 11,343,500	\$ 10,569,000	\$ 61,366,167

5 Year Fund Balance Model

The five-year fund balance model was shared with the Board and included in the information packet ([05-11-23 Board Report \(jeffcolibrary.org\)](https://www.jeffcolibrary.org)).

5 Year Fund Balance Model



The 5-year fund balance model demonstrate how capital projects affect different areas of our finances. Carryforwards have been built into in all aspects of the graph. The grey line is the end fund balance for that year. The green line is the reserve balance over the minimum reserve. This shows emphasis on our key priorities, front loading capital spending, working multiple projects at the same time over the next three years, then moving into opportunity projects. In 4-5 years, the fund balance shows we do go below the minimum requirement, and we have time to adjust to revenue changes. The 7% revenue increase projection is conservative.

10-Year Financial Model

The 10-year financial model shows all projects, the total cost associated with that project and the timeline of the project over a 2-3 year period. The first year is planning when a small amount of funds are allocated for that purpose. Those funds become larger in years two to three and demonstrates how we plan to spend and prioritize over the 10-year period. The model was shared with the Board and included in the information packet ([05-11-23 Board Report \(jeffcolibrary.org\)](#)).

10 Year Fund Balance Model

The 10-year fund balance model shows that into 2030 we do see the fund balance come down. In 2031 and 2032 we no longer have those major projects and operating in a surplus in addition to the capital spend. In 2033-2034 we are back in the threshold where we would be comfortable and in a period of growth with our major capital expenditures completed as we fulfilled major projects. The model was shared with the Board and included in the information packet ([05-11-23 Board Report \(jeffcolibrary.org\)](#)).

Next Steps

- June: Board authorizes JCPL to submit 2024 recommended budget and 5-year Capital Plan
- August: Preliminary certification of values; revenue projections will be refined
- November: Property Tax will be included in the Ballot and Jefferson County will respond to any adjustments
- November: BCC Adoption of 2024 Budget for Jefferson County
- December: Board authorizes JCPL's Executive Director to implement the 2024 spending plan

In response to questions, the Board was advised that:

- The 9.7% revenue growth estimate received from the County was sent to the Library before the tax assessment notices were sent out. It is based on 3 years of historical data. The Library does not have an updated estimate from the County at this time.
- The County Assessor has indicated that there is a steady amount of interest in property tax assessment appeals. There is a June 8 deadline for filing appeals. There are many unknowns and complexities involving the property tax ballot measure and the Library is monitoring that diligently.

- The salaries and benefits projected increase of 6% includes the assumptions for the two new library locations and incorporates multiple items like awards and bonuses, termination pay, changes to temporary salaries and slight increases in vacancy savings. All of the items even out to a 6% increase across all factors that fit into the salaries and benefits category.
- The unspecified capital project line, which does not contain costs or information, may in the future include areas like Wheat Ridge.
- It is correct that the Library is absolutely confident that revenues will cover operating expenses. Any adjustments to revenue would affect the capital plan.
- The Board does have opportunity to adjust the budget. Based on the Board's direction, the Library can model another budget, and, in the past, there was one year when the Library modeled seven different budgets for the Board. The Library would like to see the property tax ballot language and what else may go on the ballot, probably around August - September. The Library will also learn more in August from the assessor. The Board authorizes the Library to submit the proposed budget to the County in June. The proposed budget will then go to the County in July. The Library can have another budget ready that would include updated information.

The Chair noted for the Board that many of the projects are carried forward and already in progress. It would be her suggestion not to shift that part of the capital plan, and that shifts in later years is where adjustments could be made. Another question posed to the Board for consideration is around addressing the dips in the fund balance. She noted that her sense is that this Board would not put forward a capital plan that would take us below the minimum fund balance and she realizes that it is because of the conservative revenue projections. The plan as presented drops us below the minimum fund balance, when it is not likely the Board would want to send that message to the public and continue with that program.

The Executive Director shared that the Library has never brought forward the fund balance at this level and she wanted the Board to see the full picture. The 10-year financial model is to see the long term, and what gets turned into County is the 5-year capital plan. This meeting is to get the Board's input for the financial models that the Library will bring forward next month. If the Board's direction is that they do not want to show the end fund balance going so low, adjustments to the facility master plan could be made. The Library has moved projects in the past.

In response to a question, the Board was advised that pushing the Lakewood and Operations Center projects out would change the entire picture and take care of that drop in the fund balance. Another important factor could be waiting for more information on revenue projections or changing the Library's estimates to be higher.

The Chair asked the Board to provide input and after some discussion, the Executive Director advised the Board that it would be the Library's preference to move a project out

rather than adjusting revenues upwards. Every year there will be an anti-tax or some legislation on the ballot and the Library would rather be more conservative in how we are planning capital projects. It is not expected that the Library will have significant information on revenues in the next three weeks before the next Board meeting when the Library brings forward the proposed 2024 budget and 5-year capital plan.

The Board indicated agreement with the Executive Director's preference. The Chair noted that next year, if the revenue picture is different, those projects, Operations Center and Lakewood, can be shifted back up.

The Chair expressed appreciation to Matt Griffin for the amazing work and presentation of the information.

Technology & Innovation

A. Tier 1 and Tier 2 E-Rate reimbursable services

Bernadette Berger, Director of Technology and Innovation, addressed the Board and provided information on the E-Rate program. E-Rate is a program funded by the federal government and is intended to bridge the digital divide by providing infrastructure funding for libraries and schools. The program allows the Library to get reimbursed for some expenses. Each year the Library receives approximately \$190,000 for our telecommunications expenses. In addition to that, there is a one-time funding opportunity for projects like our Evergreen Library remodel. There was a federal RFP (request for proposal) process and the Library had to have the bidding and contracts completed by January in order to qualify for E-Rate. There are two separate contracts before the Board.

The first contract is with Malm Electrical Contractors where under this bidding process, the Library will receive 50% off wiring for the Evergreen project that will be reimbursed to the Library.

- **Malm Electrical Contractors LLC Contract**

MOTION: Charles Jones moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Malm Electrical Contractors LLC for a total cost of \$94,056. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

The second contract is for upgrades to telecommunications equipment like wireless access points. The Library selected Sentinel Technologies as their bid was the most complete and cost effective. It was noted that the Library received bids from across the country. The E-Rate program allows the Library to get reimbursed for network equipment.

- **Sentinel Technologies Contract**

MOTION: Jill Fellman moved that the Library Board of Trustees authorize the Executive Director to sign the contract with Sentinel Technologies for E-Rate eligible network equipment and installation services in the amount of \$210,409. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

The Chair expressed appreciation to Bernadette Berger for bringing this information forward and for her work on this reimbursement opportunity.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

Evergreen Alternative Services Lease Agreement

The Executive Director advised the Board that the lease agreement is for space to provide alternative library services to the community while the Evergreen Library is closed for the remodel. The Library does expect the remodel to take six months and needs one month before the closure to set up and one month after reopening to take down, for a total of at least 8 months. The Library does believe it can come to terms on the lease agreement and would like to have the ability to move forward quickly.

In response to questions, the Board was advised that:

- The location is 30810 Stagecoach Boulevard
- The Library anticipates having a collection of 1,000 items for browsing, holds pick up, returns and a few computers. The space is too small for programming and staff will be providing programming at alternate locations.

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to sign the lease agreement with Midtown Industrial Center, L.L.C., a Colorado limited liability company and JCRS II Colfax, L.L.C., a Colorado limited liability company for 12 months for the maximum amount of \$2,330.00 a month upon approval by the Jefferson County Attorney's Office. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

There were no other emerging issues.

ENDS

There were no items.

BOARD GOVERNANCE

- Review 2024 Board Governance Budget (Approval at June Board Meeting Consent Agenda)

- Review 2024 Board Meeting Schedule (Approval at June Board Meeting Consent Agenda)

The Chair advised the Board to review the 2024 Board Governance Budget and 2024 meeting schedule and to let her know if there were any concerns. Those items will be on the consent agenda in June.

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.

2023 Board Meeting Schedule

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

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Chair noted that there was correspondence received by Trustee Naumer and directed the Executive Director to respond to that correspondence on behalf of the Board. The Executive Director advised the Board that a draft response will be sent to the Board for review.

EXECUTIVE SESSION:

At 6:42 pm, the Chair called for a motion to adjourn the regular meeting, reconvene in Executive Session and adjourn the regular Board meeting at the conclusion of the Executive Session.

MOTION: Charles Naumer moved to adjourn the regular meeting of the Library Board of Trustees, reconvene in Executive Session regarding the Northwest Jefferson County Library Expansion Project, AND adjourn the regular Board meeting at the conclusion of the Executive Session. Statutory citations authorizing an executive session for this topic are:

- 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.

The Chair called the Executive Session to order at 6:47 pm with the following Trustees present, Charles Jones, Jill Fellman, Charles Naumer and Emelda Walker. Also present were Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Matt Griffin, Director of Business Strategy and Finance; MJ Ivy, Director of Communications and Engagement; Bernadette Berger, Director of Technology and Innovation; and Amber Fisher, Executive Assistant, Office of the Executive Director.

It is noted that the session was recorded and that the recording will be retained for the required 90 days.

CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND REGULAR MEETING

MOTION: At 7:15 pm Charles Naumer moved to adjourn the Executive Session and regular meeting of the Library Board. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

It is noted that 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.

Jill Fellman, Secretary

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 for Resources & Programs
Franca C. Rosen, Collections Manager

DATE: June 8, 2023

RE: New Contract for Print Materials- Baker & Taylor LLC

History of Contract: Baker & Taylor for Print Materials

Baker & Taylor LLC is the current JCPL vendor for our print materials. Our current contract expires July 31, 2023, and is not available for renewal. JCPL invited participation in a request for proposals (RFP) for a print materials vendor in January 2023. We received 3 responses. The proposals were scored on five factors: completeness and quality of the RFP response submitted, usability of the vendor website for selection and ordering, value added services, scope of the vendors' responses to requested services, and title inventory.

The team evaluated the responses and are recommending that we enter a new contract with Baker & Taylor LLC. Baker & Taylor scored highest in all five of the scored factors. We have been working with Baker & Taylor for print materials and processing since 2014 and have been satisfied with the service they provide. The new contract would start on August 1st, 2023, with the option to renew yearly, with Board approval, for a total of five years.

Total Cost:

The total budgeted for the first year of the contract for print materials from Baker & Taylor is \$2,400,000, which includes print items and processing (MARC records, book jackets, barcode, RFID tag, spine label). 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 Baker & Taylor LLC for print materials. **This item will be placed on the consent agenda for the June 15, 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: Julianne Rist, Director of Public Services & Lizzie Gall, Assistant Director of Public Services for Resources and Programs

DATE: June 8, 2023

RE: 4th Contract Renewal, D-Tech International USA LLC- Lease, Installation, and Service of Book Lockers

History:

The library is currently under contract with D-Tech International USA LLC through June 18, 2023. We have worked with D-Tech since 2019, and successfully installed book lockers at multiple sites in the community. Our original 2019 contract was for a one-year term with the option to renew for four additional one-year terms. We have been happy with the holds lockers and service provided by D-Tech and wish to renew our contract for an additional one-year term. The renewal does not commit the library to any spending. This will be our fourth and final renewal.

Total Cost:

The renewal of the contract locks in the pricing for the book lockers. JCPL is not obligated to purchase additional units under the contract; however, there is a decision package in the proposed 2024 budget to install hold lockers at the Golden library.

Next Actions:

We request the Board of Trustees authorize the Executive Director to renew the contract with D-Tech International USA LLC for a one-year term. This will help expand access to library resources in the community and at library locations. **This item will be placed on the consent agenda for the June 15, 2023 Library Board meeting unless otherwise instructed by the Board.**

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
DATE: May 4, 2023
RE: **PROPOSED 2024** GOVERNANCE BUDGET - POLICY 4.8.2

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

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

Spend Category	Account Description	2024 Proposed 05-11-23	2023 Budget
SC526137	Office Supplies	100	100
SC526183	Recognition/Appreciation	300	300
SC526200	General Supplies	100	100
SC526390	Food Supplies	100	100
SC526440	Professional Publications	200	200
SC533090	Professional & Technical Services (Other) Pine Library Contribution	1,500	1,500
SC535625	Food/Beverages	6,500	6,500
SC535630	Professional Dues & Memberships	750	750
SC535635	Business Meals	750	750
SC535640	Training and Education	2,000	2,000
SC535660	Conferences and Trade Shows	15,200	15,200
SC535850	Mileage	1,000	1,000
	TOTAL	\$28,500	\$28,500

State Conference (CAL): 7 @\$350.00 = \$2,450; National Conference(s): 5 @\$2,560.00 (PLA - Public Library Association Conference, April 3-5 Columbus, OH) = \$12,800. Membership Dues: ALA Trustee Annual Membership \$70 each; CAL Trustee Membership \$45 each.

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES
PROPOSED 2024 BOARD MEETING SCHEDULE

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

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

<u>LIBRARY BOARD MEETINGS</u>	
5:30 PM	
<u>Date</u>	<u>Location</u>
January 18	Lakewood Library Meeting Room
February 15	Lakewood Library Meeting Room
March 21	Lakewood Library Meeting Room
April 18	Lakewood Library Meeting Room
May 16	Lakewood Library Meeting Room
June 20	Lakewood Library Meeting Room
July 18	Lakewood Library Meeting Room
August 15	Lakewood Library Meeting Room
September 19	Lakewood Library Meeting Room
October 17^(b)	Lakewood Library Meeting Room
November 21	Lakewood Library Meeting Room
December 12	Board Meeting Lakewood Library Meeting Room

^(a)Shavuot ends nightfall no work permitted

^(b)Sukkot no work permitted

Arvada Library - 7525 West 57 th Avenue, Arvada	Belmar Library - 555 S. Allison Parkway, Lakewood
Columbine Library - 7706 West Bowles Avenue, Littleton	Edgewater Library - 1800 Harlan Street, Edgewater (Note: Edgewater Library does not have a meeting room. A meeting may be scheduled in the Edgewater Civic Center if a room is available for a Board meeting).
Evergreen Library - 5000 Highway 73, Evergreen	Golden Library - 1019 10 th Street, Golden
Lakewood Library - 10200 W. 20 th Avenue, Lakewood	Standley Lake - 8485 Kipling Street, Arvada

Foundation Update

JUNE 2023

Executive Director Report

by Jo Schantz, MNM, CFRE, GPC



Our Spring Whale Sale was a Success!

The first Whale of a Used Book Sale for 2023 attracted nearly 3,000 shoppers and raised more than \$73,000 (including donations, admission ticket sales and Friends memberships).

Even the daily rainstorms couldn't keep those book-lovers and book-buyers away. In fact, it appeared that the damp, cool weather encouraged local residents to find a great book and curl up for a good read!

Looking ahead, our fall Whale of a Used Book Sale will be held starting Thursday, October 19, through Sunday, October 22. We will be back at the Jeffco Fairgrounds, and in fact we have already locked in the dates for our 2024 semi-annual sales.

As always, we are in need of volunteers for the fall sale. If you would like to help us raise monies for our public library, please go to our website and sign up for the 4-hour shift(s) that best fit your schedules. Sign-ups will be available in September.

You'll find the sign-ups available after September 1 at www.jeffclf.org!

Our New Kitchen is Underway!

Last year, JCLF was fortunate to be selected as the recipient of a Home Depot Team Project by the Golden Home Depot store. The project is the installation of a new kitchen that will be placed in suite 1100 at the L&K Business Center in Wheat Ridge.



Several months ago, the materials, equipment and appliances were delivered, including a new refrigerator, microwave, coffee maker, dishwasher, and garbage disposal, plus cabinets, countertops, lighting, flooring and more!

Earlier this week, the electrical and plumbing structures were roughed in by two outside contractors, and Home Depot Team Projects members will finish installing the kitchen within the next few weeks.

We are excited about this new addition to our expanded space, one that will offer a more enjoyable place for our staff and volunteers to enjoy coffee, snacks and lunch.

Our thanks go to the Golden Home Depot store for their support!

Books On Film Coming Next Month!

JCLF is gearing up for the 2nd event in our Books On Film fundraising series. On July 21, we will be hosting the premier of the movie "Oppenheimer," based on the novel "American Prometheus" by Kai Bird and Martin J. Sherwin. The film's characters are played by Cillian Murphy, Matt Damon, Emily Blunt, Robert Downey Jr., and Rami Malek.

The film will be shown at Regal UA Cinemas in Colorado Mills Mall, Lakewood.



The event begins at 6 p.m. when the doors open and the film starts at 6:30 p.m. All guests receive popcorn and a beverage, eligibility in a door prize drawing and the opportunity to

engage in a post-event discussion of the book and the film.

This year's event emcee and discussion moderator will be Denver7 meteorologist Lisa Hidalgo, who also hosts the Denver7 Book Club.

Event tickets are \$50 each and sponsorships are available. To date, sponsors include: Thrivent, Rocky Mountain Safety & Security, High Point Financial Group, Taurus Fund, Sally Reed, and the IX Power Foundation.

Grants & Sponsorships Update

FUNDS RECEIVED/APPROVED

- Golden Civic Foundation -- \$4,538 for Library Summer Challenge (Golden)
- Thrivent (Clarity Wealth Group) -- \$500 for Books On Film
- City of Lakewood -- \$4,000 for Lakewood/Belmar Library Summer Challenge

FUNDS DENIED

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

REQUESTS PENDING

- Sam S. Bloom Fndn -- \$5,000 for 1000 Books Before Kindergarten
- City of Wheat Ridge -- \$1,400 for WR Library art project

Operational Updates

Executive Director Report



JUNE 2023 EXECUTIVE DIRECTOR REPORT

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

Design a New Library in South County:

- Finalizing a new communication and community engagement plan
- Initiating the first tasks in the new communication and community engagement plan
- Updating the market analysis

Initiate a New Library in Northwest Jefferson County

- Finalizing a new communication and community engagement plan
- Continuing community support development
- Taking next steps with site negotiations

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

Redesign Evergreen Library

- Recommending guaranteed maximum pricing
- Beginning permitting process
- Finalizing alternative services plan

Conifer Opportunity

- Analyzing data from community engagement and survey
- Continuing community engagement

New Concept in Philanthropy Strategy

- Engaging with a sub-group of Urban Libraries Council (ULC) executive directors
- Finalizing Evergreen Library Redesign naming opportunities document

Accelerate our Building Program

- Finalizing design standard
- Integrating design standard into Evergreen Redesign

Advocacy and Engagement Opportunity for Trustees

[CALCON 2023: A Confluence of Ideas](#), October 12-14, 2023, Embassy Suites, Loveland. Early Bird registration deadline is August 1st. Please contact Amber to register.



Service Highlights:

SUMMER CHALLENGE KICK OFF! Events were held throughout JCPL with bubbles, jump rope demonstrations, fun, and prizes. Teen volunteers were in full force to help with registration and creating a radical welcome to all. Photos below include shots of our teen volunteers in action, the crowds at the Columbine Library, and general fun being had by all.



PRIDE EVENTS: One of the many Pride events going on at JCPL this month is tabling at the Edgewater Pride Parade. Our team talked to over 500 people about our services and made 35 library cards. There were many heartwarming stories shared with our staff about the impact of the library on them.





Patron Impact Statements:

The library saved my daughter. After the pandemic and doing school on a laptop at home she was very apprehensive about being in social situations. Then she became a volunteer at the Belmar library last summer and made friends and enjoyed working with people. She's doing it again this year!

I wanted to thank Michelle and her team from JCPL for an outstanding job at the Edgewater Pride event on Saturday 6/3. They were excellent, supportive, fun, educational and inclusive. My kids enjoyed making buttons, playing games and talking to the staff about the summer reading program. Seriously - they were all exceptional. As a queer mother, it means the world to me and my community to attend these events and have awesome activities for the little ones to engage in. We have attended Pride related story times the past few years, and I'm thrilled to see these stay on the calendar and grow! And in general we are huge fans of the Edgewater Library, visiting weekly and checking out books weekly, if not more often. Thank you!!! Hope to see this crew at next year's Edgewater Pride again!

I wanted to let you all know that this place [Express Library] is the best thing to happen to west Arvada in decades. Thank you for bringing it. It's my new home!

PROFESSIONAL ENGAGEMENT:


Robyn Lupa, manager of services to Kids & Families, will be attending the *Inside Out International Conference* in Estes Park.


Lainie Miller, Acquisitions & Collection Development Librarian, **Paola Vilaxa**, manager of Arvada Library and Diversity, Equity and Inclusion Services, and **Julianne Rist**, director of Public Services, will be attending the *American Library Association (ALA) Annual Conference* in Chicago. Paola was invited to participate in a panel presentation about *Digital Equity for Spanish Speakers*.

Padma Polepeddi, assistant director of Public Services, is serving on the PLA 2024 Program Subcommittee responsible for reviewing conference program proposals.

MJ Ivy, director of Communications and Engagement, is attending the Black Economic Success Trust Summit (B.E.S.T.). MJ will also be speaking on a panel on the topic: *Diversity is Not Enough: How Inclusion and Equity Drive Lasting Change*.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, JUNE 2023

- Meeting with **city of Golden staff** on the Golden opportunity
 - Meeting with a subset of **Urban Libraries Council** executive directors on fundraising strategies
 - Meeting with a potential advocate for South County Library
 - Meeting with residents about potential interest in applying for the Board
- 

- 
- Helping out at the **West Metro Chamber** *Taste of the West*
 - Attend **Jeffco Connections** Board meeting
 - Scheduled lunches with trustees
 - Meeting with **Cimmaron Metropolitan District** re: Northwest County Library
 - Meeting with Joe Kerby, **Jefferson County Manager**
 - Monthly meeting with **Jefferson County Library Foundation (JCLF)** executive director
 - Monthly meeting with **Jefferson County Elected/Appointed Officials**
 - **Colorado Association of Libraries (CAL)** Mentorship Interest Group
 - Attend **CAL Legislative Committee** meeting
 - Attend **American Libraries Association (ALA)** annual conference



Operational Updates

Business Strategy and Finance



Jefferson County
PUBLIC LIBRARY

memorandum

To: Donna Walker, Executive Director
From: Matthew Griffin, Director of Business Strategy & Finance
Re: Finance Monthly Report
Date: June 15th, 2023

2024 Proposed Budget

Revenue Assumptions:

The projected revenue remains unchanged from the long-term forecasts presented in May. Regarding Property Tax assumptions:

- The mill levy will remain at 4.50 for all years.
- A 7% increase is anticipated for 2024. Preliminary assess gross valuations are expected to be available in August.

Planned Expenses:

JCPL is planning to add 14 full-time equivalents (FTE) in 2024, bringing the total to 295.5.

The 2024 budget and the 5-year Capital Improvement Plan (CIP) for the Library include capital projects that align with the community's priorities. These projects focus on enhancing services in underserved areas through the development of the South County Library and Northwest Jeffco Library. Additionally, the renovation of Evergreen and the redesign of Arvada are key priorities.

The following information is included:

- A. Trustee 2024 Budget Cover Letter
- B. 5 Year Capital Improvement Plan
- C. 2024 Budget Tables

Budget to Actual Tables

Please see the enclosed Budget to Actual Tables for April and May 2023. However, please be aware that the Real Property Tax Revenue for May has not been recorded as of yet.

In May, the Library Foundation provided funding of \$10,321 to JCPL. The Library also contributed in-kind support to the foundation valued at \$8,139 in May. The library has received a total of \$45,456 in funding year-to-date. Additionally, the Library has provided \$36,887 worth of in-kind support to the Foundation so far this year, with a ratio of 1:1.23.

The carryforward has been approved but has not yet been included in our financial records. It will be reflected in the June financials.

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

jeffcolibrary.org



To: Honorable Jefferson County Commissioners

From: Library Board of Trustees

Re: 2024 Proposed Budget

Date: June 15, 2023

Honorable County Commissioners,

Working collaboratively with the County staff and the Library staff, the Library Board of Trustees' has submitted a proposed budget for the year 2024. The budget development process is governed by the Board of County Commissioners annual guidelines, and the Library Board of Trustees fiduciary responsibilities.

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

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

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

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

The amount that the Board of Trustees has determined necessary to deliver on our promises, operate the library and provide the residents of Jefferson County with a responsible level of library services in 2024 is a mill levy of 4.500. This mill levy will provide an estimated net property tax revenue of \$54 million dollars.

As Library Trustees, we take our fiduciary responsibility seriously and we believe the 2024 proposed budget represents a responsible level of spending to support Library services.

Kim Johnson, Chair

Library Board of Trustees

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2024 Proposed Budget

Sources and Uses of Funds	2022 Actual	2023 Adopted Budget	2024 Proposed Budget	\$ Incr (Decr) 2023 to 2024 Budget	% Incr (Decr) 2023 to 2024 Budget
Sources of Funds					
Revenues					
Property Tax (net of adjustments)	\$ 51,799,286	\$ 50,683,316	\$ 54,231,148	\$ 3,547,832	7%
Total Taxes	\$ 51,799,286	\$ 50,683,316	\$ 54,231,148	\$ 3,547,832	7%
Federal & State Grants	\$ 377,554	\$ 144,996	\$ 144,996	\$ -	0%
Library Fees	121,799	85,000	85,000	-	0%
Other Revenue	(586,719)	675,650	383,628	(292,022)	-43%
Total Other Revenues	\$ (87,366)	\$ 905,646	\$ 613,624	\$ (292,022)	-32%
Sub Total Revenues	\$ 51,711,920	\$ 51,588,962	\$ 54,844,772	\$ 3,255,810	6%
Transfer from Fund Balance	\$ -	\$ 18,254,931	\$ 10,863,095		
Transfer to Fund Balance	12,239,097				
Total Sources of Funds	\$ 39,472,824	\$ 69,843,894	\$ 65,707,867	\$ (4,136,026)	-6%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 15,540,825	\$ 17,638,242	\$ 18,559,079	\$ 920,837	5%
Benefits	4,993,686	5,810,820	6,402,499	591,679	10%
Total Salaries & Benefits	\$ 20,534,511	\$ 23,449,062	\$ 24,961,578	\$ 1,512,516	6%
Library Books & Materials	\$ 7,763,037	\$ 9,409,434	\$ 9,211,817	\$ (197,617)	-2%
Supplies	1,412,124	1,375,098	1,604,205	229,107	17%
Vehicles	-	-	-	-	
Services & Charges	4,383,657	5,996,673	6,340,729	344,056	6%
Internal Transactions /Cost Allocation	2,761,455	2,987,181	3,023,166	35,985	1%
Total Operating Expenditures	\$ 36,854,783	\$ 43,217,448	\$ 45,141,495	\$ 1,924,047	4%
Financing & Debt Service	\$ 621,945	\$ 621,745	\$ 623,700	\$ 1,955	0%
Capital Projects	\$ 1,996,095	\$ 26,004,701	\$ 19,942,673	\$ (6,062,028)	-23%
Total Uses of Funds	\$ 39,472,824	\$ 69,843,894	\$ 65,707,867	\$ (4,136,026)	-6%



TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2024 Proposed Budget

	2022 Actual	2023 Adopted Budget	2024 Proposed Budget
Beginning Fund Balance	\$ 43,285,918	\$ 55,525,015	\$ 37,270,083
Revenues	\$ 49,291,617	\$ 49,205,100	\$ 52,294,586
Capital Funding	2,420,303	2,383,862	2,550,186
Total Revenues	\$ 51,711,920	\$ 51,588,962	\$ 54,844,772
Expenditures			
Operating Expenditures	\$ 36,854,783	\$ 43,217,448	\$ 45,141,495
Debt Service	621,945	621,745	623,700
Capital Projects	1,996,095	26,004,701	19,942,673
Total Expenditures	\$ 39,472,824	\$ 69,843,894	\$ 65,707,867
Ending Fund Balance	\$ 55,525,015	\$ 37,270,083	\$ 26,406,988
Increase/(Decrease) in Fund Balance	\$ 12,239,097	\$ (18,254,931)	\$ (10,863,095)
Reserve Fund	\$ 55,525,015	\$ 37,270,083	\$ 26,406,988
Reserve Balance Policy Calculation			
	2022 Actual	2023 Adopted Budget	2024 Proposed Budget
16% - Current Year Budgeted Revenues	\$ 8,273,907	\$ 8,254,234	\$ 8,775,164
9% - Current Year Budgeted Revenues - Uncertainty	4,654,073	4,643,007	4,936,029
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 12,927,980	\$ 12,897,241	\$ 13,711,193
50% of Current Year Budgeted Revenues	\$ 25,855,960	\$ 25,794,481	\$ 27,422,386
Total Maximum F/B Reserve Requirements (CEILING)	\$ 25,855,960	\$ 25,794,481	\$ 27,422,386
Above/(Below) Minimum (FLOOR)	\$ 42,597,035	\$ 24,372,843	\$ 12,695,795
Above/(Below) Maximum (CEILING)	\$ 29,669,055	\$ 11,475,602	\$ (1,015,398)



TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2024 Proposed Budget

Sources and Uses of Funds	2022 Actual	2023 Adopted Budget	2024 Proposed Budget	\$ Incr (Decr) 2023 to 2024 Budget	% Incr (Decr) 2023 to 2024 Budget
Sources of Funds					
Revenues					
Taxes					
Property Taxes (95.5% of total)	\$ 51,364,212	\$ 50,590,855	\$ 54,120,619	\$ 3,529,764	7%
Delinquent Taxes	59,949	121,267	127,408	6,141	5%
Prior Year Cancellations	(405,064)	(498,187)	(500,515)	(2,328)	0%
Urban Renewal	(1,677,960)	(1,936,259)	(2,071,797)	(135,538)	7%
Penalties & Interest	37,846	21,778	5,247	(16,531)	-76%
Total Taxes	\$ 49,378,983	\$ 48,299,454	\$ 51,680,962	\$ 3,381,508	7%
Federal & State Grants	\$ 377,554	\$ 144,996	\$ 144,996	\$ -	0%
Library Fines	25,877	-	-	-	-
Charges for Services	95,922	85,000	85,000	-	0%
Investment Income	(931,499)	187,500	162,500	(25,000)	-13%
Library Foundation	190,276	100,000	100,000	-	0%
E-Rate Revenue	2,602	388,150	121,128	(267,022)	-69%
Other Misc Revenue	151,355	-	-	-	-
Transfer	547	-	-	-	-
Total Revenues	\$ 49,291,617	\$ 49,205,100	\$ 52,294,586	\$ 3,089,486	6%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 14,178,852	\$ 16,750,057	\$ 18,016,830	\$ 1,266,773	8%
Awards & Bonuses	140,212	160,000	180,000	20,000	13%
Termination Pay	137,451	250,000	175,000	(75,000)	-30%
Temporary Salaries	1,307,709	1,638,367	1,379,249	(259,118)	-16%
CARES Reimbursed Salaries	(230,986)	-	-	-	-
Overtime	7,587	8,000	8,000	-	0%
Vacancy Savings	-	(1,168,182)	(1,200,000)	(31,818)	3%
Benefits	4,993,686	5,810,820	6,402,499	591,679	10%
Total Salaries & Benefits	\$ 20,534,511	\$ 23,449,062	\$ 24,961,578	\$ 1,512,516	6%
Library Books & Materials	\$ 7,585,844	\$ 9,170,434	\$ 8,996,817	\$ (173,617)	-2%
Library Periodicals	177,193	239,000	215,000	(24,000)	-10%
Sub-Total Library Collections	\$ 7,763,037	\$ 9,409,434	\$ 9,211,817	\$ (197,617)	-2%
Supplies	\$ 1,412,124	\$ 1,375,098	\$ 1,604,205	\$ 229,107	17%
Services & Charges	4,383,657	5,996,673	6,340,729	344,056	6%
Vehicles	-	-	-	-	-
Interdepartmental Direct Charges	1,291,042	1,295,745	1,414,263	118,518	9%
Interdepartmental Indirect Charges	1,470,413	1,691,436	1,608,903	(82,533)	-5%
Total Supplies and Other	\$ 8,557,236	\$ 10,358,952	\$ 10,968,100	\$ 609,148	6%
Total Operating	\$ 36,854,783	\$ 43,217,448	\$ 45,141,495	\$ 1,924,047	4%



**TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2024 Proposed Budget**

Sources and Uses of Funds	2022 Actual	2023 Adopted Budget	2024 Proposed Budget	\$ Incr (Decr) 2023 to 2024 Budget
Debt Service				
Principal - Arvada (2005-2024)	\$ 579,366	\$ 593,013	\$ 609,141	\$ 16,128
Interest - Arvada (2005-2024)	42,578	28,731	14,558	(14,173)
Principal - Refunding Series 2013	-	-	-	-
Interest - Refunding Series 2013	-	-	-	-
Principal - COP - Capital Projects	-	-	-	-
Interest - COP - Capital Projects	-	-	-	-
Total Debt Service	\$ 621,945	\$ 621,745	\$ 623,700	\$ 1,955

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

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

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



Authorized Positions	2022 Amended Budget	2023 Adopted Budget	2024 Proposed Budget	Incr (Decr) 2023 to 2024 Budget
FTE Positions - Active	279.5	298.0	295.5	(2.5)
FTE Positions - Reserved	-	-	-	-
Total Authorized Positions	279.5	298.0	295.5	(2.5)



TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2024 Proposed Budget

Sources and Uses of Funds	2022 Actual	2023 Adopted Budget	2024 Proposed Budget	\$ Incr (Decr) 2023 to 2024 Budget
Sources of Funds				
	4.67%	4.70%	4.70%	
Property Tax - Capital - 4.5%	\$ 2,420,303	\$ 2,383,862	\$ 2,550,186	\$ 166,324
Transfer from FB - Capital Expenses				(0)
Total Sources of Funds	\$ 2,420,303	\$ 2,383,862	\$ 2,550,186	\$ 166,324
Uses of Funds				
Annual Replacement & Maintenance Program (ARM) & Ongoing Projects				
ARM-01 Capital Maintenance	\$ 196,169	\$ 250,000	\$ 250,000	\$ -
ARM-02 Equipment Replacement	31,704	36,000	42,000	6,000
ARM-03 Computer 5-year Replacement Plan	333,399	250,000	479,200	229,200
ARM-04 Book Sorter Replacement	525,598	350,000	40,000	(310,000)
ARM-05 IT Infrastructure Replacement	259,904	350,000	295,000	(55,000)
Offsite Services	129,102	60,000	-	(60,000)
2018 Projects				
18-08 Bookmobile Replacement	111,644	-	-	-
2019 Projects				
19-02 Document Management System	17,500	-	-	-
2021 Projects				
Standley Lake Clerestory Roof	-	-	-	-
2022 Projects				
Golden Opportunity	-	-	-	-
Arvada Redesign			800,000	800,000
Library Conifer Opportunity	-	2,500,400	-	(2,500,400)
Library Belmar Outdoor Space	256,541	-	-	-
Library Data Warehouse		-	-	-
Multi-Year Construction Projects				
South County Library	10,077	8,698,826	5,772,052	(2,926,774)
Evergreen Remodel	115,329	3,520,000	983,626	(2,536,374)
NW Arvada Library	9,127	9,989,475	11,280,795	1,291,320
Total Capital Projects	\$ 1,996,095	\$ 26,004,701	\$ 19,942,673	\$ (6,062,028)



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

Project	2023 Adopted Budget	2024 Proposed Budget	2025 Projected	2026 Projected	2027 Projected	2028 Projected	Total 2028 - 2028
Annual Replacement Plan							
ARM-01 Capital Maintenance	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
ARM-02 Equipment Replacement	36,000	42,000	40,000	40,000	40,000	40,000	202,000
ARM-03 Computer 5-year Replacement Plan	250,000	479,200	450,000	450,000	400,000	400,000	2,179,200
ARM-04 Book Sorter Replacement	350,000	40,000	60,000	80,000	100,000	250,000	530,000
ARM-05 IT Infrastructure Replacement	350,000	295,000	300,000	300,000	300,000	300,000	1,495,000
Total ARM & Ongoing Projects	\$ 1,236,000	\$ 1,106,200	\$ 1,100,000	\$ 1,120,000	\$ 1,090,000	\$ 1,240,000	\$ 5,656,200
5-Year Capital Improvement Plan							
South County Library	\$ 8,698,826	\$ 5,772,052	\$ -	\$ -	\$ -	\$ -	\$ 5,772,052
Evergreen Library Remodel	3,520,000	983,626	-	-	-	-	983,626
Northwest Arvada New Build	9,989,475	11,280,795	-	-	-	-	11,280,795
Operations Center	-	-	-	-	-	800,000	800,000
Lakewood Redesign	-	-	-	-	-	-	-
Standley Lake Redesign	-	-	-	-	-	-	-
Arvada Redesign	-	800,000	13,986,781	-	-	-	14,786,781
Conifer Opportunity	2,500,400	-	-	-	-	-	-
Golden Opportunity	-	-	350,000	6,118,000	-	-	6,468,000
Bookmobile Replacement	-	-	-	-	-	-	-
Document Management System	-	-	-	-	-	-	-
Belmar Outdoor Space	-	-	-	-	-	-	-
Unspecified Capital Project	-	-	-	-	-	-	-
Offsite Services	60,000	-	50,000	-	175,000	-	225,000
Library Location Holds Lockers	-	-	-	-	-	-	-
Data Warehouse	-	-	-	-	-	-	-
New ILS	-	-	200,000	150,000	-	-	350,000
Total CIP	\$ 24,768,701	\$ 18,836,473	\$ 14,586,781	\$ 6,268,000	\$ 175,000	\$ 800,000	\$ 40,666,254
Total 5-Year Capital Plan	\$ 26,004,701	\$ 19,942,673	\$ 15,686,781	\$ 7,388,000	\$ 1,265,000	\$ 2,040,000	\$ 46,322,454

**Operational Updates
Business Strategy & Finance
Monthly Financials
(April and May 2023)**

**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 04/30/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Revenues						
Taxes						
Property Tax - Operating	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 20,406,811	\$ (27,892,642)	-58%
Property Tax - Capital	2,442,681	2,420,303	2,383,862	962,011	(1,421,851)	-60%
Total Taxes	\$ 52,407,622	\$ 51,799,286	\$ 50,683,316	\$ 21,368,823	\$ (29,314,493)	-58%
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Fines & Fees	115,000	121,799	85,000	58,273	(26,728)	-31%
Other Revenue	298,640	(586,719)	675,650	461,879	(213,771)	-32%
Total Other Revenues	\$ 538,640	\$ (87,366)	\$ 905,646	\$ 520,152	\$ (385,494)	-43%
Sub Total Revenues	\$ 52,946,262	\$ 51,711,920	\$ 51,588,962	\$ 21,888,975	\$ (29,699,987)	-58%
Fund Balance Activity						
Transfer from FB - Capital Projects	12,441,736		18,254,931	-		
Transfer to/(from) Fund Balance	-	12,239,097	-	9,060,137		
Total Sources of Funds	\$ 65,387,998	\$ 39,472,824	\$ 69,843,894	\$ 12,828,838		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 16,601,010	\$ 15,540,825	\$ 17,638,242	\$ 5,034,950	\$ (12,603,293)	-71%
Benefits	5,719,962	4,993,686	5,810,820	1,765,254	(4,045,566)	-70%
Total Salaries & Benefits	\$ 22,320,972	\$ 20,534,511	\$ 23,449,062	\$ 6,800,203	\$ (16,648,859)	-71%
Library Books & Materials	\$ 7,937,400	\$ 7,763,037	\$ 9,409,434	\$ 2,393,744	\$ (7,015,690)	-75%
Supplies	1,559,475	1,412,124	1,375,098	437,232	(937,866)	-68%
Vehicles	-	-	-	-	-	-
Services & Charges	5,704,984	4,383,657	5,996,673	1,364,331	(4,632,342)	-77%
Internal Transactions /Cost Allocation	2,734,736	2,761,455	2,987,181	1,054,742	(1,932,439)	-65%
Total Operating Expenditures	\$ 40,257,567	\$ 36,854,783	\$ 43,217,448	\$ 12,050,251	\$ (31,167,197)	-72%
Financing & Debt Service	\$ 621,945	\$ 621,945	\$ 621,745	\$ -	\$ (621,745)	-100%
Capital Projects	\$ 24,508,487	\$ 1,996,095	\$ 26,004,701	\$ 778,586	\$ (25,226,115)	-97%
Total Uses of Funds	\$ 65,387,998	\$ 39,472,824	\$ 69,843,894	\$ 12,828,838	\$ (57,015,056)	-82%

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

	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 04/30/2023
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	\$ 20,926,963
Capital Funding	2,442,681	2,420,303	2,383,862	962,011
Total Revenues	\$ 52,946,262	\$ 51,711,920	\$ 51,588,962	\$ 21,888,975
Expenditures				
Operating Expenditures	\$ 40,257,567	36,854,783	\$ 43,217,448	\$ 12,050,251
Debt Service	621,945	621,945	621,745	-
Capital Projects	24,508,487	1,996,095	26,004,701	778,586
Total Expenditures	\$ 65,387,998	\$ 39,472,824	\$ 69,843,894	\$ 12,828,838
Increase/(Decrease) in Fund Balance	\$ (12,441,736)	12,239,097	\$ (18,254,931)	\$ 9,060,137
Ending Fund Balance	\$ 20,878,253	\$ 55,525,015	\$ 37,270,083	\$ 64,585,152
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund				
Reserve Fund Balance	\$ 20,878,253	\$ 55,525,015	\$ 37,270,083	\$ 64,585,152

Reserve Fund Balance Policy Calculation

	2021 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 04/30/2023
Year-End Reserve Fund Balance		\$ 55,525,015		
16% - Current Year Budgeted Revenues	\$ 8,471,402	\$ 8,273,907	\$ 8,254,234	\$ 3,502,236
9% - Current Year Budgeted Revenues - Uncertainty	4,765,164	4,654,073	4,643,007	1,970,008
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 13,236,566	\$ 12,927,980	\$ 12,897,241	\$ 5,472,244
50% of Current Year Budgeted Revenues	\$ 26,473,131	\$ 25,855,960	\$ 25,794,481	\$ 10,944,487
Total Maximum F/B Reserve Requirements (CEILING)	\$ 26,473,131	\$ 25,855,960	\$ 25,794,481	\$ 10,944,487
Above/(Below) Minimum (FLOOR)	\$ 7,641,687	\$ 42,597,035	\$ 24,372,843	\$ 59,112,908
Above/(Below) Maximum (CEILING)	\$ (5,594,878)	\$ 29,669,055	\$ 11,475,602	\$ 53,640,664

**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 04/30/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 51,839,123	\$ 51,364,212	\$ 50,590,855	\$ 20,416,016	\$ (30,174,838)	-60%
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	(9,205)	(30,983)	-142%
Total Taxes	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 20,406,811	\$ (27,892,642)	-58%
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Library Fines	10,000	25,877	-	5,463	5,463	
Charges for Services	105,000	95,922	85,000	52,810	(32,190)	-38%
Investment Income	108,000	(931,499)	187,500	424,861	237,361	127%
Library Foundation	100,000	190,276	100,000	35,135	(64,865)	-65%
E Rate Revenue	90,640	2,602	388,150	-	(388,150)	-100%
Other Revenue	-	151,355	-	1,884	1,884	
Transfer	-	547	-	-	-	
Total Revenues	\$ 50,503,581	\$ 49,291,617	\$ 49,205,100	\$ 20,926,963	\$ (28,278,136)	-57%
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,829,037	\$ 14,178,852	\$ 16,750,057	\$ 4,704,232	\$ (12,045,825)	-72%
Awards & Bonuses	140,000	140,212	160,000	40,210	(119,790)	-75%
Termination Pay	110,000	137,451	250,000	48,152	(201,848)	-81%
Temporary Salaries	1,687,043	1,307,709	1,638,367	420,175	(1,218,192)	-74%
CARES/ARPA Reimburse Salaries	-	(230,986)	-	(180,018)	(180,018)	
Overtime	-	7,587	8,000	2,198	(5,802)	
Vacancy Savings	(1,165,071)	-	(1,168,182)	-	1,168,182	-100%
Benefits	5,719,962	4,993,686	5,810,820	1,765,254	(4,045,566)	-70%
Total Salaries & Benefits	\$ 22,320,972	\$ 20,534,511	\$ 23,449,062	\$ 6,800,203	\$ (16,648,859)	-71%
Library Books & Materials	\$ 7,737,400	\$ 7,585,844	\$ 9,170,434	\$ 2,343,230	\$ (6,827,204)	-74%
Library Periodicals	200,000	177,193	239,000	50,513	(188,487)	-79%
Sub-Total Library Collections	7,937,400	7,763,037	9,409,434	2,393,744	(7,015,690)	-75%
Supplies	\$ 1,559,475	\$ 1,412,124	\$ 1,375,098	\$ 437,232	\$ (937,866)	-68%
Services & Charges	5,704,984	4,383,657	5,996,673	1,364,331	(4,632,342)	-77%
Vehicles	-	-	-	-	-	
Interdepartmental Direct Charges	1,264,323	1,291,042	1,295,745	490,930	(804,815)	-62%
Interdepartmental Indirect Charges	1,470,413	1,470,413	1,691,436	563,812	(1,127,624)	-67%
Total Supplies and Other	\$ 9,999,195	\$ 8,557,236	\$ 10,358,952	\$ 2,856,305	\$ (7,502,647)	-72%
Total Operating	\$ 40,257,567	\$ 36,854,783	\$ 43,217,448	\$ 12,050,251	\$ (31,167,197)	-72%

**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 04/30/2023	\$ 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 04/30/2023	\$ 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	\$ 962,011	\$ (1,421,851)	-60%
Transfer from FB - Capital Expenses						-	
Total Sources of Funds	\$ 2,442,681	\$ 2,420,303	\$ 2,383,862	\$ 2,383,862	\$ 962,011	\$ (1,421,851)	-60%
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 250,000	\$ 196,169	\$ 250,000	\$ 250,000	\$ 7,947	\$ (242,053)	-97%
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	299,222	(50,778)	-15%
ARM-05 IT Infrastructure Replacement	250,000	259,904	350,000	350,000	81,836	(268,164)	-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	\$ -	\$ -	\$ 350	\$ 350	n / a
2021 Projects							
Standley Lake Clerestory Roof	\$ -	-	\$ -	\$ -	\$ -	\$ -	n / a
2022 Projects							
Location Holds Lockers	\$ 205,000	\$ -	\$ -	\$ -	\$ 181,146	\$ 181,146	n / a
Conifer Library Opportunity	-	-	2,500,400	2,500,400	4,242	(2,496,158)	-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	182,693	(3,337,307)	-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	\$ 778,586	\$ (25,226,115)	-97%

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

Project	2023 Amended Budget	YTD Actual 04/30/2023	YTD Encumbrances 04/30/23	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 7,947	\$ 46,927	54,874	\$ 195,126
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	299,222	-	299,222	50,778
ARM-05 IT Infrastructure Replacement	350,000	81,836	-	81,836	268,164
Bookmobile Replacement	-	-	-	-	-
Document Management System	-	350	-	350	(350)
Offsite Services	60,000	-	-	-	60,000
Location Holds Lockers	-	181,146	-	181,146	(181,146)
Conifer Library Opportunity	2,500,400	4,242	-	4,242	2,496,158
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	182,693	99,331	282,024	3,237,976
Northwest County Library	9,989,475	-	-	-	9,989,475
Total Capital Projects	\$ 26,004,701	\$ 778,586	\$ 146,258	\$ 924,844	\$ 25,079,857

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 05/31/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Revenues						
Taxes						
Property Tax - Operating	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 29,007,687	\$ (19,291,767)	-40%
Property Tax - Capital	2,442,681	2,420,303	2,383,862	1,367,537	(1,016,326)	-43%
Total Taxes	\$ 52,407,622	\$ 51,799,286	\$ 50,683,316	\$ 30,375,223	\$ (20,308,093)	-40%
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Fines & Fees	115,000	121,799	85,000	70,048	(14,952)	-18%
Other Revenue	298,640	(586,719)	675,650	477,658	(197,992)	-29%
Total Other Revenues	\$ 538,640	\$ (87,366)	\$ 905,646	\$ 547,706	\$ (357,940)	-40%
Sub Total Revenues	\$ 52,946,262	\$ 51,711,920	\$ 51,588,962	\$ 30,922,929	\$ (20,666,033)	-40%
Fund Balance Activity						
Transfer from FB - Capital Projects	12,441,736		18,254,931	-		
Transfer to/(from) Fund Balance	-	12,239,097	-	14,452,342		
Total Sources of Funds	\$ 65,387,998	\$ 39,472,824	\$ 69,843,894	\$ 16,470,587		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 16,601,010	\$ 15,540,825	\$ 17,638,242	\$ 6,332,655	\$ (11,305,587)	-64%
Benefits	5,719,962	4,993,686	5,810,820	2,207,550	(3,603,270)	-62%
Total Salaries & Benefits	\$ 22,320,972	\$ 20,534,511	\$ 23,449,062	\$ 8,540,205	\$ (14,908,857)	-64%
Library Books & Materials	\$ 7,937,400	\$ 7,763,037	\$ 9,409,434	\$ 3,252,250	\$ (6,157,184)	-65%
Supplies	1,559,475	1,412,124	1,375,098	557,186	(817,912)	-59%
Vehicles	-	-	-	-	-	-
Services & Charges	5,704,984	4,383,657	5,996,673	1,749,305	(4,247,368)	-71%
Internal Transactions /Cost Allocation	2,734,736	2,761,455	2,987,181	1,375,135	(1,612,046)	-54%
Total Operating Expenditures	\$ 40,257,567	\$ 36,854,783	\$ 43,217,448	\$ 15,474,081	\$ (27,743,367)	-64%
Financing & Debt Service	\$ 621,945	\$ 621,945	\$ 621,745	\$ -	\$ (621,745)	-100%
Capital Projects	\$ 24,508,487	\$ 1,996,095	\$ 26,004,701	\$ 996,506	\$ (25,008,195)	-96%
Total Uses of Funds	\$ 65,387,998	\$ 39,472,824	\$ 69,843,894	\$ 16,470,587	\$ (53,373,307)	-76%

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

	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 05/31/2023
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	\$ 29,555,393
Capital Funding	2,442,681	2,420,303	2,383,862	1,367,537
Total Revenues	\$ 52,946,262	\$ 51,711,920	\$ 51,588,962	\$ 30,922,929
Expenditures				
Operating Expenditures	\$ 40,257,567	36,854,783	\$ 43,217,448	\$ 15,474,081
Debt Service	621,945	621,945	621,745	-
Capital Projects	24,508,487	1,996,095	26,004,701	996,506
Total Expenditures	\$ 65,387,998	\$ 39,472,824	\$ 69,843,894	\$ 16,470,587
Increase/(Decrease) in Fund Balance	\$ (12,441,736)	12,239,097	\$ (18,254,931)	\$ 14,452,342
Ending Fund Balance	\$ 20,878,253	\$ 55,525,015	\$ 37,270,083	\$ 69,977,357
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund				
Reserve Fund Balance	\$ 20,878,253	\$ 55,525,015	\$ 37,270,083	\$ 69,977,357

Reserve Fund Balance Policy Calculation

	2021 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 05/31/2023
Year-End Reserve Fund Balance		\$ 55,525,015		
16% - Current Year Budgeted Revenues	\$ 8,471,402	\$ 8,273,907	\$ 8,254,234	\$ 4,947,669
9% - Current Year Budgeted Revenues - Uncertainty	4,765,164	4,654,073	4,643,007	2,783,064
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 13,236,566	\$ 12,927,980	\$ 12,897,241	\$ 7,730,732
50% of Current Year Budgeted Revenues	\$ 26,473,131	\$ 25,855,960	\$ 25,794,481	\$ 15,461,465
Total Maximum F/B Reserve Requirements (CEILING)	\$ 26,473,131	\$ 25,855,960	\$ 25,794,481	\$ 15,461,465
Above/(Below) Minimum (FLOOR)	\$ 7,641,687	\$ 42,597,035	\$ 24,372,843	\$ 62,246,625
Above/(Below) Maximum (CEILING)	\$ (5,594,878)	\$ 29,669,055	\$ 11,475,602	\$ 54,515,892

**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 05/31/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 51,839,123	\$ 51,364,212	\$ 50,590,855	\$ 29,022,164	\$ (21,568,691)	-43%
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	(14,477)	(36,255)	-166%
Total Taxes	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 29,007,687	\$ (19,291,767)	-40%
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Library Fines	10,000	25,877	-	7,144	7,144	
Charges for Services	105,000	95,922	85,000	62,904	(22,096)	-26%
Investment Income	108,000	(931,499)	187,500	425,998	238,498	127%
Library Foundation	100,000	190,276	100,000	45,457	(54,543)	-55%
E Rate Revenue	90,640	2,602	388,150	-	(388,150)	-100%
Other Revenue	-	151,355	-	6,203	6,203	
Transfer	-	547	-	-	-	
Total Revenues	\$ 50,503,581	\$ 49,291,617	\$ 49,205,100	\$ 29,555,393	\$ (19,649,707)	-40%
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,829,037	\$ 14,178,852	\$ 16,750,057	\$ 5,885,059	\$ (10,864,998)	-65%
Awards & Bonuses	140,000	140,212	160,000	40,279	(119,721)	-75%
Termination Pay	110,000	137,451	250,000	49,848	(200,153)	-80%
Temporary Salaries	1,687,043	1,307,709	1,638,367	534,803	(1,103,564)	-67%
CARES/ARPA Reimburse Salaries	-	(230,986)	-	(180,018)	(180,018)	
Overtime	-	7,587	8,000	2,685	(5,315)	
Vacancy Savings	(1,165,071)	-	(1,168,182)	-	1,168,182	-100%
Benefits	5,719,962	4,993,686	5,810,820	2,207,550	(3,603,270)	-62%
Total Salaries & Benefits	\$ 22,320,972	\$ 20,534,511	\$ 23,449,062	\$ 8,540,205	\$ (14,908,857)	-64%
Library Books & Materials	\$ 7,737,400	\$ 7,585,844	\$ 9,170,434	\$ 3,174,937	\$ (5,995,497)	-65%
Library Periodicals	200,000	177,193	239,000	77,313	(161,687)	-68%
Sub-Total Library Collections	7,937,400	7,763,037	9,409,434	3,252,250	(6,157,184)	-65%
Supplies	\$ 1,559,475	\$ 1,412,124	\$ 1,375,098	\$ 557,186	\$ (817,912)	-59%
Services & Charges	5,704,984	4,383,657	5,996,673	1,749,305	(4,247,368)	-71%
Vehicles	-	-	-	-	-	
Interdepartmental Direct Charges	1,264,323	1,291,042	1,295,745	670,370	(625,375)	-48%
Interdepartmental Indirect Charges	1,470,413	1,470,413	1,691,436	704,765	(986,671)	-58%
Total Supplies and Other	\$ 9,999,195	\$ 8,557,236	\$ 10,358,952	\$ 3,681,627	\$ (6,677,325)	-64%
Total Operating	\$ 40,257,567	\$ 36,854,783	\$ 43,217,448	\$ 15,474,081	\$ (27,743,367)	-64%

**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 05/31/2023	\$ 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 05/31/2023	\$ 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	\$ 1,367,537	\$ (1,016,326)	-43%
Transfer from FB - Capital Expenses						-	
Total Sources of Funds	\$ 2,442,681	\$ 2,420,303	\$ 2,383,862	\$ 2,383,862	\$ 1,367,537	\$ (1,016,326)	-43%
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 250,000	\$ 196,169	\$ 250,000	\$ 250,000	\$ 27,374	\$ (222,626)	-89%
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	183,008	(66,992)	-27%
ARM-04 Book Sorter Replacement	500,000	525,598	350,000	350,000	302,216	(47,784)	-14%
ARM-05 IT Infrastructure Replacement	250,000	259,904	350,000	350,000	105,463	(244,537)	-70%
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	\$ -	\$ -	\$ 350	\$ 350	n / a
2021 Projects							
Standley Lake Clerestory Roof	\$ -	-	\$ -	\$ -	\$ -	\$ -	n / a
2022 Projects							
Location Holds Lockers	\$ 205,000	\$ -	\$ -	\$ -	\$ 181,146	\$ 181,146	n / a
Conifer Library Opportunity	-	-	2,500,400	2,500,400	4,369	(2,496,031)	-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	192,581	(3,327,420)	-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	\$ 996,506	\$ (25,008,195)	-96%

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

Project	2023 Amended Budget	YTD Actual 05/31/2023	YTD Encumbrances 05/31/23	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 27,374	\$ 45,977	73,351	\$ 176,649
ARM-02 Furniture & Equipment	36,000	-	-	-	36,000
ARM-03 Computer Replacement Plan	250,000	183,008	-	183,008	66,992
ARM-04 Book Sorter Replacement	350,000	302,216	-	302,216	47,784
ARM-05 IT Infrastructure Replacement	350,000	105,463	-	105,463	244,537
Bookmobile Replacement	-	-	-	-	-
Document Management System	-	350	-	350	(350)
Offsite Services	60,000	-	-	-	60,000
Location Holds Lockers	-	181,146	-	181,146	(181,146)
Conifer Library Opportunity	2,500,400	4,369	-	4,369	2,496,031
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	192,581	93,569	286,149	3,233,851
Northwest County Library	9,989,475	-	-	-	9,989,475
Total Capital Projects	\$ 26,004,701	\$ 996,506	\$ 139,545	\$ 1,136,051	\$ 24,868,650

Operational Updates

Facilities & Construction Projects

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: June 15, 2023

RE: Evergreen Redesign- Notice to Proceed, Fransen Pittman

History:

The Evergreen Library redesign project was approved by the JCPL Board of Trustees as part of its Facilities Master Plan (FMP) and is budgeted within the library's 5-year Capital Improvement Plan (CIP). At the June 8, 2023 Special Board Meeting discussion was held about moving forward with the next phase of work on the Evergreen Redesign, and accepting the Guaranteed Maximum Price from Fransen Pittman. JCPL is currently under contract with Fransen Pittman for Construction Management/General Contractor Service. Under the contract, each Project consists of two phases. Phase I includes the Contractor's development of design and construction documents for the Project, including a firm fixed maximum price. Phase II includes furnishing the labor, equipment, materials, and supervision necessary to complete the construction of the Project. Each Phase requires its own Notice to Proceed (NTP) with a defined scope of work and project timeline.

Budget:

The latest design iteration of the Evergreen Redesign project has yielded a construction cost of \$3,412,366, equivalent to \$196.40 per square foot. All costs associated with construction will be paid for from the Evergreen Redesign project funds.

Next Actions:

We are requesting that the Board authorize the Executive Director to amend Fransen Pittman's contract by issuing a Notice to Proceed to complete the construction of the Evergreen redesign in the amount of \$3,412,366.