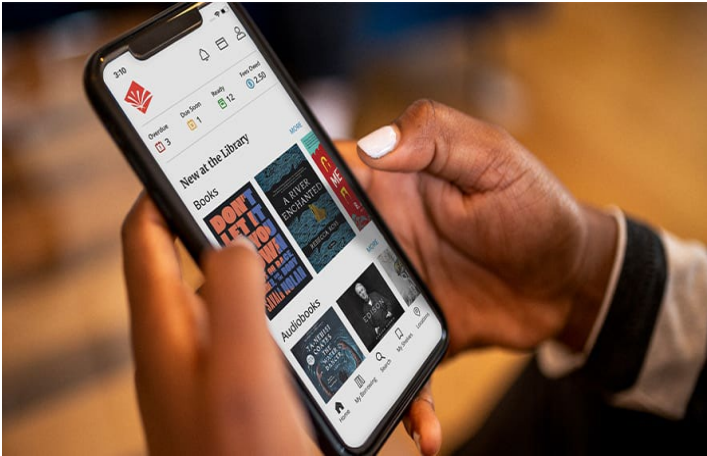


BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

August 17, 2023



Explore on the Go with MyJCPL App



Using the Cloud: Google Drive



PAWS for Reading



Kindness Maps & Sketchbook Building Workshop



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	<p>Thursday, August 17, 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 July 20, 2023 Board Meeting Minutes B. Adopt Policy Governance Monitoring Reports: 2.5 – 2.9 C. Bear Creek Landscape Snow Removal Renewal Contract D. CoCal Landscape Snow Removal Renewal Contract
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 D. Naming Agreement – Evergreen Storytime Area Call for motion and second</p> <p>Public Services A. Conifer Library Service Plan B. Elections, Cameras and Ballot Boxes Agreement Call for motion and second</p> <p>Technology & Innovation A. Multi-function Devices and Maintenance Contract Authorization Call for motion and second</p> <p>Business Strategy & Finance <u>Business Strategy</u> A. 2023 Mid-year Report <u>Finance and Budget – Monthly Financials</u> A. Financial Report (July)</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"> • September 14, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • September 21, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • October 12, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	<ul style="list-style-type: none">• October 19, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. ADJOURNMENT	Chair Adjourns Regular Meeting

CONSENT AGENDA

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

jeffcolibrary.org



TO: Library Board of Trustees

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

DATE: August 10, 2023

RE: Consent Agenda for the August 17, 2023 Board Meeting

- A. Library Board of Trustees approve the July 20, 2023 Board Meeting Minutes
- B. Library Board of Trustees adopt Policy Governance Monitoring Reports: 2.5 through 2.9
- C. Library Board of Trustees authorize the Executive Director to sign the Bear Creek Landscape Snow Removal Renewal Contract
- D. Library Board of Trustees authorize the Executive Director to sign the CoCal Landscape Snow Removal Renewal Contract

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

July 20, 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 Lakewood Library meeting room on July 20, 2023. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

Other Trustees present: Emelda Walker (Vice-Chair), Jill Fellman (Secretary), Pam Anderson, Charles Jones, Jeanne Lomba and Charles Naumer.

Trustees not present: All Trustees were present.

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; 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 Jones 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.

EXECUTIVE SESSION:

Guest: Kurt Behn, County Attorney’s Office

At 5:32 pm, the Chair called for a motion to adjourn the regular meeting and reconvene in Executive Session.

MOTION: Pam Anderson 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 Jill Fellman 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 5:39 pm.

The Chair called the Executive Session to order at 5:38 pm with the following Trustees present, Pam Anderson, Charles Jones, Jill Fellman, Jeanne Lomba, 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; Kurt Behn, County Attorney's Office; and Amber Fisher, Executive Assistant, Office of the Executive Director.

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

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

MOTION: At 6:19 pm Jill Fellman moved to adjourn the Executive Session and reconvene the regular meeting of the Library Board. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

At 6:22 p.m. the Chair reconvened the regular meeting with the following Trustees present: Pam Anderson, Jill Fellman, Charles Jones, Jeanne Lomba, Charles Naumer and Emelda Walker.

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.

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; 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; 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.

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 two 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 6:25 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: Pam Anderson moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda

- A. Library Board of Trustees approve the June 8, 2023 Special Board Meeting Minutes.
- B. Library Board of Trustees approve the June 15, 2023 Board Meeting Minutes.
- C. Library Board of Trustees authorize the Executive Director to sign the Second Renewal of the Sentinel Technologies, Inc. Master Services Agreement.
- D. Library Board of Trustees authorize the Executive Director to sign a one-year renewal with Midwest Tape for physical audiovisual materials.
- E. Library Board of Trustees authorize the Executive Director to enter into a contract with Long Building Technologies, Inc, in the base amount of \$78,420 for the purchase, installation, and upgrade of the BAS devices and software at JCPL libraries.
- F. Library Board of Trustees authorize the Purchase Agreement with Convergent for camera installation in the base amount of \$59,968.57.
- G. Library Board of Trustees authorize the Purchase Agreement with Convergent for security camera software system migration in the base amount of \$77,553.22.

FOUNDATION UPDATE

Jo Schantz, Library Foundation Executive Director addressed the Board and provided an update on the activities of the Foundation. The Books on Film event is tomorrow featuring the film Oppenheimer at the Regal UA Cinemas in Colorado Mills Mall. The list of upcoming events including a book drive and shred-a-thon, and a dine-and-donate event at 240 Union are included in the report. The Volunteer Appreciation Luncheon will be held at Brookdale Meridian Westland on July 28. Community connections, grants and sponsorships information is included in the report. There were no questions from the Board on the Foundation update.

EXECUTIVE DIRECTOR REPORT

Executive Director Report

There were no questions from the Board on the Executive Director report. The Executive Director advised the Board that a Trustee track at the CALCON conference, October 12-14, is scheduled on Friday the 13th and there are social activities for trustees as well. The governance budget allows for multiple trustees to attend multiple conferences. The Trustees were advised to contact Amber Fisher to register for the conference.

South County Library Update

There was no update on the South County Library project.

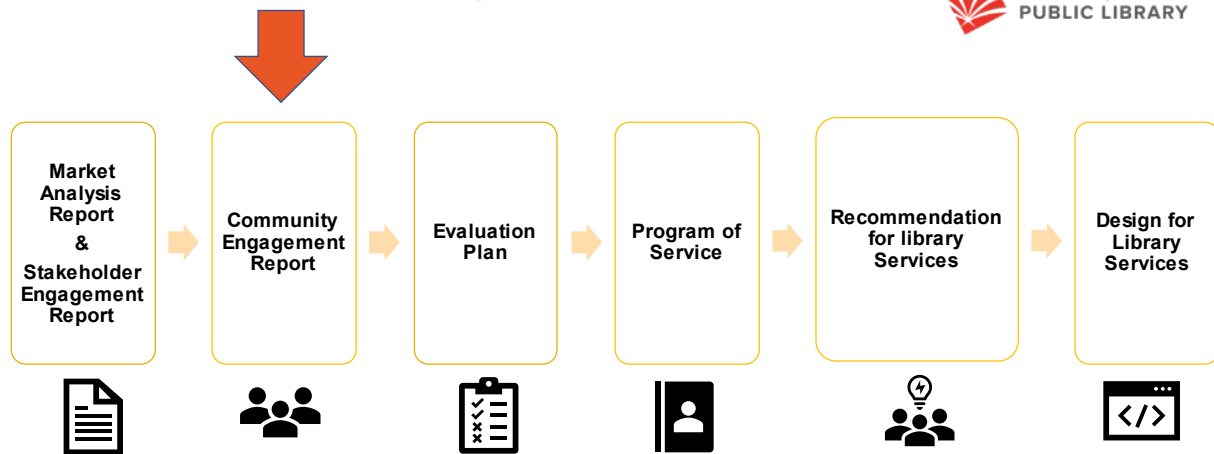
Conifer Library Service Community Engagement Report - Public Services Analysis

Julianne Rist, Director of Public Services, addressed the Board and provided information on the Conifer Community Engagement Public Services Analysis. While the community engagement in Conifer was being conducted in May, JCPL continued its research of the Conifer area looking at a variety of resources such as refreshing use data for Conifer, evaluating information in comments sent to JCPL, and reviewing again Jefferson County's Comprehensive Masterplans. Eppstein Uhen Architects, Inc (EUA) will present the results of the community meetings and online survey they facilitated and evaluated. JCPL will review the other sources and findings that were examined.

2023 Conifer Project Deliverables

As a refresher, the 2023 project deliverables were reviewed. On April 20, 2023, a market analysis and a report on the stakeholder interview insights were presented to the Board. The EUA report on the results of the stakeholder engagement was the first phase of community engagement. Tonight, JCPL is reporting on the highlights of the information and research gathered and analyzed by JCPL independent of the community engagement process facilitated by EUA.

2023 Conifer Project Deliverables



Understanding Library Service Areas (LSA)

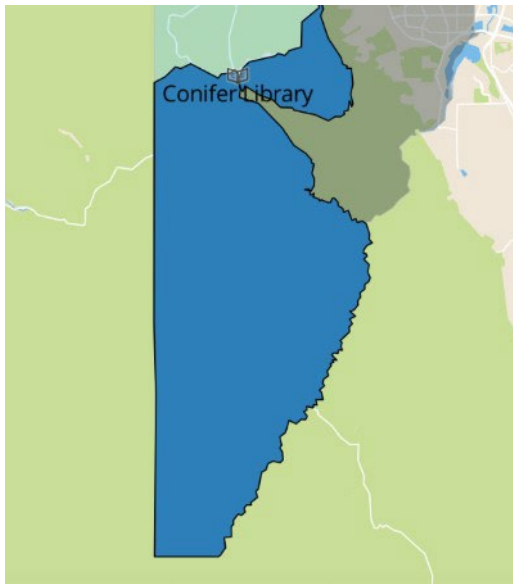
Maps of JCPL library service areas were presented (see information packet here: <https://jeffcolibrary.org/wp-content/uploads/sites/46/2023/07/07-20-23-July-Board-Report-Amended.pdf>)

The state's definition of a Library Service Area is the Geographic area for which a public library has been established. For JCPL this is all of Jefferson County and our population includes all residents of Jefferson County. JCPL designates individual library service areas within the county. These individual Library Service Areas are defined by where card holders live and the library that they use. On the maps, you can see each JCPL designated LSA is a different color. The LSA is used to guide the operations of each location. JCPL uses the LSA to understand market engagement, where there are opportunities for new cardholders, and what services are needed based on who is using the library. We utilize data from Savannah software to inform us about current use of the library by our residents. For instance, the area in teal at the bottom left of the map (below) shows where people live who use the Conifer library. This information is pulled from current use data in our systems.

LSAs are created by assigning census tracts to each library location based on where people live and what location they use. This is based on the last location used by an active patron and where they live. If someone has not used the library in the last 12 months, it is based on their home location which is usually where they got their library card. By basing the assignment on census tracts, we can also use census data for demographics and a deeper dive into community characteristics captured by the census and compare that to the type of use we are seeing at a location. A census tract can only be assigned to one location. So, it is based on the majority of cardholders and the library they use.

Conifer Library Service Area

Conifer is an area of unincorporated Jefferson County that has a strong sense of community. Conifer Library is an existing location, so JCPL has use data and an established Library Service Area (LSA) for this location. The LSA is defined by where card holders live (based on census tracts) and the library location that they use. This is based on current data and use. For JCPL purposes, we are using the Conifer Library Service Area (LSA) as the defining boundaries which is how we approach any evaluation of a JCPL location. The Conifer LSA is a geographically large area with a lower population density than the rest of the county. It is an area without transportation options and dependent on personal vehicles. The southern area of the Conifer LSA is the Pike National Forest.



Conifer Library Service Area

- Geographically large, unincorporated Jefferson County
- Lower population density

LSA map retrieved from Savannah, March 6, 2023

Expected Growth

JCPL does not anticipate significant growth in the population for either the near term of the next five year or in the long term of the next 27 years. The percentage of growth mirrors the county as a whole.

Percentage of Population Growth	2030	2040	2050
Conifer LSA	4%	3%	1%
Jefferson County	3%	3%	1%

Conifer Demographics

Conifer’s demographic breakdown is similar to Jefferson County as well. The demographics for this area show a higher percentage of population over the age of 45 and fewer households with children under the age of 10 than the rest of the county based on 2020 census data. It is also 96% white. Maps of JCPL library service areas were presented.

Conifer Library Use Data

User groups categorize our customer base into groups of individuals that share similar library usage behavior based on real time library interactions. This information helps JCPL understand our customers’ needs in real-time, allowing us to deliver the services that help each individual LSA community thrive. The top user groups for Conifer Library differs slightly from the top groups for JCPL, Bright Futures is the third highest category for Conifer while it is in eighth place for JCPL overall. This is not unexpected with the location of the library being in the high school and the bright futures category being the age group of 13-17.

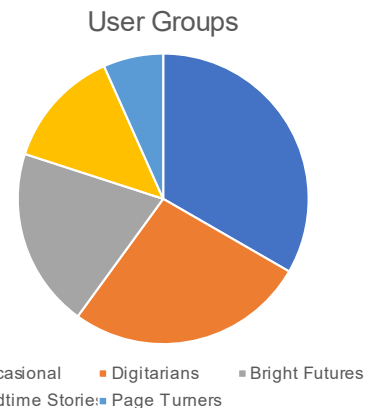
Conifer Library Use Data



Mirrors JCPL trends

User Groups

1. Occasional – Have used their card in the last year but not in the last 12 weeks
2. Digitarians – Primarily use digital resources, Axis 360, Overdrive, Hoopla etc.
3. *Bright Futures – Teens between the age of 13-17*
4. Bedtime stories – adults who borrow children’s materials
5. Page Turners – primarily borrow adult & teen print material



Data pulled from Savannah 7/3/2023



Community Participation

- 643 participants in JCPL’s community outreach
- 690 Conifer Area Council Community Survey
- 44 public comments received by JCPL

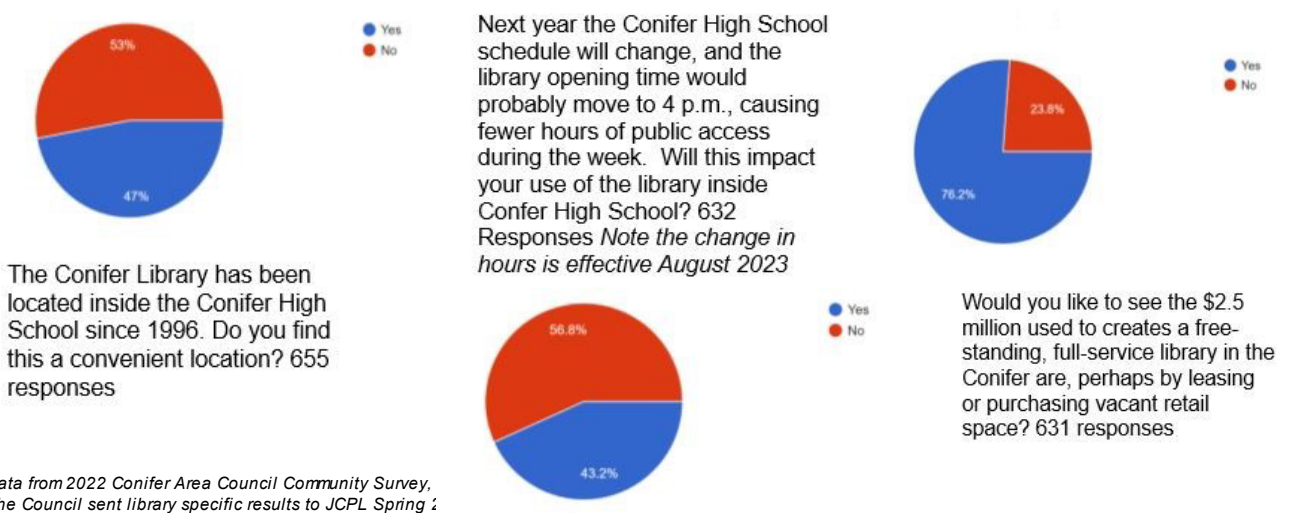
JCPL’s service vision begins with a deep understanding of our community. The Conifer LSA has a population of 10,317. Later in the meeting, EUA will present information about the common themes from the 643 participants in JCPL’s community outreach. JCPL will share insights from the Conifer Area Council survey results that were shared with JCPL,

and the public comments received. This level of engagement helps us complete the picture of the library service needs in this community.

Conifer Area Council Community Survey

Every 4 years the Conifer Area Council (CAC) creates a community survey to gather information that is used to guide their group’s direction for study and actions. The 2022 survey included questions about the library. The Council shared a portion of their survey containing library question results and comments with JCPL in the spring of 2023. The 75 comments provided to JCPL were analyzed and included in our evaluation. In addition, there were 8 yes/no question as well. Three were selected to share in this presentation. The first was asking if the current location was convenient, and the diagram shows a closely divided answer to convenience. The second question asked if the change in hours will impact use of the library and again, there is a mixed response. We see a larger percentage in favor of a stand-alone library, with the qualifier being that this is done by leasing or purchasing vacant space in an existing building. These 3 questions illustrate that there is a variety of opinions about current library service location and impacts and different voices we need to listen to.

Conifer Area Council Community Survey



Community Comments

The comments from the survey shared by the CAC also reflect mixed opinions about keeping the library in the high school (19) or having an independent location (19). The next highest category for comments was a wish for more hours (11). However, In the 44 comments sent to JCPL during this time period most expressed a desire for a stand-alone library mentioned 31 times while staying in the high school was only mentioned twice. In the comments sent to JCPL the third largest topic was also expressing a wish for additional

open hours and was mentioned 17 times. Both sets of comments reflected the need for community meeting space. Additional comments received by JCPL mirror what we heard in the community meetings and the online survey.

- Better access in terms of either open hours or navigating parking and steps to get into the building.
- Wish for a standalone location, often with the reason given as a need for a schedule with weekday daytime hours.
- The need for a meeting space or a community gathering space.

Conclusions

This report highlights the information and research gathered and analyzed by JCPL independent of the community engagement process facilitated by EUA. The themes that emerged include pain points in the current library services such as parking and access to the high school. There is an expressed desire for weekday daytime hours. At the same time, this is a region where residents commute to work so evening and weekend hours are also important. The community is looking for a place to be able to gather, have meetings, and attend classes or programs.

Conifer has diverse wants and comments. It may be challenging to satisfy these different opinions. We have heard from some residents that they desire a standalone location and we have also heard from others that they see a benefit for the library to stay in the high school and a concern for the impact on teens if JCPL should move. JCPL will utilize all of our research along with the information from EUA to create the Program of Service for the Conifer area. The library will then apply our professional expertise, decide next steps, and bring forward a plan for library services for Conifer to the Board.

In response to questions, the Board was advised that:

- Jeffco Public Schools are required to have a media center.
- JCPL is aware that the Conifer Library is a place where a lot of people wait to get picked up from school, is a car-dependent community, and the concerns about what kind of physical space people will have to wait in.
- With the new schools hours of 8:30 am to 3:45 pm the Conifer Library would open at 4:00 pm
- Regarding the terms stand-alone and free-standing in the comments, they appear to be used interchangeably. People are using the terms for a separate building and there are also comments that say people don't want more development and to take advantage of empty existing space. Other groups want the library as an independent location rather than part of the high school. When the Library brings a plan for library services for Conifer it will be very clear to avoid any confusion regarding stand-alone, free-standing, etc.

Julianne Rist introduced Ryan Wallace with EUA who has used the information gathered through the engagement process to create a Conifer Library Community Engagement Report Summary and will present those findings.

Engagement Report – Guest: Ryan Wallace, Principal, EUA

Ryan Wallace with EUA addressed the Board and provided an overview of the community engagement report.

Opportunities for Input



The different processes, meetings and the survey, were reviewed. It was noted that language justice was utilized as well as graphic reporting which is a visual presentation that was more interactive.

Topics of Discussion

- Childrens
- Teens
- Events
- Collection
- Outdoor Connection
- Accessibility
- Study
- Collaboration

The community meeting process included polls and word clouds. During the in-person and virtual meetings there was an interactive piece that used images to stir conversation.

The survey started May 1, 2023 and was provided online and via hard copy to gather as many people as possible who are using the Conifer Library. There were multiple choice questions and open-ended questions. Some of the survey questions included:

- What do you do at the library?
- Rating & importance of existing services
- What would encourage you to visit a library?
- Benefits and other input

Key Themes

- A place to gather and attend with increased hours of service
- Flexibility in collaboration and study, that provides acoustical separation
- Focus on the collection and materials for diverse user needs
- Elevated focus on comfort and wellness for the staff
- Provide services that are accessible to all patrons

Children: Interactive and quiet study with more service focused on interactive needs.

Teens: Quiet Study and collaboration with equal needs requested across all services.

Collection: Physical and digital with improving and increasing the physical collection.

Events: Community gathering and quiet reading with Focus on community gathering opportunities throughout the day.

Outdoors: Childrens space, quiet reading, tech focused with classroom and outdoor connection, especially for students & children.

Study: Open study with minimal enclosed needs.

Collaboration: Makers space and technology with multi-functional class and group participation with higher technology needs.

Service Model: Self-check-out still dominates, but people don't want to lose the personal connection.

Access: Hours, parking and accessibility were a common thread throughout.

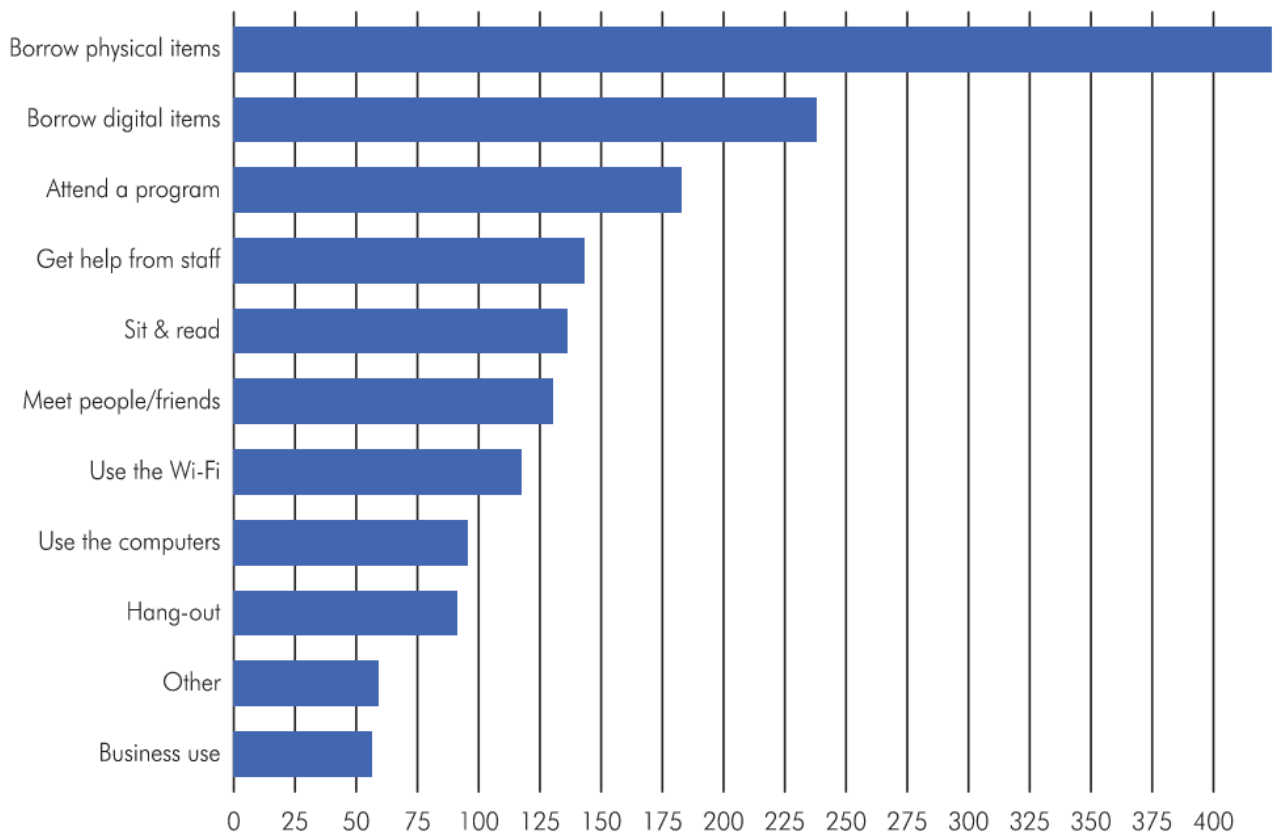
Existing Facility

- 78% felt the staff were supportive and knowledgeable
- 63% felt the hours of operation were inadequate
- 36% stated group meetings were insufficient
- 35% of participants stated lack of parking
- 34% stated accessibility is difficult or lacking
- 29% felt the collection was limited but important

Survey Overview - Participants

- 96% are library card holders
- 89% reside in Conifer or the Hwy 285 corridor
- 73% use the library at least once per month
- Participants range in age from under 14 to 75+

How Do You Use the Library?



What's Important to the Community

Most important services:

- Materials / collection
- Location
- Open hours
- Returns & check-out
- Environment
- Parking

Least Important services:

- Access to school info
- Holds locker

Existing Services

Four areas were both the highest in meeting expectations and needing improvement.

- Materials
- Location
- Parking
- Hours

Open-Ended Response Themes

Most commented:

- Hours
- New library or location
- Parking
- Materials / collection
- Accessibility
- Meeting / gathering

The Board thanked Julianne Rist and Ryan Wallace for their reports.

The Executive Director advised the Board that the information presented was a summary and the full EUA Conifer Community Engagement Report with appendices will be posted on the public website at: <https://jeffcolibrary.org/conifer-opportunity/>.

Northwest County Library Update: Northwest Jefferson County Library Property Selection Recommendation

The Executive Director addressed the Board and introduced the Northwest Jefferson County Library property recommendation. After considerable due diligence, community engagement, and negotiation Jefferson County Public Library is pleased to recommend a specific vacant land parcel for purchase for the creation of a future new library in Northwest Jefferson County. JCPL leadership presents this parcel as the most convenient, affordable, and desirable for Board consideration.

Background

JCPL has a capital project underway to build a new destination library in the northwest region of Jefferson County to connect our under-served community to library services. This expansion will provide additional access to information and opportunities for all generations and will be adaptable for future growth and economic development. This project is part of the Library’s Facility Master Plan (FMP) and is budgeted for through the 5-year Capital Improvement Plan and is fully funded thanks to the taxpayers of Jefferson County and the stewardship of the Library Board of Trustees.

Identified Need For New Library

- Population growth
- Access to services
- Facility Master Plan

Fully Funded

- 5-year Capital Improvement Plan
- Fiscal stewardship

Understanding Our Community

JCPL commits itself to evidence-based decision making that starts with a deep understanding of our community.

Market Analysis

One of the ways we get to that deep understanding is through extensive market analysis. This analysis helps us understand our community by its demographics and library use among other data points. JCPL presented two separate market analyses in 2022 to get to this deep understanding of the demographics and library use patterns in this area of the County. These analyses showed that the Northwest Jefferson County region is forecasted to grow three times faster than the rest of the County as seen on the left in the chart (below). This data tells us that we can expect the main growth in this region to happen now through 2040. On the right of this chart data shows the level of growth by the number of households which again shows rapid growth through 2040. This number of households are linked to a future population nearing 45,000 by the year 2050. The forecasted growth indicated to us and the Board a need for a new destination library in this region.

NW Jeffco region is forecasted to grow faster than the rest of the county.

Projected growth rates	2020-2030	2030-2040	2040-2050
Northwest Jefferson County Source: DRCOG	36.11%	11.56%	6.10%
Jefferson County Source: State Demographer	8.76%	4.04%	2.04%

Number of households indicate need

Households	2020	2030	2040	2050
Northwest Jefferson County Source: DRCOG	10,800	14,700	16,400	17,400
Jefferson County Source: State Demographer	235,729	256,382	266,749	272,191

Stakeholder Engagement

In addition to using data, another way we created a deep understanding of this community is through extensive community engagement. Starting from early last fall, JCPL engaged with a variety of people living and leading in Northwest Jefferson County. We talked to city and county elected officials, Jeffco Public Schools, the local metro districts, Homeowner’s Associations (HOA’s) and many other community partners and individuals to inform our decision-making on our site selection.

The JCPL leadership team presented information on the site search and selection decision starting with Julianne Rist, Director of Public Services.

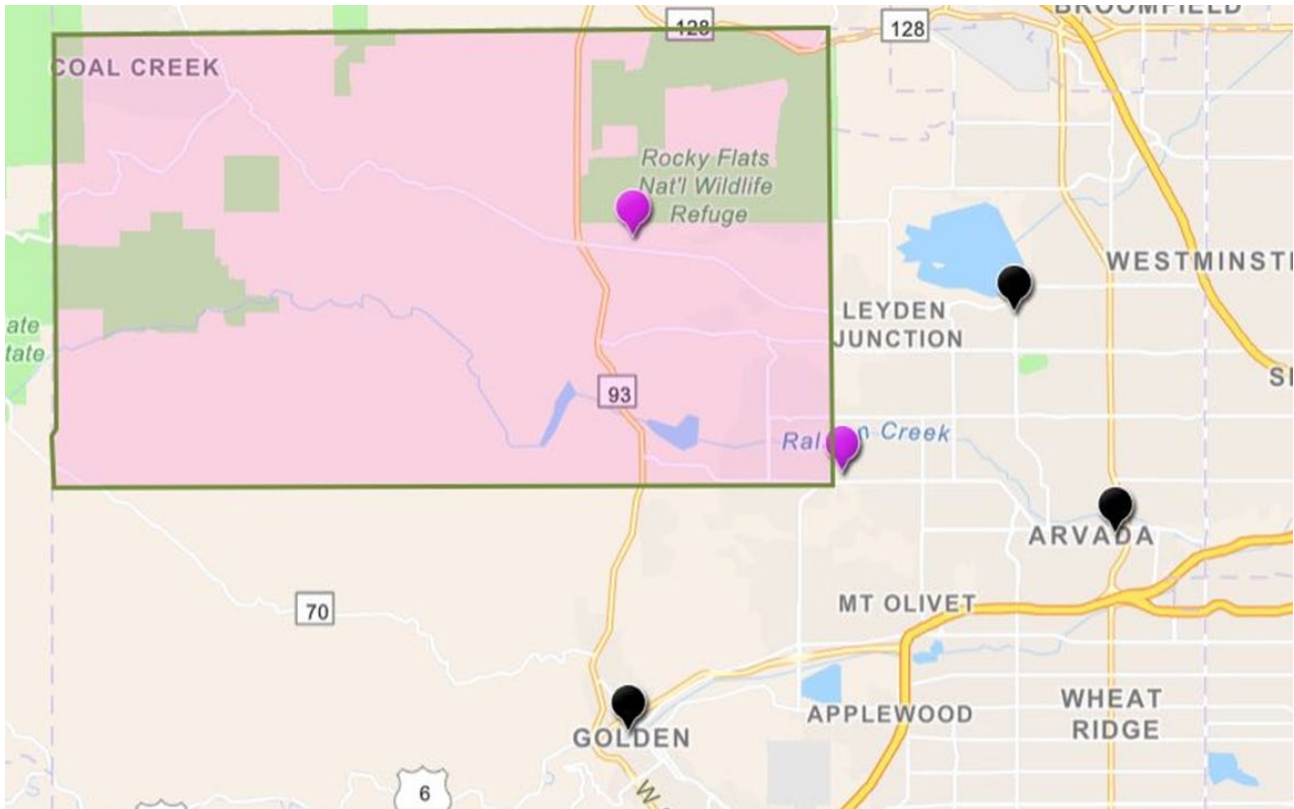
Site Selection

Julianne Rist addressed the Board and provided information on the site selection and Library Service Area (LSA). Using this understanding of our community and with guidance from the Board, JCPL staff established the LSA, the property search area and site selection criteria to guide the property search to help us find the most suitable properties for our new library. Each of these elements were the guideposts for our decision-making on the site we are bringing forward this evening.

Library Service Area (LSA)

To orient people to the neighborhood information was shared about the area. The LSA is where people live who JCPL expects to use this new location. The LSA is west of Indiana, north of 80th/82nd avenue, and goes to the County line both to the north and west. There is little development west of highway 93 so the property search area is between Indiana and Highway 93 and then centered between the north and south boundaries.

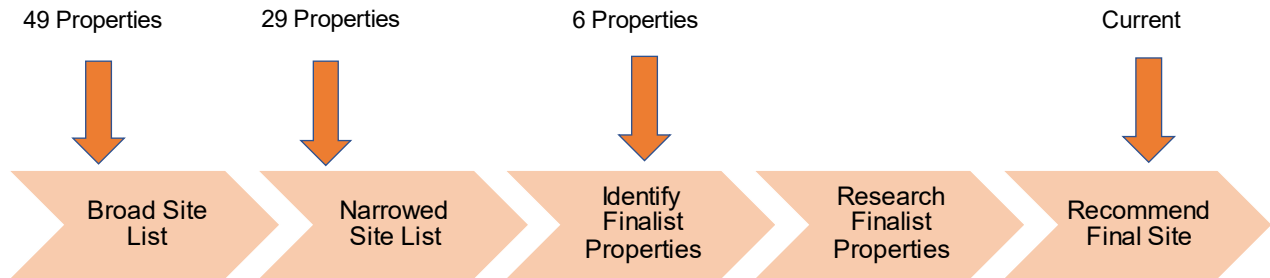
On the map (below) the black dots are JCPL's current library locations for Golden, Arvada and Standley Lake. The Pink dots are offsite services; the Express Library and Candelas hold lockers and material return.



Site Search Process

In July 2022 JCPL began the official search for a new library branch. This slide shows the general process of how we gathered a large list of potential sites and narrowed them through due diligence, community conversations, and direction from the Library Board of Trustees.

Site Search Process



Proposed Site: Optimal Location

JCPL is excited to share the details about the proposed site. The property is between Wilkerson Court, 92nd Avenue and Candelas Parkway. It is located across the street from the Arvada Fire station #9 and easily walkable to Candelas Point retail center. There is great visibility for the library on this site. The property allows easy access to it from two major thoroughfares; it fronts Candelas Parkway and has access to and from Highway 72 (also known as Coal Creek Canyon Road). It is close to existing and planned residential development as well as the Three Creeks K-8 Jefferson County school. There are existing and planned sidewalks and trails.

- Adjacent to major thoroughfares on known travel routes
- Accessible by multiple modes of transit

Proposed Site: Optimal Size

This is an exciting location that is within the site criteria of 5-10 acres. It will allow JCPL the flexibility of future proofing the location by being able to design and place the building so that if we need to expand in the future, we have that ability. It also has wonderful views to the north, east and west.

- 9.4 acres
- Exceeds minimum lot requirements
- Allows for future expansion if needed

Julianne Rist introduced Steve Chestnut, Director of Facilities and Construction, to provide information on the technical benefits of the site and next steps.

Proposed Site: Optimal Geography

Steve Chestnut addressed the Board and provided information on the technical aspects of the site. He noted that he and Julianne Rist worked together driving the different site options and evaluating each site on their merits. While Julianne's focus was on accessibility and optimal location for service delivery, he focused on assuring that the technical aspects allowed for buildability and construction without significant site preparation work. Some of the things that were considered included:

- Good grading
- Advantageous planned access and curb cut points
- Easy access to utilities
- Reasonable technical requirements for site mitigation, setbacks, zoning, right of ways, drainage and sewer
- Potential for sustainability & stewardship with renewable resources such as solar or wind

This site meets the technical requirements above all other locations researched in terms of desirable assets. The icing on the cake are the views offered by this location; a beautiful future library with views that reflect the essence of Colorado.

Steve Chestnut introduced Matt Griffin, Director of Business Strategy and Finance, to provide information on the financial aspects of the proposed site.

Proposed Site Value Determination

Matt Griffin addressed the Board and provided information on the financial aspects of the proposed property. He noted that after Julianne and Steve completed their work on the optimal location, his responsibility was to determine the financial viability and value of the property. That determination was made by conducting a cost analysis, consulting multiple third parties, and exploring comparable property in the area to gather data to inform us on the market rate for the property and the value of the property. Throughout all these steps and working with key stakeholders the Board was kept informed on assessing comparable market values and negotiations. JCPL also worked with the Jefferson County Economic Development Corporation, our realtor, the City of Arvada and other economic development leaders in the area to help us determine a good price point. We were diligent in seeking advice from the experts to ensure JCPL could present a well-informed, data driven recommendation to the Board. Once we understood the right market rate, we negotiated with the seller, who is very excited to put a library on that piece of land, to reach a fair and reasonable deal. JCPL did reach a mutually agreed upon price and believes the value of the property to be in line with the market.

- Thorough Cost Analysis:
 - Comprehensive analysis conducted using multiple sources and comparisons
 - Objective assessment ensures the price aligns with market rates
- Endorsement of Key Stakeholders:
 - Supported by experts and leaders
- Decision-Making Process:
 - Negotiated with the seller to reach a mutually agreed-upon price
 - Considered the interests and concerns of both parties to establish a fair deal

Acquisition Process: Next Steps

The next step in the acquisition process is the Purchase and Sale Agreement (PSA). The PSA is a contractual agreement between JCPL and the seller that outlines the terms, conditions and next step which is due diligence. The PSA is a commitment that JPL wants to buy the land if a number of areas are fulfilled through the due diligence process before JCPL purchases the property. In the due diligence process, JCPL will be doing a number of investigations, from the zoning process to soil and other environmental assessments. There is a long list of due diligence items that JCPL will need to complete to ensure this land is 100% ready for the use that we intend and is perfect for the new library.

- **Purpose of PSA (Purchase and Sale Agreement):** A PSA serves as a contractual arrangement between JCPL, and the seller, outlining the terms and conditions for initiating the due diligence process. It does not guarantee an absolute commitment to purchase the land.
- **Importance of Due Diligence:** Before proceeding with the land purchase, conducting due diligence is crucial. Due diligence helps JCPL assess if the land is 100% right for its specific requirements.
- **Final Purchase Decision:** Upon the completion of due diligence, JCPL will have all the necessary information to proceed confidently with the Closing, being assured that this land aligns perfectly with its needs and requirements.

The Executive Director acknowledged Tim Rogers, JCPL’s realtor, who has been an essential partner and helped JCPL throughout this process.

Recommendation: Purchase and Sale Agreement (PSA)

The Executive Director addressed the Board and noted that after considerable due diligence, community engagement, and negotiation Jefferson County Public Library is pleased to recommend the property commonly known as Candelas Point for purchase for the creation of a future new library in Northwest Jefferson County.

- Site: Candelas Point
- Seller: Jeffrey L. Nading Trust
- Purchase Price: \$3,650,000

The Chair expressed appreciation to the Executive Director and her staff for their excellent work over the last year to bring this recommendation to the Library Board. She also

expressed appreciation to the tax payers of Jefferson County for approving the mil levy and having the foresight to expand services throughout the County making this new library possible.

Northwest Jefferson County Library – Purchase and Sale Agreement Authorization

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to sign the Purchase and Sale Agreement between Jeffrey L. Nading as Trustee for the Jeffrey L. Nading Trust and the Jefferson County Public Library for the Northwest Jefferson County Library property as described in the Agreement in an amount up to \$3,650,000 subject to the terms and conditions contained therein. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

Naming Agreement – Evergreen Children’s Area

The Executive Director advised the Board of the naming agreement that was included in the information packet and presented to the Board for consideration.

MOTION: Jeanne Lomba moved that the Library Board of Trustees authorize the Executive Director to sign the donation and naming agreement for the Children’s Area at the remodeled Evergreen Library between the Jefferson County Public Library, the Jefferson County Library Foundation and Cynthia and Bob Benson. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

EXECUTIVE TEAM OPERATIONAL UPDATES

Business Strategy & Finance

Finance and Budget – Monthly Financials

A. Financial Report (June 2023)

Matt Griffin addressed the Board and provided a review of the June 2023 financial tables. JCPL is now at end of quarter two; the half way point where we expect things to be at 50%. For revenues in June, we recorded property tax revenue that amounted to 93% of our budgeted target. We will see an additional 3% trickle in over next few months. On Table 2, the ending fund balance is \$85.6 million. It is important to call out that the library has received 97% of its revenue and still has six months of operating and capital expenses. The fund balance is expected to reduce as the library continues to spend operating and capital budgets. In Table 3, the salaries line is in a good spot indicating at the halfway point there is 58% of expected expenses left. A couple of items indicating percentage underspending, awards and bonuses, are quarter 4 heavy and these items are expected to even out as the year comes to an end. At the halfway point there are no areas of concern and no single line item not accounted for.

There were no questions from the Board on the June 2023 financials.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

Emerging Issue: Evergreen Alternative Services Lease Agreement

The Executive Director advised the Board that in May 2023, the Board authorized a lease space for Evergreen alternative services during reconstruction of that library. JCPL was unable to come to terms on that lease. Within 24 hours the team found another location at 3719 Evergreen Parkway. The library does expect the Evergreen library remodel to take some time. The Library does believe it can come to terms on this lease with the cost not expected to exceed \$2,900 per month for 1600 square feet and a term of up to 12 months. The Evergreen library remodel is in the permitting process and the Library would love to be able to offer library services to the community in an alternate space rather than relying on just the bookmobile.

In response to a question, the Board was advised that the proposed lease space is in the retail space at that location not the shipping depot building.

MOTION: Jill Fellman moved that the Library Board of Trustees authorize the Executive Director to sign the lease agreement with R & Y Hammond Limited Partnership, LLLP, a Colorado limited liability limited partnership for the maximum amount of \$2,900 a month for up to 12 months upon approval by the Jefferson County Attorney's Office of the terms and conditions contained therein. Seconded by Emelda Walker the motion passed by unanimous vote of all Trustees present.

ENDS

There were no items.

BOARD GOVERNANCE

There were no items.

BOARD SCHEDULE – NEXT MEETINGS

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

The Chair advised the Board that the joint Board of County Commissioners and Library Board meeting is in the process of being rescheduled and the Board will be kept advised.

2023 Board Meeting Schedule

- 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
- September 14, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- September 21, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The meeting was adjourned at: 7:45 pm.

Jill Fellman, Secretary

**GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES**

POLICY TYPE: MANAGEMENT LIMITATIONS **POLICY 2.5**
POLICY TITLE: *FINANCIAL PLANNING/BUDGETING*

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.5: *FINANCIAL PLANNING/BUDGETING***

I hereby present my monitoring report on your Management Limitations policy 2.5 “Financial Planning/Budgeting”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: August 17, 2023

BROADEST POLICY PROVISION

Financial planning for any fiscal year or the remaining part of any fiscal year may not deviate materially from the Board’s Ends priorities, risk financial jeopardy, or fail to be derived from multi-year facilities and operating plans.

EXECUTIVE DIRECTOR INTERPRETATION: The Library presents a 5-year capital plan and a 10-year financial forecast for purposes of cash flow projections as part of our annual budget development. These projections are made to ensure our ability to meet operational objectives and Ends in the short term and in future years. As well, I may revise the budget as the fiscal year proceeds within the parameters established by Board policy.

Accordingly, the Executive Director shall not present to the Board for approval, nor operate with, a budget plan that:

1. **Does not conform to the County Commissioners’ budget development guidelines or fails to be derived from fiscally responsible five-year revenue projections, including those revenues projected by the County.**

EXECUTIVE DIRECTOR INTERPRETATION: Budget development is governed by the Library Trustees’ and the Board of County Commissioners’ annual guidelines. Short-term (5-year) revenue projections do not differ from those developed by the County Budget Office and the Library finance models, unless desired by the Library Trustees.

REPORT (COMPLIANT): The budget development process proceeds in accordance with County Budget Office guidelines.

I can report compliance.

2. **Risks incurring those situations or conditions described as unacceptable in the “Financial Conditions and Activities” Board policy, policy 2.3.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Library must operate within the established annual budget and in compliance with the other financial management policies described in Section 2.3.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Monthly financial reports demonstrate compliance.

I can report compliance.

- Omits credible projection of revenues and expenses, separation of capital and operational items and disclosure of planning assumptions.**

EXECUTIVE DIRECTOR INTERPRETATION: The Library's fiscal planning and management must have adequate data to support the credibility of its projections. This data takes the form of a 5-year cash flow projection based on County revenue and expense projections. This reporting is regularly reviewed by staff and the Trustees. Planning assumptions will be included in those reports and special report summaries are developed as necessary.

Library budgeting separates capital and operational expense as required by the County. The Library Board of Trustees' adopted Reserve Policy recognizes the financial importance of a stable and sufficient level of fund balance. Also, Trustee policy regarding the use of capital reserves (2.3.3B) limits capital project expense.

REPORT (COMPLIANT): Projections and assumptions that make up these types of fiscal reporting are reviewed regularly. The Trustees use these reports for budget development and oversight.

I can report compliance in developing projections and communicating and also in maintaining the Board approved Reserve policy.

- The Executive Director may not fail to ensure that the capital budget provides for the achievement of long-term Ends regarding library service within the County, as well as for construction, maintenance, replacement and financing of facilities.**

EXECUTIVE DIRECTOR INTERPRETATION: Capital planning for library service, construction, maintenance, replacement and financing of facilities is an ongoing activity that is reflected in the annual budget, in the Library's annual strategic priorities and in the five-year capital plan.

REPORT (COMPLIANT): Ends Statements and Five-Year Strategic Priorities assume the existence and implementation of a capital plan, revised and updated annually in accordance with the Library Board of Trustees' direction and the Board of County Commissioners' policy. Also, the library regularly updates its 5 and 10 year financial plan to reflect changes in conditions and priorities.

I can report compliance to the extent of available funding.

- Plans the expenditure for operations and debt service in any fiscal year according to the actual revenue amount projected to be received in the fiscal year.**

EXECUTIVE DIRECTOR INTERPRETATION: This means that we must plan for and monitor actual revenues and expenditures against our original budget estimates and adjust estimates

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

as necessary for changes in conditions.

REPORT (COMPLIANT): Monthly and annual reports compare actual results with the budget. Transfers or supplemental appropriations are made when necessary per “Financial Conditions and Activities” Board policy 2.3.

I can report compliance.

6. **Provides less for Board activities during the year than is set forth in the Governance Budget policy (see policy in Governance Process – 4.8).**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the Board establishes its budget for what it believes is important to invest in its own governance. The annual budget for the library allocates the amount stated in the Cost of Governance policy for Board functions.

REPORT (COMPLIANT): The Board determines its “Governance Budget” for each fiscal year and that amount is incorporated into each year’s budget.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

POLICY TYPE: MANAGEMENT LIMITATIONS **POLICY 2.6**
POLICY TITLE: *COMPENSATION AND BENEFITS*

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.6: COMPENSATION AND BENEFITS*

I hereby present my monitoring report on your Management Limitations policy 2.6 “Compensation and Benefits”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: August 17, 2023

BROADEST POLICY PROVISION

The Executive Director will not cause or allow jeopardy to the organization’s fiscal integrity or public image when dealing with employment, compensation and benefits for employees, consultants or contractors.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, I shall not:

1. Change my own compensation or benefits.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that I cannot nor shall not attempt to change my compensation or benefits. All such changes and /or recommendations for change must be reviewed and approved by the Library Board, per policy 4.3.6.

REPORT (COMPLIANT): On my employment anniversary date the Board annually sets my compensation upon review of my response and adherence to the previous year's monitoring reports and my performance in the direction and leadership of the library. The Jefferson County Personnel Board sets the benefits for all county employees and mine are as established for Executive Officers / appointed and elected officials within the meaning of Jefferson County Government. These benefits can be changed only by the Personnel Board or the Board of County Commissioners. Any such change is overseen by the library’s and county’s Human Resources departments.

I can report compliance.

2. Unilaterally propose or establish a unique compensation and benefit practice and program that deviate from the library's established compensation practice.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that I cannot nor shall not attempt to change the compensation or benefits of library staff without either a change in the library's established compensation philosophy and/or Trustee approval.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Any and all changes to staff compensation or benefits are in accordance with the library's established compensation practice, state and federal regulations, and County Personnel Rules. They are reviewed and approved by the Library Board when required by statute or policy.

I can report compliance.

- 3. Pertaining to consultants and contract vendors, create obligations over a longer term than revenues can be safely projected, in no event longer than one year.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that we must maintain control over our use of consultants and contract vendors by ensuring that expected revenue meets the financial obligations of any contractual services and by contractually limiting obligations for payments to the current fiscal year.

REPORT (COMPLIANT): All contract language includes the financial abilities and obligations of the library and the duration of service.-In practice, when it is in the library's interest to enter into agreements that last longer than the current year, our contracts provide for termination without any cause within a specified number of days or upon a circumstance of non-appropriation. Contract language is drafted or reviewed by the County Attorney's Office when appropriate to ensure adequate controls are established.

I can report compliance.

**GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES**

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.7

POLICY TITLE: *EMERGENCY EXECUTIVE DIRECTOR SUCCESSION*

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.7: EMERGENCY EXECUTIVE DIRECTOR SUCCESSION*

I hereby present my monitoring report on your Management Limitations policy 2.7 “Emergency Executive Director Succession”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: August 17, 2023

BROADEST POLICY PROVISION

In order to protect the Board from sudden loss of the Executive Director’s services, the Executive Director shall not fail to ensure that at least two (2) other members of the management team are sufficiently familiar with Board and Executive Director issues and processes to take over with reasonable proficiency as an interim successor.

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that there are at least two management team members prepared to act in an interim capacity as Executive Director if I am not available so that library operations may continue until I return to work or a permanent replacement is named.

REPORT (COMPLIANT): In response to this provision, the positions of Director of Public Services and Director of Business Strategy and Finance are empowered and qualified to assist with the day-to-day operations and strategic projects of the library as well as to serve as and perform the duties and responsibilities of the Executive Director in the absence of the Executive Director.

I can report compliance.

**GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES**

POLICY TYPE: MANAGEMENT LIMITATIONS

POLICY 2.8

POLICY TITLE: *BOARD AWARENESS AND SUPPORT*

MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.8: *BOARD AWARENESS AND SUPPORT***

I hereby present my monitoring report on your Management Limitations policy 2.8 “Board Awareness and Support”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: August 17, 2023

BROADEST POLICY PROVISION

The Executive Director shall not cause or allow the Board to be uninformed or unsupported in its work.

EXECUTIVE DIRECTOR INTERPRETATION: The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, I shall not:

1. **Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.**

EXECUTIVE DIRECTOR INTERPRETATION: I interpret this provision to mean that issues of non-compliance are to be regarded by me as matters of priority. I will judge each issue as it arises and report as appropriate. Some will require immediate attention and some may wait for the filing of a formal monitoring report. In any case, non-compliance must always be known by the Board.

REPORT (*COMPLIANT*): Monitoring reports are submitted annually with reporting of compliance or non-compliance. Matters of immediate attention are made known to the Library Board accordingly.

I can report compliance.

2. **Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Director Performance in *Board-Management Delegation*) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires that monitoring reports will be submitted to the Board on their approved schedule and in a form that provides the Board with the necessary data.

REPORT (*COMPLIANT*): The review calendar has been established and is updated regularly and on schedule. Monitoring data and interpretation is provided according to the calendar schedule.

I can report compliance.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

3. **Let the Board be unaware of significant incidental information, such as anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal changes. Notification of planned internal changes is to be provided in advance, when feasible.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires timely notification from me to the Board when issues have arisen that significantly affect the Library. Since many such issues arise between normal Board reporting sessions, such as Board meetings, I must implement a process of notification to the Board as these occur.

REPORT (COMPLIANT): We have implemented a direct reporting process to the Board, via e-mail, that informs them as quickly as necessary on vital issues. The Library's Executive Director manages the communications process and delegates to the Director of Communications and Engagement, and other staff when appropriate. Such messages will be followed up in the regular meeting support reports, as necessary.

I can report compliance.

4. **Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies (*Governance Process and Board-Management Delegation*), particularly in the case of Board or Board member behavior that is detrimental to the work relationship between the Board and the Executive Director.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that I am required by this provision, to monitor all Board processes to ensure they conform to established policies. In addition, I will be aware to the extent possible, of individual Board members' activity for compliance with the Board's policies. My reporting of such issues will be to the Board Chair, unless it is a matter of an individual member. In such cases, I may choose to talk directly to the individual or to the Chair, as appropriate.

REPORT (COMPLIANT): When I or other Library staff become aware of activity that appears to be out of compliance, I take necessary action.

I can report compliance.

5. **Neglect to submit objective decision information required periodically by the Board, or let the Board be unaware of relevant trends.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this provision requires me to provide all relevant information to the Board in support of their decision-making to ensure their objectivity. Further, I must have in place an information process that heightens the Board's ability to understand fundamental library issues and trends.

REPORT (COMPLIANT): Where the complexity of a topic justifies a special study session, we have implemented a two-stage process to provide the Board with background information and more focused information leading to decision-making. The current practice is to provide the background information at these study sessions, primarily in reports from senior managers. The Board then

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

questions and debates these issues, and revisions are prepared for the consent agenda at the regular Board meeting in support of a necessary decision. The Board then has the choice of deciding its course of action at that time or to defer its decision to the consent agenda at the next regularly scheduled Library Board meeting. Providing detailed information in the regular meeting packet and providing time for full discussion may be used as an alternative method.

I can report compliance.

6. Present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types:

A. Monitoring

EXECUTIVE DIRECTOR INTERPRETATION: Monitoring reports must be delivered to the Board according to the annual report schedule established by the Board and in a distinctive format and structure that is easily followed and understood.

REPORT (COMPLIANT): The monitoring report formats are established.

I can report compliance.

B. Decision preparation (or “action item”)

EXECUTIVE DIRECTOR INTERPRETATION: Where the complexity of the decision preparation justifies an in-depth study session, the preparation may follow either process described in #5 above. Both of these processes are reflected in the agendas for each meeting.

REPORT (COMPLIANT): Study sessions and regular meetings are used to provide background and additional information that is requested or needed.

I can report compliance.

C. Incidental/ “FYI.”

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this reporting, typically of items not needing an immediate decision, may be presented **verbally** by me or others during, after meeting adjournment or outside of scheduled meetings if necessary. If a reported issue later rises to the level of a required action, the procedures outlined in #5 above must be followed.

REPORT (COMPLIANT): We have implemented this reporting process and I regard it as effective, primarily in giving the Board the opportunity to discuss incidental issues without making a decision based on what could be insufficient information.

I can report compliance.

7. Fail to provide support for official Board, officer or committee communications and functions, including but not limited to orienting new Board members to Library operations

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

and services.

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires me to provide a high level of communications support to official Board activities and functions as the Board goes about its governance business. I must also assist the Board as it develops its new member orientation program. Further, I must prepare and implement an operational orientation program that is consistent with the Board's own process.

REPORT (COMPLIANT): The Chair manages support for official Board communications and the required new member orientation program is in place.

8. **Fail, when addressing official Board business, to deal with the Board as a whole except when:**

A. **Fulfilling individual requests for information**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to require me to address official Board business with the Board as a whole. When reasonable requests for information come from individual Board members, I will respond according to my best judgment.

REPORT (COMPLIANT): Current practice has been for me to keep all members informed equally, unless it is a matter that involves an individual need. I have in the past, and expect in the future, to fulfill most such requests, refer them to the Chair, or supply an individual's request to the entire Board.

I can report compliance.

B. **Responding to officers, committees or individuals duly charged by the Board**

EXECUTIVE DIRECTOR INTERPRETATION: This important provision is in place as a key element in my work as the Executive Director. As the Board proceeds with its governance work, either as a committee as a whole or through such delegations as the Board may determine, it is my task to provide the most useful information and resources available.

REPORT (COMPLIANT): Processes are in place for the Executive Director and other staff members to supply information as needed or requested.

I can report compliance.

9. **Fail to supply for the Board's consent agenda, along with applicable monitoring information, all decisions delegated to the Executive Director yet required by law, regulation or contract to be Board-approved.**

EXECUTIVE DIRECTOR INTERPRETATION: I take this to mean that all decisions delegated to me that may be governed by Board policy, Jefferson County policy or state statute be referred to the Board for their action, via the consent agenda.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): Processes are in place to bring before the Board, regular decisions that must be reviewed by the Board. An updated copy will be given to the Board after being evaluated by my office or other staff for compliance.

I can report compliance.

**GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES**

**POLICY TYPE: MANAGEMENT LIMITATIONS
POLICY TITLE: *MATERIALS SELECTION***

POLICY 2.9

MANAGEMENT LIMITATIONS

Initial Monitoring on *Policy 2.9: MATERIALS SELECTION*

I hereby present my monitoring report on your Management Limitations policy 2.9 “Materials Selection”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: _____, Executive Director

Date: August 17, 2023

BROADEST POLICY PROVISION

To ensure the retention and preservation of materials with long-term value, the Executive Director shall not fail to ensure continual assessment and evaluation of the Library’s collection.

EXECUTIVE DIRECTOR INTERPRETATION: I understand that this provision requires me to have in place written and implemented practices that continuously assess the value of our material collections and make item by item decisions about retention and preservation for long-term value.

Accordingly:

- 1. The Executive Director shall not fail to ensure that the Library collection: Reflects the full spectrum of political, religious and cultural beliefs and practices of the residents of Jefferson County.**

EXECUTIVE DIRECTOR INTERPRETATION: Decisions about acquisition, deaccession and retention must be directed by a written set of guidelines, the implementation of which will ensure that the library’s materials will reflect a wide range of community interests, readership and intellectual endeavor. These guidelines further ensure that staff decisions will be supported when selection and retention decisions are made in terms of these guidelines.

REPORT (COMPLIANT): We have in place comprehensive guidelines to address these issues. They are managed by the library’s Collections Manager. I regard our collection management practices to be fully compliant with demonstrated success through multiple industry-approved data points.

I can report compliance.

- 2. Offers all library users in the community access to materials and resources that contribute to the free expression of ideas.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand that equitable access to resources is the key element in having a materials collection. This means that all resources must be equitably available to all users and that effective systems are in place to ensure efficient and reliable access.

GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

REPORT (COMPLIANT): We offer complete access to material and electronic resources both physically and digitally. In addition, we provide cataloging that conforms to current standards making our collection accessible. Daily delivery among our libraries provides timely access to requested materials

I can report compliance.

- 3. Is offered in those formats that best meet the needs of various ages, reading levels, languages, cultural, informational, and educational interests in the community.**

EXECUTIVE DIRECTOR INTERPRETATION: This provision requires me to have in place written and implemented guidelines to ensure that collection development practices will seek the best format(s) for any item added to the collection.

REPORT (COMPLIANT): Our collection development guidelines, managed by the Collections Manager, are implemented to guarantee that all material formats are represented in the collection, as appropriate. A careful balance is maintained among formats so that print, media, digital and other formats support the complete range of library use and users.

I can report compliance.

- 4. Supports the principles of intellectual freedom and avoidance of censorship.**

EXECUTIVE DIRECTOR INTERPRETATION: I understand this to mean that the materials collection, taken together, supports the range of subject, content and format that is appropriate to the communities we serve. Each item added is a conscious decision regarding the principles of intellectual freedom. Related to that concept is the practice of applying the same principles to a request for removal of an item.

REPORT (COMPLIANT): We have policies in place, as part of our materials selection practices and binding upon all staff who participate in selection, to ensure that material selection decisions satisfy the standards of intellectual freedom. We will consider a request for removal or relocation but I require that the basic principles be observed and that intimations of censorship not be a factor in selection or requests for reconsideration.

I can report compliance.

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: August 17, 2023

RE: 2023-2024 Snow Mitigation Services, Bear Creek Landscape Co, 4th Renewal

History of Contract: Bear Creek Landscape Co

The Board authorized the Executive Director to contract with Bear Creek Landscape Co. in October 2019. Bear Creek Landscape Co. provides snow removal services at the Evergreen Library location. The Board's authorization allowed the option to renew the contract for up to four additional one-year terms with their approval. We have been happy with the services provided by the vendor, and would like to renew our contract for another year. This will be the fourth and final renewal for the contract.

Budget:

The projected contract cost for the 2023-2024 snow season is \$50,000 and would provide for snow removal through September 30, 2024. The total annual cost to the Library is anticipated to be within the budgeted amount for snow removal of \$200,000.

Next Actions:

I would like to ask the Board to authorize the Executive Director to renew our contract with Bear Creek Landscape Co. for snow mitigation services at Evergreen Library. **This item will be placed on the consent agenda for the August 17, 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: Steve Chestnut, Director of Facilities and Construction

DATE: August 17, 2023

RE: 2023-2024 Snow Mitigation Services, CoCal Landscape Services, Inc, 4th Renewal

History of Contract: CoCal Landscape Services, Inc.

The Board authorized the Executive Director to contract with CoCal Landscape Services, Inc. in October 2019. CoCal Landscape Services Inc. provides snow removal services at all library locations except for Evergreen. The Board's authorization allowed the option to renew the contract for up to four additional one-year terms with their approval. We have been happy with the services provided by the vendor, and would like to renew our contract for an additional year. This will be the fourth and final renewal for this contract.

Budget:

The projected contract cost for the 2023-2024 snow season is \$150,000 and would provide for snow removal through September 30, 2024. The total annual cost to the Library is anticipated to be within the budgeted amount for snow removal of \$200,000.

Next Actions:

I would like to ask the Board to authorize the Executive Director to renew our contract with CoCal Landscape Services Inc. for snow mitigation services at all locations other than Evergreen. **This item will be placed on the consent agenda for the August 17, 2023 Library Board meeting unless otherwise instructed by the Board.**

Foundation Update



AUGUST 2023

Executive Director Report

by Jo Schantz, MNM, CFRE, GPC

STAY TUNED!! JCLF HAS A BIG ANNOUNCEMENT!



GRANTS & SPONSORSHIPS

REQUESTS DENIED

- Madigan Foundation -- \$5,000 for Library Summer Challenge
- Summit Family Dentistry -- \$1,000 for Raise A Reader
- Every Child Pediatrics -- \$1,000 for Raise A Reader
- Foothills Credit Union -- \$1,000 for Raise A Reader
- Jeffco Childcare Assn. -- \$1,000 for Raise A Reader
- On Tap Credit Union -- \$1,500 for Raise A Reader
- Kid Focus Dentistry -- \$1,000 for Raise A Reader
- Sunflower Bank -- \$1,000 for Raise A Reader
- The Goddard School -- \$1,000 for Raise A Reader

REQUESTS PENDING

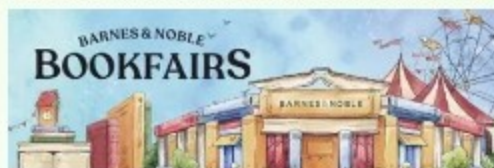
- Lutheran Medical Center -- \$1,000 for Raise A Reader
- ANB Bank -- \$5,000 for Raise A Reader

MORE EVENTS COMING SOON!

☞ August 19 – Shred-a-thon and book drive, 9 a.m. to noon, Bank of Colorado parking lot, 275 Union Blvd. in Lakewood.

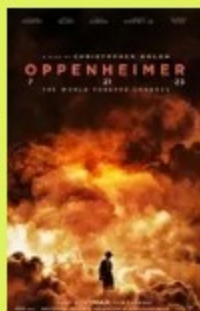
☞ September 19 -- Dine & Donate at 240 Union Creative Grille in Lakewood. JCLF will receive 25% of all food purchases on that date!

☞ DATE CHANGE! October 7 – Book Fair at Barnes & Noble Booksellers, a day-long event at Denver West Village where JCLF will receive a portion of the day's book sales!



RECENT EVENTS

☞ July 21 – Books On Film fundraiser, featuring the film "Oppenheimer," 6 p.m. to 9 p.m. at Regal UA Cinemas Colorado Mills. The theatre was packed with 92 guests, movie lovers, sponsors and JCLF Board members!



☞ July 28 – Volunteer Appreciation Luncheon, 11:30 a.m. to 1 p.m. at Brookdale Meridian Westland. More than 70 of our wonderful volunteers were feted with a Hawaiian-themed luncheon held outdoors and then were entertained by dancers from Tehani's Hula Colorado.



PJ Jones and Jo Schantz

We were pleased to honor the following volunteers for their service:

- Robin Sweeney -- Volunteer of the Year Award
- Chip Furlong -- Volunteer Leadership Award
- Ron Proulx -- Elena Joyce Grissom Lifetime Achievement Award
- PJ Jones -- Linda Abbott Memorial Award for Volunteer Excellence

WWW.JEFFCLF.ORG

Operational Updates

Executive Director Report



AUGUST 2023 EXECUTIVE DIRECTOR REPORT

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

Design a New Library in South County:

- Initiating community support development
- Initiating political will development

Initiate a New Library in Northwest Jefferson County

- Continuing community support development
- Taking due diligence steps with property acquisition

Critical Projects: In **Q3**, the Library is focusing on,

Redesign Evergreen Library

- Completing permitting process
- Initiating site closure and move-out
- Initiating construction
- Initiating alternative services

Conifer Opportunity

- Presenting community engagement results
- Completing new program of service
- Presenting service plan
- Creating detail budget for service decision
- Beginning design for services

New Concept in Philanthropy Strategy

- Engaging with a sub-group of Urban Libraries Council (ULC) executive directors
- Collaborating with JCLF on naming opportunities for Evergreen Library redesign

Accelerate our Building Program

- Finalizing design standard
- Initiating full integration of design standard into library operations

Advocacy and Engagement Opportunity for Trustees – 2023-2024

[CALCON 2023: A Confluence of Ideas](#), October 12-14, 2023, Embassy Suites, Loveland. CALCON is Colorado's premier event for library staff from libraries of all types throughout the state. Attendees learn from one another and hear from current experts in trending fields. There is often a trustee track of sessions. This conference is a helpful primer for trustees new to being



on a library board and/or interested in learning more about Colorado libraries and library work in general. Please contact Amber to register. Early Bird registration deadline is August 1st.

[2023 Urban Libraries Council \(ULC\) Annual Forum](#), October 25-27, 2023, Seattle, Washington. ULC will convene its member community to engage in expert-led discussions and activities about the future of public libraries as critical institutions for advocacy, leadership, technology and education for all. Library leaders will connect on these topics to inform the development of best practices and strategies to best serve our staff and patrons. It is a helpful conference for trustees interested in learning more about innovations in larger libraries with similar situations and services as JCPL. Registration will open in late August. Please contact Amber to register.

[Public Library Association \(PLA\) 2024 Conference](#), April 3–5, at the Greater Columbus Convention Center in Columbus, Ohio. Offered biennially, the PLA Conference is the premier event for public libraries, drawing thousands of library workers, trustees, friends, and vendors from across the country and around the world. This three-day event offers top-quality education programs, author events, fun networking opportunities, and a bustling exhibits hall featuring the latest in products, services, and innovations. This is a helpful conference for trustees who want to learn about everything public library – from the smallest to the biggest and everything in between. Conference registration opens in Fall 2023.

[Unite Against Book Bans \(UABB\)](#) – is a national initiative formed to expand the base of advocates beyond the library ecosystem. Direct support has been provided to community activists in various states and Unite Against Book Ban advocates – comprised of ALA members and staff – are also advising local advocates across the country facing book banning. Trustees can join as community members if interested.

SERVICE HIGHLIGHTS:



The annual Action Center School Supply Distribution event took place in early August at Everitt Middle School, and JCPL was a steadfast partner. Over the five-day event, more than 5,000 Jefferson County

school children were able to receive a free backpack filled with essential school supplies to start the year. JCPL sent a team of 43 staff and volunteers to offer library cards, hand out fun giveaways and share JCPL resources with an estimated 500 families each day. When the last library card is registered, we anticipate we will have registered 800 new cards! This is a powerful outreach moment for #TeamJCPL.




PROFESSIONAL ENGAGEMENT:

Colorado Association of Libraries Award: Rocio Rowland, cataloging associate, has been awarded the *Lucy Schweers Award for Excellence in Support Services* by the Colorado State Libraries. She was nominated for her incredible work in cataloging the JCPL Spanish collection and the impact her work is having at JCPL and in libraries around the country who access these cataloging records.

The **Digital Experience team** will attend BiblioCon 2023, a user-group virtual conference.

Matt Griffin, Director of Business Strategy and Finance, attended the Colorado Government Finance Officers Association Summer Mini Conference.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, AUGUST 2023

- Meeting with Jeffco stakeholders on Stadium District Funding distribution
 - Meeting with Mary Berg, Jeffco director of Human Services
 - Attend **Jeffco Connections** Board meeting
 - Meeting with Joe Kerby, **Jefferson County Manager**
 - Individual meetings with additional **NW Arvada stakeholders**
 - Monthly meeting with **Jefferson County Library Foundation (JCLF)** executive director
 - Monthly meeting of the **Personnel Board** of the **Jefferson County Elected/Appointed Officials**
 - Presenting the 2024 JPCL budget priorities to the **Jeffco County Commissioners**
 - Meeting with Kelly Dunkin, **Colorado Gives Foundation**
- 

**JEFFERSON COUNTY PUBLIC LIBRARY
DONATION AND NAME RECOGNITION AGREEMENT**

This Donation and Name Recognition Agreement (“Agreement”), dated for reference purposes only August 17, 2023, is between Jeannie Mann (the “Donor”), the **Jefferson County Library Foundation, Inc.**, a Colorado non-profit corporation (the “Library Foundation”), and the **Jefferson County Public Library** (the “Library”). The Donor, Library Foundation, and Library are collectively referred to herein as the “parties”, and hereby agree as follows:

RECITALS

- A. The Donor desires to make a donation in the amount of \$5,000 (the “Donation”) in support of the Story Time Area at Evergreen Library (the “Project”); and
- B. The Library Foundation and the Library are proud to recognize the Donation by providing name recognition rights to the Donor at the Project, as more fully set forth herein.

AGREEMENT

NOW, THEREFORE, the parties hereto agree as follows:

- 1. The Donor pledges to make a Donation to the Library Foundation of \$5,000, payable in one lump sum on or before September 30, 2023, to aid funding of the Project.
- 2. Donation payments are to be payable to the Jefferson County Library Foundation, Inc., and mailed or hand delivered to the following address:

Jefferson County Library Foundation, Inc.
10790 W 50th Ave., Suite 200
Wheat Ridge CO 80033.
- 3. The Donor, Library Foundation, and Library agree that the Donation will be used for the Project, and as an expression of appreciation the name Jeannie Mann (“Donor Name”) shall be displayed at the Project site.
- 4. The Donation may be invested, commingled, or merged with and become part of the general endowment funds and investment assets of the Library Foundation. Guidelines established by the Library Foundation Board of Trustees from time to time determine the investment, allocation of return on investment, and distribution of endowment funds and the allocation of income, loss, fees and expenses associated with endowment funds and securing and administering endowment funds. The Donation and all accounting of the Donation will be subject to these guidelines.

5. This Agreement is governed by Jefferson County Library's Guidelines for Naming and Name Recognition, which are incorporated herein. By entering into this Agreement, the Donor agrees to all of the terms and conditions contained therein, including the following:
 - a. Signage. The sign recognizing the donation will be placed in an appropriate location, and its design shall be consistent with the Library's image and building design requirements. The wording of the sign shall be mutually agreed upon by the Donor and the Executive Director of the Library.
 - b. Duration. These name recognition rights will last through August 17, 2028. Donor shall have a right of renewal at the end of the naming period to extend the naming rights for an additional donation and an additional period to be mutually determined by the parties.
 - c. Approvals.
 - (i) All naming acknowledgements will be approved by the Library Board of Trustees.
 - (ii) A re-approval process with input by the Donor shall be necessary in the following situations:
 - (a) Major renovation of the space;
 - (b) Sale, destruction, removal or abandonment of the facility; or
 - (c) A change in the name, business focus or viability of the Donor entity.
 - d. Standards of Conduct. Should the Donor violate acceptable standards of integrity and civic leadership, the Library, in its sole discretion, may elect to remove the Donor's name from the Library.
6. No items recognizing the Donation will be ordered until the full amount of the Donation has been received by the Library Foundation.
7. The Donation shall be nonrefundable unless the Library Board of Trustees does not approve the acknowledgement or the Library or Library Foundation are unable to fulfill their obligations due to some unforeseen circumstances.
8. If, in the opinion of the Library Board of Trustees or the Executive Director of the Library, all or part of the Donation cannot, in the future, be applied usefully to the purposes provided in this Agreement, it may be used for any related purpose which, in the opinion of the Executive Director of the Library will most nearly accomplish the wishes of the Donor as expressed herein.
9. No donations will be refunded for any reason unless the Library or Library Foundation is unable to fulfill its obligations due to unforeseen circumstances.
10. Miscellaneous Provisions.
 - a. Tax Consequences. Donor, and not the Library Foundation nor the Library, is solely responsible for determining the tax consequences to Donor of the within transaction

including, without limitation, any monetary value assigned to the naming right. No tax receipt will be provided for the Donation.

- b. Venue and Governing Law. Venue for any and all legal actions regarding this Agreement shall lie in the District Court in and for the County of Jefferson, State of Colorado, and this transaction shall be governed by the laws of the State of Colorado.
- c. Invalid Provisions. If any provision of this Agreement is held to be illegal, invalid or unenforceable under present or future laws, such provisions shall be fully severable; this Agreement shall be construed and enforced as if such illegal, invalid or unenforceable provision had never comprised a part of this Agreement; and the remaining provisions of this Agreement shall remain in full force and effect and shall not be affected by the illegal, invalid or unenforceable provision or by its severance from this Agreement. Furthermore, in lieu of such illegal, invalid or unenforceable provision, there shall be added automatically as a part of this Agreement a legal, valid, and enforceable provision as similar in terms to such illegal, invalid or unenforceable provision as may be possible.
- d. Amendments to Agreement. This written Agreement constitutes the entire Agreement of the parties. No representations, promises, terms, conditions or obligations regarding the subject matter of this Agreement, other than those expressly set forth herein, shall be of any force and effect. No modification, change or alteration of this Agreement shall be of any force or effect, unless in writing, signed by both parties.
- e. Further Acts. The parties agree to perform or cause to be performed such further acts as may be reasonably necessary to consummate the transaction contemplated hereby.
- f. Counterparts. This Agreement may be executed in two or more counterparts, each of which shall be deemed to be an original, and all of which counterparts together shall constitute but one and the same instrument.
- g. No Presumption Regarding Drafter. The parties acknowledge that they have each been advised by counsel in the drafting of this Agreement, and accordingly hereby agree neither party shall be deemed to be the drafter of this Agreement, and therefore no presumption for or against the drafter shall be applicable in interpreting or enforcing this Agreement.

[SIGNATURES FOLLOW ON NEXT PAGE]

IN WITNESS WHEREOF, the parties have executed this agreement this _____ day of _____, 20____.

Donor:

By: _____

(Print Donor's Name)

Date: _____

APPROVED AS TO FORM:

Assistant County Attorney

[SIGNATURES CONTINUED NEXT PAGE]

Jefferson County Library Foundation

By: Jo Schantz, Executive Director

Date: _____

Jefferson County Public Library

By: Donna Walker, Executive Director

Date: _____

Operational Updates

Public Services

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

DATE: August 17, 2023

RE: Conifer Library Services Plan

Background

The Conifer Opportunity critical project's purpose is to evaluate and plan library services for the Conifer area. The project will then implement the planned services. This project will ensure that JCPL services meet 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.

So far JCPL has completed the following major deliverables for the project:

- Market Analysis Report
- Stakeholder Engagement Report
- Evaluation Plan
- Community Engagement Report
- Program of Service Report

The next deliverable is the plan for library services.

Planning for Library Services

After substantial research, stakeholder engagement, community input and evaluation, we have identified opportunities to improve library services in the Conifer area. In addition, JCPL has been in conversation with leadership at Conifer High School and the Jeffco School District about how public library services are delivered. Our analysis leads us to the conclusion that while current library services in Conifer may be convenient for many people, they are not welcoming to all residents.

Some of these improvements can be addressed in the current location such as:

- Improved visibility and better signage
- Re-evaluating & focusing the physical collection to meet the needs of all ages

There are also several pain points for Conifer Library Service that are problematic to address at the current library location within Conifer High School such as:

- Ability to provide weekday daytime open hours
- Easier physical access to the building
- Increased opportunity for programming for all ages
- Addressing shared physical space such as staff workspace & meeting room space

We are taking the approach in planning for Conifer Library services to plan for the long term of how we would like to provide access to library resources, while at the same time recognizing that there is an

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Lakewood, CO 80215
303.235.5275



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immediate impact to services with the change in the high school hours which took effect earlier this week. While JCPL has had a successful partnership with the school since 1996 and values this partnership, the needs of the community have shifted, and the time has come for us to transition away from a shared location. As a result, JCPL will be looking for other existing spaces to provide equitable library services to the Conifer community.

Long Term Plans – Create an Independent Physical Space for Conifer Library Services

Initiate September 2023

After hearing Board input, JCPL will begin working on long term plans for this transition in service in September. We have learned from other building projects that a concrete timeline cannot be put on finding the right location, so we will be evaluating each stage as we gather more information.

- Begin research to look for an existing building or retail space to become an independent physical space for the Conifer Library.
- Continue the organizational structure of shared staffing for Conifer and Evergreen. This is a structure the works well in both instances that JCPL employs it.

Short Term Plans – Address Improvements at Current Location & Begin Transition Conversations

Initiate August 2023

The following items are steps that JCPL can take now or have already started to address some of the pain points expressed by the community.

- Beginning this week JCPL will pilot reestablishing Friday evening hours, which would include an evaluation of the patron use of this time frame.
- Increase visibility by improving signage to find both the entrance and parking for the library.
- Evaluate the collection at this location to ensure it meets community needs.
- Work with Conifer High School leadership and Jeffco Schools on the implications of the library moving out of Conifer High School

Conclusion

We look forward to hearing Board input on the merits of this plan at the August 2023 Board meeting. As we continue the work of this project, we will be coming back to the Board to report on progress and for decision-making as required by policy governance.

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 & Bernadette Berger, Director of Technology & Innovation

DATE: August 9, 2023

RE: Elections Agreement- Ballot Box Cameras

History of Contract:

Jefferson County Public Library (JCPL) has partnered with the Jefferson County Elections division to provide ballot box access at JCPL locations for many years. Over the last few months, JCPL has been in discussions with the Elections division about how we can best meet the current needs of both parties for video surveillance of the ballot boxes. The ballot boxes have previously been monitored through JCPL cameras, and we have provided footage or access as needed to the Elections team. Due to changing regulations, County Elections needs to control video surveillance. At the same time JCPL needs to comply with state library law on confidentiality. The county attorney's office recommended that the process and systems for camera coverage be separate for JCPL and Elections. JCPL and Elections completed site walks at each of the impacted locations (Lakewood, Belmar, Columbine, and Standley Lake). We believe that we will be able to situate the Elections cameras so that our patron privacy is protected as required, and that County Elections can maintain surveillance of their equipment.

County Elections will purchase and install security cameras. JCPL will provide electricity and access to the security camera. As a result, both County Elections and JPCL will enter into several use agreements.

- Physical camera installation will be guided by a JCPL generated License Use Agreement
- Network access will be guided by a JCPL Vendor VPN Access Request form.
- County Election's standard use agreement for partnering sites with ballot boxes

The new agreements will formalize the partnership, and ensure that we are protecting patron privacy, securing our network, and meeting Election's need to provide safe and secure access to voters.

Total Cost:

The Library will not have any costs associated with this agreement.

Next Actions:

We request the Board of Trustees authorize the Executive Director to enter into an agreement with the County Elections division granting them permission to install exterior cameras at all JCPL locations with Elections owned ballot boxes.

Operational Updates

Technology & Innovation

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of Technology & Innovation

DATE: August 17, 2023

RE: Automated Business Technologies- Multifunction Device Procurement and Maintenance

History of Contract:

JCPL currently owns the Multifunction Devices (MFDs) that are utilized at our locations and buildings for printing, faxing, and copying for staff and patrons. We contract with Lewan and Associates, Inc. for machine maintenance and supplies. We have been under contract with Lewan since 2018, and our current contract will expire in September of this year. We would like to utilize an existing pricing agreement through the cooperative sourcing program, Sourcewell, in lieu of issuing our own request for proposal (RFP) for machine purchase, lease, maintenance and supplies. This contracting option streamlines the selection process and utilizes set government pricing while meeting procurement best practices.

There are eleven hardware suppliers who are part of Sourcewell's MFD co-op. JCPL offered interviews to four suppliers that we felt were the best match for JCPL. Two responded, and we evaluated them on pricing, whether they offer options for leasing and purchasing equipment, what types of equipment they have in their inventory, and whether they could service the existing equipment that didn't need replaced.

We are recommending that we contract with Automated Business Technologies (ABT) for our multifunction device purchases and service, with the intent to use Hewlett Packard and Xerox products.

Budget:

Pricing for the machines will be dictated by the Sourcewell pricing agreement which we feel is competitive and represents excellent value for JCPL. Service level agreement pricing will be negotiated with ABT, and all agreements will be reviewed by the County Attorney's office. Yearly spending will be dictated by the number of machines that we lease or purchase, and their associated maintenance costs. Spending will not exceed the 2023 budgeted amount of \$150,000 and the proposed 2024 budget of \$200,000.

Next Actions:

We request the Library Board of Trustees authorize the Executive Director to enter a contract with Automated Business Technologies for the purchase/lease of our multifunction devices and maintenance at the August 17, 2023 Board meeting.

Operational Updates

Business Strategy and Finance



Jefferson County
PUBLIC LIBRARY

2023 MID-YEAR REPORT



Top Row: Kate Quinn Author Event, Finding Gobi Author event at Belmar; Second Row: Summer Challenge kick off, Adam Wallace Author visit, Prom Swap; Bottom Row: Cleo Robinson Dance event, You (Are) Matter science program by DaVinci Adventures at Edgewater Library

ADMINISTRATION

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

jeffcolibrary.org



Jefferson County
PUBLIC LIBRARY

To: Donna Walker, Executive Director
From: Matt Griffin, Director of Business Strategy & Finance
Re: 2023 Mid-Year Report
Date: August, 2023

2023 JEFFERSON COUNTY PUBLIC LIBRARY MID-YEAR REPORT

As we reach the midpoint of 2023, I am pleased to present the 2023 Mid-Year Report for Jefferson County Public Library (JCPL). This report is designed to provide a detailed overview of the progress made on our strategic and critical projects during the period between January 1st and June 30th, 2023. Additionally, it highlights the notable achievements across the organization that have significantly impacted our patrons' experiences.

The report focuses on concrete outcomes and tangible results, reflecting the efforts and dedication of our teams in driving forward our key initiatives. It presents a transparent assessment of our project milestones, emphasizing the successful execution of our strategic objectives. Furthermore, the report delves into the data analysis of patron usage and activities, enabling us to gain valuable insights into the changing trends and behaviors, particularly in light of the challenges posed by the pandemic years.



Left to right: Holds Locker install at Lakewood Library, Conifer Library Community meeting, Evergreen Library redesign- Hearth

STRATEGIC PROJECTS

DESIGN A NEW LIBRARY IN SOUTH COUNTY

- Recommendation of New Strategy

MID YEAR ACHIEVEMENTS:

- Gathered feedback on lessons learned from site proposal
- Analyzed feedback and reviewed with Executive Team and Board of Trustees
- Hired a Branch Manager
- Received Board consensus on New Strategy recommendation

2023 YEAR END TARGET

- *Execute on New Strategy*

INITIATE A NEW LIBRARY IN NORTHWEST ARVADA

MID YEAR ACHIEVEMENTS:

- Presented top 4 sites to Board of Trustees
- Took significant steps towards acquisition
- Entered into a Letter of Intent with the seller

2023 YEAR END TARGET

- *Site proposed*
- *Site acquired*
- *Community Engagement Report*
- *Program of Service Report*
- *Library design initiated*

CRITICAL PROJECTS

REDESIGN EVERGREEN LIBRARY

- Finalized Library Design

MID YEAR ACHIEVEMENTS:

- Completed 100% construction documents
- Began permitting process
- Completed Naming Solicitation Package
- Approved Guaranteed Maximum Price

2023 YEAR END TARGET

- *Complete Construction*

NEW CONCEPT IN PHILANTHROPY STRATEGY

MID YEAR ACHIEVEMENTS:

- Discussed opportunities of new MOU with JCLF leadership
- Hired new director of Communications and Engagement

2023 YEAR END TARGET

- *Codify new roles and responsibilities for fundraising between JCPL and Jefferson County Library Foundation (JCLF) Memorandum of Understanding*
- *Set Monetary Objective for 2024 & 2029 years*

ACCELERATE OUR BUILDING PROGRAM

MID YEAR ACHIEVEMENTS:

- Applied new design standards to Evergreen Library Redesign

2023 YEAR END TARGET

- *Finalize design standard*
- *Implement design standards across all JCPL locations*
- *Initiate Ops Center Assessment*

CONIFER LIBRARY OPPORTUNITY

- Completed Market Analysis report

MID YEAR ACHIEVEMENTS:

- Completed and reported the Stakeholder Insights Summary
- Completed Community Engagement meetings
- Completed Community Engagement and Communications plan
- Completed Evaluation Plan

2023 YEAR END TARGET

- *Community Engagement Report*
- *Program of Service Report*
- *Recommendation for Library Services*
- *Design for Library Services*

**CREATE A RADICALLY WELCOMING JCPL
- PUBLIC**

MID YEAR ACHIEVEMENTS:

- Completed content design and development for new vision for Serving the Public
- Launched pilot classes for staff training in new vision
- Created staff communication plan for new service vision
- Created and approved Collection Audit Project charter
- Created and reviewed Collection Development Policy project charter

2023 YEAR END TARGET

- *Recommendation of New Collection Development Policy*
- *Implement new vision for serving the Public*
- *Implement Radically Welcoming Communication Plan*

**CREATE A RADICALLY WELCOMING JCPL
- STAFF**

MID YEAR ACHIEVEMENTS:

- Engaged consultant to audit recruitment and hiring practices
- Developed DEI outline and project steps
- Completed transition to hybrid work environment for all non-Public Services staff
- Developed plan for Public Services staff hybrid work
- Implemented Public Services hybrid work pilot

2023 YEAR END TARGET

- *Integrate Diversity Equity and Inclusion (DEI) Strategy for staffing with outward DEI initiatives*
- *Implement new Staff Communication Plan for DEI Strategy and Initiatives.*

ADVANCE DIGITAL EQUITY AND INCLUSION

- Create a Comprehensive Suite of programs and services for Job Seekers and Entrepreneurs

MID YEAR ACHIEVEMENTS:

- Conducted pilot of Creative Technologies robotics
- Purchased and configured teen laptops enhanced with features requested by our teens
- Initiated work on new Digital Literacy project in collaboration with community partners using ARPA funding

2023 YEAR END TARGET

- *Implement Year 2 Cohesive Creative Technology Programs Mater Plan*
- *Fully execute on a comprehensive suite of programs and services for Job Seekers and Entrepreneurs*

INTEGRATE EMERGING TECHNOLOGY

MID YEAR ACHIEVEMENTS:

- Implemented new RingCentral phone system addressing security gaps and providing added functionality
- Kicked off Phase 2 of the new phone system to provide further functionality
- Extended contract for Document Management System (DMS) consultant
- Initiated project team
- Initiated work to formulate an enterprise artificial intelligence (AI) strategy to accelerate and successfully scale AI adoption and use within the organization

2023 YEAR END TARGET

- *Design Data Warehouse Solution*
- *Implement Document Management System*
- *Complete prework to Secondary Data Center*

EXPAND OFFSITE SERVICES

- Create and execute a sustainability plan for offsite services

MID YEAR ACHIEVEMENTS:

- Developed sustainable plan for offsite services
- Received project charter approval for Holds Lockers at 4th location

2023 YEAR END TARGET

- *Install Holds Lockers at 4th Location (offsite)*



TRACKING PROGRESS: 2023 MID-YEAR METRICS AND INSIGHTS

Understanding the library's performance and its ability to meet the needs of the community is crucial for JCPL's ongoing success. This mid-year assessment allows us to gauge progress, identify strengths, and pinpoint areas that require attention. By analyzing trends and patterns, we gain valuable insights into the changing dynamics of library usage and adapt our strategies to better serve the community.

HIGHLIGHTS AND INSIGHTS:

Recovery Trends: At the halfway point in 2023, JCPL is on a positive trajectory in terms of recovery from the pandemic's impact on library use. We have a 3.7% increase in total collection use, 56% increase in program attendance, and in-person visits appear to be recovering. JCPL's market engagement of 37.9% is a slight increase from 2022 year-end and a full 9 points higher than peer libraries. This number tells us that more than 1 in 3 Jefferson County households regularly use our library services.

Program Attendance Surge: Attendance at in-person programs is trending back to pre-pandemic norms. Increases in average program attendance are a metric we use to indicate successful creation of programs of interest to our community. The rise in attendance reflects the library's ability to provide engaging and safe experiences for patrons.

Digital Circulation Boost: Digital Circulation has seen a growth rate of 12% compared to the previous year. This trend suggests that the pandemic may have influenced patrons to embrace digital formats.



2023 MID-YEAR SUCCESS MEASURES

JCPL is actively working towards recovering from the impact of the pandemic on our library services, leading to notable shifts in patron behavior. The following observations have been made:

- Increase in Program Attendance
- Increase in Total Collection Use
- Increase in Digital Circulation
- Increase in Visits



MID-YEAR REPORT	MID-YEAR 2022	MID-YEAR 2023	CHANGE MID-YEAR 2022-2023	% CHANGE MID-YEAR 2022-2023
Active Households*	110,721	91,317	(19,404)	-18%
Active Cardholders*	146,820	131,596	(15,224)	-10%
Market Penetration* (% of total Jeffco households)	44.50%	37.90%	-7%	-14.8%
Net Promoter Score	83	84	1	1%
Program Attendance	69,313	108,386	39,073	56%
Total Collection Use	4,812,713	4,992,888	180,175	3.7%
Physical Circulation	3,310,269	3,352,199	41,930	1.3%
Digital Circulation	920,239	1,028,115	107,876	12%
Database Use	582,205	612,574	30,369	5%
Visits	830,199	910,164**	79,965	10%

*At year end in 2022, JCPL changed its measures related to active household use to limit the measurement to households within the Jefferson County Library Service Area. The more precise definition resulted in expected decreases in these KPIs as we set a new benchmark.

**In 2023, The Arvada Library was closed for 57 days. The closure is reflected in the total visits.

CONCLUSION

JCPL's mid-year data showcases promising trends in recovery and highlights the library's adaptability to changing patron needs. Understanding the data-driven insights presented here will empower JCPL to make informed decisions, further improve services, and strengthen its role as a vital community resource. By closely monitoring trends and seeking continuous feedback, JCPL can continue its positive trajectory towards meeting its annual plan.

ADDITIONAL HIGHLIGHTS

LEADERSHIP ACADEMY

The library initiated a Leadership Academy to empower 12 participants as emerging leaders, supported by executive team sponsorship. Exciting future expansion plans highlight its positive impact on staff growth and development.

IMPLEMENTATION OF NEW TECHNOLOGY FOR ARVADA SORTER

The library successfully upgraded the Arvada sorter with RFID technology, enhancing sorting efficiency and minimizing breakdowns, ensuring even smoother library operations and completing sorter updates throughout JCPL.

BARCODE CHECKOUT WITH MYJCPL

The library introduced the ability for patrons to check-out materials with their phones using a new barcode checkout feature on the MyJCPL app. This advancement is another example of JCPL adapting to create a more convenient experience for our patrons.

SIGNATURE AUTHOR EVENT

Responding to community requests, the Kate Quinn signature event marked the library's first in-person author gathering since the pandemic. Partnerships within the community ensured a high-quality and well-attended program.



ADDITIONAL HIGHLIGHTS

CONTINUED

MID-LEVEL AUTHOR EVENTS

The library experimented with a new idea to bring mid-level author events to our Belmar and Columbine Libraries creating the opportunity for more in-person visits and access to popular authors.

USE OF EXPRESS LIBRARY

The use of Express Library with a daily average of 89 visits/day and circulation of 174 items/day has surpassed the projected goals of 65 visits/day and 100 circs/day.

TEEN VOLUNTEERING

Teen volunteerism is a “triple-win” for the Library: it helps improve patron experience, provides much needed assistance to library staff during a busy time of year, and gives teens work experience, service hours for school, and a community centered activity to fill their summer months. New ideas and leadership in our teen volunteer program contributed to substantial increases in teen volunteers and teen volunteer service hours year-over-year.

EXPANSION OF DIGITAL LITERACY SERVICES THROUGH ARPA GRANT

The library was awarded funds from the American Rescue Plan Act (ARPA) to collaborate with community partners on a project that expands and promotes digital literacy to high need Jeffco residents.





FEEDBACK

TEEN VOLUNTEER IMPACT STATEMENTS

"I think the impact my volunteer service makes on the library and my community is positive. It shows people that not only do teens like to read, but they can be friendly and hard working as well, despite some of the stereotypes." - TEEN VOLUNTEER

"My volunteer service not only helps the staff with the patrons in the library, but it also helps the image of the library and shows that there are so many ways to be involved in the library besides reading, which is why we hold programs and events. My volunteer service will also help me get a job in the future."

- TEEN VOLUNTEER



HOLD LOCKERS

"Not a long time ago my husband was in the hospital, and I was talking to one of the nurses. When she learned that I work for the library, she could not stop talking about our Holds Lockers and how much she uses the one at the Belmar Library. She always was an avid reader, but now she works 12 hours shifts which makes it really hard for her to get to the library. She knows all about our e-books, but still prefers physical items. Now she can stop by at the library after her shift, way before we open and pick up her holds. ...And she LOVES the red color."

- LIBRARY STAFF

STAFF AND LOCATIONS

"I just wanted to let someone know about my great experience while at the library today all 3 of my interactions with staff were very professional. Their customer service was excellent. Keep up the awesome work!!!" - COLUMBINE LIBRARY PATRON

"The Jeffco libraries (especially Standley Lake and Golden) are precious resources for the community and very much appreciated by my whole family." - LIBRARY PATRON



CREATIVE TECHNOLOGIES

"Just wanted to extend a huge compliment and sincerest gratitude to the Creative Technologies staff at the Belmar Library! The podcasting tutorial they led me through was excellent. They went above and beyond to ensure I felt equipped to use the audio equipment. They are an absolute asset to JCPL! And the availability to reserve the digital media studio is very cool and one of the many reasons I love JCPL and will always keep returning. Thanks so much for all you do!"

- LIBRARY PATRON



Jefferson County
PUBLIC LIBRARY

memorandum

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

Budget to Actual Tables

Please see the enclosed Budget to Actual Tables for July 2023.

In June, we recorded Real Property Tax revenue that amounted to 94.2% of our budgeted target.

JCPL is on track with its budget, and there are no areas of concern. Our financial performance remains steady, and in line with expectations.

In July, the Library Foundation did not provide a check deposit to JCPL. The Library contributed in-kind support to the foundation valued at \$7,006 in July. The library has received a total of \$45,456 in funding year-to-date. Additionally, the Library has provided \$51,946 worth of in-kind support to the Foundation so far this year, with a ratio of 0.88. In August, JCPL can expect a deposit from the Library Foundation which will include June & July funds.

**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 07/31/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Revenues						
Taxes						
Property Tax - Operating	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 47,761,715	\$ (537,739)	-1%
Property Tax - Capital	2,442,681	2,420,303	2,383,862	2,246,277	(137,585)	-6%
Total Taxes	\$ 52,407,622	\$ 51,799,286	\$ 50,683,316	\$ 50,007,992	\$ (675,324)	-1%
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Fines & Fees	115,000	121,799	85,000	91,417	6,417	8%
Other Revenue	298,640	(586,719)	675,650	803,453	127,803	19%
Total Other Revenues	\$ 538,640	\$ (87,366)	\$ 905,646	\$ 894,870	\$ (10,776)	-1%
Sub Total Revenues	\$ 52,946,262	\$ 51,711,920	\$ 51,588,962	\$ 50,902,863	\$ (686,100)	-1%
Fund Balance Activity						
Transfer from FB - Capital Projects	12,441,736		40,288,738	-		
Transfer to/(from) Fund Balance	-	12,239,097	-	27,170,652		
Total Sources of Funds	\$ 65,387,998	\$ 39,472,824	\$ 91,877,701	\$ 23,732,210		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 16,601,010	\$ 15,540,825	\$ 17,638,242	\$ 9,417,931	\$ (8,220,311)	-47%
Benefits	5,719,962	4,993,686	5,810,820	3,061,458	(2,749,362)	-47%
Total Salaries & Benefits	\$ 22,320,972	\$ 20,534,511	\$ 23,449,062	\$ 12,479,389	\$ (10,969,673)	-47%
Library Books & Materials	\$ 7,937,400	\$ 7,763,037	\$ 9,409,434	\$ 4,528,706	\$ (4,880,728)	-52%
Supplies	1,559,475	1,412,124	1,375,098	842,969	(532,129)	-39%
Vehicles	-	-	-	-	-	
Services & Charges	5,704,984	4,383,657	5,996,673	2,659,363	(3,337,310)	-56%
Internal Transactions /Cost Allocation	2,734,736	2,761,455	2,987,181	2,038,019	(949,162)	-32%
Total Operating Expenditures	\$ 40,257,567	\$ 36,854,783	\$ 43,217,448	\$ 22,548,445	\$ (20,669,003)	-48%
Financing & Debt Service	\$ 621,945	\$ 621,945	\$ 621,745	\$ -	\$ (621,745)	-100%
Capital Projects	\$ 24,508,487	\$ 1,996,095	\$ 48,038,508	\$ 1,183,765	\$ (46,854,743)	-98%
Total Uses of Funds	\$ 65,387,998	\$ 39,472,824	\$ 91,877,701	\$ 23,732,210	\$ (68,145,490)	-74%

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

	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 07/31/2023
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	\$ 48,656,585
Capital Funding	2,442,681	2,420,303	2,383,862	2,246,277
Total Revenues	\$ 52,946,262	\$ 51,711,920	\$ 51,588,962	\$ 50,902,863
Expenditures				
Operating Expenditures	\$ 40,257,567	36,854,783	\$ 43,217,448	\$ 22,548,445
Debt Service	621,945	621,945	621,745	-
Capital Projects	24,508,487	1,996,095	48,038,508	1,183,765
Total Expenditures	\$ 65,387,998	\$ 39,472,824	\$ 91,877,701	\$ 23,732,210
Increase/(Decrease) in Fund Balance	\$ (12,441,736)	12,239,097	\$ (40,288,738)	\$ 27,170,652
Ending Fund Balance	\$ 20,878,253	\$ 55,525,015	\$ 15,236,276	\$ 82,695,667
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund				
Reserve Fund Balance	\$ 20,878,253	\$ 55,525,015	\$ 15,236,276	\$ 82,695,667

Reserve Fund Balance Policy Calculation

	2021 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 07/31/2023
Year-End Reserve Fund Balance		\$ 55,525,015		
16% - Current Year Budgeted Revenues	\$ 8,471,402	\$ 8,273,907	\$ 8,254,234	\$ 8,144,458
9% - Current Year Budgeted Revenues - Uncertainty	4,765,164	4,654,073	4,643,007	4,581,258
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 13,236,566	\$ 12,927,980	\$ 12,897,241	\$ 12,725,716
50% of Current Year Budgeted Revenues	\$ 26,473,131	\$ 25,855,960	\$ 25,794,481	\$ 25,451,431
Total Maximum F/B Reserve Requirements (CEILING)	\$ 26,473,131	\$ 25,855,960	\$ 25,794,481	\$ 25,451,431
Above/(Below) Minimum (FLOOR)	\$ 7,641,687	\$ 42,597,035	\$ 2,339,036	\$ 69,969,951
Above/(Below) Maximum (CEILING)	\$ (5,594,878)	\$ 29,669,055	\$ (10,558,205)	\$ 57,244,236

**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 07/31/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 51,839,123	\$ 51,364,212	\$ 50,590,855	\$ 47,670,992	\$ (2,919,863)	-6%
Delinquent Taxes	48,032	59,949	121,267	82,167	(39,100)	-32%
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	8,556	(13,222)	-61%
Total Taxes	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 47,761,715	\$ (537,739)	-1%
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Library Fines	10,000	25,877	-	10,788	10,788	
Charges for Services	105,000	95,922	85,000	80,630	(4,370)	-5%
Investment Income	108,000	(931,499)	187,500	549,565	362,065	193%
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	-	208,431	208,431	
Transfer	-	547	-	-	-	
Total Revenues	\$ 50,503,581	\$ 49,291,617	\$ 49,205,100	\$ 48,656,585	\$ (548,514)	-1%
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,829,037	\$ 14,178,852	\$ 16,750,057	\$ 8,893,709	\$ (7,856,348)	-47%
Awards & Bonuses	140,000	140,212	160,000	44,536	(115,464)	-72%
Termination Pay	110,000	137,451	250,000	53,617	(196,383)	-79%
Temporary Salaries	1,687,043	1,307,709	1,638,367	796,694	(841,673)	-51%
CARES/ARPA Reimburse Salaries	-	(230,986)	-	(373,701)	(373,701)	
Overtime	-	7,587	8,000	3,076	(4,924)	
Vacancy Savings	(1,165,071)	-	(1,168,182)	-	1,168,182	-100%
Benefits	5,719,962	4,993,686	5,810,820	3,061,458	(2,749,362)	-47%
Total Salaries & Benefits	\$ 22,320,972	\$ 20,534,511	\$ 23,449,062	\$ 12,479,389	\$ (10,969,673)	-47%
Library Books & Materials	\$ 7,737,400	\$ 7,585,844	\$ 9,170,434	\$ 4,419,232	\$ (4,751,202)	-52%
Library Periodicals	200,000	177,193	239,000	109,474	(129,526)	-54%
Sub-Total Library Collections	7,937,400	7,763,037	9,409,434	4,528,706	(4,880,728)	-52%
Supplies	\$ 1,559,475	\$ 1,412,124	\$ 1,375,098	\$ 842,969	\$ (532,129)	-39%
Services & Charges	5,704,984	4,383,657	5,996,673	2,659,363	(3,337,310)	-56%
Vehicles	-	-	-	-	-	
Interdepartmental Direct Charges	1,264,323	1,291,042	1,295,745	1,051,348	(244,397)	-19%
Interdepartmental Indirect Charges	1,470,413	1,470,413	1,691,436	986,671	(704,765)	-42%
Total Supplies and Other	\$ 9,999,195	\$ 8,557,236	\$ 10,358,952	\$ 5,540,351	\$ (4,818,601)	-47%
Total Operating	\$ 40,257,567	\$ 36,854,783	\$ 43,217,448	\$ 22,548,445	\$ (20,669,003)	-48%

**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 07/31/2023	\$ 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 07/31/2023	\$ 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	\$ 2,246,277	\$ (137,585)	-6%
Transfer from FB - Capital Expenses						-	
Total Sources of Funds	\$ 2,442,681	\$ 2,420,303	\$ 2,383,862	\$ 2,383,862	\$ 2,246,277	\$ (137,585)	-6%
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 250,000	\$ 196,169	\$ 250,000	\$ 250,000	\$ 107,485	\$ (142,515)	-57%
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	186,471	(63,529)	-25%
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	132,050	(217,950)	-62%
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	\$ -	\$ 59,763	\$ 350	\$ (59,413)	-99%
2021 Projects							
Standley Lake Clerestory Roof	\$ -	-	\$ -	\$ -	\$ -	\$ -	n / a
2022 Projects							
Location Holds Lockers	\$ 205,000	\$ -	\$ -	\$ 205,000	\$ 181,146	\$ (23,854)	-12%
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	-	-	125,000	-	(125,000)	-100%
Multi-Year Construction Projects							
South County Library	\$ 16,378,662	\$ 10,077	\$ 8,698,826	\$ 25,067,411	\$ -	\$ (25,067,411)	-100%
Evergreen Library Redesign	700,000	115,329	3,520,000	4,104,587	224,028	(3,880,559)	-95%
Northwest County Library	4,700,000	9,127	9,989,475	14,680,347	50,019	(14,630,328)	-100%
Total Capital Projects	\$ 24,508,487	\$ 1,996,095	\$ 26,004,701	\$ 48,038,508	\$ 1,183,765	\$ (46,854,743)	-98%

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

Project	2023 Amended Budget	YTD Actual 07/31/2023	YTD Encumbrances 07/31/23	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 107,485	\$ 3,005	110,490	\$ 139,510
ARM-02 Furniture & Equipment	36,000	-	-	-	36,000
ARM-03 Computer Replacement Plan	250,000	186,471	-	186,471	63,529
ARM-04 Book Sorter Replacement	350,000	302,216	-	302,216	47,784
ARM-05 IT Infrastructure Replacement	350,000	132,050	-	132,050	217,950
Bookmobile Replacement	-	-	-	-	-
Document Management System	59,763	350	-	350	59,413
Offsite Services	60,000	-	-	-	60,000
Location Holds Lockers	205,000	181,146	-	181,146	23,854
Conifer Library Opportunity	2,500,400	-	-	-	2,500,400
Belmar Outdoor Space	-	-	-	-	-
Data Warehouse	125,000	-	-	-	125,000
Multi-Year Projects Construction Projects					
South County Library	25,067,411	-	-	-	25,067,411
Evergreen Library Redesign	4,104,587	224,028	106,856	330,884	3,773,703
Northwest County Library	14,680,347	50,019	8,845	58,864	14,621,483
Total Capital Projects	\$ 48,038,508	\$ 1,183,765	\$ 118,706	\$ 1,302,471	\$ 46,736,037