



Jefferson County
PUBLIC LIBRARY

BOARD STUDY SESSION

DATE: September 14, 2023

TIME: 5:30 P.M.

PLACE: Hybrid Public Meeting

- Online via ZOOM
- In-Person at Lakewood Library meeting room,
10200 W. 20th Avenue, Lakewood 80215

Topics:

- South County Market Analysis Update
- Develop a New Concept in Philanthropy Strategy –
Project Update

NEXT BOARD STUDY SESSION

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

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

DATE: September 14, 2023

RE: South County Market Analysis Update

Background

Jefferson County Public Library (JCPL) has a strategic project underway to build a new destination library in the southern 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. After undergoing an initial market analysis and community engagement plan from 2019 – 2022, in 2023, we recommended a new strategy for the project. One element of executing that strategy is to produce an updated market analysis. This project is budgeted through the library's 5-year Capital Improvement Plan. The 2022 update to the Facility Master Plan (FMP) categorized a new destination library in the Southern Region as a Group 1 project.

Updated Market Analysis and Library Service Areas (LSA)

JCPL undertakes a market analysis as we embark on new capital projects in order to determine how to best meet our community's needs. This market analysis seeks to understand our current usage data, the current population and future growth rate, as well as basic demographics. This information helps us make data-driven decisions for the project.

During this update to the market analysis, we specifically looked at the metrics for current and anticipated future Library Service Areas. The Library Service Area (LSA) is defined by the geographic area where card holders live (based on census tract) and the library location that they use. Establishing a new library location in southern Jefferson County means there will be two LSAs instead of one for this region. Through research we have identified what we believe will be the LSA for both the existing Columbine Library and the proposed South County location based on population density and distance. Once a new location is established, actual patron use will define the future LSAs for these two locations.

The map below shows the current library service points offered in the southern region of the County as well as the expansion area of the anticipated new LSA for the new location. The rest of this memo details the specific metrics about this service area that informed our conclusion that there is a need for additional library services in south Jefferson County, including population and household growth, community demographics and market engagement.

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Population and Household Growth

JCPL uses population and household growth as two key measurements for identifying library service needs. As part of our intent to meet our community where they are, we want to ensure we provide robust library service to all Jefferson County residents now and in the future. One way we evaluate this is by comparing the current square footage per capita of library space for public service with our target measure as defined by the 2022 update to the Facilities Master Plan (FMP). Our target is to reach a minimum of 0.5 square feet per capita of library space for public service. Within the FMP, we also identified three zones for future library planning – north, central and south. The south zone measure is currently 0.25 square foot per capita.

Current data from census surveys and expert projections from DRCOG and the Colorado State Demography Office demonstrates how the southern region of Jefferson County has a faster rate of household and population growth than the rest of the county. While there is already an existing library in this region (the Columbine Library), we would need an additional 55,000 square feet of public service space to reach our target of 0.5 square feet per capita. The proposed 40,000 square foot library destination will have a significant impact in helping us make progress toward this goal and serve the under-served community in this area.

Future population growth is also an important metric when understanding the need for library space and services. Not only do we want to ensure we meet the needs of our community now, but we want to invest in our communities for the future. Projected 2020-2050 population growth for the current and future south Jefferson County LSAs and the county overall are illustrated in the chart below.

<i>ii</i>	<i>New Columbine Library LSA</i>		<i>New South County LSA</i>		<i>Current Columbine Library LSA</i>		<i>Jefferson County</i>	
	Pop.	% growth	Pop.	% growth	Pop.	% growth	Pop.	% growth
<i>2020</i>	58,200		65,000		123,300		583,000	
<i>2050</i>	63,700	9.4%	72,000	10.8%	135,900	10.2%	626,600	7.5%

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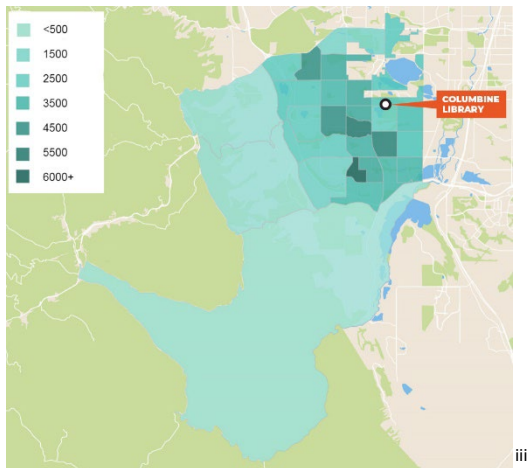


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As the data demonstrates, south county is a growing region. Population growth within the current Columbine LSA (10.2%, or 12,500 people) outpaces the population growth within the county overall (7.5%) by 2.7%. This rate of growth brings the expected total population of the south county region in 2050 to 135,900. If that population was solely served by the Columbine Library, the area would have .22 square feet per capita of public service space which is less than 50% of our minimum target. The anticipated new LSAs for Columbine and the new location will help both expand library service to new populations and distribute library service to current populations more evenly.

Our updated analysis indicates that the population in the south county region has already outgrown the currently available library space with Columbine Library as the only full-service outlet. We expect that gap to increase as the population grows. The need for convenient, impactful services in this part of the county will only continue to grow over the next 25 years.

Population density is another factor we use to consider library service needs. The map below details both the geographic region and population density of the south Jefferson County region. The map is divided by census tracts, with darker tones indicating a denser population. The south county region is geographically large and has a denser population around and inside the C470 travel corridor.



South County Region Current Population Density

Demographics

The basic demographics of the current south County region (or current Columbine LSA) help us understand the potential library service needs in the area. For example, we use both race and ethnic identities to inform us on the type of materials and language services we provide. From the 2020 Census Survey responses, we can see that 89% of the population within this region self-identifies as white. Asian, multi-race and other are the next largest groups, with each representing less than 3% of the population. In addition to race, survey responders could also self-identify as having Hispanic Ethnicity. 11% of the population indicated they are of Hispanic Ethnicity. These numbers indicate that the Library will want to continue to support access to Spanish Language services in South County.

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Age, household poverty and employment rates are similarly used for defining service needs. The overall south County region has the highest percentage of households with children under age 18 in the County. That data point tells us there is a need for programming and services designed for children and youth. The area ranks in the bottom third systemwide for both household poverty levels and unemployment rate. This data point tells us there may be less of a need for services tailored to lower income households and job seekers.

Looking ahead to the anticipated new LSAs for Columbine and South County, we analyzed how the demographics of the two are similar or different to understand the unique needs of each community. We found the new South County LSA would have a slightly larger population than the new Columbine Library LSA, with mostly similar demographic composition and proportions. However, the population in the new South County LSA skews just slightly older. While we would continue to meet the service needs demonstrated by demographics of the entire southern region, this information helps us fine tune services and programs particular to the proposed South County Library. Demographic trends for the anticipated new LSAs will be monitored as the project moves forward to inform design and programming decisions and ensure the library continues to be welcoming and accessible to all.

Market Engagement

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

- The systemwide market engagement of 37.90% is the median across all JCPL locations
- Columbine Library's current market engagement is 41.64%
- Peer Library's market engagement averages as 29%

Market engagement above our median validates that demand for library services is outpacing our current offerings. JCPL has an opportunity to increase usage and reach a new audience in the southern region. We also know that 60% of the households in the area do not have an active library card. We have a significant opportunity to reach more people and re-engage former patrons whose use may have lapsed with a new, convenient location that reaches them where they are.

Conclusion

The South County market analysis helps to create a snapshot of who currently uses library services and what opportunities might exist for increasing library use. This analysis confirms the need for additional square footage of physical library space and expanded library services in the southern region by looking at population and household growth, patron demographics, and overall engagement. It also confirms the expected new Library service areas and revalidates the strategic project to Design a New Library in South County.

ⁱ Map of anticipated new LSAs in the Southern Region of Jefferson County amended from the 2022 JCPL South County Fact Sheet. (<https://jeffcolibrary.org/south-county/>)

ⁱⁱ LSA data from DRCOG, Current Columbine LSA and New LSAs on 5/23/2023. Jeffco data from State Demography Office on 5/25/2023 (<https://coloradodemography.github.io/population/data/sya-county/>)

ⁱⁱⁱ Map of Current Columbine Library LSA population density generated from Savannah on 8/9/2023



Jefferson County
PUBLIC LIBRARY

South County Market Analysis Update

9/14/2023 | Lizzie Gall, Assistant Director of Public
Services for Resources and Programs

2023 Major Project Deliverables



A New Library

FOR SOUTH JEFFERSON COUNTY

- Recommendation of new strategy
- Execute on new strategy
 - Create new messaging
 - **Strengthen confidence in our process and data**
 - Reinitiate Search

Agenda

- Library Service Areas (LSAs)
- Population Growth
- Demographics
- Market Engagement
- Discussion



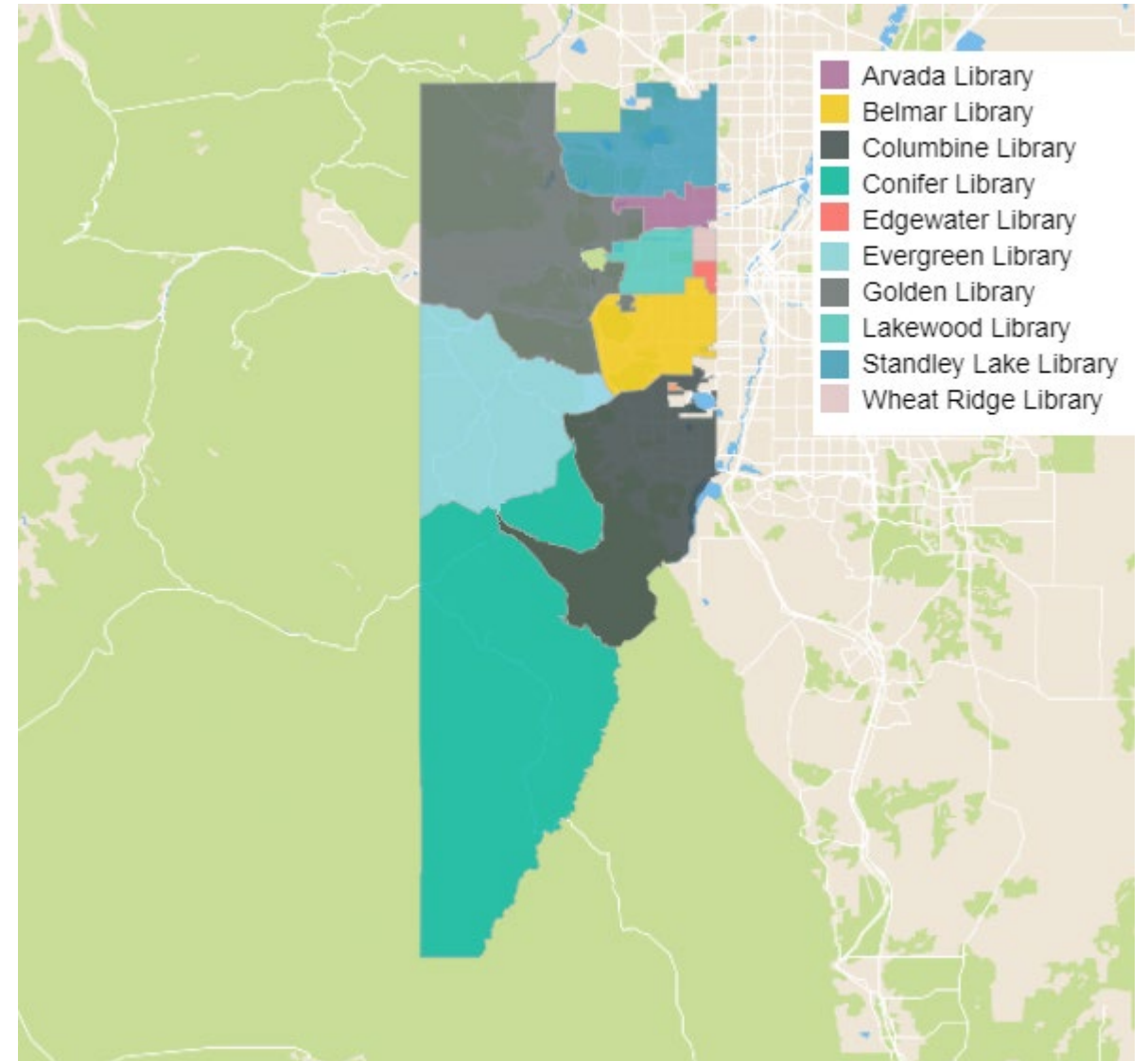


Library Service Areas (LSAs)

Library Service Areas

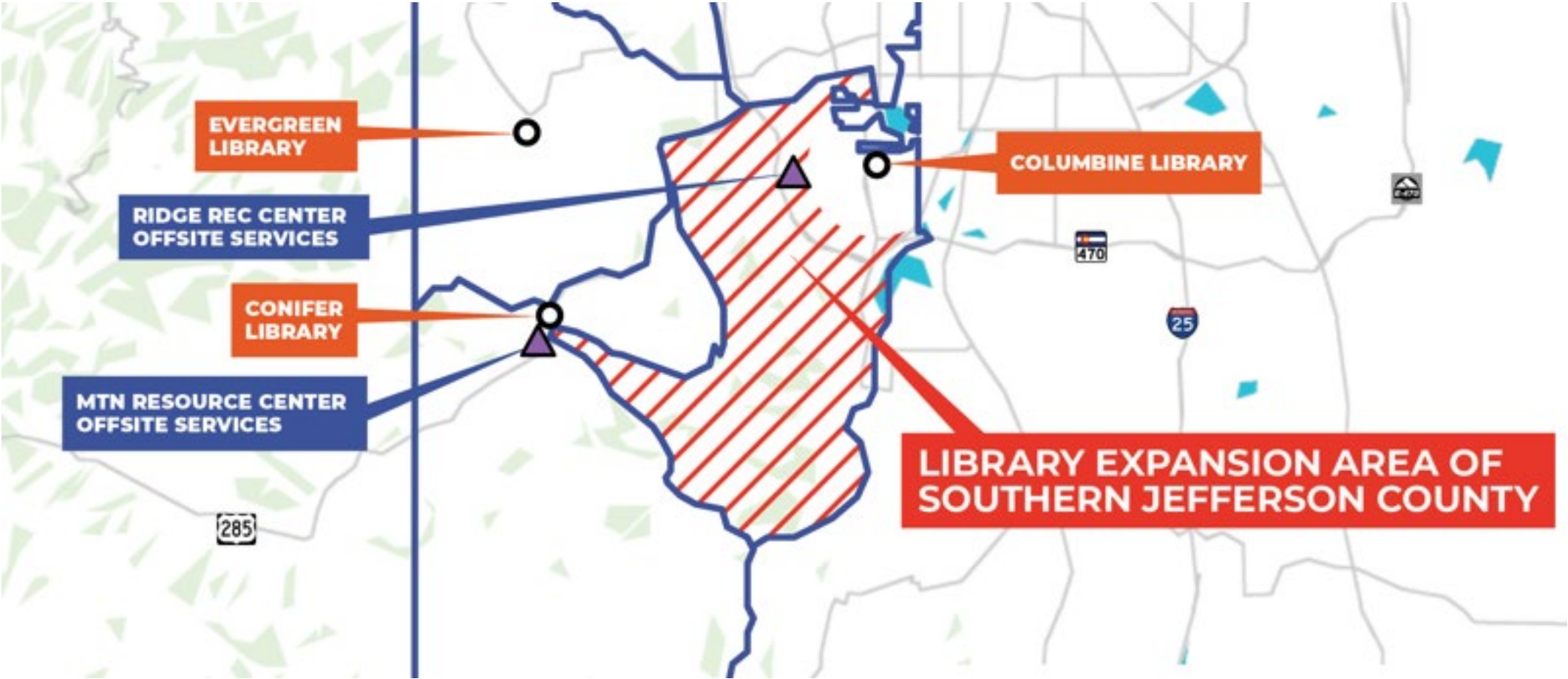
Map shows where card holders live and the library that they use

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



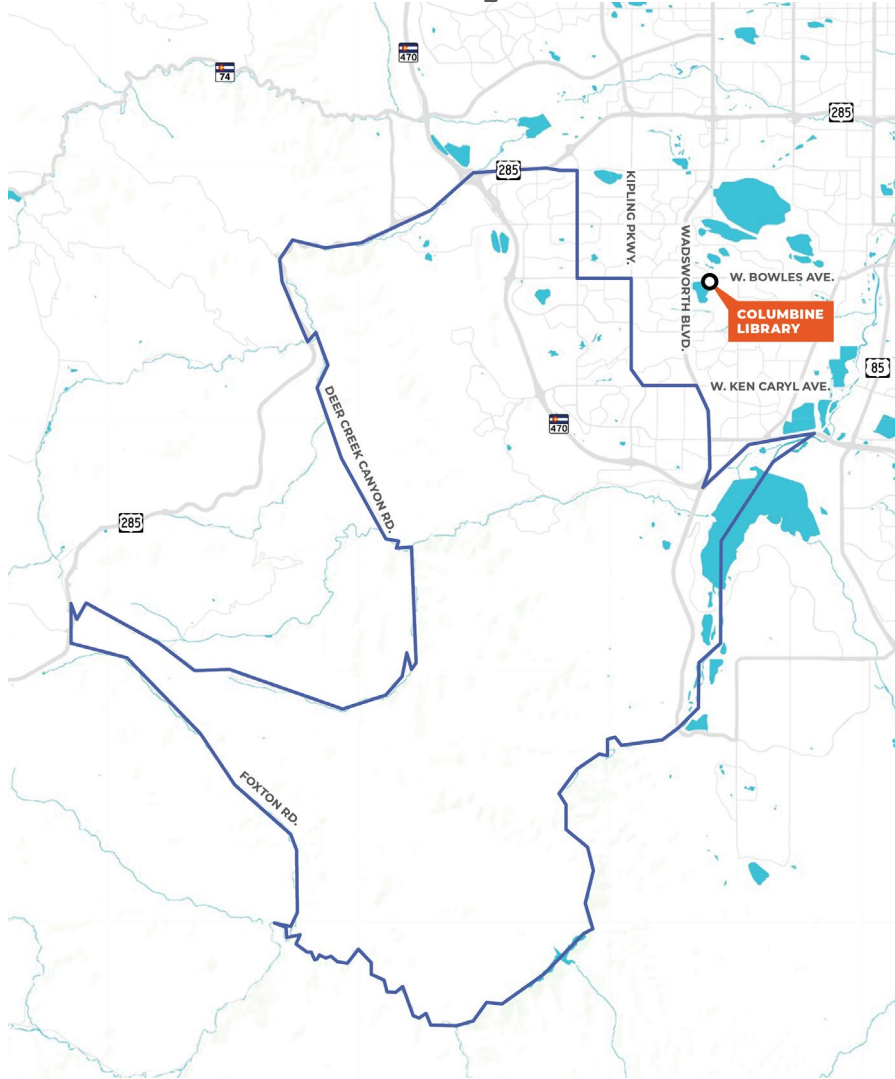
Source: JCPL LSA Map retrieved from Savannah June 16, 2023

South County Expansion Area

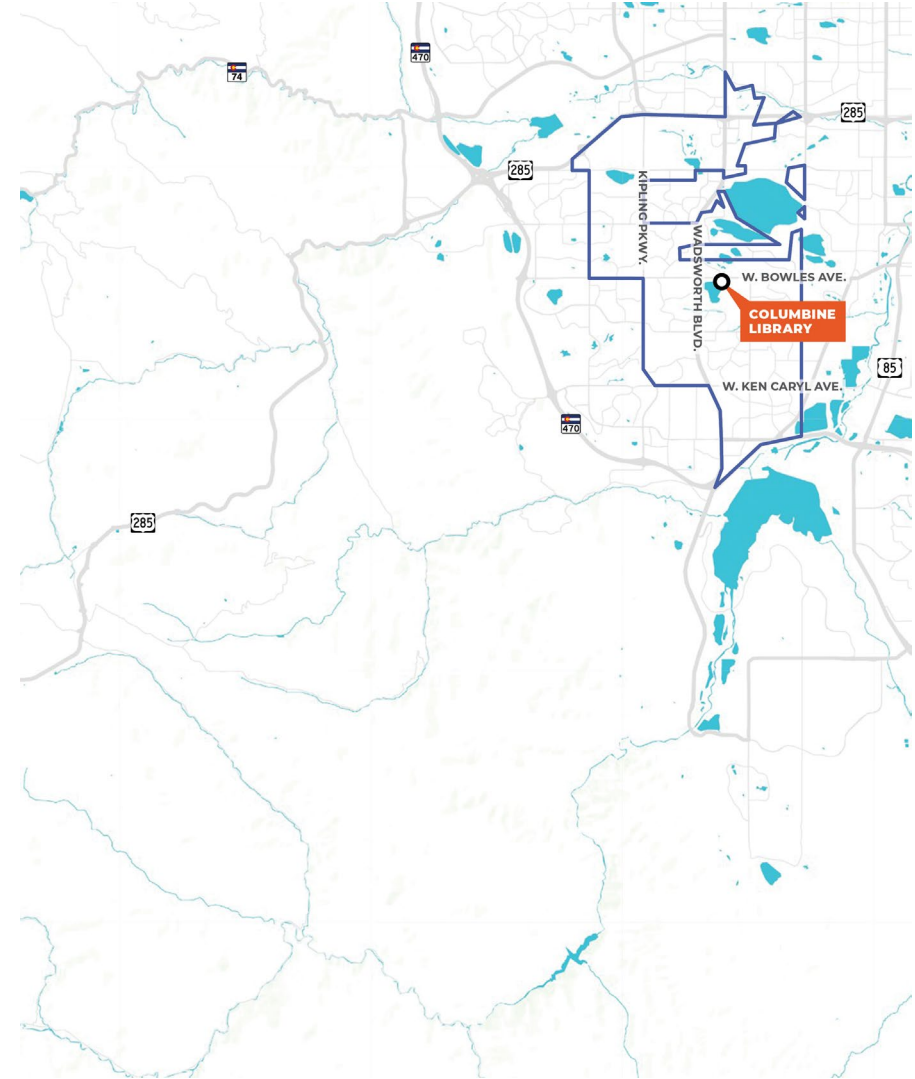


Source: 2021_JCPL_Factsheet_update_9.29.22

New South County LSA

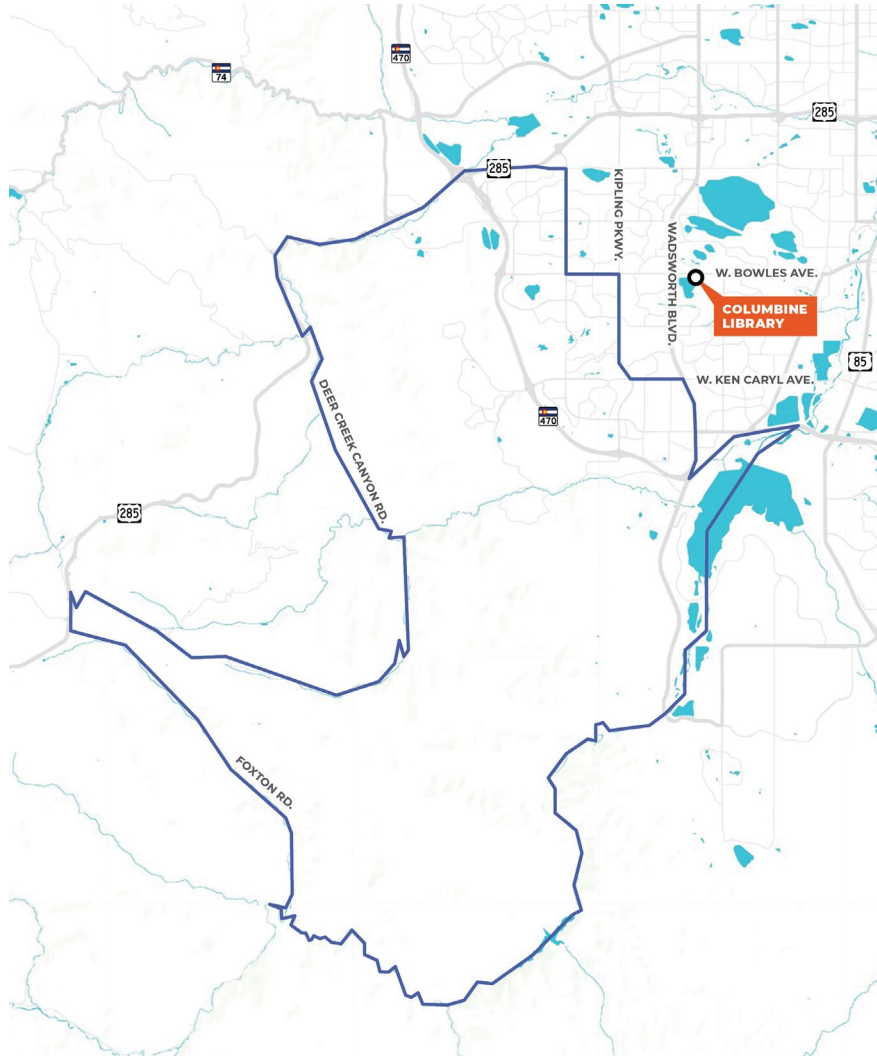


New Columbine LSA

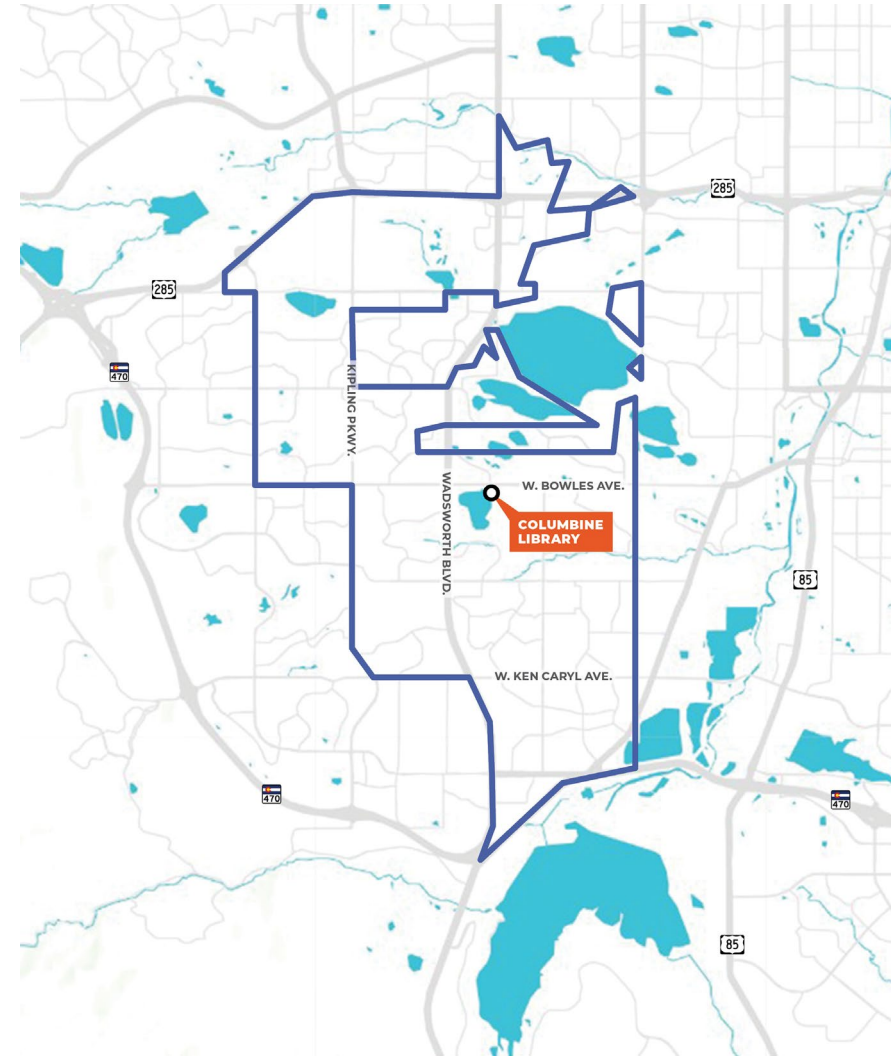


Source: Census tracts from Savannah 5/2/2023, maps from Demographics Now 5/3/2023

New South County LSA



New Columbine LSA



Source: Census tracts from Savannah 5/2/2023, map data from Demographics Now 5/3/2023



Population Growth

Public Service Space Per Capita

- Recommended Target
- 0.5-0.6 Square feet of library space per capita
 - Reconfirmed in the 2022 Facilities Master Plan Update



Public Service Space in Southern Region

0.5 SF/CAPITA BY 2030

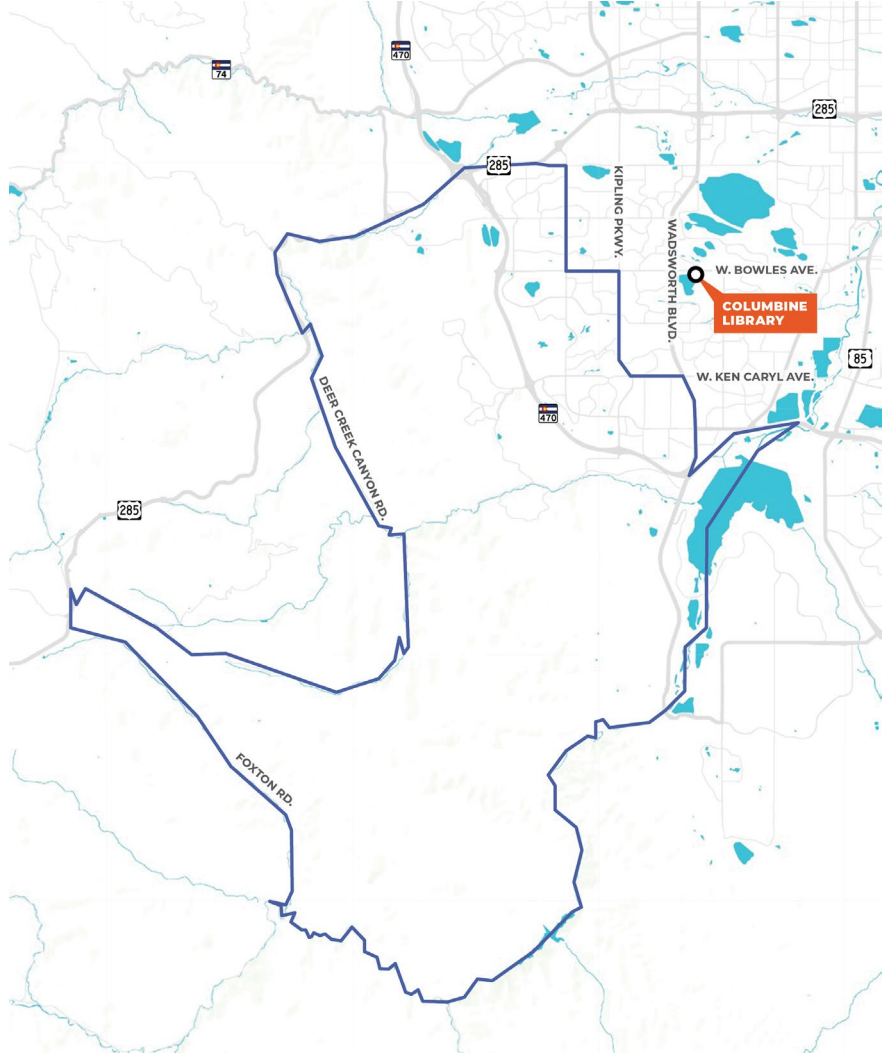
Public Service Locations	Current Size	2030 Population	Expansion	New	2030 SF
South Zone					
Columbine	30,000 SF				30,000 SF
Conifer	8,900 SF				8,900 SF
Evergreen	15,000 SF				15,000 SF
South County	0 SF		40,000 SF	40,000 SF	40,000 SF
Fehring Ranch	0 SF		15,000 SF	15,000 SF	15,000 SF
Zone Subtotal	53,900 SF	214,000 pop			108,900 SF
<i>Zone SF/Capita</i>					<i>0.51 SF/cap</i>
Systemwide Totals	203,600 SF	612,000 pop			314,600 SF
<i>Systemwide SF/Capita</i>					<i>0.51 SF/cap</i>

➤ **New South County destination library 40,000 SF**

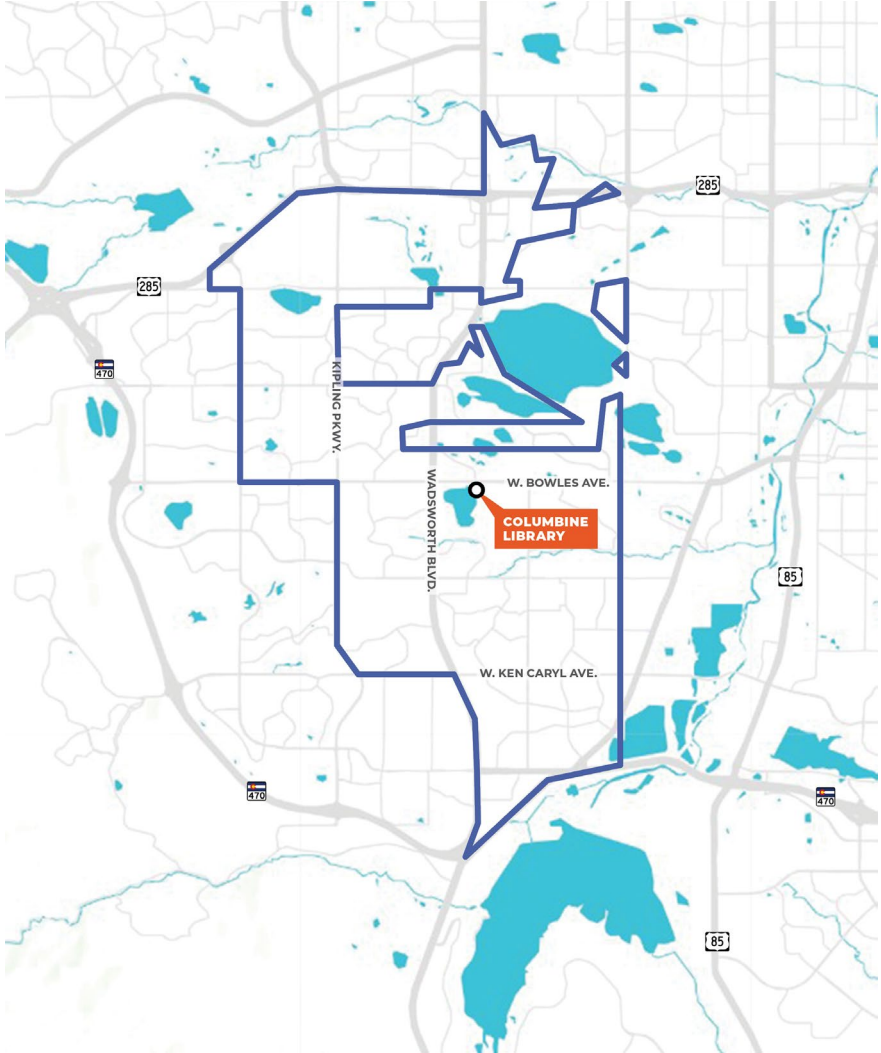


Source: 2022 Facilities Master Plan Update, https://jeffcolibrary.org/wp-content/uploads/sites/46/2022/09/FAC-Master-Plan_update.pdf

New South County LSA



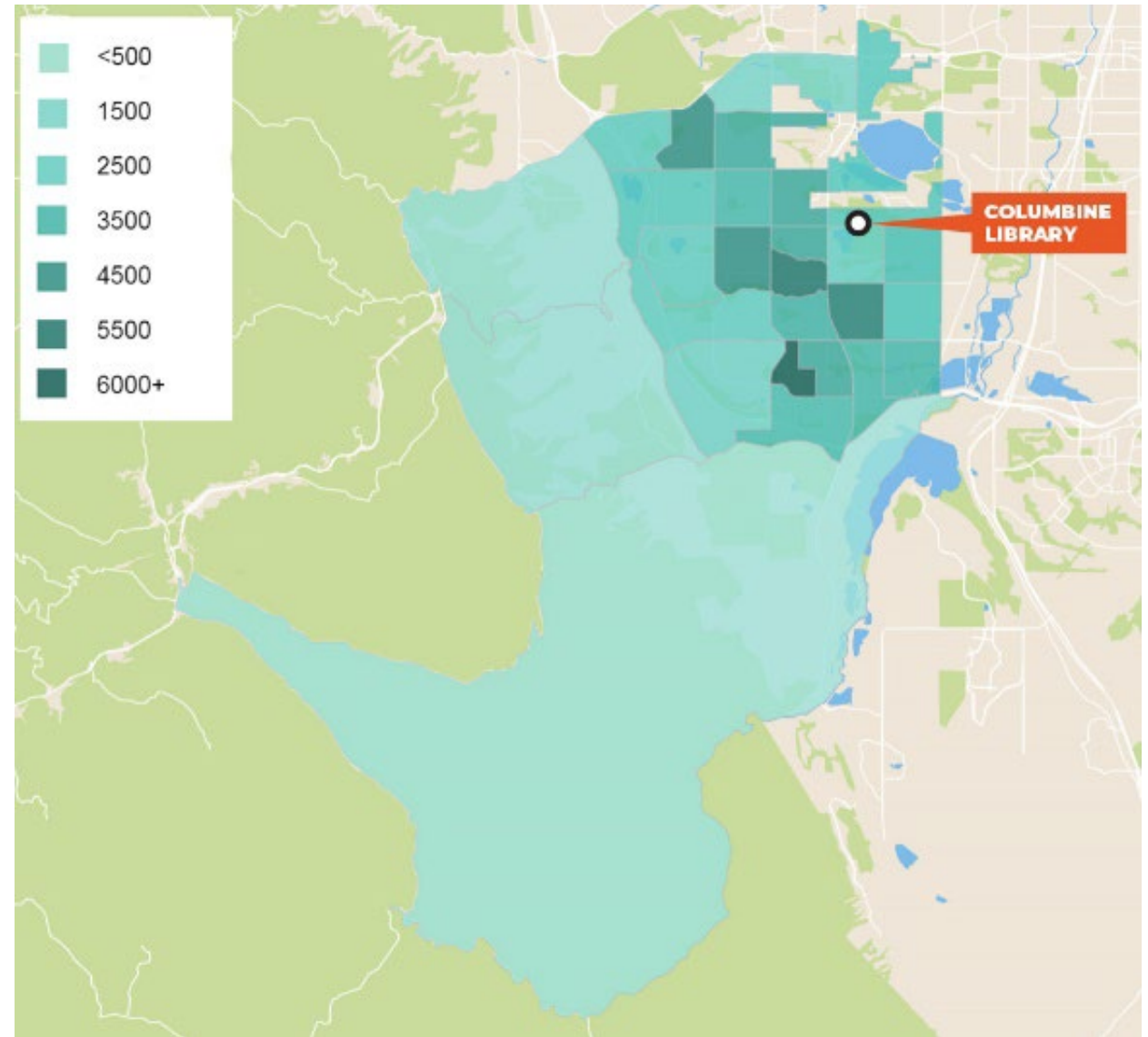
New Columbine LSA



Source: Census tracts from Savannah 5/2/2023, map data from Demographics Now 5/3/2023

Population Density

- Data from current Columbine LSA
- Population density is concentrated along and inside C470 travel routes

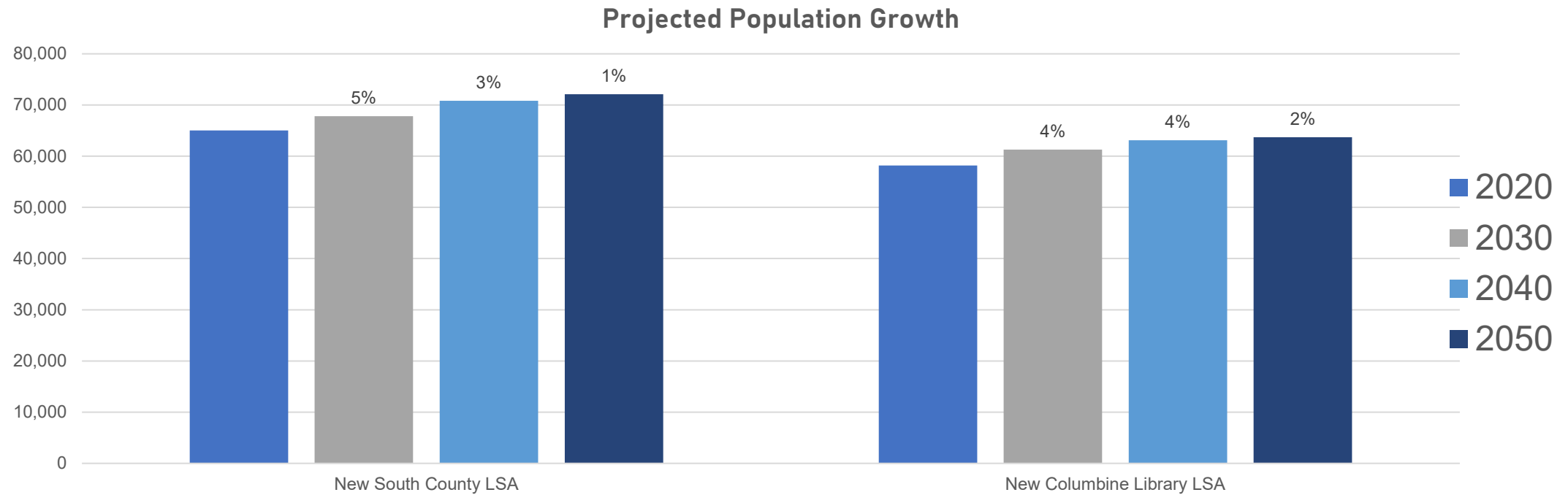


Source: Map of Current Columbine Library LSA population density generated from Savannah on 8/9/2023

Population Growth 2020-2050

New South County LSA

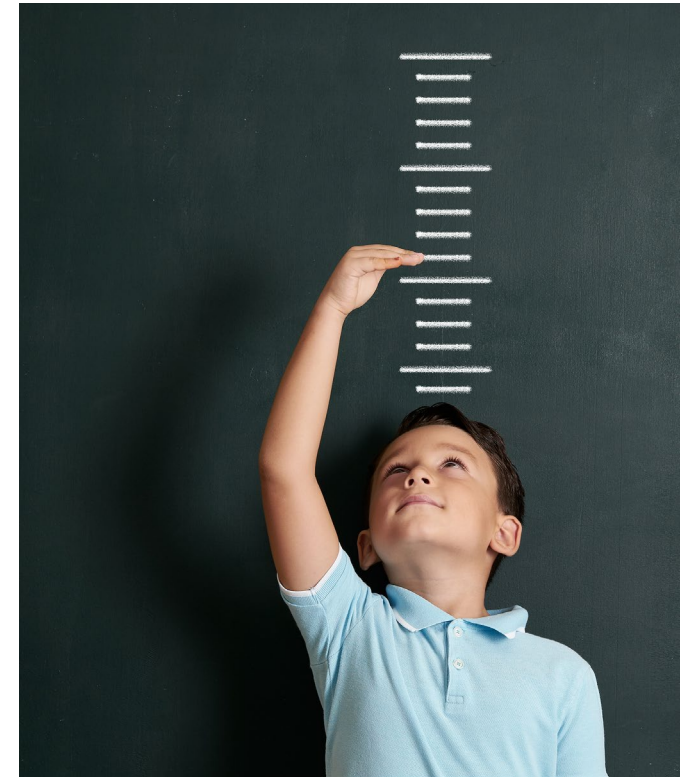
New Columbine LSA



Source: Demographics Now 5/3/2023

Population Growth 2020-2050

	NEW SOUTH COUNTY LSA	NEW COLUMBINE LSA
2020	65,000	58,200
2030	67,800	61,300
2040	70,800	63,100
2050	72,100	63,700



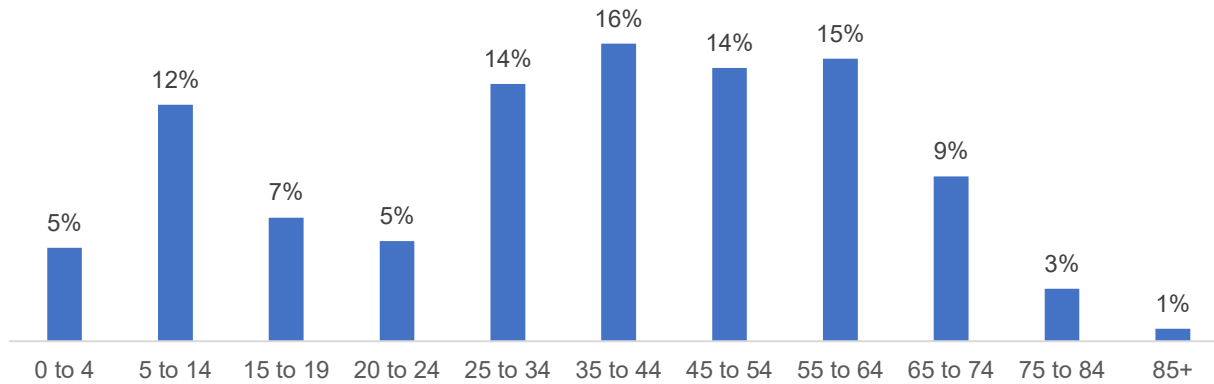
Source: Demographics Now 5/3/2023



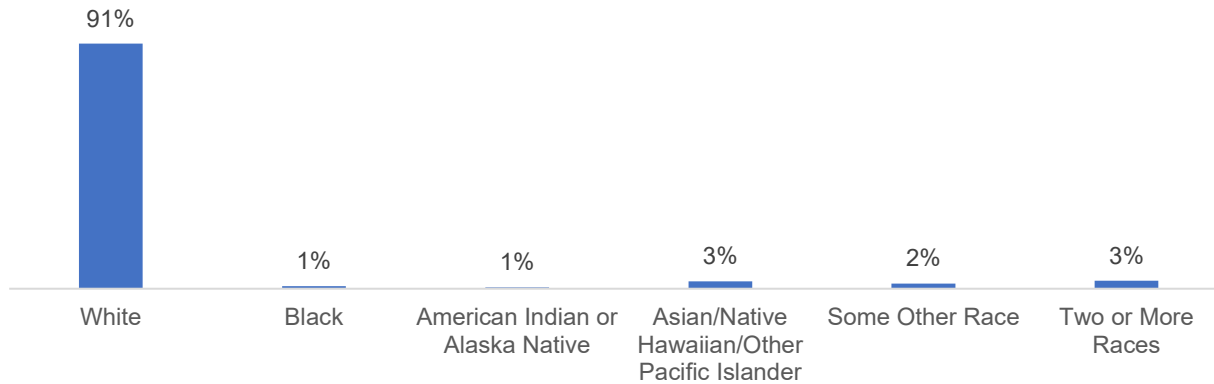
Demographics

New South County LSA- 2022

New South County LSA Age Groups



New South County LSA Race and Ethnicity



Population Below the Poverty Level

3.6%

Median Household Income

\$107,688

Unemployment Rate

2.8%

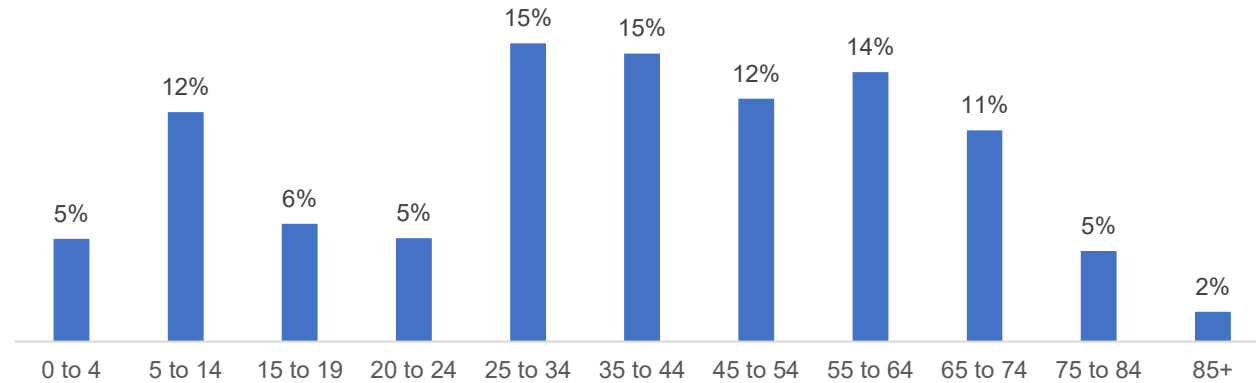
Hispanic

10.1%

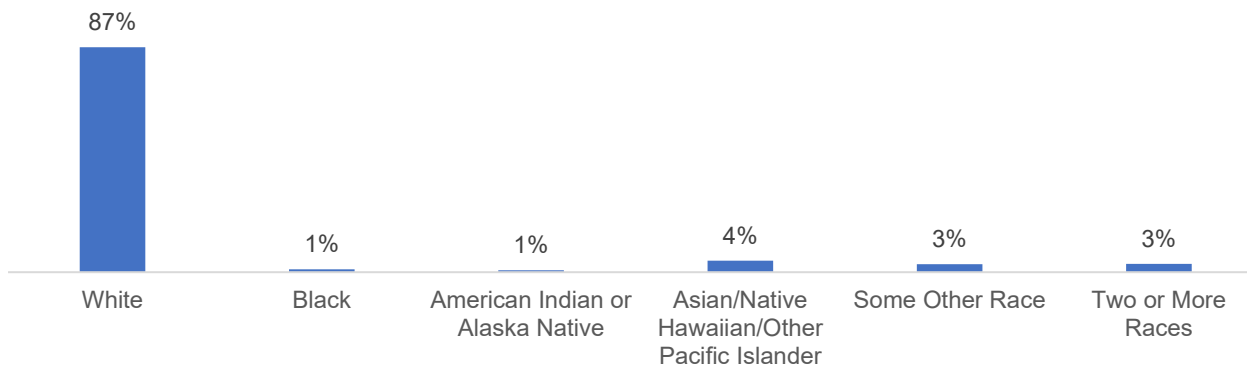
Source: Demographics Now 5/15/2023

New Columbine LSA- 2022

New Columbine LSA Age Groups



New Columbine LSA Race and Ethnicity



Population Below the Poverty Level

4.0%

Median Household Income

\$103,746

Unemployment Rate

3.1%

Hispanic

12.7%

Source: Demographics Now 5/15/2023



Market Engagement

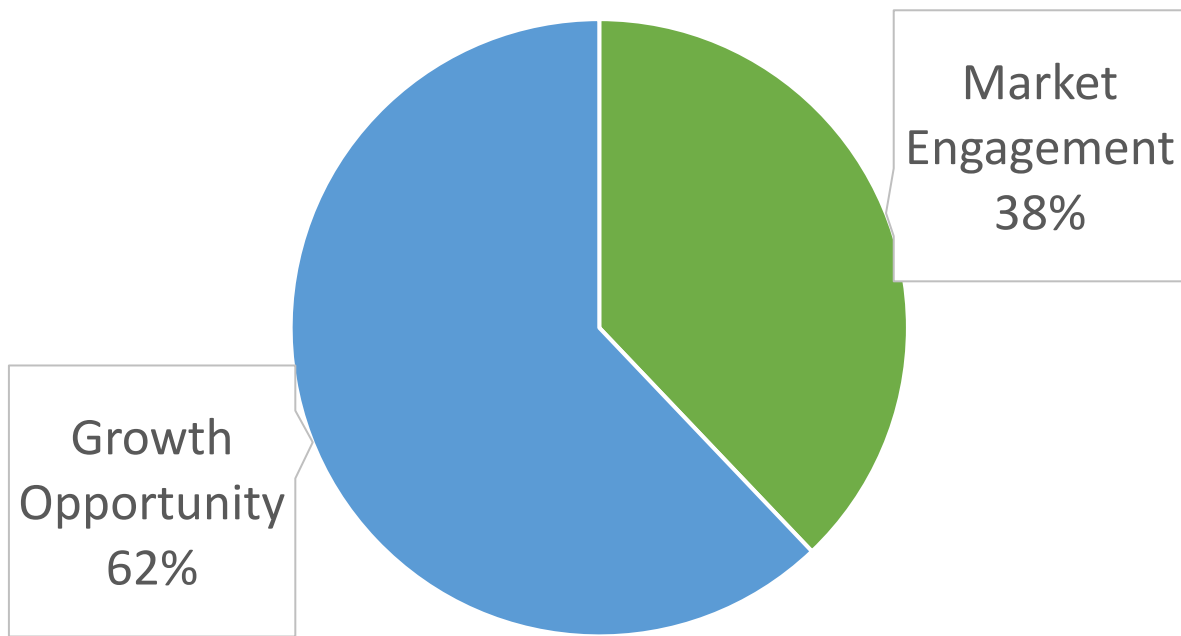
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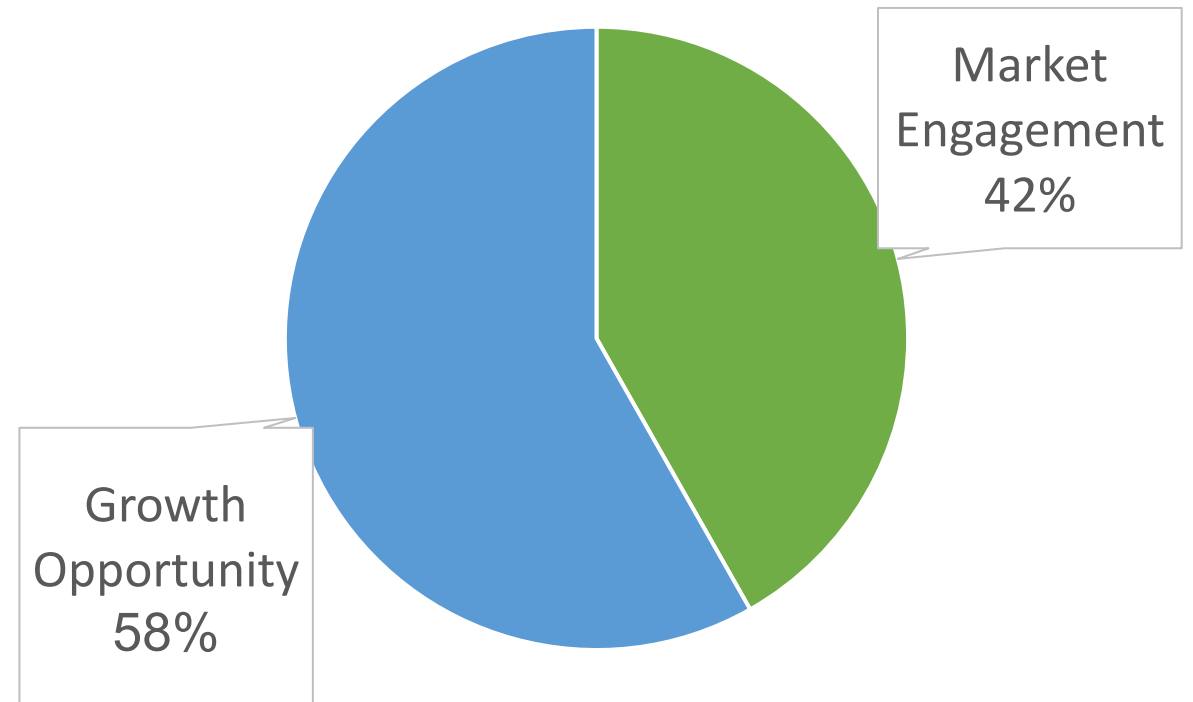


Market Engagement

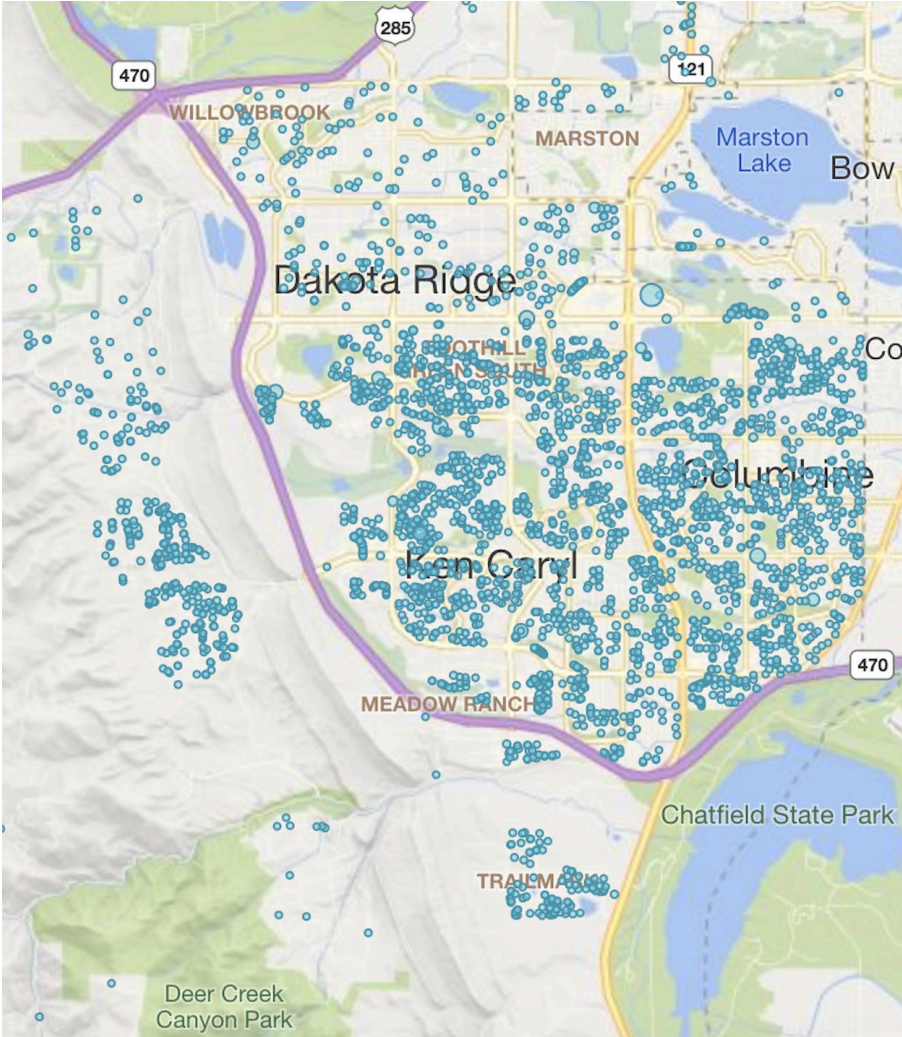
All JCPL Locations



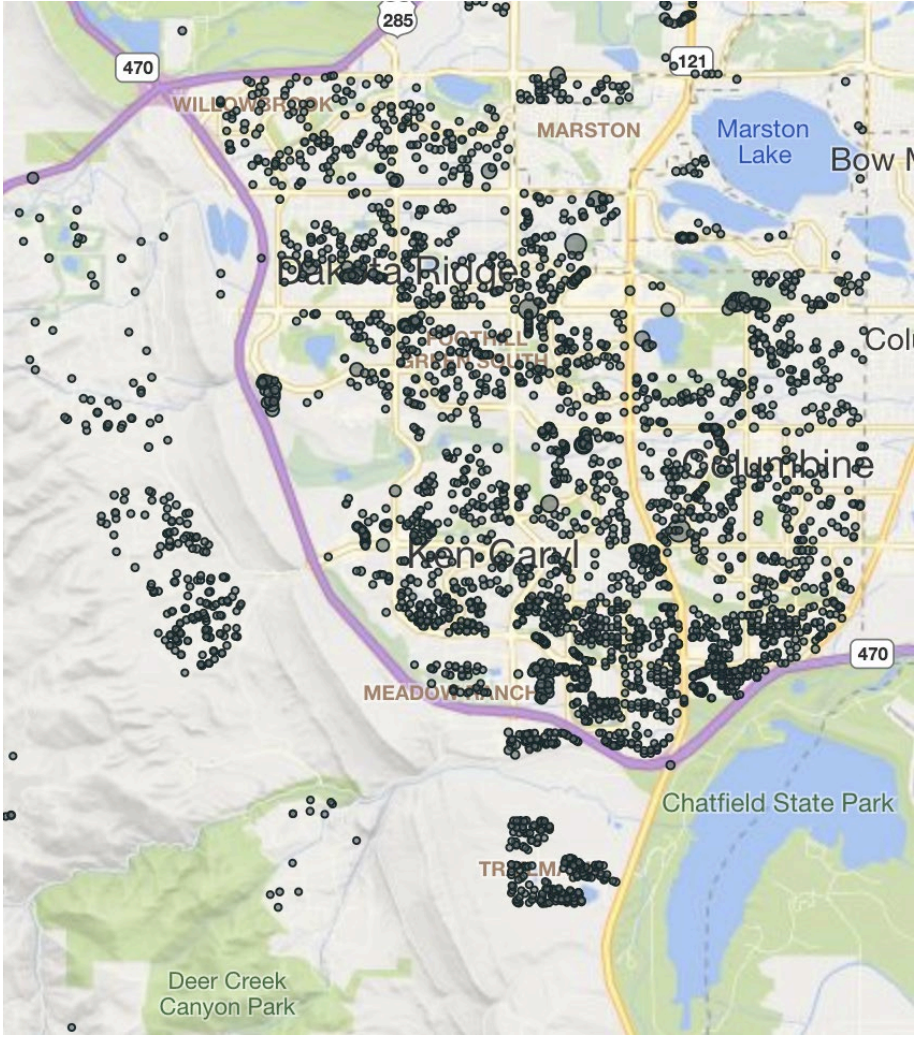
Current Columbine



Active Customers



Inactive Customers



Source: Savannah 5/2/2023

Questions and Discussion

- Library Service Areas (LSA)
- Population Growth
- Demographics
- Market Engagement
- Discussion



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TO: Library Board of Trustees

FROM: Donna Walker, Executive Director

DATE: September 14, 2023

RE: Develop a New Concept in Philanthropy Strategy – Project Update

Summary:

JCPL has a critical project to develop a new concept in philanthropy strategy. The purpose of this project is to create and implement a new approach to philanthropy to increase the amount of private funds raised. This approach will support library capital projects and reduce the burden on our taxpayers.

In the five years of my role in executive director of JCPL – September 2018-September 2023 - the Library Board of Trustees has indicated an expectation that JCPL make better progress in increasing funds raised for capital projects with an emphasis on grant-writing and major gifts exceeding \$25,000.

JCPL key activities beyond our contracted agreement with JCLF over these five years include activities such as,

- Working group meetings between the JCPL and JCLF
- JCPL hiring outside consultants to create reports to educate the Library Board on fundraising principles and peer library fundraising benchmarks
- Completing a book sale analysis of JCPL deaccessioned materials
- JCPL adding an essential function for fundraising development to library staff

At the September 14 study session, the Library will bring forward information on the outcomes of our activities, progress towards our purpose, and offer the opportunity for fuller discussion on current status and proposed next steps.



Jefferson County
PUBLIC LIBRARY

Philanthropy Strategy Project Update

Library Board of Trustees | September 14, 2023
Donna Walker, Executive Director

Topics

- Background of Fundraising Partnership
- Summary of Key Activities and Results
- Net Financial Benefit of Partnership
- Next Steps with Timeline

Fundraising Partnership with JCLF



JCLF is a separate legal entity

Has its own Executive Director and Board of Directors

501c3

Established as fundraising and advocacy arm of JCPL

JCLF staff are not employees of JCPL

Holds endowments

Fundraising Partnership with JCLF



Operating under 2017 Agreement

- JCPL provides annual requests for funding

- JCLF provides funds to JCPL

- JCPL provides deaccessioned materials to JCLF

- Each entity can keep donations per donor intent

Agreement amended in 2021

- JCPL executive director and trustee liaison become advisory to JCLF Board

Summary of JCPL Key Activities Sept 2018-Sept 2023



- Relationship Building
- Financial Evaluations
- Strategic Project Work

Relationship Building



Working Groups

Ongoing relationship building

Moderate improvement in working relationship

New agreements drafted but not implemented; 2021 amendment

JCPL representatives no longer included in JCLF Board fundamental conversations and decisions

JCPL influence on fundraising strategy is minimal

Financial Evaluation



Monthly Reporting on Return on Investment (ROI)

JCPL in-kind contribution to JCLF: JCLF cash to JCPL

JCPL informed in relation to its role as fiduciary stewards of the library

JCPL Net Benefit compared to JCLF Expenses

JCPL can assess financial value of partnership

Strategic Project Work



Launched Philanthropy Development Project

Outside Consultant Support

Securing Private Funds to Supplement Public Investments

Fundraising Benchmarks

Book Sale Analysis

Grant prospecting

Grant writing

Additional JCPL Staffing Resources

Communications director with essential function in fundraising

Community Engagement coordinator

Development of JCPL Fundraising Plan

Strategic Project Work



JCPL and Trustees have an abundance of information about options and opportunities

Update to formal agreement conversation unsuccessful

JCPL has moderate grant writing success

No material difference in total funds raised for JCPL

Net Benefit

FOUNDATION (JCLF)							
Payments to JCPL By Type							
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED
	2018	2019	2020	2021	2022	2022	2023
	YTD Dec	YTD Dec	YTD Dec	YTD Dec	YTD Dec	YTD Dec	YTD Dec
Grant Revenue	\$ 63,100	\$ 70,000	\$ 45,572	\$ 44,674	\$ 39,100	\$ 39,100	\$ 3,000
Donor Revenue	97,935	68,090	78,285	116,938	20,874	20,874	30,181
Corporate Revenue	23,460	7,810	17,800	4,575	35,158	35,158	12,228
Government Revenue	6,100	1,310	2,000	1,200	1,400	1,400	16,482
Book Sale Revenue	29,271	30,847	16,053	31,384	35,362	35,362	41,140
Endowment Revenue	763	760	780	796	-	-	-
Paid Directly to Recipient	-	-	3,700	27,100	-	-	-
Total Revenue from JCLF	\$ 220,628	\$ 178,817	\$ 164,190	\$ 226,666	\$ 131,894	\$ 131,894	\$ 103,032
Expense: JCPL In-Kind	(85,920)	(79,990)	(75,940)	(75,440)	(86,783)	(86,783)	(89,170)
Net Benefit	\$ 134,708	\$ 98,827	\$ 88,250	\$ 151,226	\$ 45,111	\$ 45,111	\$ 13,862
ROI Ratio	2.57	2.24	2.16	3.00	1.52	1.52	1.16



JCLF Expenses vs JCPL Net Benefit



SUMMARY						
*UNAUDITED	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL (UNAUDITED)	PROJECTED
	2018	2019	2020	2021	2022	2023
JCLF TOTAL EXPENSE	\$ 585,175	\$ 610,080	\$ 591,393	\$ 783,426		
JCPL NET BENEFIT	\$ 134,708	\$ 98,827	\$ 88,250	\$ 151,226	\$ 45,111	\$ 13,862

JCLF Total Expense vs JCPL Net Benefit

Year	JCLF Total Expense	JCPL Net Benefit
2018 (ACTUAL)	\$ 585,175	\$ 134,708
2019 (ACTUAL)	\$ 610,080	\$ 98,827
2020 (ACTUAL)	\$ 591,393	\$ 88,250
2021 (ACTUAL)	\$ 783,426	\$ 151,226
2022 (ACTUAL (UNAUDITED))		\$ 45,111
2023 (PROJECTED)		\$ 13,862

Legend: ■ JCLF TOTAL EXPENSE ■ JCPL NET BENEFIT

Next Steps Recommendation for Board Consensus



Jefferson County
PUBLIC LIBRARY



Questions and Further Discussion



- Background of Fundraising Partnership
- Summary of Key Activities and Results
- Net Financial Benefit of Partnership
- Next Steps with Timeline