

# BOARD MEETING

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

October 19, 2023



**500 Books Before Middle School**



**Teen After Hours: Zombie Apocalypse –  
Escape to Safety!**



**Día de Los Muertos: A Living Tradition Making  
Artisan Crafts / Día de Los Muertos: Una Tradición  
Viva Haciendo Artesanias**



**Tech Tips for Staying Organized in a Busy World**



Jefferson County  
**PUBLIC LIBRARY**

## **APPROVAL OF AGENDA**

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	<p><b>Thursday, October 19, 2023 – 5:30 pm – HYBRID MEETING</b></p> <ul style="list-style-type: none"> <li>• <u>ONLINE MEETING VIA ZOOM</u></li> <li>• <u>IN-PERSON MEETING AT LAKEWOOD LIBRARY MEETING ROOM</u></li> </ul>
1.	<p><b>Call to order &amp; attendance (4.5.8)</b>  <u>Call to order</u></p> <ul style="list-style-type: none"> <li>• Welcome and Introductions New Trustee Stanley Harsha</li> <li>• Congratulations on Reappointment of Pam Anderson</li> </ul> <p><u>Attendance</u></p> <ul style="list-style-type: none"> <li>• Verbal roll call – Each Trustee announces their presence by stating their name.</li> </ul>
2.	<p><b>Pledge of Allegiance</b></p>
3. Agenda <b>Action</b>	<p><b>Approve Agenda</b>  <b>Chair: Call for motion and second</b></p>
4. Public Comment	<p><b>Public Comment</b></p> <p>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"> <li>• <u>Virtually</u>: Send a chat message to the meeting host at JCPL Events with your name and the topic of your comment.</li> <li>• <u>In-Person</u>: Sign up on the form provided.</li> <li>• <u>Online</u>: Submit through the online public comment form at <a href="https://jeffcolibrary.org/board-of-trustees/">https://jeffcolibrary.org/board-of-trustees/</a>.</li> <li>• People who dial in will not be able to provide Public Comment during the meeting.</li> <li>• 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.)</li> <li>• For more information on public comment policy please refer to Board Governance Policy 4.3.7: <a href="https://jeffcolibrary.org/wp-content/uploads/sites/46/2023/08/2nd_Half_2023_FINAL_Board_Governance_Policy_Manual.pdf">https://jeffcolibrary.org/wp-content/uploads/sites/46/2023/08/2nd_Half_2023_FINAL_Board_Governance_Policy_Manual.pdf</a></li> </ul>
6. CONSENT AGENDA <b>Action</b>	<p>Approval of Consent Agenda  <b>Chair: Call for motion and second</b></p> <p>A. Approve September 14, 2023 Board Study Session Minutes          B. Approve September 21, 2023 Board Meeting Minutes          C. Kleen Tech Janitorial Contract Renewal</p>
7. Foundation	<p>Foundation Update</p>

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

<p>8. Operational Updates <b>Action</b> as Needed</p>	<p><b><u>Executive Director</u></b>            A. Executive Director Report            B. Executive Director Evaluation Process Review            C. South County Library Update            D. Northwest Jeffco Library Update</p> <p><b>Business Strategy &amp; Finance</b>  <u>Finance and Budget – Monthly Financials</u>            A. Financial Report (September)            B. 9+3 Forecast</p> <p><b>Facilities &amp; Construction Projects</b>            A. Evergreen Redesign Project Update</p> <p><b>Public Services</b>            A. Conifer High School Intergovernmental Agreement (IGA)  <b>Chair: Call for motion and second</b></p>
<p>9. <b>Action</b> 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>10. Emerging Issues <b>Action</b> as Needed</p>	
<p>11. <b>Action</b> as Needed</p>	<p>Ends: No items.</p>
<p>12. <b>Action</b> as Needed</p>	<p>Board Governance: No items.</p>
<p>13. Suggest Agenda Items <b>Action</b> 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"> <li>• November 9, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>• November 16, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>• December 14, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> </ul>
<p>14. Discussion</p>	<p>Board Questions or Comments Related to Items on the Meeting Agenda</p>
<p>15. Discussion</p>	<p>Evaluate Board Meeting (4.1.9)</p>
<p>16. Information</p>	<p>Announcements/General Information Sharing</p> <ul style="list-style-type: none"> <li>• Board Member Introductions</li> <li>• Report of the Chair – Correspondence, Other</li> <li>• Other Announcements -</li> </ul>
<p>17. Adjournment</p>	



## **CONSENT AGENDA**

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

[jeffcolibrary.org](http://jeffcolibrary.org)



Jefferson County  
**PUBLIC LIBRARY**

TO: Library Board of Trustees

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

DATE: October 12, 2023

RE: Consent Agenda for the October 19, 2023 Board Meeting

- A. Library Board of Trustees approve the September 14, 2023 Board Study Session Minutes.
- B. Library Board of Trustees approve the September 21, 2023 Board Meeting Minutes.
- C. Library Board of Trustees authorize the Executive Director to sign the Kleen Tech Janitorial Contract Renewal.

**Jefferson County Public Library Board of Trustees**  
**Study Session**  
**September 14, 2023 – 5:30 pm**  
**Hybrid meeting held online via ZOOM**  
**and in-person in the Lakewood Library meeting room.**

**TOPICS:**

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

**Call to Order**

Kim Johnson, Chair, called the Study Session to order at 5:30 p.m.

**Other Trustees present:** Emelda Walker (Vice-Chair), Jill Fellman (Secretary), and Charles Jones.

**Trustees not present:** Pam Anderson, Jeanne Lomba and Charles Naumer.

**Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Matt Griffin, Director of Business Strategy and Finance; Bernadette Berger, Director of Technology and Innovation; Lisa Smith, Director of People and Culture; Padma Polepeddi, Assistant Director of Public Services for Community Outreach; Lizzie Gall, Assistant Director of Public Services for Resources and Programs; Jessica Paulsen, Assistant Director of Public Services for Customer Experience; Amber Fisher, Executive Assistant, Office of the Executive Director; Katie O'Loughlin, Administrative Coordinator; and Joseph Grover, Technical Support Technician Senior.

There were additional Library staff members attending the meeting.

**South County Market Analysis Update**

Lizzie Gall, Assistant Director of Public Services for Resources and Programs addressed the Board and provided updated South County market analysis information.

2023 Major Project Deliverables

- 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)

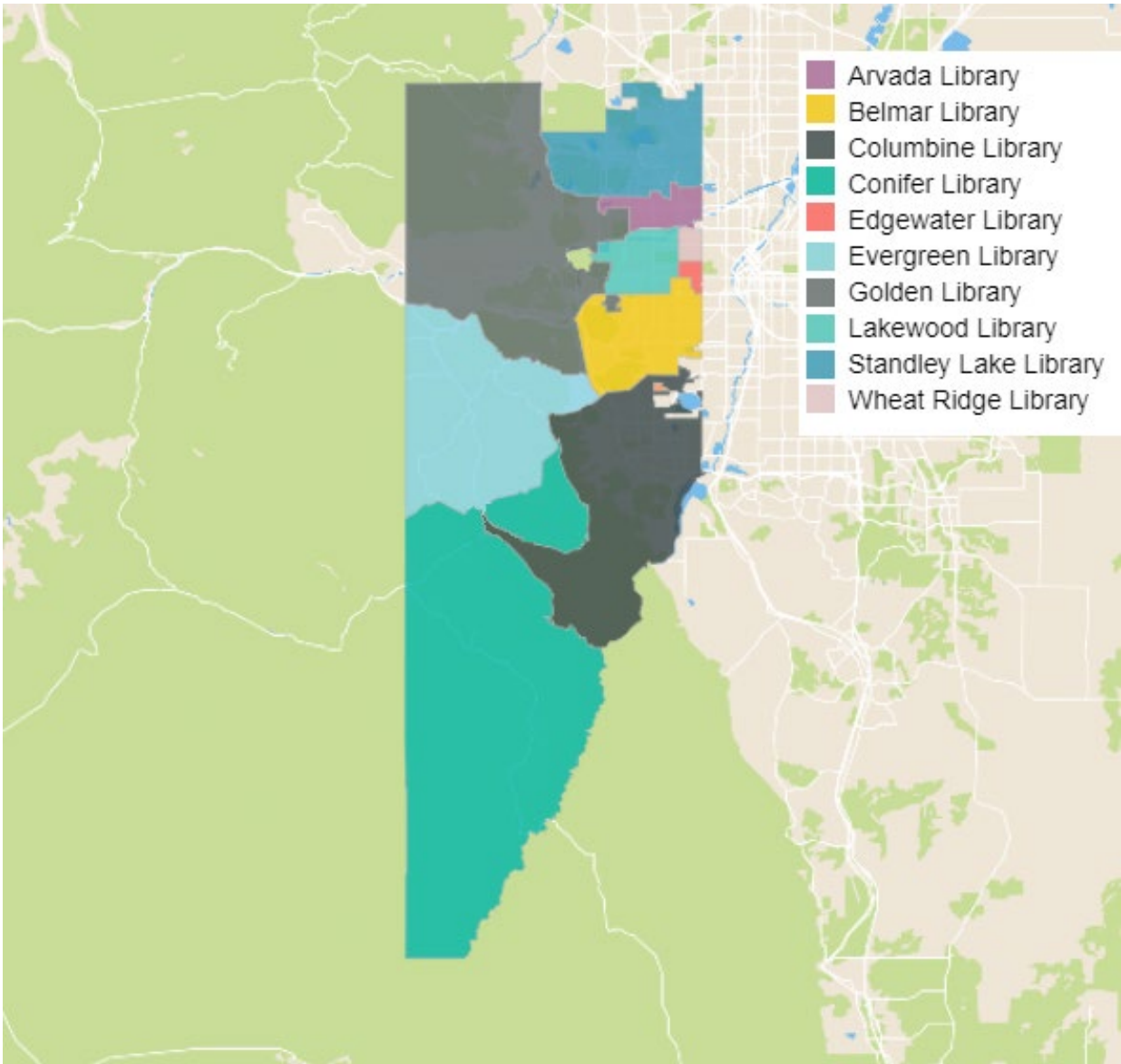
- Population Growth
- Demographics
- Market Engagement
- Discussion

### Library Service Areas (LSAs)

As a reminder, JCPL designates individual library service areas (LSAs) as where card holders live and the library they use based on the last active location and home location. This data is updated regularly. Tonight, JCPL will focus on the southern region of the County.

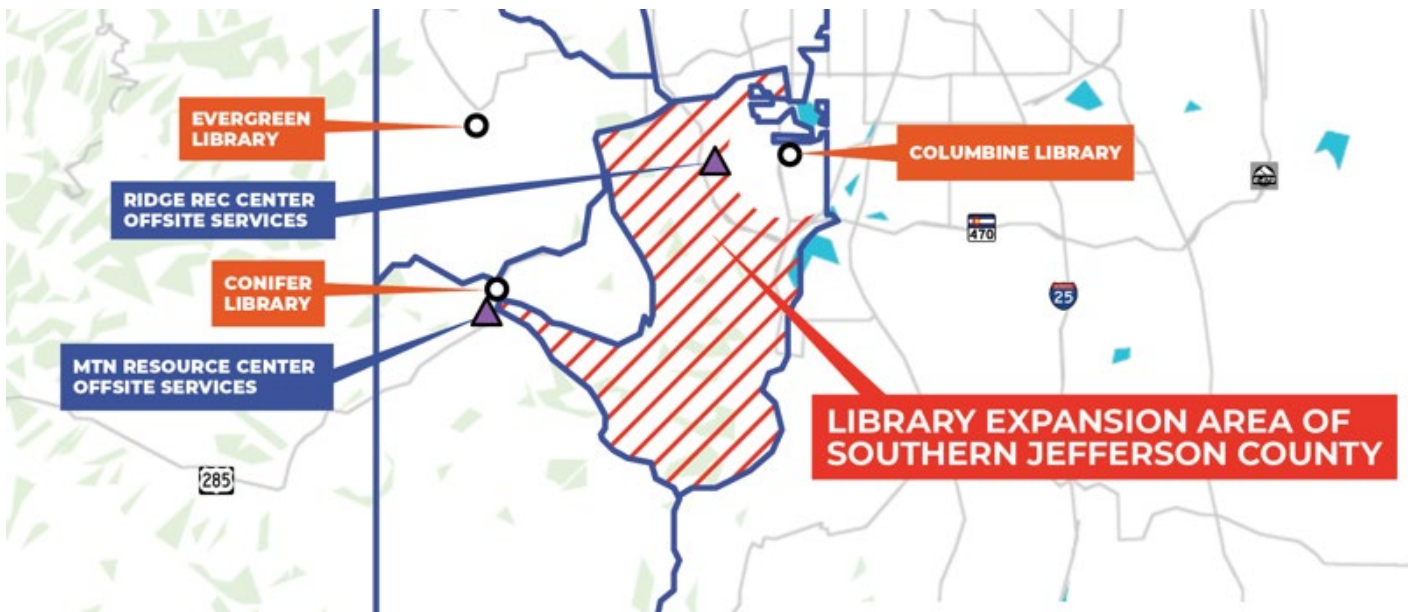
The following map shows where card holders live and the library that they use.

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



South County Expansion Area

The following map shows the current service points in the southern part of the County.



### New South County LSA and New Columbine LSA

As JCPL opens the new location we anticipate splitting the current south county LSA into two LSAs, South County LSA and Columbine LSA. Since our LSAs are driven by data on actual patron use, we will not know for certain until we see patron use in the new South County location when it opens. The following map indicates where we anticipate those areas will break out. This is a big change – 2 LSAs rather than 1 service area in this region.



## 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

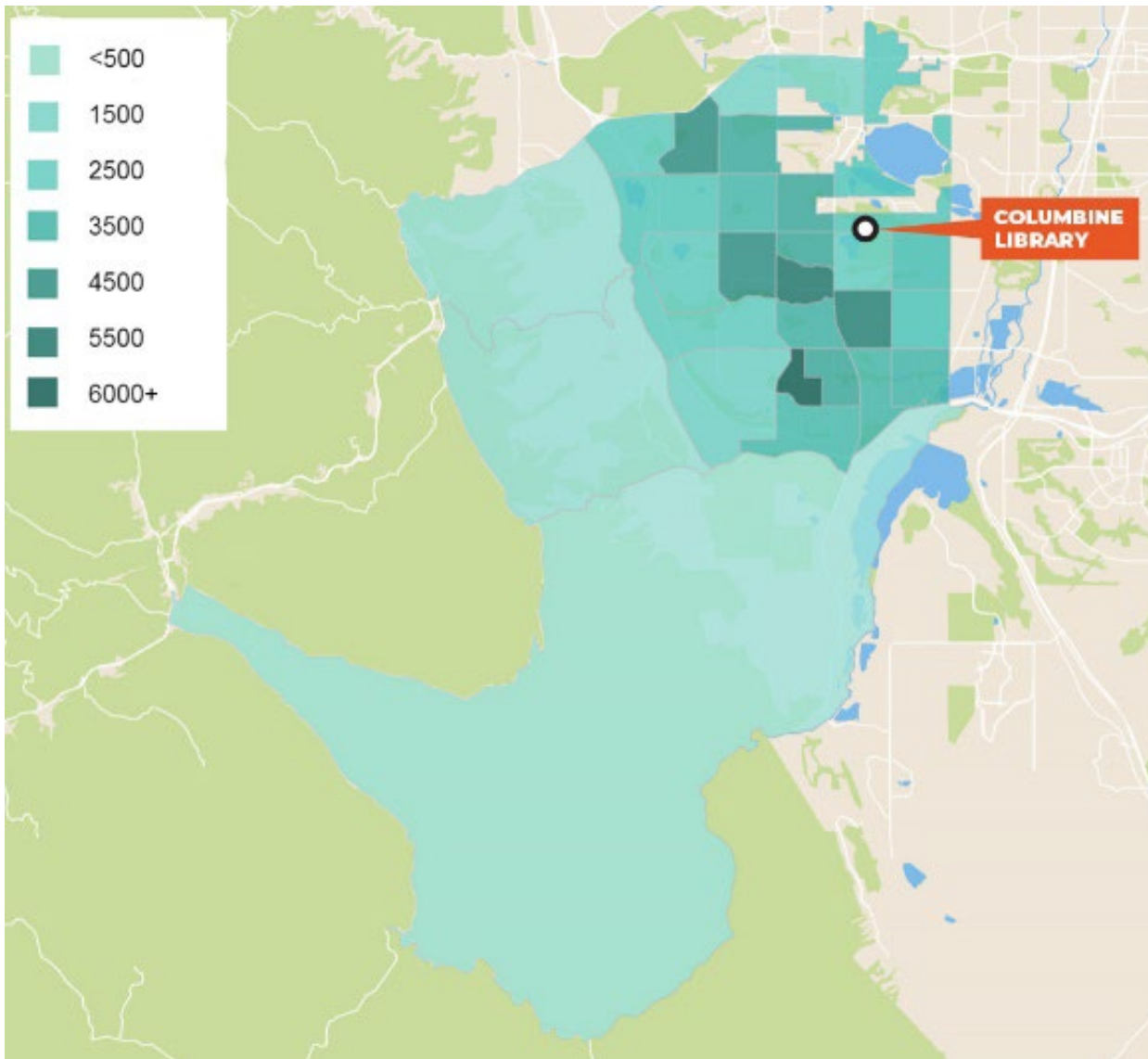
Looking back at our public space per capita target and the original Facility Master Plan (FMP) as well as the 2022 update to the FMP, that target was identified as 0.5-0.6 square feet library space per capita. That target is for the full region, Northern Zone, Central Zone and Southern Zone.

### Public Service Space in the Southern Region

Right now JCPL is under the target at about 0.25 square feet per capita. JCPL is building toward that need with a 40,000 square foot destination library in the New South County LSA.

### Population Density

Population density is a helpful metric. Data from the current Columbine LSA shows the density is concentrated along and outside the C470 travel routes. On the following map, the darker shading indicates the denser the population.



The Southern region is growing slightly faster than the County overall. We expect to see 8.6% population growth in the New Columbine LSA and 9.8% population growth in the New South County LSA. Jefferson County as a whole expects 7% growth in population. The population is

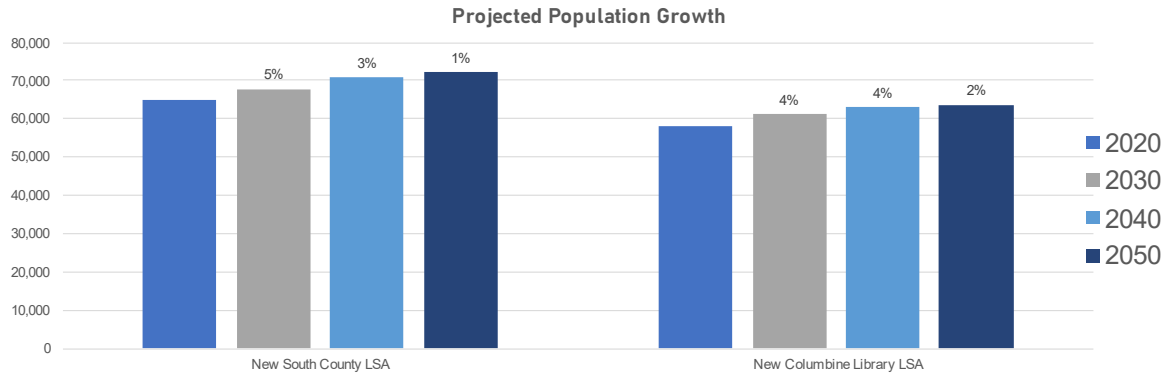
Population Growth 2020 – 2050

In context with our target, the new building would give 0.55 square feet library space per capital for the New South County LSA and 0.47 square feet library space per capita in the New Columbine LSA.

# Population Growth 2020-2050

## New South County LSA

## New Columbine LSA



Source: Demographics Now 5/3/202

# 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

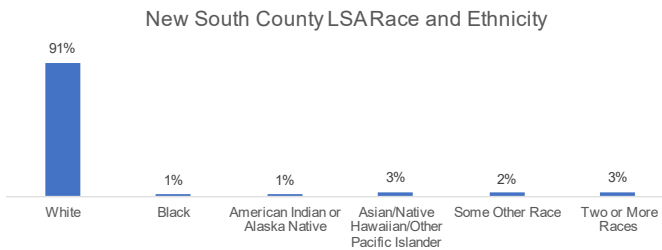
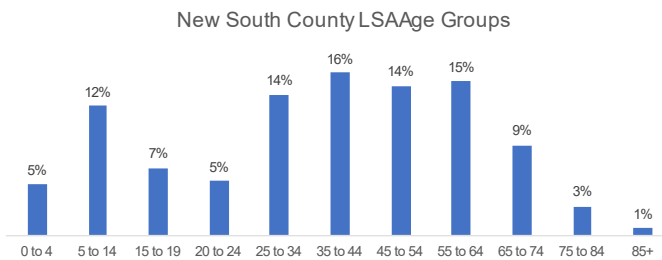


Source: Demographics Now 5/3/2023

Demographics – New South County LSA

Pulling out pieces that are unique to this part of the County and what is standard, shows the South County region with the highest number of households with children under 18. It is a population self-identified as 91% white with 3% of the population self-identified as Asian/Native Hawaiian/Other Pacific Islander. 10.1% of the population self-identified as Hispanic. 8.2% of the current Columbine LSA population speaks a language other than English at home, the JCPL median is 9.2. The trends are under the average for poverty and unemployment.

## New South County LSA- 2022



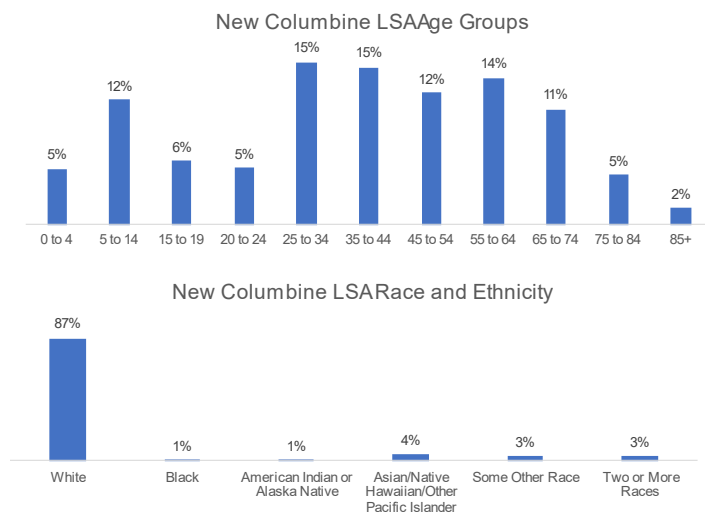
Population Below the Poverty Level	3.6%
Median Household Income	\$107,688
Unemployment Rate	2.8%
Hispanic	10.1%

Source: Demographics Now 5/15/2023

Demographics – New Columbine LSA

Demographics for the New Columbine LSA are similar to New South County. We still see a high number of children under 18. One difference is that 87% of the population self-identified as white. Also, there is a slightly higher number of individuals living below poverty level and unemployed. 12.7% of the population self-identified as Hispanic.

# New Columbine LSA- 2022



Population Below the Poverty Level	4.0%
Median Household Income	\$103,746
Unemployment Rate	3.1%
Hispanic	12.7%

Source: Demographics Nov 6/15/2023

## Market Engagement

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

- 37.90% is the median across all JCPL locations
- 41.64% is the current engagement at Columbine Library

What this data point shows is that there is an exciting opportunity for JCPL to bring people back. 100,000 people live in the region who do not have a library card. There is incredible growth opportunity in the region to impact our system level success levels.

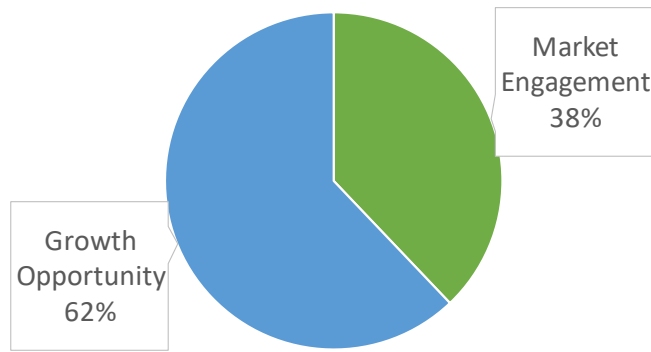
Current data:

- Active customers: 27,500, out of about 125,000. Approximately 100,000 individuals that do not have a card we can bring back.
- Active households: 21,300 out of about 50,000 households. Approximately 40,000 households as opportunity to grow.

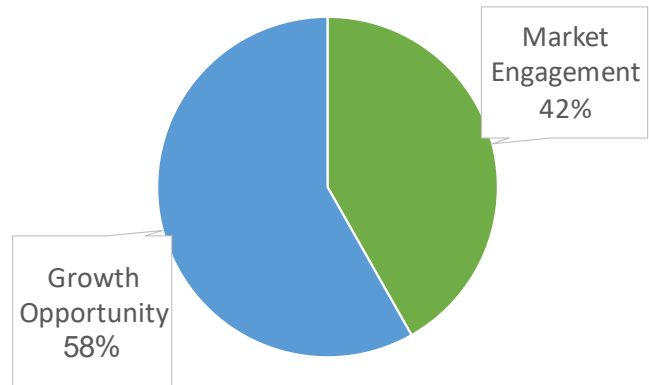
# Market Engagement



### All JCPL Locations



### Current Columbine



The Chair expressed appreciation for the information and noted that it is remarkable how much opportunity there is for the Library in South County. It is a higher use area already, and taking into consideration that the Columbine Library is not convenient for a lot of people in that region, it is striking how many more people could be served with this new location.

The Executive Director noted that she wanted the Board to see a broader overview. The leadership team completed a deep data dive and reviewed much more content. It is anticipated that JCPL will share more of that data with the community council for understanding of the clear need for library services in that area.

### **Develop a New Concept in Philanthropy Strategy – Project Update**

The Executive Director addressed the Board and provided an update on the Develop a New Concept in Philanthropy Strategy project. In the five years served in the role as executive director of JCPL – September 2018-September 2023 - the Library Board of Trustees has indicated an expectation that JCPL make better progress in increasing private funds raised for capital projects with an emphasis on grant-writing and major gifts exceeding \$25,000.

To meet these expectations, JCPL has had a critical project to develop a new concept in philanthropy strategy since 2020. The purpose of this project is to create and implement a new approach to philanthropy to increase the amount of private funds raised for JCPL. This



approach is intended to support Library capital projects and reduce the burden on our taxpayers.

The project update for this study session will provide information on the outcomes of our activities, progress towards our purpose, offer the opportunity for fuller discussion on current status, and to seek Trustee consensus on proposed next steps.

### Topics

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

### **Fundraising Partnership with JCLF**

The Executive Director was advised by the Chair that it would be useful to share some basic information for Trustees about our fundraising partnership with Jefferson County Library Foundation (JCLF) to provide context for newer Trustees about this project.

- Jefferson County Library Foundation is a separate legal entity from the Library.
- It operates with its own executive director under the direction of the Foundation Board of Directors.
- It is a 501c3
- It has a purpose to assist the Library by raising funds and being an advocate for the Library.
- Foundation staff are not employees of the Library.
- The Foundation manages three endowments, the most substantial of which is a donor-restricted endowment held by the Colorado Gives Foundation (formerly Community First Foundation) in an amount of about \$700k.

JCPL and the Foundation are operating under an agreement that was drafted in 2016 and signed in 2017. The major elements of that agreement are:

- JCPL provides an annual request for funding to the Foundation.
- The Foundation provides funds to the Library.
- The Library provides our deaccessioned materials to the Foundation for them to sell or dispose of at their discretion – these materials are not included in the in-kind calculation to the Foundation.
- Both JCPL and the Foundation can receive donations on behalf of the Library per donor intent.

We amended this agreement in 2021 with the main change being that the Library representatives, the executive director and the trustee liaison, became advisory members of the Foundation Board rather than being full members who vote.

### Summary of JCPL Key Activities - Sept 2018-Sept 2023

The key activities undertaken by JCPL in philanthropy development with our fundraising partner over the past five years can be categorized in three general areas.

- Relationship Building
- Financial Evaluations
- Strategic Project Work

#### Relationship Building

The first key activity and results to share is around relationship building – which is where we started in 2018-2019 with something called Working Groups. These working groups entailed multiple discussions with members from each Board and staff from each entity with the intent to improve the partnership, individual relationships, and create a new agreement.

- 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

There was also ongoing relationship building through regular meetings with the Foundation executive director, the Foundation Board, and Library executive director and Library Board. The Library chairs and trustee liaisons played crucial roles in this activity over these five years. We also held annual joint meetings between both Boards. This year we met with JCPL and JCLF leadership rather than the full Boards.

One outcome from these relationship building activities is that the working relationship has moderate improvement. Another result from these efforts were two different drafts of new agreements that did not move forward and one amendment that did.

An expected outcome of the 2021 amendment was that Library representatives would not be voting members of the Board. An unexpected outcome is that Library representatives are no longer included in JCLF Board fundamental conversations and decision-making including budgeting, fundraising strategy, and strategic planning. The Foundation Board started holding “executive sessions,” strategic planning meetings, parts or whole of their Board meetings, and email chains that do not include JCPL representatives. An example of the impact was evidenced last month when Library representatives learned for the first time about the new Foundation bookstore in Belmar in the Library’s public meeting. In November 2021, the Board’s liaison to the Foundation and the Library Executive Director were asked to leave the Foundation’s strategic planning meeting.

Another result of these relationship building activities is that that JCPL still has minimal influence on the Foundation's fundraising strategy.

### Financial Evaluation

Another key activity during this time has been financial evaluation of this partnership which includes analysis and reporting of return on investment which began in 2018 as a way to establish the financial benefit to JCPL of this partnership.

One result of this activity was that JCPL began monthly reporting on the ratio of JCPL in-kind contributions to the Foundation compared to the Foundation's cash funding to the Library. A financial support to financial support ratio so that taxpayer dollars are not supporting an outside entity. As a tax-supported government agency the Library cannot donate taxpayer dollars. The Library has to receive a perceived value, a net benefit for its in kind contribution. An outcome of our financial evaluation is that the Library Board is informed monthly of the ratio of tax dollars supporting the Foundation (in-kind) against the cash received by the Library from the Foundation. This basic ratio provides information needed by the Trustees and Library staff for assessment of how it is meeting its fiduciary responsibility to the taxpayers in relationship to this partnership.

The question of net financial benefit to the Library compared to JCLF expenses is one that the Board has shown interest in understanding more completely so that the Board can assess the financial value of this partnership.

### Strategic Project Work

Another key activity undertaken by JCPL in these 5 years has been and is our strategic project work. In 2020 we launched a strategic project around philanthropy development, a project which continues into 2023. We brought in several outside consultants for a variety of work.

Results of this work included:

- A report on *Securing Private Funds to Supplement Public Investments* for Board education on fundraising practices in general and in relation to our current partnership.
- A *Fundraising Benchmarks* report for Board understanding of practices, structures, and peer benchmarks in fundraising that informs us about the potential for increased fundraising and a variety of infrastructures used by other public libraries.
- A books sale analysis that determined the Foundation ROI was a good value to our taxpayers for these materials which are purchased with their money.
- A grant prospecting report that researched hundreds of grantors which was used as the basis for the JCPL Fundraising Plan.
- A capital grant application template currently being piloted for the Evergreen Redesign Project.

In 2022 and 2023 we added JCPL staffing resources to support meeting the deliverables of this project including adding an essential function in fundraising to the communications director role and hiring a full time community engagement coordinator.

A summary of the results of this strategic project work are that trustees and Library staff are better educated and informed about fundraising principles and practices and about many options available to us for different ways to approach fundraising and our partnership with the Foundation.

A deliverable of the project, which is to create a new agreement with new roles and responsibilities, has been unsuccessful.

The outcome of our adding staffing resources and creating a fundraising plan has been mixed. JCPL did take the lead in securing some grants over these 5 years but overall, there is no material difference in total funds raised for JCPL by JCLF.

This is a summary of the key activities undertaken by JCPL to try and increase funds raised through philanthropy.

#### Net Benefit

The following chart shows the total revenue to JCPL from the Foundation from 2018 – 2023. The total revenue from the JCLF line shows us that the funds raised for JCPL by JCLF range from just over \$100k to just over \$200k during this time span.

The Net Benefit line shows that the net benefit to JCPL after we deduct the in-kind expenses which are paid for by tax dollars ranges from just over \$10k in 2023 to just over \$150k in 2021.

The 2023 Net financial Benefit to the Library of this partnership is the closest this ratio has been, a 1:1 in 5 years.

The Executive Director noted that the in-kind from JCPL does not include the deaccessioned materials. The in-kind from the Library include things like rent for their office space and warehouse, utilities, delivery services, and janitorial which are hard costs to the Library. It also includes soft costs like staff time excluding the Executive Director's time.

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

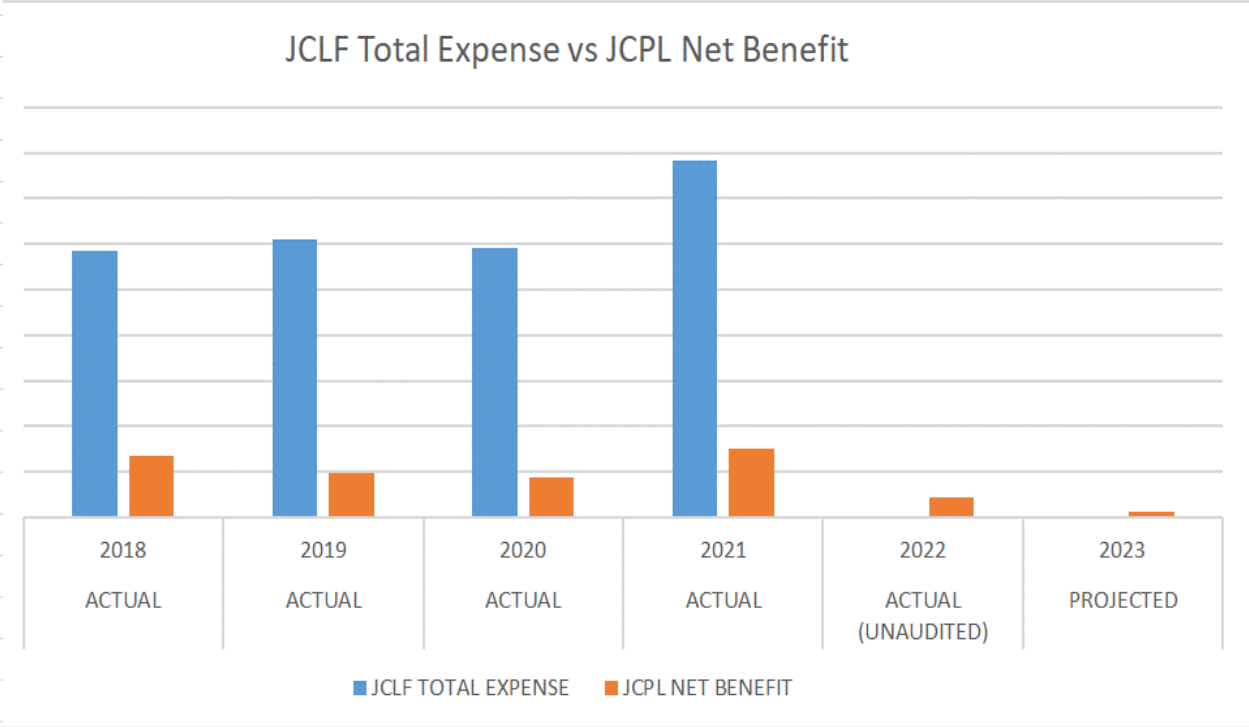
### JCLF Expenses vs. JCPL Net Benefit

The following chart contains the information we have from the Foundation's audited financials through 2021 which is public information. 2022 financials are not publicly available yet. Their 2023 budget is also not public information.

The following chart shows a comparison between these two measures. The blue bar indicates JCLF total annual expense. The orange bar shows the Library net financial benefit from that spending. One finding from the publicly available data is that the net financial benefit to JCPL remains in the same range (orange bar) while foundation expenses increase (blue bar). Another finding is something that fundraising consultants sometimes refer to as "upside down." Put another way, for most fundraising partnerships, the orange bar is higher than the blue bar by a multiple.

In 2021 both JCLF expenses and funding to JCPL increased but each increased for a different reason. JCLF expenses increased due to opening the bookstore in the Colorado Mills Mall. The funding to the library increased due to a onetime donation of \$100k from a major donor for the Belmar Outdoor Learning Environment.

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



In the past the Library Board has indicated dissatisfaction with this level of net benefit which is why our project to create a new concept in philanthropy development strategy continues and is one of the reasons why the Library is bringing this depth of information forward to this board.

Based on the summary of these key activities and their results, and this financial analysis of the net benefit to the library of this partnership, the Executive Director would like board direction and consensus on the proposed next steps for this project.

Next Steps - Recommendation for Board Consensus

The recommendation for the next step is for the Library to engage a fundraising consultant to recommend a course of action based on options already researched and reported on by outside consultants, conversations we've had with other fundraising professionals, and based on the unique conditions in Jefferson County. The Executive Director recommended this step as an immediate action the Library would take now and noted that the scope of work has been developed.



Next, the Executive Director recommended that JCPL and Board leadership communicate with JCLF Board leadership to explain what is expected in a partnership; offer them their options; and offer the opportunity to move forward together. JCPL will offer the Foundation a Book Sales Service Agreement with a minimum return identified by the Library for these taxpayer assets. This agreement has already been approved by the County Attorney's Office. We have not presented it to JCLF because it would require a new or amended agreement and they have indicated a lack of desire to participate in a new agreement.

Starting in January 2024, the Executive Director recommends that the Library fully operationalize the best option for JCPL with Board consensus and close out the project by the end of Q2 2024.

In response to questions, the Board was advised that:

- Examples of in-kind items JCPL provides to the Foundation include paying the lease on some of their space, utilities and janitorial services. Those are some of the hard costs to the Library. Soft costs are staff time from graphics, facilities or technology. They don't write us a check for the in-kind items. The Library doesn't charge for the Executive Director's time.
- The consultants were hired and paid by JCPL. The Foundation participated in the first consultant report on benchmarking research. For the book sale analysis, the Foundation refused to participate. The reports from the consultants have been brought forward in public meetings. Additionally, during Foundation Board meetings the Executive Director has reported on the philanthropy project and that the purpose of the project is to raise more funds for the Library.
- Deaccessioned materials the Library provides to JCLF are approximately 100,000 items per year with a value of almost .50 an item or roughly \$50,000. The book sale analysis indicated this is more than what the Library would get back from a different vendor and was a good value to the Library. The percentage coming back to the Library is typically about 10%. After a book sale, the Foundation executive director reports the gross and net and that funds a lot of the Foundation's operation.
- The net benefit after deducting the in-kind ranges from \$10,000 to just over \$150,000 in 2021 and does not include the value of the deaccessioned materials.
- Under the current agreement with the Foundation, the Library brings forward a funding request every year and asks for multiples of what the Foundation commits to. Most recently, the Foundation committed to \$100,000. The funding request from the Library is based on the strategic plan and includes tiers of priorities the Library thinks they can fund. The 1<sup>st</sup> tier is over \$200,000. For example, the new bookmobile was an excellent fundraising opportunity, however, the Foundation's response was that they could not possibly raise that much money.
- The information brought forward tonight is here's how much it costs to run the Foundation and here's the financial net benefit the Library receives.
- The programming is done by Library staff.

- The 2021 amendment to the current agreement includes an automatic renewal. There is a termination clause.
- The Library anticipates having the recommendation from the consultant by mid-November and will bring that option to the Board. That is when we will see the changes and what kind of agreement that would be. We want to understand all the implications and how that partnership might change so we don't lose our friends. The Library values the volunteers and understands that the Trustees did not sign up to be fundraisers and did not hire the Library's Executive Director to be a fundraiser.

The Chair advised the Board that Trustee Naumer shared his thoughts on the topic. He believes a vendor agreement is the most appropriate way to approach the deaccessioned materials. He shared that he is personally not a fan of a memorandum of understanding and strongly recommends that a separate vendor agreement is the best option and to make sure it is in line with the market rate. He is very excited about immediately moving forward with a consultant to give guidance on the huge range of options and bringing that consultant in to start moving forward. He also asked that we not lose sight of the endowment.

The Chair noted that in 2020, when the Foundation opened the first storefront in Colorado Mills, the Library Board unanimously voted on a motion to inform the Jefferson County Library Foundation (JCLF) that the Library Board did not consider the JCLF storefront operation to be a support to the Library and now JCLF has decided to open another storefront. The Chair asked the Foundation Executive Director how much their contribution to the Library would increase and did not receive a specific answer. Another item to note is that when the Library remodeled the Belmar Library, we built a storefront for the Foundation, and they haven't used it because they can't staff it. We would have designed the Belmar Library differently had we known the Foundation would not use it. Their decision to open another storefront is very challenging, not only because they kept that information from our liaison and our Executive Director, but because we have already advised them that we don't agree with that direction.

The Chair also noted that the 2022 ROI (return on investment) is 1:1.5, but that is only counting the in-kind. It would be good to know what that ROI is if we add the value of the books, which are taxpayer assets. The Foundation's 990s are interesting in terms of the percentage of expenses going to programming, administration and fundraising. As noted, programming is done by Library staff. The chair noted that she doesn't agree with the percentages they are allocating. As we continue to talk about the Foundation's value as a bookseller, we have to look at it in total. The Library Board has agreed that we believe there is more philanthropy opportunity in the County, and we are not making much progress with our fundraising partner.

The Foundation is not operating in the red, their gross revenue covers their expenses. They are not drawing from the endowment or adding to it. They took money out of the endowment to start another one.

The Chair asked the Board that based on the information provided, can the Board reach consensus on the Executive Director's proposed next steps. The Library Board indicated consensus to move forward with the Executive Director's recommendation.

The Chair noted that she supports the timeline and direction. She recommended that the Library address the value of the books, and hard and soft in-kind items. It is important that the Foundation hears us and that we value the partnership and the volunteers specific to that relationship. We have a responsibility to do right by the taxpayers and develop a productive relationship that best serves the residents of Jefferson County. The Board has given the Library Executive Director permission to do this work and recognizes that it is an operational decision, and that it was reasonable to ask the Board for consensus.

### **ADJOURNMENT**

The Study Session was adjourned at 6:55 p.m.

Jill Fellman, Secretary

**Minutes of the Regular Meeting of the  
JEFFERSON COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES  
September 21, 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 September 21, 2023. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

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

Trustees not present: Charles Naumer and Emelda Walker.

**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; Amy Bentz, Assistant Director of Library Design Projects and Planning; Padma Polepeddi, Assistant Director of Public Services for Community Outreach; Jessica Paulsen, Assistant Director of Public Services for Customer Experience; Perri Gardner, Construction Project Manager; 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:** Jeanne Lomba moved that the Library Board of Trustees approve the agenda as presented. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

**PUBLIC COMMENT**

The Board values public participation. Those who would like to address the Library Board can do so virtually, in-person, or online. The opportunity to address the Library Board does not include a question and answer session or response. Additionally, the Library Board does not respond to anonymous questions or comments. Comments will be acknowledged in the minutes of the meeting. The Chair provided the process and instructions for public comment.

The Chair noted that two public comments were received via the online form and forwarded to the Board. The Chair asked the Executive Director to respond on behalf of the Board.

There were no other public comments, and the Chair closed the public comment portion of the meeting at 5:34 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.

### Items on the Consent Agenda

#### A. Approve August 17, 2023 Board Meeting Minutes

**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.

## **FOUNDATION UPDATE**

Jo Schantz, Library Foundation Executive Director addressed the Board and provided an update on the activities of the Foundation. The Foundation held a dine and donate event at 240 Union on September 19. The Foundation will receive 25% of all food sales. Last year the event raised \$2,100; results of this year's event are not yet available. The book fair at Barnes and Noble, Denver West Village will be on October 7 and the Foundation will receive a portion of the day's book sales. The Fall book sale will be on October 19-21 at the Jeffco Fairgrounds. Bags of books will be \$10 per bag this year and there will be a \$5 entry fee for adults 18 and over. This year JCLF is partnering with CSU Extension and their trunk or treat event. JCLF plans to open Whales Tale Two Books and Gifts book store on October 11 in the Belmar Shopping Center. The volunteer and events coordinator has been hired and Kirsten Craig is the manager of the book stores. JCLF is interviewing for the bookstore assistant.

Trustee Fellman noted that the dine and donate event was wonderful and expressed appreciation to Jo Schantz.

## **EXECUTIVE DIRECTOR REPORT**

### Executive Director Report

There were no questions from the Board on the Executive Director report. The Executive Director shared the Raise-a-Reader festival flyer with the Board. The festival is on Saturday, September 30 at the Colorado Railroad Museum. The Executive Director invited the Trustees to attend and bring their families. Trustees do not need to register for the festival. Every little one attending the festival receives a book that is in English and Spanish. The 500 Books Before Middle School program is the first of its kind in Colorado.

The Library's team ordered brag tags for the program. The company didn't have any in Spanish so JCPL's team created some. Now that company is offering them to all participants across the country. It is a wonderful example of our team's advocacy. JCPL's Welcome postcards to new Jeffco residents were shared with the Board. The postcards were piloted last year and is now something JCPL is doing regularly. As new residents receive their library card, we send regular emails offering our services. On Tuesday, the Board of County Commissioners (BCC) reviewed the list of applicants for the Library Board and the reappointment of Pam Anderson. The BCC had no questions and appointments to the Board are scheduled for a vote next Tuesday. The Executive Director advised the Board that she will be on PTO next week and back for the Raise a Reader festival. Julianne Rist, Director of Public Services, will be in charge of the system.

### **South County Library Update**

The Executive Director informed the Board that JCPL has hired a manager for the South County location to engage with the community ahead of time. The assistant director for that project attended a CoHope meeting. CoHope is alliance of homeowners' groups in southern Jefferson County. JCPL staff are also attending the South Jeffco Business Alliance meeting. The Executive Director met with Traci Wieland, CEO of the Ken Caryl Metro District. The Library will also be meeting with a real estate group that does mixed use development in the area. The JCPL Communications team is putting the finishing touches on the advisory council and what we want it to be; representative of people who live in that community.

### **Northwest County Library Update**

The Executive Director advised the Board that internally it was pointed out that some of us are calling this project different things. In the strategic plan the project is called Northwest Arvada. It has also been referred to as Northwest Jeffco and Northwest County. Until we have an official name for that library, we will be calling it Northwest Jeffco Library internally and when we speak to the public. That library will serve beyond Arvada. JCPL staff are working on scheduling political will building meetings and staff are attending local events in that area. Padma Polepeddi, Assistant Director of Public Services for Community Outreach and Standley Lake staff are doing local outreach and making great connections in that community.

The Executive Director noted that we will continue to refer to the project in south county as the South County Library until we have an official name for that library.

Steve Chestnut, Director of Facilities and Construction Projects advised the Board that the preapplication is almost ready. There are several requirements including a conceptual design model which is a very high level model. JCPL anticipates submitting that preapplication by the end of the month. It will take about two weeks for them to review the preapplication and assign a planner that will guide us through the process and next

steps for zoning hearings with the planning department and two dates with the Arvada City Council. The Library is working with the Arvada City Manager on water allocation.

In response to questions, the Board was advised that:

- Rene Yaws has been hired as the manager for South County. Rene is currently the manager for the Columbine Library and a recruitment for the Columbine Library manager position is underway.
- The manager for the Northwest Jeffco Library has been hired and will start on October 9.

## **EXECUTIVE TEAM OPERATIONAL UPDATES**

### **Business Strategy & Finance**

#### Finance and Budget – Monthly Financials

##### A. Financial Report (August)

Matt Griffin, Director of Business Strategy and Finance addressed the Board and provided an update on the August monthly financials. Since the memo and financial tables were submitted, the Library collected \$260,000 in property tax revenue. That revenue will be reflected next month in the September financials.

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

### **Facilities & Construction Projects**

##### A. Evergreen Redesign Project Update

Steve Chestnut, Director of Facilities and Construction Projects introduced Perri Gardner, Construction Project Manager. Perri was the construction project manager for the Belmar Outdoor Adventure Space, Express Library and holds lockers. She is the construction manager for the Evergreen Redesign Project.

Perri Gardner addressed the Board and provided an update on the project. The Evergreen Library was closed on August 21, and everything was moved out efficiently and safely, and stored in a safe location. JCPL received permitting and was given the green light. The building was turned over to Fransen Pittman on September 11. At this point everything is on schedule and a little bit ahead of schedule. Library operations is looking at move-in tasks and timelines to tighten that schedule. We are verifying vendor timelines with delivery and services and starting to finalize patron and staff furniture orders. We are holding regular meetings with the contractor and architect. The project team is also working on scheduling a dusty boots tour to get that on the Board's calendar.

Milestones projecting for next month includes the exterior windows and getting daylight coming in, wall framing and rough in, mechanical layout including fixtures. We are getting our low voltage vendor scheduled. The construction status schedule looks good. Pictures were included in the Board's information packet. The parking lot barricade is up, the walls, carpets, ceilings and floors have all been removed.

In response to a question regarding the lease space, Steve Chestnut advised the Board that the Library's attorney is in contact with the lessor's attorney about the indemnity clause and expects a resolution for that item. The Library anticipates that the lessor will provide quick access to that space.

The Executive Director advised the Board that in reference to the leased space, the Library has a self-imposed deadline when leasing a space doesn't make fiscal sense and is closely monitoring the progress on that lease agreement.

### **Technology & Innovation**

#### **A. Multifunction Device Procurement and Maintenance Contract**

The Chair advised the Board that this item is being paused and will be brought forward at the next Board meeting.

### **ITEMS REMOVED FROM THE CONSENT AGENDA**

No items were removed from the consent agenda.

### **EMERGING ISSUES**

There were no emerging issues.

### **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 meeting with the Board of County Commissioners has been tentatively scheduled for October 12, and to watch their emails for information. She noted that if that meeting doesn't move forward there will most likely not be a Board Study Session in October.

### 2023 Board Meeting Schedule

- October 12, 2023 – Tentative Joint Meeting with BCC. More information will be provided.
- October 12, 2023 - Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room



- October 19, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person  
Location: Lakewood Library Meeting Room
- November 9, 2023 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person  
Location: Lakewood Library Meeting Room
- November 16, 2023 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person  
Location: Lakewood Library Meeting Room

## **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

### Acknowledgement for Trustee Naumer

The Chair advised the Board that she is working with the Executive Director on a service acknowledgment for Trustee Charles Naumer and will bring that forward in October. She noted that if he is able to attend the October Board meeting, we will put this acknowledgment at the beginning of the agenda.

### **EXECUTIVE SESSION:**

At 6:04 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 pursuant to CRS 24-6-402(4)(f) Personnel Matters to review the Executive Director’s performance and compensation. 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 6:10 pm.

The Chair called the Executive Session to order at 6:11 pm with the following Trustees present, Jeanne Lomba, Jill Fellman, Charles Jones, and Pam Anderson. Also present was Amber Fisher, Executive Assistant, Office of the Executive Director. The Executive Director joined the Executive Session at 7:14 pm.

The Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

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

**MOTION:** At 7:30 pm Jill Fellman moved to adjourn the Executive Session and reconvene the regular meeting. Seconded by Charles Jones the motion passed by unanimous vote of all Trustees present.

At 7:40 p.m. the Chair reconvened the regular meeting with the following Trustees present: Jeanne Lomba, Jill Fellman, Charles Jones and Pam Anderson. Also, present were Donna Walker, Executive Director; Bernadette Berger, Director of Technology and Innovation; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

The Chair provided the following Executive Session Summary:

The Library Board of Trustees met in Executive Session concerning Personnel Matters related to the Executive Director's performance and compensation. The Trustees held that discussion, and this summary is provided as required by Colorado Statute.

**MOTION:** Jeanne Lomba moved that the Library Board of Trustees authorize a 5% increase to the Executive Director's salary and a \$5,500 one-time merit bonus. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

The Board expressed appreciation to the Executive Director for her exceptional leadership.

#### **ADJOURNMENT**

The meeting was adjourned at 7:41 pm.

Jill Fellman, Secretary

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



[jeffcolibrary.org](http://jeffcolibrary.org)

TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: October 12, 2023

RE: 2023-2024 Janitorial Services, Kleen-Tech Services LLC, 3rd Renewal

**History of Contract: Kleen-Tech Services, LLC**

Kleen-Tech Services, LLC provides janitorial services at all library locations. The Board authorized the Executive Director to enter a contract with Kleen-Tech Services, LLC in November 2020 for a period of one year. 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 third renewal for this contract.

**Budget:**

The projected base contract cost for 2023-2024 is \$751,630.75 and would provide for janitorial services for one year from the date of the contract signing. The cost includes an increase over the 2022-2023 year of 11.97% due to increased operating costs increases, along with the additional Day Porter services for the Arvada Library. The total annual cost is anticipated to be within the budgeted amount for janitorial services.

**Next Actions:**

I would like to ask the Board to authorize the Executive Director to renew our contract with Kleen-Tech Services, LLC for janitorial services at all locations for an additional year. **This item will be placed on the consent agenda for the October 19, 2023 Library Board meeting unless otherwise instructed by the Board.**

## **Foundation Update**



■ October 2023

# JCLF Executive Director Report

By Jo Schantz, MNM, CFRE, GPC

## Whale's Tale Two Books & Gifts -- Opening Soon!

Although the exact date has not yet been determined, we are getting closer and closer to opening up our newest bookstore operation -- Whale's Tale Two Books & Gifts -- in Belmar Shopping Center, Lakewood! This will be the 2nd used bookstore that our Foundation has opened in three years. If our Colorado Mills Mall store is any indication, we expect to raise around \$9,000 a month in gross sales.

Our Volunteer & Events Coordinator Sandra Tucker has been working hard to fill all our volunteer slots, and JCLF is conducting interviews to hire a weekend Bookstore Assistant. This new storefront and the one in Colorado Mills will be overseen by our Bookstore Manager Kirstin Kraig.

Whale's Tale Two will be open 5 days a week -- Wednesday through Sunday, from 11 a.m. to 6 p.m. Once we are able to fill more volunteer slots, we plan to be open 7 days a week.

The new bookstore is located at 7273 W. Alaska Drive in Lakewood. The site is 3 doors to the east of Dick's Sporting Goods' southern entrance.



## Whale of a Used Book Sale -- Oct. 19-22



WHALE OF A USED  
**Book Sale**

The Foundation will host its fall 2023 Whale of a Used Book Sale from Thursday evening, Oct. 19, through Sunday, Oct. 22, at the Jeffco Fairgrounds, 15200 W. 6th Avenue in Golden. We already have 32 pallets of books ready to place in all three exhibit halls, and the sale promises to be one of our biggest fall sales yet!

New this year, JCLF is partnering with our Fairgrounds "neighbor," Colorado State University Extension (CSUE), on Sunday, Oct. 22, for a Trunk or Treat event (from noon to 2:30 p.m.) and a 4-H Open House (from 1 to 2:30 p.m.)

JCLF will also host a Halloween costume contest on Sunday at 1 p.m. The contest is open to adults as well as children.



**JEFFERSON COUNTY**  
COLORADO STATE UNIVERSITY  
EXTENSION

Colorado Gives Day is coming December 5! This is one of the key fundraising events of the year for JCLF. Please remember to donate! Your gift helps us support free Library programs that are available to Jeffco residents all year long!





# JCLF Executive Director Report

## Community Connections & Outreach

- Sept/Oct. -- Conducted interviews for part-time Bookstore Assistant, Whale's Tale Two Books & Gifts
- September 26 – JCLF Finance Committee meeting
- September 27 – Golden Executive Directors Roundtable at Foothills Animal Shelter
- October 5 – meeting with JCLF benefits counselor regarding 2024 healthcare policies
- October 5 – PEO Chapter meeting at Boy Scouts Headquarters, Lakewood
- October 5 – Pre-event planning meeting (for Whale Sale) at Jeffco Fairgrounds
- October 6 – lunch meeting with Tami Bandimere, former JCLF Board president
- October 9 – virtual meeting with Library Executive Director Donna Walker
- October 10 – Wheat Ridge Business Association breakfast meeting
- October 10 – Lakewood Foothills Rotary Club dinner at Fox Hollow
- October 11 – lunch meeting with JCLF Board Secretary Cleo Arellano and representatives from Solterra subdivision (regarding a book drive)
- October 11 – Whale Sale Crew Chief meeting
- October 12 – Applewood Business Assn. lunch meeting
- October 19 – CSU Extension Advisory Board meeting
- October 19 – PEO Chapter meeting, Boy Scouts Headquarters, Lakewood

## This year...Goldilocks Goes Fishing!

It's that time again! The Mountain Metro Association of Realtors (MMAR) will host its annual fundraising event on Tuesday, October 24th, featuring that familiar icon of beloved children's stories -- Goldilocks!

In previous years, the Goldilocks event was held at the Little Bear Inn in Evergreen. This year, however, the benefit has moved to the Troutdale Tavern, 30790 Stagecoach Blvd., #100, in Evergreen, and will be held from 4 to 8 p.m. There is no admission charge.



MMAR will receive 70% of proceeds that evening, along with 100% of the tips! Monies generated will be distributed to Jefferson County Public Library, Friends of the Bailey Library, and the Clear Creek County Library District.

Our thanks go to MMAR for hosting this popular annual event and for supporting JCPL!

## Book Drive in Solterra Neighborhood on Nov. 9th!

I was pleased to meet recently with Karen Ryan (publisher of Stroll Solterra magazine) and Alicia Alexander (Solterra's events and social media manager) to plan a book drive that will be hosted at the Solterra subdivision in Lakewood. The event will be held on Friday, November 10, from 6 to 8 p.m. at Solterra's Retreat (community center) near the entrance to Solterra at 15250 W. Evans Avenue.

Area residents are encouraged to bring donations of gently used books, CDs, DVDs and vinyl records, which will then be sorted and distributed to our Foundation's many sales -- our Whale of a Used Book Sales, in-library book sales, and at our two Whale's Tale bookstores in Colorado Mills Mall and Belmar Shopping Center.

## **Operational Updates**

### **Executive Director Report**





# OCTOBER 2023 EXECUTIVE DIRECTOR REPORT

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

## **Design a New Library in South County:**

- Finalizing plan for South County Library advisory group
  - Continuing community support development
    - Realtor selection

## **Initiate a New Library in Northwest Jefferson County**

- Continuing community support development
- Taking due diligence steps with property acquisition
  - Taking next steps with zoning application
- Scheduling neighborhood meeting per city requirements

**Critical Projects:** In **Q4**, the Library is focusing on,

## **Redesign Evergreen Library**

- Providing alternative services in leased space
- Ordering furniture and fixtures
- Informing community of construction progress


## **Conifer Opportunity**

- Selecting a realtor
- Creating detail budget
- Informing community of progress
- Beginning design for services

## **New Concept in Philanthropy Strategy**

- Selecting fundraising consultant
- Developing fundraising recommendations
- Finalizing written recommendation and report
- Collaborating with JCLF on naming opportunities for Evergreen Library redesign
- Pursuing honorary naming for outgoing trustee

## **Accelerate our Building Program**

- Finalizing design standard
  - Training staff on use of design standard
  - Initiating full integration of design standard into library operations
- 





## Advocacy and Engagement Opportunity for Trustees – 2023-2024

[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. It is a helpful conference for trustees interested in learning more about innovations in larger libraries with similar situations and services as JCPL. Registration is open. 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 is open.

[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:


**Halloween Events:** Get into the Halloween spirit all month long with special and spooky programming, ranging from creepy crafting events for teens to [movie screenings](#). Meet a local [paranormal investigator](#) and ask all your burning questions about ghosts and spirits, or talk about creepy [dolls in the dark](#). All the Halloween fun leads to a family-friendly [costume parade](#), so get dressed up and strut your stuff. The Halloween parade is one of the most fun days at JCPL!


**[Solar Eclipse Watch Party:](#)** Witness a partial eclipse of the sun with a specially equipped telescope for safe, direct observation! The impressive 80 percent lunar coverage is a celestial event you don't want to miss.

**Access to Local Government:** JCPL will have 2 locations – Belmar and Standley Lake Libraries – operating with in person polling places in addition to the locations that have ballot drop boxes. Early voting starts October 30<sup>th</sup>.

### PROFESSIONAL ENGAGEMENT:

**Colorado Press Women *Book Banning and Information Suppression: What the media needs to know*:** **Alison McCombe**, Collection Services supervisor, presented on JCPL's collection development policy and related topics.





**CALCON-Colorado Association of Libraries Conference** JCPL has over twenty staff attending this annual conference. Trustees Bing Walker and Jeanne Lomba are also attending. **Beth Harper**, Belmar Library supervisor, will be a panelist on the workshop, *Exploring Interim Library Leadership Positions from a Variety of Perspectives*. **Rocio Rowland**, cataloging associate, will be accepting the *Lucy Schweers Award for Excellence in Support Services*. She is being recognized for her work in cataloging our Spanish collection and the impact her work is having at JCPL and in libraries around the country.

**Association of Bookmobile and Outreach Service Conference (ABOS): Grayson Stamm**, Library to You supervisor, will attend this annual conference.

**REFORMA Colorado:** JCPL has four staff attending this conference focused on services to Latinos and Spanish-speakers. **Michelle McConnell**, Diversity, Equity and Inclusion coordinator, and **Grace Peterson**, Programming librarian, will be presenting a session *Cultural LibLab - Crafting Through Latin America*.

**Urban Libraries Council Annual Forum (ULC), Julianne Rist**, director of Public Services, and I will be attending this conference.

**FallCon-Mountains & Plains** JCPL has six staff attending this event of authors and independent booksellers.

## **HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, OCTOBER 2023**

- Meeting with Joe Kerby, **Jefferson County Manager**
- Meetings with **City of Arvada elected officials**
- Monthly meeting with **Jefferson County Library Foundation (JCLF)** executive director
- Monthly meeting of the **Personnel Board** of the **Jefferson County Elected/Appointed Officials**
- Attending **Urban Libraries Council Directors** monthly meeting
- Meeting with the Aurora Library executive director
- Attended the **Colorado Press Women's** event on Book Banning and Information Suppression
- Pre-application meeting with the **City of Arvada**
- Attending **Colorado Association of Libraries** Conference: CALCON 2023
- Attending **Urban Libraries Council** Annual Forum
- Attending **Jeffco Connections** Board meeting
- Meeting with **City of Arvada** manager regarding Arvada Library redesign project
- Meeting with **ULC Fundraising Group**
- Meeting with **Action Center** executive director



## **Operational Updates**

### **Business Strategy and Finance**

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



[jeffcolibrary.org](http://jeffcolibrary.org)

To: Donna Walker, Executive Director  
From: Matt Griffin, Director of Business Strategy & Finance  
Re: Finance Monthly Report  
Date: October 17th, 2023

### **Budget to Actual Tables**

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

September saw \$70,000 of Real Property Tax revenue collected. Year-to-date, we've collected 94.9% of our budgeted target.

In September, JCPL received funds of \$19,800 from the Library Foundation. The Library contributed \$7,334 of in-kind support in September. Year-to-date, the Library received \$88,487 in funding and provided \$66,250 in-kind support to the Foundation at a ratio of 1.34.

### **9+3 Forecast**

As September marks the conclusion of the third quarter, JCPL is directing its attention towards the year-end financial projections. The "9+3" method indicates the combination of 9 months of actual financial data with 3 months of forecasted figures.

In the upcoming October Board meeting, we'll present the results of this forecast. The aim is to provide a transparent, data-driven view of our financial trajectory as we journey towards the year-end.

**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 09/30/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
<b>Revenues</b>						
<b>Taxes</b>						
Property Tax - Operating	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 48,128,671	\$ (170,783)	0%
Property Tax - Capital	2,442,681	2,420,303	2,383,862	2,262,940	(120,922)	-5%
<b>Total Taxes</b>	<b>\$ 52,407,622</b>	<b>\$ 51,799,286</b>	<b>\$ 50,683,316</b>	<b>\$ 50,391,611</b>	<b>\$ (291,705)</b>	<b>-1%</b>
<b>Federal &amp; State Grants</b>	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
<b>Fines &amp; Fees</b>	115,000	121,799	85,000	114,722	29,722	35%
<b>Other Revenue</b>	298,640	(586,719)	675,650	844,159	168,509	25%
<b>Total Other Revenues</b>	<b>\$ 538,640</b>	<b>\$ (87,366)</b>	<b>\$ 905,646</b>	<b>\$ 958,882</b>	<b>\$ 53,236</b>	<b>6%</b>
<b>Sub Total Revenues</b>	<b>\$ 52,946,262</b>	<b>\$ 51,711,920</b>	<b>\$ 51,588,962</b>	<b>\$ 51,350,493</b>	<b>\$ (238,469)</b>	<b>0%</b>
<b>Fund Balance Activity</b>						
Transfer from FB - Capital Projects	12,441,736		40,288,738	-		
Transfer to/(from) Fund Balance	-	12,239,097	-	20,908,850		
<b>Total Sources of Funds</b>	<b>\$ 65,387,998</b>	<b>\$ 39,472,824</b>	<b>\$ 91,877,701</b>	<b>\$ 30,441,643</b>		
<b>Uses of Funds</b>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 16,601,010	\$ 15,540,825	\$ 17,638,242	\$ 11,966,684	\$ (5,671,558)	-32%
Benefits	5,719,962	4,993,686	5,810,820	4,084,195	(1,726,625)	-30%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 22,320,972</b>	<b>\$ 20,534,511</b>	<b>\$ 23,449,062</b>	<b>\$ 16,050,879</b>	<b>\$ (7,398,183)</b>	<b>-32%</b>
Library Books & Materials	\$ 7,937,400	\$ 7,763,037	\$ 9,409,434	\$ 5,839,807	\$ (3,569,627)	-38%
Supplies	1,559,475	1,412,124	1,375,098	1,057,299	(317,799)	-23%
Vehicles	-	-	-	-	-	
Services & Charges	5,704,984	4,383,657	5,996,673	3,530,205	(2,466,468)	-41%
Internal Transactions /Cost Allocation	2,734,736	2,761,455	2,987,181	2,414,837	(572,344)	-19%
<b>Total Operating Expenditures</b>	<b>\$ 40,257,567</b>	<b>\$ 36,854,783</b>	<b>\$ 43,217,448</b>	<b>\$ 28,893,026</b>	<b>\$ (14,324,422)</b>	<b>-33%</b>
<b>Financing &amp; Debt Service</b>	<b>\$ 621,945</b>	<b>\$ 621,945</b>	<b>\$ 621,745</b>	<b>\$ -</b>	<b>\$ (621,745)</b>	<b>-100%</b>
<b>Capital Projects</b>	<b>\$ 24,508,487</b>	<b>\$ 1,996,095</b>	<b>\$ 48,038,508</b>	<b>\$ 1,548,617</b>	<b>\$ (46,489,891)</b>	<b>-97%</b>
<b>Total Uses of Funds</b>	<b>\$ 65,387,998</b>	<b>\$ 39,472,824</b>	<b>\$ 91,877,701</b>	<b>\$ 30,441,643</b>	<b>\$ (61,436,058)</b>	<b>-67%</b>

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

	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 09/30/2023
<b>Beginning Fund Balance</b>	\$ 33,319,989	\$ 43,285,918	\$ 55,525,015	\$ 55,525,015
Revenues	\$ 50,503,581	\$ 49,291,617	\$ 49,205,100	\$ 49,087,553
Capital Funding	2,442,681	2,420,303	2,383,862	2,262,940
<b>Total Revenues</b>	<b>\$ 52,946,262</b>	<b>\$ 51,711,920</b>	<b>\$ 51,588,962</b>	<b>\$ 51,350,493</b>
<b>Expenditures</b>				
Operating Expenditures	\$ 40,257,567	36,854,783	\$ 43,217,448	\$ 28,893,026
Debt Service	621,945	621,945	621,745	-
Capital Projects	24,508,487	1,996,095	48,038,508	1,548,617
<b>Total Expenditures</b>	<b>\$ 65,387,998</b>	<b>\$ 39,472,824</b>	<b>\$ 91,877,701</b>	<b>\$ 30,441,643</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>\$ (12,441,736)</b>	<b>12,239,097</b>	<b>\$ (40,288,738)</b>	<b>\$ 20,908,850</b>
<b>Ending Fund Balance</b>	<b>\$ 20,878,253</b>	<b>\$ 55,525,015</b>	<b>\$ 15,236,276</b>	<b>\$ 76,433,865</b>
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund				
<b>Reserve Fund Balance</b>	<b>\$ 20,878,253</b>	<b>\$ 55,525,015</b>	<b>\$ 15,236,276</b>	<b>\$ 76,433,865</b>

**Reserve Fund Balance Policy Calculation**

	2021 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 09/30/2023
<b>Year-End Reserve Fund Balance</b>		<b>\$ 55,525,015</b>		
16% - Current Year Budgeted Revenues	\$ 8,471,402	\$ 8,273,907	\$ 8,254,234	\$ 8,216,079
9% - Current Year Budgeted Revenues - Uncertainty	4,765,164	4,654,073	4,643,007	4,621,544
<b>Total Minimum F/B Reserve Requirements (FLOOR)</b>	<b>\$ 13,236,566</b>	<b>\$ 12,927,980</b>	<b>\$ 12,897,241</b>	<b>\$ 12,837,623</b>
50% of Current Year Budgeted Revenues	\$ 26,473,131	\$ 25,855,960	\$ 25,794,481	\$ 25,675,246
<b>Total Maximum F/B Reserve Requirements (CEILING)</b>	<b>\$ 26,473,131</b>	<b>\$ 25,855,960</b>	<b>\$ 25,794,481</b>	<b>\$ 25,675,246</b>
<b>Above/(Below) Minimum (FLOOR)</b>	<b>\$ 7,641,687</b>	<b>\$ 42,597,035</b>	<b>\$ 2,339,036</b>	<b>\$ 63,596,241</b>
<b>Above/(Below) Maximum (CEILING)</b>	<b>\$ (5,594,878)</b>	<b>\$ 29,669,055</b>	<b>\$ (10,558,205)</b>	<b>\$ 50,758,618</b>

**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 09/30/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
<b>Sources of Funds</b>						
<b>Revenues</b>						
<b>Taxes</b>						
Property Taxes	\$ 51,839,123	\$ 51,364,212	\$ 50,590,855	\$ 48,024,620	\$ (2,566,235)	-5%
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	21,883	105	0%
<b>Total Taxes</b>	<b>\$ 49,964,941</b>	<b>\$ 49,378,983</b>	<b>\$ 48,299,454</b>	<b>\$ 48,128,671</b>	<b>\$ (170,783)</b>	<b>0%</b>
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Library Fines	10,000	25,877	-	14,061	14,061	
Charges for Services	105,000	95,922	85,000	100,662	15,662	18%
Investment Income	108,000	(931,499)	187,500	550,738	363,238	194%
Library Foundation	100,000	190,276	100,000	88,488	(11,512)	-12%
E Rate Revenue	90,640	2,602	388,150	-	(388,150)	-100%
Other Revenue	-	151,355	-	204,934	204,934	
Transfer	-	547	-	-	-	
<b>Total Revenues</b>	<b>\$ 50,503,581</b>	<b>\$ 49,291,617</b>	<b>\$ 49,205,100</b>	<b>\$ 49,087,553</b>	<b>\$ (117,547)</b>	<b>0%</b>
<b>Uses of Funds</b>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 15,829,037	\$ 14,178,852	\$ 16,750,057	\$ 11,364,502	\$ (5,385,555)	-32%
Awards & Bonuses	140,000	140,212	160,000	44,620	(115,380)	-72%
Termination Pay	110,000	137,451	250,000	89,258	(160,742)	-64%
Temporary Salaries	1,687,043	1,307,709	1,638,367	1,010,563	(627,805)	-38%
CARES/ARPA Reimburse Salaries	-	(230,986)	-	(545,905)	(545,905)	
Overtime	-	7,587	8,000	3,647	(4,353)	
Vacancy Savings	(1,165,071)	-	(1,168,182)	-	1,168,182	-100%
Benefits	5,719,962	4,993,686	5,810,820	4,084,195	(1,726,625)	-30%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 22,320,972</b>	<b>\$ 20,534,511</b>	<b>\$ 23,449,062</b>	<b>\$ 16,050,879</b>	<b>\$ (7,398,183)</b>	<b>-32%</b>
Library Books & Materials	\$ 7,737,400	\$ 7,585,844	\$ 9,170,434	\$ 5,696,736	\$ (3,473,698)	-38%
Library Periodicals	200,000	177,193	239,000	143,071	(95,929)	-40%
<b>Sub-Total Library Collections</b>	<b>7,937,400</b>	<b>7,763,037</b>	<b>9,409,434</b>	<b>5,839,807</b>	<b>(3,569,627)</b>	<b>-38%</b>
Supplies	\$ 1,559,475	\$ 1,412,124	\$ 1,375,098	\$ 1,057,299	\$ (317,799)	-23%
Services & Charges	5,704,984	4,383,657	5,996,673	3,530,205	(2,466,468)	-41%
Vehicles	-	-	-	-	-	
Interdepartmental Direct Charges	1,264,323	1,291,042	1,295,745	1,146,260	(149,485)	-12%
Interdepartmental Indirect Charges	1,470,413	1,470,413	1,691,436	1,268,577	(422,859)	-25%
<b>Total Supplies and Other</b>	<b>\$ 9,999,195</b>	<b>\$ 8,557,236</b>	<b>\$ 10,358,952</b>	<b>\$ 7,002,340</b>	<b>\$ (3,356,612)</b>	<b>-32%</b>
<b>Total Operating</b>	<b>\$ 40,257,567</b>	<b>\$ 36,854,783</b>	<b>\$ 43,217,448</b>	<b>\$ 28,893,026</b>	<b>\$ (14,324,422)</b>	<b>-33%</b>

**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 09/30/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
<b>Debt Service</b>						
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%
<b>Total Debt Service</b>	<b>\$ 621,945</b>	<b>\$ 621,945</b>	<b>\$ 621,745</b>	<b>\$ -</b>	<b>\$ (621,745)</b>	<b>-100%</b>

<b>Arvada</b>
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 09/30/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
<b>Sources of Funds</b>							
Property Tax - Capital - 4.5%	\$ 2,442,681	\$ 2,420,303	\$ 2,383,862	\$ 2,383,862	\$ 2,262,940	\$ (120,922)	-5%
Transfer from FB - Capital Expenses						-	
<b>Total Sources of Funds</b>	<b>\$ 2,442,681</b>	<b>\$ 2,420,303</b>	<b>\$ 2,383,862</b>	<b>\$ 2,383,862</b>	<b>\$ 2,262,940</b>	<b>\$ (120,922)</b>	<b>-5%</b>
<b>Uses of Funds</b>							
<b>Annual Replacement &amp; Maintenance Program (ARM) and Recurring Projects</b>							
ARM-01 Capital Maintenance	\$ 250,000	\$ 196,169	\$ 250,000	\$ 250,000	\$ 154,326	\$ (95,674)	-38%
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	190,621	(59,379)	-24%
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	362,247	12,247	3%
OffSite Services	430,690	129,102	\$ 60,000	\$ 60,000	-	(60,000)	-100%
<b>2017 Projects</b>							
Bookmobile Replacement	\$ 317,194	\$ 111,644	\$ -	\$ -	\$ -	\$ -	n / a
<b>2019 Projects</b>							
Document Management System	\$ 77,263	\$ 17,500	\$ -	\$ 59,763	\$ 350	\$ (59,413)	-99%
<b>2021 Projects</b>							
Standley Lake Clerestory Roof	\$ -	-	\$ -	\$ -	\$ -	\$ -	n / a
<b>2022 Projects</b>							
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%
<b>Multi-Year Construction Projects</b>							
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	298,552	(3,806,035)	-93%
Northwest County Library	4,700,000	9,127	9,989,475	14,680,347	59,159	(14,621,188)	-100%
<b>Total Capital Projects</b>	<b>\$ 24,508,487</b>	<b>\$ 1,996,095</b>	<b>\$ 26,004,701</b>	<b>\$ 48,038,508</b>	<b>\$ 1,548,617</b>	<b>\$ (46,489,891)</b>	<b>-97%</b>

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

Project	2023 Amended Budget	YTD Actual 09/30/2023	YTD Encumbrances 09/30/23	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 154,326	\$ 1,555	155,881	\$ 94,119
ARM-02 Furniture & Equipment	36,000	-	-	-	36,000
ARM-03 Computer Replacement Plan	250,000	190,621	-	190,621	59,379
ARM-04 Book Sorter Replacement	350,000	302,216	-	302,216	47,784
ARM-05 IT Infrastructure Replacement	350,000	362,247	-	362,247	(12,247)
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
<b>Multi-Year Projects Construction Projects</b>					
South County Library	25,067,411	-	-	-	25,067,411
Evergreen Library Redesign	4,104,587	298,552	108,993	407,545	3,697,042
Northwest County Library	14,680,347	59,159	3,000	62,159	14,618,188
<b>Total Capital Projects</b>	<b>\$ 48,038,508</b>	<b>\$ 1,548,617</b>	<b>\$ 113,548</b>	<b>\$ 1,662,165</b>	<b>\$ 46,376,343</b>

## **Operational Updates**

### **Facilities & Construction Projects**

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## ***Evergreen Library ReDesign – Construction Progress Reporting***

**DATE: October 2023**

### **I. PROJECT TEAM:**

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Jefferson County Public Library  
EUA  
Fransen Pittman

Owner  
Architect/Design Team  
General Contractor

### **II. PROJECT PROGRESS:**

---

- A. All Interior demolition completed.
- B. Wall layout completed.
- C. Rough wall framing & Inspections completed.
- D. Exterior meeting room window openings removed in masonry completed.
- E. Concrete patch completed in lobby and front vestibule.
- F. Rough Plumbing & electrical floor penetrations laid out and performed electrical box layout with JCPL
- G. Confirmed cabinet layouts and installed backing in walls
- H. Rough in plumbing & electrical in walls
- I. Alternate Lease space agreement signed
- J. Alternate Lease space Move in and Opening date set
- K. Staff Dusty Boot tour completed

### **III. CURRENT PROJECT OPPORTUNITIES &/OR RISKS:**

---

- A. Analyzing Owner Move In tasks & timelines after Contractor completion. Minimalizing Move In duration.
- B. Verifying vendor estimated timelines for deliveries & installations.
- C. Finalize Patron and Staff Furniture & Appliances decisions and placing orders

### **IV. MEETINGS:**

---

- A. Regularly scheduled Owner/Architect/Contractor weekly meetings

### **V. MILESTONES PROJECTED FOR NEXT PERIOD:**

---

- A. Install HM door frames
- B. Electrical & Plumbing wall rough ins and inspections
- C. Sprinkler rough in inspections
- D. Brick repairs at Storefront & windows
- E. Low Voltage in wall rough in
- F. Install meeting room exterior windows
- G. Hard Lid inspections
- H. Cabinet millwork install
- I. Wood Ceiling prep & install
- J. Demo & Install fireplace box pending approval

**VI. CONSTRUCTION SCHEDULE STATUS:**

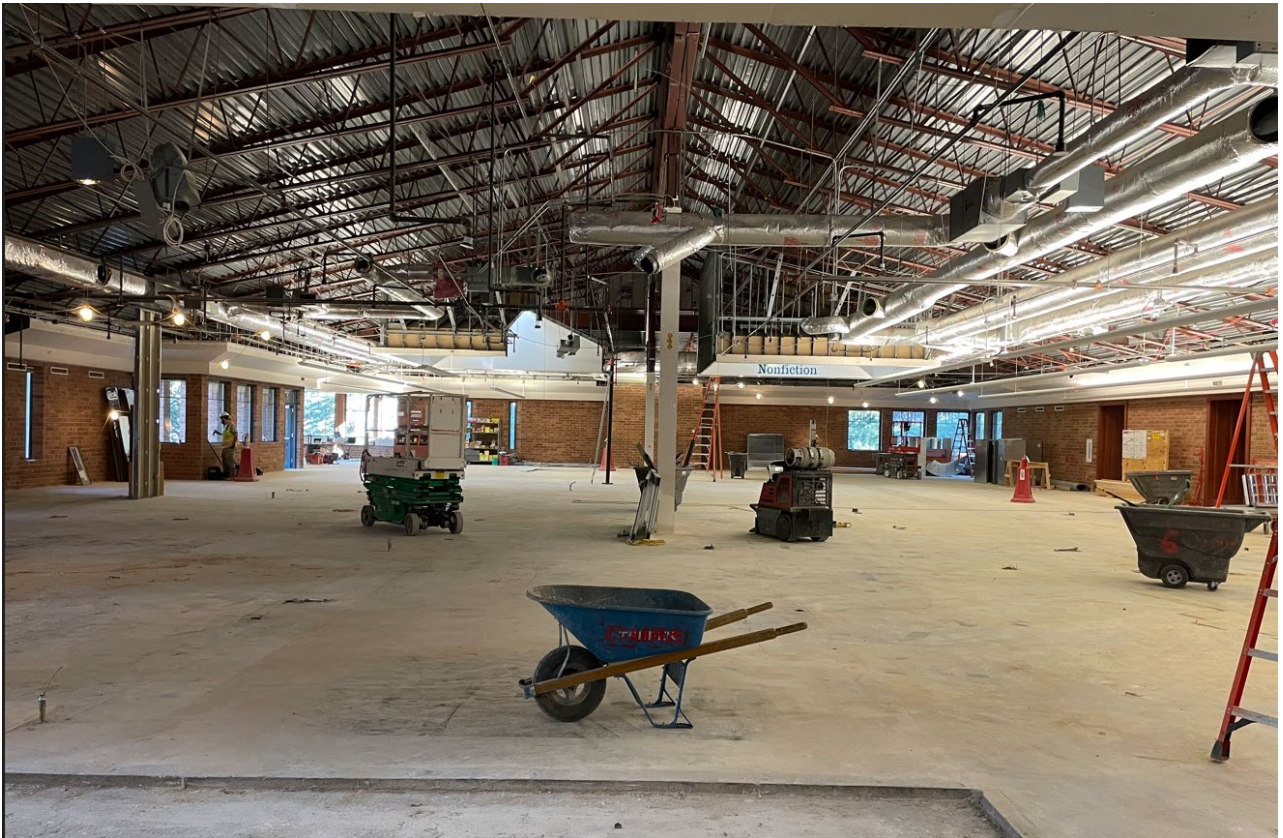
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Estimated Construction Close Out date March, 2024

**VII. PROGRESS PHOTOS:**

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View of Building Interior after Demolition

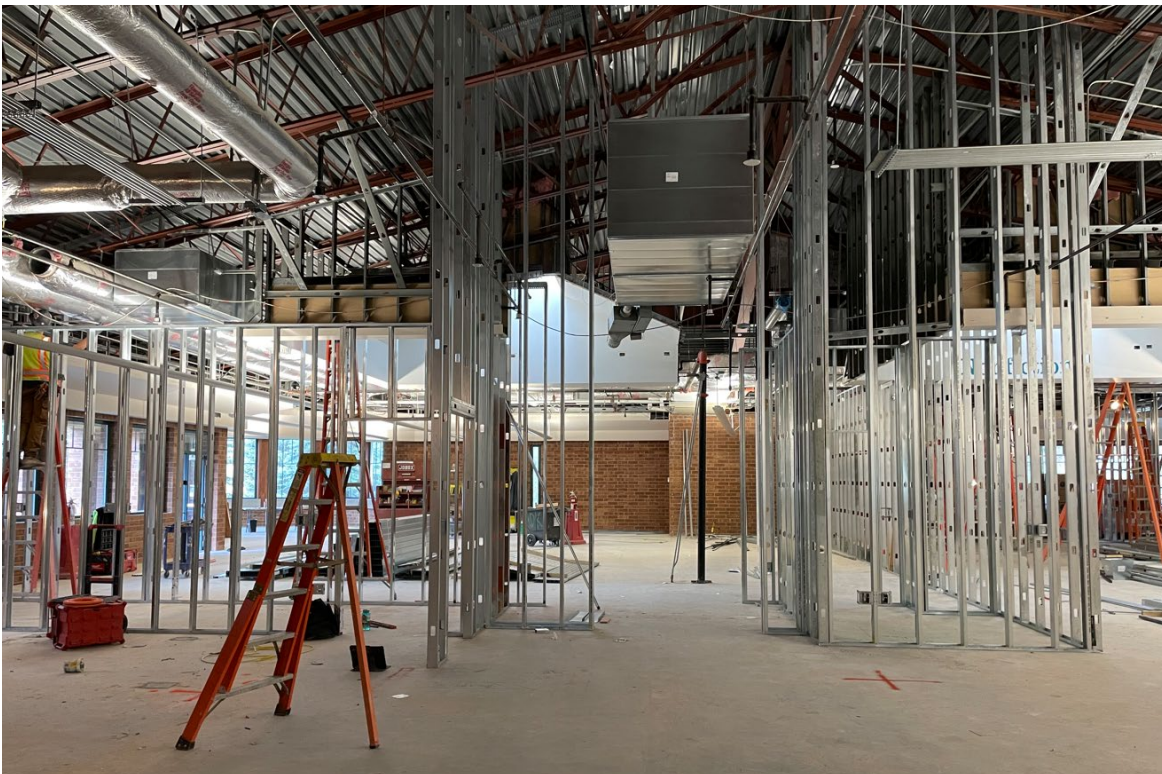




View of New Meeting room Exterior window openings



View of Entrance to Children's area





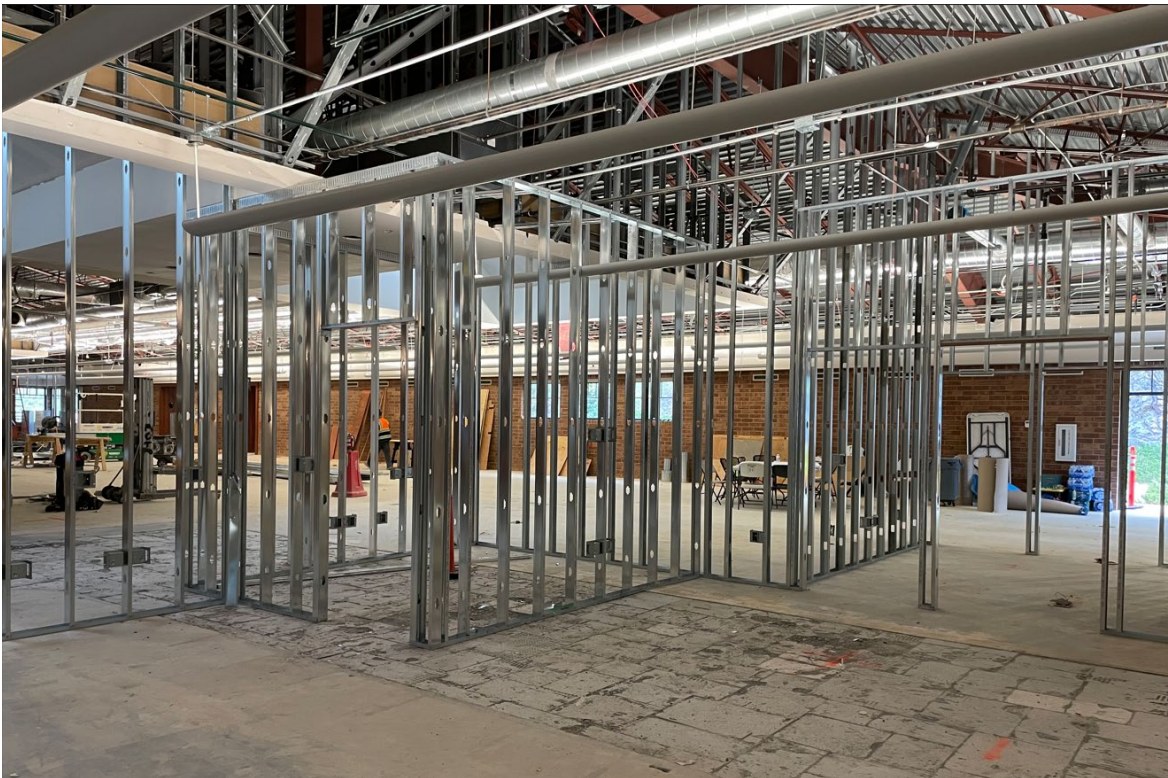


Jefferson County  
PUBLIC LIBRARY

View of New Front Entry with Existing Vestibule & Tile removed. Concrete patching laid



View of Manager & Supervisor offices





Jefferson County  
**PUBLIC LIBRARY**

Jefferson County  
**PUBLIC LIBRARY**

Jefferson County  
**PUBLIC LIBRARY**

3731

Jefferson County  
**ENTER HERE**

**DIGITAL LIBRARY HOURS**  
MONDAY 10:00 - 2:00  
TUESDAY 10:00 - 2:00  
WEDNESDAY 10:00 - 2:00  
THURSDAY 10:00 - 2:00  
FRIDAY 10:00 - 2:00  
SATURDAY 10:00 - 2:00  
SUNDAY 10:00 - 2:00

←  
**PLEASE USE OTHER DOOR**

3731







HOLDS

NEW

Cleaning supplies are available upon request.

COLEMAN HILL

THE QUIET ROOM

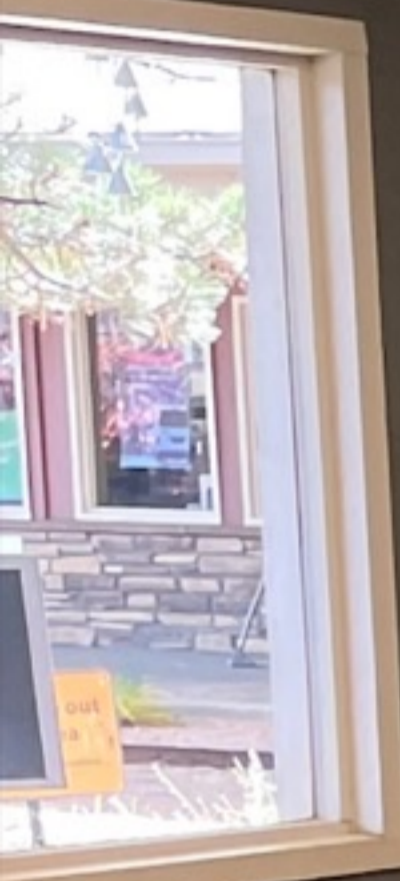
DEMONS

THE CROWN OF THE GLASS

DISOBEY

THE SILENT SERVANT

THE LOST WAR







READ TOGETHER

CHILDREN'S

Pterodactyl  
YOU R...  
SLEEP TIGHT SNOW WHITE  
CINDERELLA  
Tiny Dino  
Tinysaurs  
Aladdin  
GOOD MORNING SUPERMAN  
Hooray Truc  
SMALL WALT  
MO THE TOW

FLAT CAT  
Say My Name  
Real Me  
DRAGON GIRLS  
White Bird





## **Operational Updates**

### **Public Services**

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



[jeffcolibrary.org](http://jeffcolibrary.org)

TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Public Services and Jessica Paulsen, Assistant Director of Public Services for Customer Experience

DATE: October 19, 2023

RE: Intergovernmental Agreement (IGA) for Confer Library, Jeffco Schools-JCPL

**Background**

Jefferson County Public Library currently operates the Conifer Library out of the Conifer High School. We have been co-located in the school since 1996 and have maintained an intergovernmental agreement (IGA) with Jefferson County Public Schools throughout our partnership. The IGA outlines each party's responsibilities regarding the shared space and helps to guide operations.

The current IGA was signed in 2014 and required an update to reflect current policies and procedures more accurately for the operation and maintenance of the facility, and to better address the current needs of school and Library staff and patrons. For the past two years JCPL, Jeffco Schools and attorneys for both parties have been working together on updating the IGA. We believe that this new version will allow us to meet current needs while the Library begins looking for an existing building or retail space to move the Conifer Library into an independent physical space. The updates have also allowed us to formalize in the IGA some of our short-term work to address improvements at the current location, such as improving signage and visibility for Library parking. It is our recommendation that we move forward with the updated IGA to guide current and future operations at the Conifer Library.

**Terms:**

This agreement will be in effect until June 30, 2028 and upon expiration will automatically renew for successive 5-year terms unless terminated sooner. The IGA may be terminated in a variety of ways including but not limited to mutual written agreement or one party giving 180 days' notice.

JCPL does not pay the school for use of the space. JCPL will continue to pay for our own operating costs such as staffing, internet and library-specific improvements such as the new signage. These terms are in line with our previous agreements, and these costs have been included in the proposed 2024 budget.

**Next Actions:**

We request the Board of Trustees authorize the Executive Director to sign the new IGA with Jefferson County Public Schools for the continued co-location and operation of the Conifer Library at the Conifer High School.