

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

October 19, 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 October 19, 2023. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

- Welcome and Introductions New Trustee Stanley Harsha
- Congratulations on Reappointment of Pam Anderson

Other Trustees present: Emelda Walker (Vice-Chair), Stanley Harsha, Charles Jones and Jeanne Lomba.

Trustees not present: Pam Anderson and Jill Fellman

**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; Lizzie Gall, Assistant Director of Public Services for Resources and Programs; Perri Gardner, Construction Project Manager; Brad Green, Technology and Innovation Systems Security Manager; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O’Loughlin, Administrative Coordinator.

There were additional Library staff members attending the meeting.

**APPROVAL OF AGENDA**

**MOTION:** Emelda Walker moved that the Library Board of Trustees approve the agenda as presented. Seconded by Jeanne Lomba 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.

There were no 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 September 14, 2023 Board Study Session Minutes
- B. Approve September 21, 2023 Board Meeting Minutes
- C. Kleen Tech Janitorial Contract Renewal

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

## **FOUNDATION UPDATE**

There was no verbal update.

## **EXECUTIVE DIRECTOR REPORT**

### Executive Director Report

The Executive Director shared the write bright mats that were created in house by the graphics team for the 500 Books Before Middle School program. The mats come in English and Spanish and are designed for kindergarteners to hone their early literacy skill development at home. The mats will be shared with Title 1 Jeffco schools and come with two markers and parent instructions.

In response to questions, the Board was advised that:

- The mats are a pilot project provided to the Title 1 Jeffco schools. Once the Library knows the success of the project, we will look at the sustainability of bringing the program to library locations for wider distribution.
- Regarding a usage matrix between Title 1 and non-Title 1 schools, if the project is expanded beyond Title 1 schools and the Board wants the Library to look into what outcomes can be captured from the schools since it's a take home item, the Executive Director will work with the team.

The Executive Director advised the Board that she is finalizing the fundraising consultant engagement this week.

The Executive Director advised the Board that they will soon see several invitations from Amber Fisher for the 2024 Board meetings.

There were no questions from the Board about the Executive Director report.

### **Executive Director Evaluation Process Review**

The Executive Director advised the Board that as part of the process, there is a check-in with the Board to see if there is anything about the process the Board would like to do differently. There were no comments from the Board about the evaluation process.

The Chair advised the Board to reach out to her with feedback if they should think of anything and noted that she is working on getting the evaluation to the Executive Director by the end of this week.

### **South County Library Update**

The Executive Director advised the Board that Matt Griffin, Director of Business Strategy and Finance, joined her in a meeting with an Evergreen real estate group that specializes in attainable housing projects. They are working on a project with Denver Public Library. The Library is looking at what other creative ideas are out there. The Library is receiving tips from interested parties regarding potential sites. Julianne Rist, Director of Public Services and Steve Chestnut, Director of Facilities and Construction Projects, joined the Executive Director on a drive through of the South County region based on those tips and are keeping tabs on development news in that region. Next month, the Library will bring forward a plan for the South County advisory council as an operational activity. The new communications manager will share about that plan.

### **Northwest Jeffco Library Update**

The Executive Director advised the Board that Steve Chestnut will give an update on the Northwest Jeffco project.

Steve Chestnut, Director of Facilities and Construction Projects advised the Board that the Library continues to be engaged in the due diligence process for the purchase of property for the Northwest Jeffco Library. The preapplication was submitted to the City of Arvada. Part of the process includes rezoning the property and meeting with the City of Arvada Planners. The Library met with Planners for the City of Arvada last Tuesday and the Library was assigned a planner to help us understand the requirements and to guide us on moving forward. The meeting went well, and the Library does not have any concerns at this point. Steve noted that he joined the Executive Director in a meeting with the Arvada City Manager and Deputy City Manager regarding water allocation and the Library expects to receive a confirmation letter. The Library is working on conceptual development and working with the City of Arvada on the required community meeting for residents within a 1500 foot radius of the property.

In response to a question the Board was advised that the timeline for the project is going as expected and maybe a little faster. The City of Arvada has been very responsive to the Library in answering questions.

## **EXECUTIVE TEAM OPERATIONAL UPDATES**

### **Business Strategy & Finance**

#### Finance and Budget – Monthly Financials

##### A. Financial Report (September)

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

##### B. 9+3 Forecast

Matt Griffin, Director of Business Strategy and Finance addressed the Board and provided information on the Library's 9+3 forecast model. This is the first time JCPL is utilizing this forecasting model. The outcome is to predict or forecast where JCPL will be financially at year end. The forecast utilizes 9 months of actual numbers and 3 months of forecasted numbers. He noted that the forecasted numbers are not expected to land exactly. The forecast is where the Library believes they will land at the end of the year. Utilizing this model will help the Library be proactive in the last quarter of the year and plan for the first quarter of next year. This 9+3 forecasting model was brought to the leadership team last month and the team is still processing the model. The Library is presenting this model to bring the Board along with us on this journey. There are no recommendations for the Board and it is presented as purely informative as to where JCPL is now financially and where JCPL will be financially at the end of December.

The high level topics for tonight's 9+3 presentation are:

- Forecasting approach
- Revenue
- Total Use of Funds
- Capital Projects
- Operations
- Summary and Next Steps

#### Forecasting Approach: Methodology & Assumptions

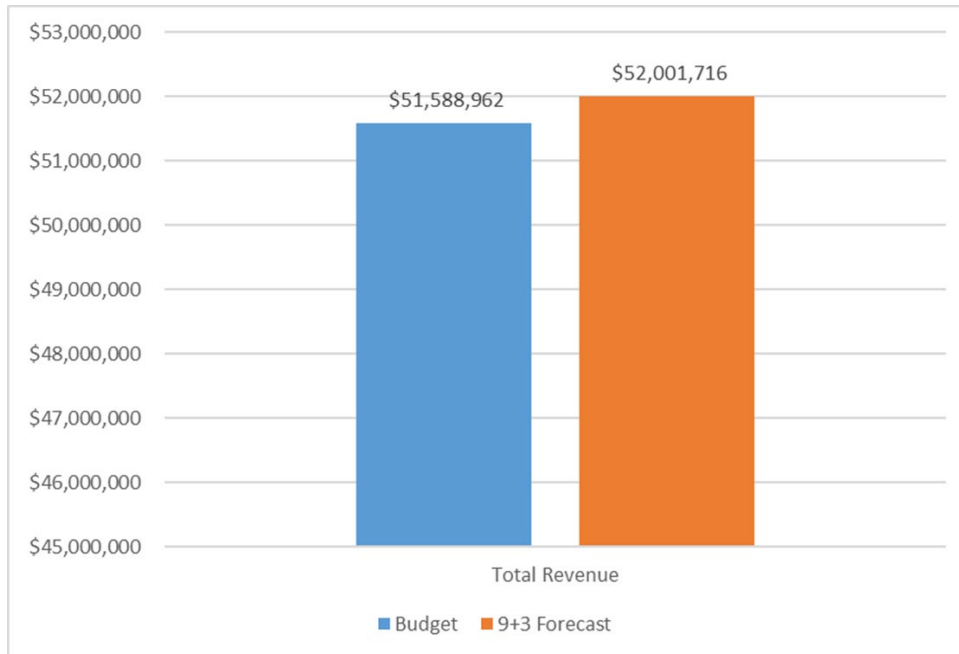
- Methodology: This forecasting model used a combination of historical data, expert input and current trends.
- Annualization vs. Forecast: Utilized historical annualization and cost center manager projections on hundreds of line items. The intent is to help the Library improve resource allocation in the annual budget process by consulting with the experts of those line items.
- Assumption: The Executive Director has a contingency budget of \$500,000 for emergencies. This contingency budget is left outside of the model.
- Assumption: Investment income. Last March, the Board was advised of an adjustment made to the Library's investment income. This item is approached with some caution

and has a wide bracket of forecast. The year-to-date August figure has been left as is to allow for that fluctuation.

- Assumption: Property Tax Revenue will reach 100%. In 2022 property tax revenue yielded 99.5%.

### 2023 Total Revenue: Budget vs 9+3 Forecast

The following total revenue chart projects finishing year end \$420,000 above our budget due to investment income.



### 2023 Total Use of Funds: Budget vs 9+3 Forecast

2023 total use of funds includes a number familiar in the financial tables of \$91 million. That number encompasses 4 categories that JCPL was scheduled to spend in 2023:

- Operating Budget: \$43 million
- Debt: \$620,000
- Capital Budget: \$26 million
- Carryforward: \$22 million

The Library is anticipating finishing the year with a spend of \$44 million and remaining budget of \$47 million. The remaining \$47 million is not an underspend. It is the nature of how the Library is set up in the budgeting process and the multiple year aspect of capital projects. This is very much anticipated. The largest chunk is capital. The remaining budget will carryforward and be reassigned to the project it was originally assigned to.

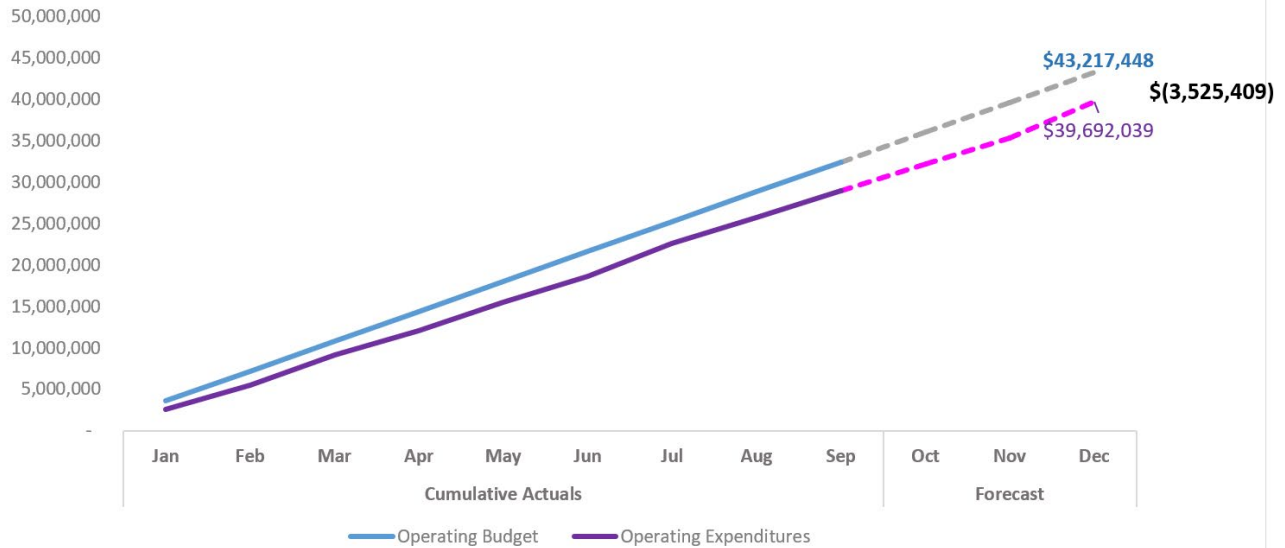
### 2023 Operating Budget vs Operating Expenditure

The total scheduled spending for 2023 is \$48 million and we are forecasting the year end at just under \$4 million remaining in the budget. The Library's operating budget is made up of three distinct areas:

- 54% Salaries and Benefits

- 25% Supplies
- 21% Library Books and Materials

As demonstrated in the chart below, as the budget develops, the blue line represents the budget, and the purple line represents the actuals. The Library anticipates that the 2023 spend at 10% below the operating budget will continue through the end of the year with an anticipated remaining budget of \$3.5 million.



The Library anticipates spending at 92% of the operating budget by year end. Where that \$3.5 million remaining comes from in the operating budget is:

- Salaries \$1.4 million
- Collection \$1.6
- Supplies \$400,000

\$1.5 million in the collections budget was allocated to the South County Library opening day collection.

### Summary and Next Steps

As noted, this is the first time JCPL is utilizing the 9+3 forecasting model. The next steps include:

- Internal Data Digestion
- Team Debriefing
- Potential Resource Allocation
  - Roadmap Review
  - Impact Analysis

In response to questions, the Board was advised that:

- The \$1.5 million allocated to the South County Library opening day collection meets the carryforward requirements and will be included in the carryforward request.

- The Library acknowledged the Chair's suggestion to be proactive in having conversations with the County Commissioners and the County Budget Office about the anticipated amount of the Library's carryforward request.

The Chair expressed appreciation for the 9+3 model presentation and noted that it was very well explained.

There were no further questions from the Board on 9+3 forecast model.

## **Facilities & Construction Projects**

### **A. Evergreen Redesign Project Update**

Perri Gardner, Construction Project Manager, addressed the Board and provided an update on the Evergreen Redesign Project. A lot of things have happened since the update provided to the Board last month. Everything is out of the building and all interior demolition is complete to open up the space. Wall layout, rough wall framing, and inspections are completed. The exterior meeting room window openings have been removed and masonry completed to let in more natural light. Electrical and plumbing are going in and the entryway is being widened. Upcoming milestones include door frames on site, narrowing down the move in schedule and FF&E, sprinkler repairs, cabinet mill work and the wood ceiling. The fireplace renovation approval has been received for the new firebox. The project is on schedule and on budget with no anticipated delays at this point. The alternative space is open and wayfinding signage is going up.

In response to a question, the Board was advised that there have not been any significant surprises at this stage of the project.

The Executive Director asked the Board to think about when they would like to schedule a dusty boots tour. The Board indicated that when the interior walls are up would be a good time for the tour.

## **Public Services**

### **A. Conifer High School Intergovernmental Agreement (IGA)**

Jessica Paulsen, Assistant Director of Public Services for Customer Experience, addressed the Board and provided information on the Conifer High School Intergovernmental Agreement (IGA). The IGA will continue our partnership with the school. A lot of the processes and operations have changed since the last agreement was signed in 2014. The operational aspects in the agreement help with the short term to address improvements at the current location, such as improving signage and visibility for Library parking.

In response to questions, the Board was advised that:

- In the agreement there are ways to dissolve the IGA. The Library has already informed the school that JCPL does plan to change things and the Library is working closely with the school.

- The Library assumes there will be some impact to the school's budget with respect to having a school library collection. School leadership is working with the school district and has let them know this is a likely budget impact in the coming months or longer term depending upon what we are able to do with the existing materials. This IGA does not address the collection but does help with maintaining the relationship with the school.

The Chair noted that the agreement is for five years, however, the Library does not believe it will be five years before the Conifer branch is open. The length of the agreement is to give ourselves some leeway in case it takes longer to find a suitable location. The community would expect us to move more quickly and the six month notification to dissolve the agreement is a good amount of time. The Library would need more time than that to move out of the school. The Board wants the relationship with the school to be a priority and to keep the promises made with respect to the current location.

The Executive Director noted that she reports on the Conifer Opportunity project every month in her report. The Library is looking for a realtor and the project is moving forward.

MOTION: Jeanne Lomba moved that the Library Board of Trustees authorize the Executive Director to sign the new Intergovernmental Agreement (IGA) with Jefferson County Public Schools for the continued co-location and operation of the Conifer Library at the Conifer High School. Seconded by Stanley Harsha the motion passed by unanimous vote of all Trustees present.

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

No items were removed from the consent agenda.

#### **EMERGING ISSUES**

The Chair noted that two public comments were received via the online form and will be forwarded to the Board with context.

#### **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.



### 2023 Board Meeting Schedule

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

The Chair advised the Board that there is typically a holiday party for the Trustees in December and asked the Trustees to reach out with any suggestions on where to hold the party in terms of restaurants or hosted by a Trustee at their home. The Chair noted that she will work with the Vice-Chair and keep the Board informed.

### **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

There were no announcements.

### **ADJOURNMENT**

The meeting was adjourned at 6:18 pm.



Jill Fellman, Secretary