

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

December 14, 2023



**Wonderful Winter: A Special Winter
Celebration Family Time**



**Active Minds Series - Women of Denver
History**



Noon Year's Eve Fun



Gingerbread Contest Awards Ceremony



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	<p>Thursday, December 14, 2023 – 5:30 pm – HYBRID MEETING</p> <ul style="list-style-type: none"> • <u>ONLINE MEETING VIA ZOOM</u> • <u>IN-PERSON MEETING AT LAKEWOOD LIBRARY MEETING ROOM</u>
1.	<p>Call to order & attendance (4.5.8) <u>Call to order</u> <u>Attendance</u></p> <ul style="list-style-type: none"> • Verbal roll call – Each Trustee announces their presence by stating their name.
2.	<p>Pledge of Allegiance</p>
3. Agenda Action	<p>Approve Agenda Chair: Call for motion and second</p>
4. Public Comment	<p>Public Comment</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"> • <u>Virtually</u>: Send a chat message to the meeting host at JCPL Events with your name and the topic of your comment. • <u>In-Person</u>: Sign up on the form provided. • <u>Online</u>: Submit through the online public comment form at https://jeffcolibrary.org/board-of-trustees/. • People who dial in will not be able to provide Public Comment during the meeting. • If you choose to make a Public Comment virtually or in-person during a Board Meeting, your name will be called in the order it was received, first for virtual guests then for in-person guests.) • For more information on public comment policy please refer to Board Governance Policy 4.3.7: https://jeffcolibrary.org/wp-content/uploads/sites/46/2023/08/2nd Half 2023 FINAL Board Governance Policy Manual.pdf
5. CONSENT AGENDA Action	<p>Approval of Consent Agenda Chair: Call for motion and second</p> <p>A. Approve November 16, 2023 Board Meeting Minutes B. Trustees Adopt 2024 Governance Process Calendar (4.3.2 and 4.3.2B)</p>
6. Foundation	<p>Foundation Update</p>
7. Operational Updates	<p><u>Executive Director</u></p> <p>A. Executive Director Report</p>

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

<p>Action as Needed</p>	<p>B. South County Library Update C. Northwest Jeffco Library Update D. Philanthropy Project Update</p> <p>Business Strategy & Finance <u>Finance and Budget</u> A. Financial Report (November) B. 2024 Budget Adoption. Library Board adoption of Final recommended 2024 budget and authorize the Executive Director to implement the spending plan. Chair: Call for motion and second</p> <p>Technology & Innovation and Public Services A. Digital Literacy Collaboration Project Presentation (ARPA grant funded) B. Operating Agreement with Jeffco Public Schools Chair: Call for motion and second</p> <p>Facilities & Construction Projects A. Evergreen Redesign Project Update B. STAT Courier Contract Chair: Call for motion and second</p>
<p>8. Action as Needed</p>	<p>Items Removed From Consent Agenda (4.3.4): The Board may address and/or vote on any items that were removed from the Consent Agenda</p>
<p>9. Emerging Issues Action as Needed</p>	
<p>10. Ends Action as Needed</p>	<p>Ends: No items.</p>
<p>11. Board Governance Action as Needed</p>	<p>Board Governance:</p> <ul style="list-style-type: none"> • Trustees review and approve Contract Policy Recommendations Chair: Call for motion and second • Informational Only: 2024 Board Meeting Schedule
<p>12. Suggest Agenda Items Action as Needed</p>	<p>BOARD SCHEDULE – NEXT MEETINGS – Location of meetings of the Library Board of Trustees are being determined in cooperation with guidelines from Jefferson County. Information on meeting location will be posted at least one week prior to the scheduled meeting date. <u>2024 Board Meeting Schedule</u></p> <ul style="list-style-type: none"> • January 11, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • January 18, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • February 8, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room • February 15, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	Person Location: Lakewood Library Meeting Room
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	<p>Announcements/General Information Sharing</p> <ul style="list-style-type: none"> • Report of the Chair – Correspondence, Other • Other Announcements
<p>16. EXECUTIVE SESSION</p> <p style="background-color: yellow;">Action</p>	<p>EXECUTIVE SESSION: Guests: Eric Butler and Kurt Behn, County Attorney’s Office Call for Motion and Second: To adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session: EXECUTIVE SESSION</p> <p>A. (1) Correspondence to the Board Regarding Safety and Petition for Election regarding Unionization (2) Public Comment Policy. Statutory citations authorizing an executive session for these topics are:</p> <ul style="list-style-type: none"> • Pursuant to 24-6-402(4)(b) Conferences with an attorney for the local public body for the purposes of receiving legal advice on specific legal questions. • Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators. <p>B. South County Library. Statutory citations authorizing an executive session for this topic are:</p> <ul style="list-style-type: none"> • Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators. • Pursuant to 24-6-402(4)(a) Concerning the purchase, acquisition, lease, transfer or sale of Property.
<p>17. RECONVENE REGULAR MEETING</p> <p style="background-color: yellow;">Action as Needed</p>	<p>RECONVENE REGULAR MEETING</p> <p>Action as needed.</p>
18. Adjournment	

CONSENT AGENDA

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

jeffcolibrary.org



Jefferson County
PUBLIC LIBRARY

TO: Library Board of Trustees

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

DATE: December 7, 2023

RE: Consent Agenda for the December 14, 2023 Board Meeting

- A. Library Board of Trustees approve the November 16, 2023 Board Meeting Minutes.
- B. Library Board of Trustees Adopt the 2024 Governance Process Calendar (4.3.2 and 4.3.2B)

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

November 16, 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 November 16, 2023. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

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

Trustees not present: All Trustees were present.

Staff present: Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Technology and Innovation; Matt Griffin, Director of Business Strategy and Finance; Lisa Smith, Director of People and Culture; 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; 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.

Guest: Charles Naumer

APPROVAL OF AGENDA

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

Trustee Service Acknowledgement

The Chair introduced the topic and expressed appreciation to Charles Naumer for his service on the Library Board. On behalf of the Board and JCPL, the Chair read the following proclamation into the record.

The Board of County Commissioners appointed Charles (Chic) Naumer to the Jefferson County Public Library Board in April 2014. Trustee Naumer helped govern the library

through both difficult and exciting times. Over these last nine years, he helped improve relationships and secure a responsible level of funding for services which led to a rebuilding of services, collection, facilities, and staffing. Some notable projects during his tenure include:

- automated materials handling,
- a successful mill levy campaign,
- the restoring of library hours,
- Facility Master Planning,
- Trustee leadership in strategic planning,
- rebuilding staffing levels,
- construction of the Edgewater Library in partnership with the City of Edgewater,
- the remodel of the Golden, Columbine, and Belmar Libraries,
- selecting and onboarding a new executive director,
- setting high expectations for philanthropy development,
- governing through a global pandemic,
- reducing barriers to library service by going fine free,
- being a champion for alternative and offsite services,
- planning for new library in both South and Northwest Jeffco,
- supporting new services in Conifer, and
- supporting the redesign of the Evergreen Library.

Trustee Naumer took on the additional responsibilities of Chair and Vice Chair, serving on the Bylaws and Nominating Committees, leading the JCLF working groups, and as a JCPL representative at National Library Legislative Day in Washington, DC. We would like to acknowledge the progress of the Library during his tenure and thank Trustee Naumer for his volunteer service to the Library and community. We will miss his leadership, experience, and persistent pursuit of increased fundraising to reduce the burden on Jeffco taxpayers.

In addition, JCPL's Naming Rights Guidelines allow for naming rights and name recognition opportunities when the Library Board desires to honor an individual, foundation or corporation for outstanding service contributions that are consistent with the nature and mission of the Library.

We recommend that JCPL demonstrate our utmost respect, deepest gratitude and heartfelt wishes for Trustee Naumer with an offset of \$5,000 to be combined with his own generous donation towards the naming of the Quiet Reading Room of the Evergreen Library.

MOTION: Jill Fellman moved that the Library Board of Trustees authorize the Executive Director to sign the donation and naming agreement with an offset of \$5,000 for the Quiet Reading Room of the Evergreen Library between the Jefferson County Public Library and Charles and Marlo Naumer. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

Charles Naumer addressed the Board and noted that it has been an incredible pleasure to serve on the Board and he is proud of the Board and the organization. He shared that over the nine years he served on the Board he is most proud of staying true to what we promised with the mil levy ballot issue. That promise remained front and center and focused on the residents and taxpayers of the County. The Board and the Library provided valuable services to the community with integrity, and it has been a pleasure to work with everyone for nine years.

The Chair noted that without the stewardship of Charles Naumer the Board and Library would not have been as successful and it has been a phenomenal pleasure working with him. The Chair expressed appreciation for his time and commitment.

The Executive Director expressed appreciation to Charles Naumer for the vision, energy, commitment, advocacy and the lasting impact he brought to his service on the Board. She noted that she is grateful for his mentorship during the time he served as the Chair and the encouragement to do better and be better. He will be missed on the Board, and she looks forward to seeing him in the community.

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 advised the Board that two sets of public comments received via the online form were forwarded to the Board.

There were no further public comments, and the Chair closed the public comment portion of the meeting at 5:40 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 October 19, 2023 Board Meeting Minutes.
- B. Approve the Bibliotheca LLC- Support and Maintenance Contract Renewal.
- C. Approve the RFID Library Solutions, Inc. AMH Service and Maintenance Agreement.
- D. Approve the one-year agreement with IQ Business Group Inc. for M-Files Licensing.

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

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director provided an update on the activities of the Foundation. The fall whale used book sale raised \$65,000. The Foundation partnered with CSU extension. Whale's Tale Two opened on October 25. There will be a grand opening celebration on Friday, December 1, and invitations will be sent to the Library Board. Community outreach, grants and sponsorship information is included in the written report. The Foundation held a book drive at Solterra in Lakewood on November 10. Colorado Gives Day is December 5.

Trustee Fellman noted that for Colorado Gives Day you can schedule donations now.

EXECUTIVE DIRECTOR REPORT

A. Executive Director Report

The Executive Director advised the Board that the Library has been working for some time with the County on stadium district funds. The Library presented two programs, one is for a young author program that would include an author/speaker and distribution of books. The second program is for the Dolly Parton imagination library initiative for \$50,000 total (\$10,000 over 5 years). The Library is working with our community partners on that program. One of our librarians, Sean Eads, is also an author and his interview was featured in the Colorado Sun. Steve Chestnut, Director of Facilities and Construction Projects and Perri Gardner, Construction Project Manager, applied for grants to Xcel for electric vehicle charging stations. Those grants were awarded, and we will have electric vehicle charging stations at the Evergreen, Standley Lake, Lakewood and Columbine locations. The Teen Internship Graduation was an awesome and heartwarming event with a Commissioner and the head of Jeffco EDC attending. The Executive Director advised the Board that she will be taking next week off.

The Chair asked the Executive Director to continue to send invitations like the one for the Teen Internship Graduation.

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

B. South County Library Update

The manager for the South County location, Rene Yaws and Lizzie Gall, Assistant Director of Public Services for Resources and Programs, are doing local outreach and connecting with people in that community. The Library is in conversation with a developer regarding a public/private partnership. The conversations are in the very early stages. Matt Griffin, Director of Business Strategy and Finance and Julianne Rist, Director of Public Services, are working on realtor interviews.

South County Advisory Council Presentation

The Executive Director introduced Clara Ouko, Community and Engagement Manager, who will present information on the South County Advisory Council.

Clara Ouko addressed the Board and noted that her team has been working on the idea for the South County Advisory Council and she will present information on how it looks and how it is progressing.

Objective

The objective for the committee is to establish an advisory council to assist our efforts to build public advocacy for a new library in South County and to advise the Executive Director on site selection, message development, service needs and additional areas as needed. The Executive director will be informed of key points through meeting minutes and memos on a monthly basis.

Logistics

The Library is looking for people to speak to community needs and anticipates a one-year minimum commitment to utilize the council beyond site selection to advocacy efforts during the development of the service plan. The application form to gather information is available. The facilitator will help guide the council formation and set the meeting cadence and norms. There will be 13-15 members to account for no shows or drop offs. Location of the meetings will be hyper local.

- Seeking community leaders, representatives
- 13-15 council members, 1 alternate
- Monthly meetings, 1-year minimum commitment
- First meeting to be held at Ridge Recreation Center, Foothills (Dec. 5)
- Application form to gather information on interested candidates
- External facilitator to help lead early meetings of the council

Target Membership

The Library wants the council to be representative of the area demographics which were obtained through the South County market analysis. The Library is also looking for active library users, inactive library users and non-library users. An active member is someone who visits regularly, inactive members have not used the library in the past 12 months, and non-library users do not have a library card. The Library will make an effort to include non-white perspectives as well.

- Option for 1-2 teen members (minimum age is 15);
- Priority to include:
 - Older age groups
 - Families with children
 - Parents with homeschooled children
- Mixture of active, inactive, and non-library users

- About 1/3 members along C470 Corridor
- Population is 90% white, 10% Hispanic.

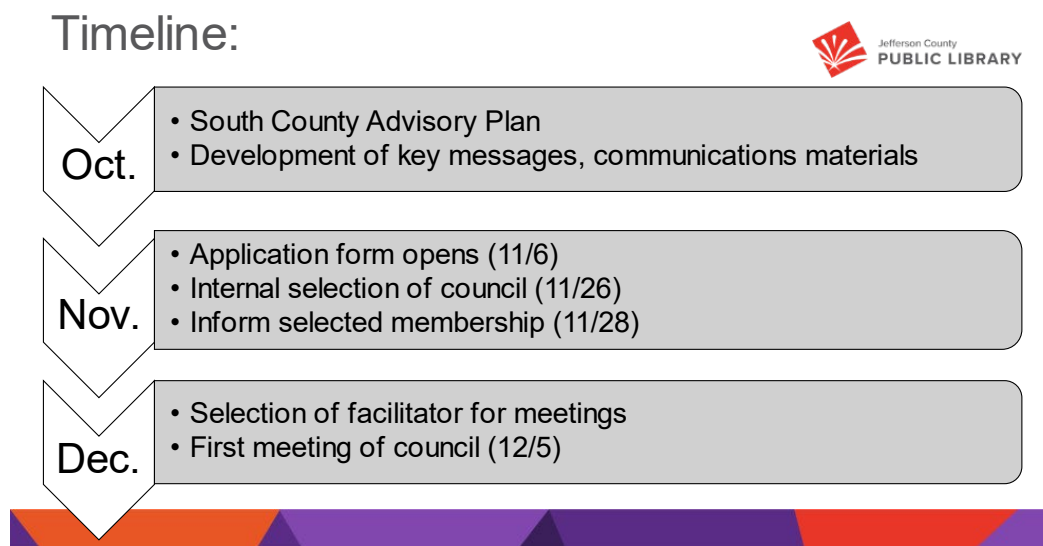
Outreach Methods

Emails were sent to the project list which includes local group leaders, patrons in past engagements in the area, those who signed up for South County updates and JCPL staff and volunteers in the area. A flyer was distributed to schools in southern Jefferson County via the teen services group. The email message encouraged forwarding the application to interested friends, family and colleagues. There was also a social media ad targeted to South County zip codes and individuals 25-35 years old.

Selection Process

The review of applications will be provided by the South County library community engagement project team using a scorecard. The team is comprised of Lizzie Gall, Assistant Director of Public Services for Resources and Programs; Rene Yaws, South County Library Manager; Clara Ouko, Community and Engagement Manager; and Belle Hillenburg, Community Engagement Coordinator. The application is used to inquire about age, family size, racial and ethnic background, occupation status and availability.

Timeline



A total of 44 applications have been received up to now and the team is actively working to reach out to teens.

- The primary respondents are between 65 – 74 – which is on track with our goal to reach the older population of the service area
- The Library has received responses from primarily white candidates, but have 1 Native American, 2 Hispanic and 1 Asian American applicants thus far – (reflective of the 90% white LSA.)
- Majority of applications are from females, but there are several males as well

- There is a broad array of library usage in the applicants, from less than once a month to 10+ times a month
- There are also a few applications from people who have been highly involved in the mill levy council from years past
- Application closes Sunday 11/19 at midnight

In response to questions, the Board was advised that:

- The time of the first council meeting on December 5 is 6:00 pm.
- Selected members will be informed by November 28.
- There is a South County project page on the Library's public website where people can sign up to receive updates.
- There are approximately 400 people on the list to receive updates.
- The team does have plans for translation for our Spanish-speaking population. The team is actively working to see how they can reach that demographic, including looking for organizations in South County to help us.
- The team did discuss what steps to take if we did not reach the desired representation. Thankfully the applications received so far do reflect representation.

The Chair expressed appreciation to Clara Ouko and her team and noted that the social media outreach to that demographic was a great idea and she is glad to hear it was successful.

The Executive Director noted that both Clara Ouko and Belle Hillenburg started with the Library in August. Their efforts putting this together and getting to this point were exceptional. In response to a question, the Board was advised that the Executive Director will give periodic updates to the Board on the activities of the advisory council.

C. Northwest Jeffco Library Update

The Executive Director advised the Board that our new Northwest Jeffco manager Bryan Kratish is doing local outreach with Padma Polepeddi, Assistant Director of Public Services for Community Outreach and Belle Hillenburg, Community Engagement Coordinator to enhance our local connections. The Library has issued a request for an architect to help us with the conceptual drawing for the rezoning application and responses should be back tomorrow. Steve Chestnut, Director of Facilities and Construction Projects is working on mineral rights. Everything is moving forward.

EXECUTIVE TEAM OPERATIONAL UPDATES

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. There is a long list of accomplishments since the last update to the Board. The wall framing is up so the Board will have a great feel for the space during the dusty boots tour in a couple weeks. The door frame is installed and

there is lots of activity with rough in for electrical and plumbing. Inspections are taking place as required including for concrete pour. There are several milestones with pouring the front concrete and the vendor is taking advantage of the perfect weather conditions. The fireplace insert has been installed and we continue to analyze our move-in tasks to nail down and reduce that schedule. Amy Bentz, Assistant Director of Library Design Projects and Planning is working hard on the vendor timelines for furniture delivery. The team is holding regular meetings on site. For the dusty boots tour on December 7 at 4:00 we will have a beam signing if the Board is interested. It's a fun activity where we will put you up on a lift to sign a beam. Milestones coming up include concentrating on the ceilings, getting the boiler up and running and light fixtures installed. The project is well within budget and still on target for construction completion by the end of February-first of March 2024.

The Chair expressed appreciation and noted that she is excited to see the space in a couple of weeks.

Business Strategy & Finance

Finance and Budget – Monthly Financials

A. Financial Report (October)

Matt Griffin, Director of Business Strategy and Finance, addressed the Board and provided information on the October 2023 monthly financials. Revenue is on track as expected. On Table 3, investment revenue is trending above budget. It was budgeted at \$187,000 and currently stands at \$1.6 million. That is a number that can fluctuate. On Table 4, the Library paid the first installment of annual debt and will finish the year on budget. There is one more year, then the debt will be finalized. On Table 6, a project was added to the list, the halo vape sensors. This project was unbudgeted in 2023 and we do have it budgeted in 2024. The project is ahead of schedule, so we are seeing numbers rolling in.

There were no questions from the board on the October financials.

B. 2024 Recommended Budget

The Chair introduced the topic and noted that the Board's process is to approve the 2024 budget for submittal in July. In November, the Board takes another look at the budget and approves the spending plan in December. Matt Griffin will make some notes about the 2024 budget. The Chair advised the Board that if they have questions that come up after the meeting, please reach out to her or Donna Walker and we'll be sure to come prepared at the December Board meeting.

Matt Griffin advised the Board that he will make note and review each change to the 2024 budget to prepare the Board for the vote in December.

Agenda

Tonight, the Library will dive into changes from the proposed budget the Board approved for submittal in June, look at the final projected revenue and 2024 projected expenses, look at the fund balance over time and the budgeted positions over time.

- 2024 Budget Highlights
- Changes from Proposed Budget
- 2024 Projected Revenue
- 2024 Projected Expenses
- Fund Balance over Time
- Budgeted Positions over Time

2024 Highlights

- Improve services for underserved areas: Continue the Northwest Jeffco and South County projects.
- Continue investing in library infrastructure: Evergreen Library remodel and Arvada Library redesign. The Conifer project is proceeding and the 2023 budget for that project will carry forward to 2024.
- Supporting Growth: Addition of 14 FTE

Changes From Proposed Budget to Final Budget

- Revenue: Property tax revenue was budgeted at \$54 million in June. The final figure from the County increased by \$9 million, for a 2024 revenue of \$63 million.
- Investment income was forecast at \$160,000. The final figure from the County Treasurer's office is \$2.5 million expected next year.
- Carryforward revision: This relates to the 5-year capital improvement projects reviewed in June. There was an accounting issue of \$22 million in adjustment. The paper adjustment does not affect the 2024 capital projects or operating expenditures. The Library will walk through what the Board saw in June, what it looks like now and how that correction affects the fund balance. There is not a difference in what the Board of County Commissioners (BCC) have seen, the Library is informing the Board how it affects our fund balance. There are always questions about the carryforward process and the Library may alter that process for the 2025 budget early next year.
- Expenditures: Charges from County. As revenue goes up the charges from the Treasurer go up. Two projects not included in June were included in the BCC approval: the halo vape sensors project at \$74,000 and the Golden holds lockers at just over \$50,000, were added to our project list.

2024 Projected Revenue

- Total projected 2024 revenue is \$66,344,939; the vast majority is property tax. The next large revenue portion is investment income.
- Total projected 2024 expenses is \$66,042,285; operating expenses make up $\frac{3}{4}$ of that at \$45 million and around \$20 million continuing toward our capital projects and final year of debt service.

2024 Capital Investments

It was noted that the numbers in the following chart are not the total budgets for those projects, it is what is allocated to be spent in 2024.

Project	2024 Budget (Proposed)
Annual Replacement Plan	
ARM-01 Capital Maintenance	\$ 250,000
ARM-02 Equipment Replacement	42,000
ARM-03 Computer 5-year Replacement Plan	479,200
ARM-04 Book Sorter Replacement	40,000
ARM-05 IT Infrastructure Replacement	295,000
Total ARM & Ongoing Projects	\$ 1,106,200
5-Year Capital Improvement Plan	
South County Library	\$ 5,772,052
Evergreen Library Remodel	983,626
Northwest Jeffco New Build	11,280,795
Arvada Redesign	800,000
Library Location Holds Lockers	52,600
Total CIP	\$ 18,889,073
Total 5-Year Capital Plan	\$ 19,995,273

Long Term Plan – Fund Balance

There are two areas which don't paint an accurate picture of how our spending will truly happen. The accounting issue of \$22 million allocated to revenue and the capital improvement plan budget; a mechanism of carryforward funds. For example, The long term plan depicts ending this year having spent \$46 million when year-to-date the Library spent \$2.5 million. The revised chart in the information packet is a more accurate depiction of what will happen. In terms of the 2024 budget and what the Library is looking at implementing will leave the fund balance at \$54 million at the end of next year.

FTE – Budgeted Positions Over Time

The chart in the information packet shows the budgeted positions over time. For 2024 that number is 295.5 benefited employees.

Next Steps

The BCC adopted the budget on November 14. The Library Board is scheduled to vote at the December meeting to implement the 2024 spending plan.

The Chair advised the Board that she has spent time with the Executive Director and Matt Griffin and if there are any questions, please reach out. She noted that the property tax revenue could change again before December. There are changes from the proposed budget every year which is why the Library Board reviews the budget again in November.

The Chair reminded the Board that in regard to the correction in the 5-year capital improvement projects, the Board approved the projects, not the fund balance chart.

In response to a question, the Executive Director advised the Board that with regard to the fund balance policy and tables, for 2024 the Library may put the line back in that shows the funds already committed to projects.

In response to a question, the Chair advised the Board that the library may need to get legal guidance in reference to the impact of any adjustments to property tax revenue as a result of legislative action and the library not being subject to Tabor. The Chair noted that having that line added back to the fund balance tables that shows the funds already committed to projects would be helpful.

The Chair expressed appreciation to Matt Griffin for the amazingly concise and well-presented information on the 2024 budget.

The Chair asked the Board to reach out if they had any questions about the 2024 budget so the Library can be prepared before the December Board meeting.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

No issues.

ENDS

There were no items.

BOARD GOVERNANCE

- Trustees review 2024 Board Governance Process Calendar for adoption at the December 14, 2023 Board meeting.

The Chair noted for the Board that the Governance Process Calendar outlines the governance responsibilities of the Board and a vote to adopt the 2024 calendar will be held at the December Board meeting.

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 noted that there is no Study Session in December.

2023 Board Meeting Schedule

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

2024 Board Meeting Schedule

- January 11, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room
- January 18, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person
Location: Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Chair advised the Board that she sent an email with a poll to find a date that will work for the holiday party and that she will host the party and dinner at her house. She asked the Trustees to please reply in the next couple of days and she will have Amber Fisher send an invitation out to everyone. She noted that spouses and significant others are included in the invitation.

ADJOURNMENT

The meeting was adjourned at 6:43 pm.

Jill Fellman, Secretary

**2024 GOVERNANCE PROCESS CALENDAR
JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES**

Month	Governance Process	Monitoring & Ends	Board Action
January	Begin Trustees planning cycle (4.3.2) Chair presents tentative agenda plan (4.3.2.B) Chair appoints committee to review Board Bylaws (4.4.2D) Chair appoints nominating committee for Board officers (4.4.2D)	<ul style="list-style-type: none"> Trustees review Global Ends Statements 1.0 - 1.4 Review of 2024 Strategic Priorities 	Trustees approve the “Sunshine Resolution” Trustees approve budget transfer, requests from the previous calendar year. May be rescheduled based on the process/schedule provided by the County. Chair appoints Trustee representative to Foundation Board
February	Governance Policy 3.4.6 (All policies instructing the Executive Director will be monitored – 2.0 – 2.4 annually in February) <ul style="list-style-type: none"> Trustees complete mandated County training (4.1 and 4.8.1A) Executive Director Evaluation Process: Chair solicits informal feedback from trustees after review of current year strategic priorities (Jan), year-end strategic priority results (Feb), and monitoring reports compliance (Feb). 	2.0 General Management Constraints 2.1 Treatment of Patrons 2.2 Treatment of Staff 2.3 Financial Condition and Activities 2.4 Asset Protection <ul style="list-style-type: none"> Review of Final 2023 Strategic Plan Achievements 	Trustees review, amend as needed and approve Board Bylaws. Nominating Committee Reports to Board Trustees adopt Governance Policies 2.0 through 2.4 <ul style="list-style-type: none"> Supplemental Budget Amendment for Carryforward Budget Supplemental Information
March	Executive Director Evaluation Process: Chair and Vice Chair give informal feedback to Executive Director.		Trustees elect Board officers
April			
May	Trustees enlist external audit, as needed Trustees set Governance Budget for next year (4.8.2)		
June	Executive Director presents the annual budget to the Trustees (4.2.5.A). May be rescheduled based on the budget development schedule provided by the County.		Trustees authorize the Executive Director to submit the annual budget request to the BCC (4.2.5.C). May be rescheduled based on the budget development schedule provided by the County.
July	Executive Director Evaluation Process: Chair and EXD initiate packet for feedback		
August	Governance Policy 3.4.6 (All policies instructing the Executive Director will be monitored – 2.5 – 2.9 annually in August) Executive Director Evaluation Process: Chair and EXD initiate packet for feedback	2.5 Financial Planning, Budgeting 2.6 Compensation and Benefits 2.7 Emergency Executive Director Succession 2.8 Board Awareness and Support 2.9 Materials Selection <ul style="list-style-type: none"> 2024 Strategic Plan Mid-year Update 	Trustees adopt Governance Policies 2.5 through 2.9
September	Trustees review Executive Director’s performance and compensation (4.3.6) – Executive Session		
October	Executive Director Evaluation Process: Evaluate process with Board and Executive Director.		
November	Trustees review 2025 governance process calendar		
December	Trustees adopt 2025 governance process calendar (4.3.2 and 4.3.2.B) <hr/> Trustees adopt the annual budget (4.2.5.A) End Trustees planning cycle (4.3.1)		Trustees adopt the 2025 budget and authorize the Executive Director to implement the spending plan

Ongoing Board Decisions

Adopt and amend the Board Governance policies
 Adopt and amend Ends policies
 Approve all supplemental appropriations
 Approve fund transfers above the policy limitation
 Approve all property changes

Directs the Executive Director to sign certain contracts and agreements
 Make determinations regarding naming and recognition requests
 Adopt resolutions of support for local election issues
 Approve mill levy proposals
 Approve annual request from the Pine Library

Foundation Update



DECEMBER 2023

Executive Director Report

by Jo Schantz, MNM, CFRE, GPC

COLORADO GIVES DAY AND END-OF-YEAR GIVING

Toward the end of each year, JCLF sends out appeals for funding in two different ways: 1) We encourage online giving via the annual Colorado Gives Day campaign, and 2) we promote end-of-year giving through a targeted direct mail solicitation.

I'm pleased to report that Colorado Gives Day raised more than \$31,000 for our nonprofit. This is slightly above the benchmark set in 2022. In addition, we brought in 10 more recurring/monthly donors and the total number of contributors came to 239.



Our direct mail appeal will appear in donor mailboxes within the next week, and we are hopeful that this solicitation will also generate more revenues than last year's request.

Above all, we are grateful to the many donors who contribute annually to JCLF and Jefferson County Public Library. Each year, you never cease to amaze us with your gifts -- ones that are critical to helping our Foundation fund many programs, events, services and activities that are offered FREE to Jeffco Library patrons.

Many thanks to our donors for your outstanding support!

FUNDS RECENTLY RECEIVED

Sam S. Bloom Foundation -- \$3,000 for 1000 Books Before Kindergarten

Virginia W. Hill Foundation -- \$5,000 for JCLF general support

OUR OFFICE WILL BE CLOSED...

In observance of the winter holidays, JCLF offices will be closed from December 23, 2023, through January 1, 2024.

EVENTS UPDATE

GRAND OPENING OF WHALE'S TALE TWO!

Nearly 40 guests attended the Grand Opening celebration of our new bookstore, Whale's Tale Two Books & Gifts, on Friday, December 1, in the Belmar Shopping Center. This new venture is a sister operation to our Whale's Tale Books & Gifts shop that has been operating in Colorado Mills Mall since November 2020.



Both stores are open year-round. Our storefront in Colorado Mills is open 7 days a week, while at Belmar (and because we are still acquiring volunteers to help staff the business), the new store is currently open Wednesday through Sunday, with hours of operation from 11 a.m. to 6 p.m.

2024 FRIENDS ANNUAL MEETING

We have already booked our Friends Annual Meeting for next year! The date is Friday, April 19, from 11:30 a.m. to 1:00 p.m. at the Wheat Ridge Rec Center in Wheat Ridge.

I'm pleased to announce that our guest speaker will be Erika Krause. Erika is the author of the book Tell Me Everything: The Story of a Private Investigation (March 2022, Flatiron Books).

Tell Me Everything is the winner of the 2023 Edgar Award for Best Fact Crime, the Colorado Book Award for Creative Nonfiction, and the Housatonic Book Award for Nonfiction. It is also a New York Times Editors' Choice, a Book of the Month Club pick, a People Magazine People Pick, named "Best Nonfiction of 2022" by BookPage and Kirkus Reviews, and "Best 10 Books of 2022" by both Slate and Jezebel.

WWW.JEFFCLF.ORG

Operational Updates

Executive Director Report



DECEMBER 2023 EXECUTIVE DIRECTOR REPORT

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

Design a New Library in South County:

- Initiating South County Library Advisory Council
- Continuing community support development
 - Finalizing Realtor selection

Initiate a New Library in Northwest Jefferson County

- Continuing community support development
- Taking next steps with property acquisition due diligence
- Staff and community stakeholder rezoning design charrettes with architect

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

- Reviewing fundraising recommendations
- Finalizing written recommendation and report
- Collaborating with JCLF on naming opportunities for Evergreen Library redesign

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

[Public Library Association \(PLA\) 2024 Conference](#), April 3–5, at the Greater Columbus Convention Center in Columbus, Ohio. Conference registration is open. See Amber for



registration support. **Please note that our signature author event is scheduled for Friday, April 5th and conflicts with the last day of the conference.**

[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:



2023 Indie Author Project: Looking to strengthen the relationship between local indie authors, libraries and readers, the Indie Author Project holds a contest every spring to find the best indie-published books. This year, Jefferson County Public Library is thrilled to announce that one of our own, Tasha Christensen, won the 2023 Colorado Indie Author Project Contest for her young adult romance set in the world of marching bands, *As You Were*. In addition to cash prizes and promotional opportunities, Christensen is also in the running for National Indie Author of the Year! (To be announced in 2024.)



Adoption Unfiltered Program: On Friday December 1st we offered a genuinely meaningful program launching ***Adoption Unfiltered***, a book written by three authors – an adoptive mother, a birth mother, and an adoptee. The event included readings by the

authors, a panel of experts, a tabling area for community support organizations, music and a signing in the reading room.

One of the authors followed up with this note the following day, “Thank you so very much for such a sensational evening last night! We are still aglow from it all — and truly cannot believe how perfect it all was — from your warm welcome and introductions, to the impeccable setup for our vendor tables, signing room, seating, panel setup, and to your overall kindness and generosity. It was a true honor to be at your beautiful library.”



HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, DECEMBER 2023

- Attending Colorado Association of Libraries (CAL) **Legislative Committee** Meeting
- Attending special meeting of **Jefferson County Elected and Appointed Officials**
- Make thank you calls for **Colorado Gives Day** donations to Jefferson County Library Foundation
- Meeting with Joe Kerby, **Jefferson County Manager**
- Meeting with Jo Shantz, **Jefferson County Library Foundation** executive director
- Attending monthly meeting of the **Personnel Board** of the **Jefferson County Elected/Appointed Officials**
- Attending **Urban Libraries Council Directors** monthly meeting
- Attending Evergreen Library Dusty Boots tour – **Trustees and naming donors** invited
- Attending **JeffcoEDC** Holiday reception
- Attending **Jeffco Connections** Board meeting
- Meeting with Sherri Baca, executive director, **Pueblo Public Library District**
- Meeting with Traci Weiland, **Ken Caryl Metro District**
- Attending **Jefferson County Library Foundation** Holiday Luncheon
- Meeting with Jansen Tidmore, **JeffcoEDC**



Operational Updates

Business Strategy and Finance

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



jeffcolibrary.org

To: Donna Walker, Executive Director
From: Matt Griffin, Director of Business Strategy & Finance
Re: Finance Monthly Report
Date: December 13th, 2023

Budget to Actual Tables

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

In November, JCPL recorded \$230,000 in Real Property Tax revenue. Year-to-date, 95.5% of the budgeted collection has been received.

JCPL is meeting its budget without any concerns. Our financial performance aligns with expectations.

In November, the Library Foundation provided JCPL with \$12,051. The Library contributed \$6,887 in-kind support in November. Year-to-date, the Library has received \$104,538 in funding and provided \$80,973 in-kind support to the Foundation at a ratio of 1.29

2024 Budget Summary Review

The 2024 budget proposal for JCPL encompasses funding for library services, materials, and capital projects. The approved mill levy, set at 4.500, is expected to yield a projected property tax net revenue of \$63,435,196. The overall projected revenue for 2024 is estimated to be \$66,344,939.

Anticipated expenses for 2024 are projected at \$66,042,285, with the allocation detailed as follows:

- Operating: \$45,423,312
- Debt Service: \$623,700
- Capital Projects: \$19,995,273

An additional 14 full-time equivalent (FTE) positions have been funded to support the growth of JCPL, with hiring planned to align with updated project timelines. The total authorized and funded positions for 2024 stands at 295.5.

The above information has been adopted by the Board of County Commissioners.

Next Steps:

During a recent Special Session, the legislative bill SB23B-001 (Property Tax Relief) was successfully passed, leading to direct implications for property taxes in Colorado. Specifically, the residential assessment rate for both multi-family residential properties and all other residential properties has been reduced from 6.765% to 6.7% for the 2023

ADMINISTRATION
10200 W. 20th Ave.
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303.235.5275



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property tax year. Additionally, the actual value adjustment for residential properties has been increased from \$15,000 to \$55,000 for the same tax year.

The precise impact of these changes on JCPL Property Tax Revenue remains uncertain at this time. We expect to have the updated figures available by mid-January. It is anticipated that this modification will not have any impact on our operating budget. To facilitate spending in the early part of January and sustain JCPL's operation, we recommend that the Board of Trustees adopt the 2024 Budget. It is important to acknowledge that an amendment is expected within the first quarter of 2024, likely resulting in a reduction in Property Tax Revenue. This aligns with Jefferson County's approach, as the Board of County Commissioners (BCC) has already adopted their budget in light of these legislative changes.

Action Item:

Staff recommends that the Library Trustees adopt the 2024 budget and authorize the Executive Director to implement the spending plan contained therein.

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 11/30/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Revenues						
Taxes						
Property Tax - Operating	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 48,454,285	\$ 154,831	0%
Property Tax - Capital	2,442,681	2,420,303	2,383,862	2,277,309	(106,553)	-4%
Total Taxes	\$ 52,407,622	\$ 51,799,286	\$ 50,683,316	\$ 50,731,594	\$ 48,278	0%
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Fines & Fees	115,000	121,799	85,000	136,049	51,049	60%
Other Revenue	298,640	(922,274)	675,650	1,998,530	1,322,880	196%
Total Other Revenues	\$ 538,640	\$ (422,921)	\$ 905,646	\$ 2,134,579	\$ 1,228,933	136%
Sub Total Revenues	\$ 52,946,262	\$ 51,376,365	\$ 51,588,962	\$ 52,866,173	\$ 1,277,211	2%
Fund Balance Activity						
Transfer from FB - Capital Projects	12,441,736		40,288,738	-		
Transfer to/(from) Fund Balance	-	11,891,058	-	14,535,580		
Total Sources of Funds	\$ 65,387,998	\$ 39,485,307	\$ 91,877,701	\$ 38,330,594		
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 16,601,010	\$ 15,540,825	\$ 17,638,242	\$ 14,836,014	\$ (2,802,228)	-16%
Benefits	5,719,962	4,993,686	5,810,820	5,012,107	(798,713)	-14%
Total Salaries & Benefits	\$ 22,320,972	\$ 20,534,511	\$ 23,449,062	\$ 19,848,121	\$ (3,600,941)	-15%
Library Books & Materials	\$ 7,937,400	\$ 7,763,037	\$ 9,409,434	\$ 7,221,162	\$ (2,188,272)	-23%
Supplies	1,559,475	1,412,124	1,375,098	1,262,077	(113,021)	-8%
Vehicles	-	-	-	-	-	-
Services & Charges	5,704,984	4,396,140	5,996,673	4,279,880	(1,716,793)	-29%
Internal Transactions /Cost Allocation	2,734,736	2,761,455	2,987,181	2,816,311	(170,870)	-6%
Total Operating Expenditures	\$ 40,257,567	\$ 36,867,267	\$ 43,217,448	\$ 35,427,552	\$ (7,789,896)	-18%
Financing & Debt Service	\$ 621,945	\$ 621,945	\$ 621,745	\$ 621,745	\$ (0)	0%
Capital Projects	\$ 24,508,487	\$ 1,996,095	\$ 48,038,508	\$ 2,281,297	\$ (45,757,211)	-95%
Total Uses of Funds	\$ 65,387,998	\$ 39,485,307	\$ 91,877,701	\$ 38,330,594	\$ (53,547,107)	-58%

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

	2022 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 11/30/2023
Beginning Fund Balance	\$ 33,319,989	\$ 43,285,918	\$ 55,176,976	\$ 55,176,976
Revenues	\$ 50,503,581	\$ 48,956,062	\$ 49,205,100	\$ 50,588,864
Capital Funding	2,442,681	2,420,303	2,383,862	2,277,309
Total Revenues	\$ 52,946,262	\$ 51,376,365	\$ 51,588,962	\$ 52,866,173
Expenditures				
Operating Expenditures	\$ 40,257,567	36,867,267	\$ 43,217,448	\$ 35,427,552
Debt Service	621,945	621,945	621,745	621,745
Capital Projects	24,508,487	1,996,095	48,038,508	2,281,297
Total Expenditures	\$ 65,387,998	\$ 39,485,307	\$ 91,877,701	\$ 38,330,594
Increase/(Decrease) in Fund Balance	\$ (12,441,736)	11,891,058	\$ (40,288,738)	\$ 14,535,580
Ending Fund Balance	\$ 20,878,253	\$ 55,176,976	\$ 14,888,238	\$ 69,712,556
Committed to Capital Projects - Carryforward				
Committed to Capital Projects - Sinking Fund				
Reserve Fund Balance	\$ 20,878,253	\$ 55,176,976	\$ 14,888,238	\$ 69,712,556

Reserve Fund Balance Policy Calculation

	2021 Amended Budget	2022 Actual	2023 Amended Budget	YTD Actual 11/30/2023
Year-End Reserve Fund Balance		\$ 55,176,976		
16% - Current Year Budgeted Revenues	\$ 8,471,402	\$ 8,220,218	\$ 8,254,234	\$ 8,458,588
9% - Current Year Budgeted Revenues - Uncertainty	4,765,164	4,623,873	4,643,007	4,757,956
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 13,236,566	\$ 12,844,091	\$ 12,897,241	\$ 13,216,543
50% of Current Year Budgeted Revenues	\$ 26,473,131	\$ 25,688,183	\$ 25,794,481	\$ 26,433,087
Total Maximum F/B Reserve Requirements (CEILING)	\$ 26,473,131	\$ 25,688,183	\$ 25,794,481	\$ 26,433,087
Above/(Below) Minimum (FLOOR)	\$ 7,641,687	\$ 42,332,885	\$ 1,990,997	\$ 56,496,013
Above/(Below) Maximum (CEILING)	\$ (5,594,878)	\$ 29,488,794	\$ (10,906,243)	\$ 43,279,469

**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 11/30/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 51,839,123	\$ 51,364,212	\$ 50,590,855	\$ 48,329,567	\$ (2,261,288)	-4%
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	42,551	20,773	95%
Total Taxes	\$ 49,964,941	\$ 49,378,983	\$ 48,299,454	\$ 48,454,285	\$ 154,831	0%
Federal & State Grants	\$ 125,000	\$ 377,554	\$ 144,996	\$ -	\$ (144,996)	-100%
Library Fines	10,000	25,877	-	16,788	16,788	
Charges for Services	105,000	95,922	85,000	119,261	34,261	40%
Investment Income	108,000	(1,267,054)	187,500	1,622,035	1,434,535	765%
Library Foundation	100,000	190,276	100,000	100,539	539	1%
E Rate Revenue	90,640	2,602	388,150	68,374	(319,776)	-82%
Other Revenue	-	51,210	-	207,582	207,582	
Transfer	-	100,692	-	-	-	
Total Revenues	\$ 50,503,581	\$ 48,956,062	\$ 49,205,100	\$ 50,588,864	\$ 1,383,764	3%
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 15,829,037	\$ 14,178,852	\$ 16,750,057	\$ 13,827,363	\$ (2,922,694)	-17%
Awards & Bonuses	140,000	140,212	160,000	270,120	110,120	69%
Termination Pay	110,000	137,451	250,000	116,290	(133,710)	-53%
Temporary Salaries	1,687,043	1,307,709	1,638,367	1,220,469	(417,898)	-26%
CARES/ARPA Reimburse Salaries	-	(230,986)	-	(603,070)	(603,070)	
Overtime	-	7,587	8,000	4,842	(3,158)	
Vacancy Savings	(1,165,071)	-	(1,168,182)	-	1,168,182	-100%
Benefits	5,719,962	4,993,686	5,810,820	5,012,107	(798,713)	-14%
Total Salaries & Benefits	\$ 22,320,972	\$ 20,534,511	\$ 23,449,062	\$ 19,848,121	\$ (3,600,941)	-15%
Library Books & Materials	\$ 7,737,400	\$ 7,585,844	\$ 9,170,434	\$ 7,044,695	\$ (2,125,740)	-23%
Library Periodicals	200,000	177,193	239,000	176,468	(62,532)	-26%
Sub-Total Library Collections	7,937,400	7,763,037	9,409,434	7,221,162	(2,188,272)	-23%
Supplies	\$ 1,559,475	\$ 1,412,124	\$ 1,375,098	\$ 1,262,077	\$ (113,021)	-8%
Services & Charges	5,704,984	4,396,140	5,996,673	4,279,880	(1,716,793)	-29%
Vehicles	-	-	-	-	-	
Interdepartmental Direct Charges	1,264,323	1,291,042	1,295,745	1,265,828	(29,917)	-2%
Interdepartmental Indirect Charges	1,470,413	1,470,413	1,691,436	1,550,483	(140,953)	-8%
Total Supplies and Other	\$ 9,999,195	\$ 8,569,719	\$ 10,358,952	\$ 8,358,268	\$ (2,000,684)	-19%
Total Operating	\$ 40,257,567	\$ 36,867,267	\$ 43,217,448	\$ 35,427,552	\$ (7,789,896)	-18%

**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 11/30/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Debt Service						
Principal - Arvada (2005-2024)	\$ 579,366	\$ 579,366	\$ 593,013	\$ 593,013	\$ (0)	0%
Interest - Arvada (2005-2024)	42,578	42,578	28,731	28,731	-	0%
Total Debt Service	\$ 621,945	\$ 621,945	\$ 621,745	\$ 621,745	\$ (0)	0%

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

**TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2023 BUDGET TO ACTUAL**

Sources and Uses of Funds	2022 Amended Budget	2022 Actual	2023 Budget	2023 Amended Budget	YTD Actual 11/30/2023	\$ Variance 2023 Budget	% Variance 2023 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 2,442,681	\$ 2,420,303	\$ 2,383,862	\$ 2,383,862	\$ 2,277,309	\$ (106,553)	-4%
Transfer from FB - Capital Expenses						-	
Total Sources of Funds	\$ 2,442,681	\$ 2,420,303	\$ 2,383,862	\$ 2,383,862	\$ 2,277,309	\$ (106,553)	-4%
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 250,000	\$ 196,169	\$ 250,000	\$ 250,000	\$ 257,952	\$ 7,952	3%
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	193,804	(56,196)	-22%
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	365,618	15,618	4%
OffSite Services	430,690	129,102	\$ 60,000	\$ 60,000	-	(60,000)	-100%
2017 Projects							
Bookmobile Replacement	\$ 317,194	\$ 111,644	\$ -	\$ -	\$ -	\$ -	n / a
2019 Projects							
Document Management System	\$ 77,263	\$ 17,500	\$ -	\$ 59,763	\$ 350	\$ (59,413)	-99%
2021 Projects							
Standley Lake Clerestory Roof	\$ -	-	\$ -	\$ -	\$ -	\$ -	n / a
2022 Projects							
Location Holds Lockers	\$ 205,000	\$ -	\$ -	\$ 205,000	\$ 182,495	\$ (22,505)	-11%
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%
2023 Projects							
Halo Vape Sensors	-	-	-	-	8,059	8,059	
Multi-Year Construction Projects							
South County Library	\$ 16,378,662	\$ 10,077	\$ 8,698,826	\$ 25,067,411	\$ -	\$ (25,067,411)	-100%
Evergreen Library Redesign	700,000	115,329	3,520,000	4,104,587	894,672	(3,209,915)	-78%
Northwest County Library	4,700,000	9,127	9,989,475	14,680,347	76,131	(14,604,216)	-99%
Total Capital Projects	\$ 24,508,487	\$ 1,996,095	\$ 26,004,701	\$ 48,038,508	\$ 2,281,297	\$ (45,757,211)	-95%

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

Project	2023 Amended Budget	YTD Actual 11/30/2023	YTD Encumbrances 11/30/23	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 257,952	\$ 400	258,352	\$ (8,352)
ARM-02 Furniture & Equipment	36,000	-	-	-	36,000
ARM-03 Computer Replacement Plan	250,000	193,804	-	193,804	56,196
ARM-04 Book Sorter Replacement	350,000	302,216	-	302,216	47,784
ARM-05 IT Infrastructure Replacement	350,000	365,618	-	365,618	(15,618)
Bookmobile Replacement	-	-	-	-	-
Document Management System	59,763	350	-	350	59,413
Offsite Services	60,000	-	-	-	60,000
Location Holds Lockers	205,000	182,495	-	182,495	22,505
Conifer Library Opportunity	2,500,400	-	-	-	2,500,400
Belmar Outdoor Space	-	-	-	-	-
Halo Vape Sensors	-	8,059	-	8,059	(8,059)
Data Warehouse	125,000	-	-	-	125,000
Multi-Year Projects Construction Projects					
South County Library	25,067,411	-	-	-	25,067,411
Evergreen Library Redesign	4,104,587	894,672	738,946	1,633,618	2,470,969
Northwest County Library	14,680,347	76,131	-	76,131	14,604,216
Total Capital Projects	\$ 48,038,508	\$ 2,281,297	\$ 739,346	\$ 3,020,643	\$ 45,017,866

**JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2024 Proposed Budget**

Sources and Uses of Funds	2022 Actual	2023 Adopted Budget	2024 Proposed Budget	\$ Incr (Decr) 2023 to 2024 Budget	% Incr (Decr) 2023 to 2024 Budget
Sources of Funds					
Revenues					
Property Tax (net of adjustments)	\$ 51,799,286	\$ 50,683,316	\$ 63,435,196	\$ 12,751,880	25%
Total Taxes	\$ 51,799,286	\$ 50,683,316	\$ 63,435,196	\$ 12,751,880	25%
Federal & State Grants	\$ 377,554	\$ 144,996	\$ 144,996	\$ -	0%
Library Fees	121,799	85,000	85,000	-	0%
Other Revenue	(922,274)	675,650	2,679,747	2,004,097	297%
Total Other Revenues	\$ (422,921)	\$ 905,646	\$ 2,909,743	\$ 2,004,097	221%
Sub Total Revenues	\$ 51,376,365	\$ 51,588,962	\$ 66,344,939	\$ 14,755,977	29%
Transfer from Fund Balance	\$ -	\$ 40,288,738	\$ (302,654)		
Transfer to Fund Balance	11,891,058				
Total Sources of Funds	\$ 39,485,307	\$ 91,877,701	\$ 66,042,285	\$ (25,835,416)	-28%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 15,540,825	\$ 17,638,242	\$ 18,559,083	\$ 920,841	5%
Benefits	4,993,686	5,810,820	6,455,478	644,658	11%
Total Salaries & Benefits	\$ 20,534,511	\$ 23,449,062	\$ 25,014,561	\$ 1,565,499	7%
Library Books & Materials	\$ 7,763,037	\$ 9,409,434	\$ 9,211,817	\$ (197,617)	-2%
Supplies	1,412,124	1,375,098	1,678,455	303,357	22%
Vehicles	-	-	-	-	
Services & Charges	4,396,140	5,996,673	6,340,729	344,056	6%
Internal Transactions /Cost Allocation	2,761,455	2,987,181	3,177,750	190,569	6%
Total Operating Expenditures	\$ 36,867,267	\$ 43,217,448	\$ 45,423,312	\$ 2,205,864	5%
Financing & Debt Service	\$ 621,945	\$ 621,745	\$ 623,700	\$ 1,955	0%
Capital Projects	\$ 1,996,095	\$ 48,038,508	\$ 19,995,273	\$ (28,043,235)	-58%
Total Uses of Funds	\$ 39,485,307	\$ 91,877,701	\$ 66,042,285	\$ (25,835,416)	-28%



**JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2024 Proposed Budget**

Sources and Uses of Funds	2022 Actual	2023 Adopted Budget	2024 Proposed Budget	\$ Incr (Decr) 2023 to 2024 Budget	% Incr (Decr) 2023 to 2024 Budget
Sources of Funds					
Revenues					
Taxes					
Property Taxes (95.5% of total)	\$ 51,364,212	\$ 50,590,855	\$ 63,334,133	\$ 12,743,278	25%
Delinquent Taxes	59,949	121,267	127,408	6,141	5%
Prior Year Cancellations	(405,064)	(498,187)	(500,515)	(2,328)	0%
Urban Renewal	(1,677,960)	(1,936,259)	(2,515,408)	(579,149)	30%
Penalties & Interest	37,846	21,778	5,247	(16,531)	-76%
Total Taxes	\$ 49,378,983	\$ 48,299,454	\$ 60,450,865	\$ 12,151,411	25%
Federal & State Grants	\$ 377,554	\$ 144,996	\$ 144,996	\$ -	0%
Library Fines	25,877	-	-	-	-
Charges for Services	95,922	85,000	85,000	-	0%
Investment Income	(1,267,054)	187,500	2,458,619	2,271,119	1211%
Library Foundation	190,276	100,000	100,000	-	0%
E-Rate Revenue	2,602	388,150	121,128	(267,022)	-69%
Other Misc Revenue	51,210	-	-	-	-
Transfer	100,692	-	-	-	-
Total Revenues	\$ 48,956,062	\$ 49,205,100	\$ 63,360,608	\$ 14,155,508	29%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 14,178,852	\$ 16,750,057	\$ 18,016,834	\$ 1,266,777	8%
Awards & Bonuses	140,212	160,000	180,000	20,000	13%
Termination Pay	137,451	250,000	175,000	(75,000)	-30%
Temporary Salaries	1,307,709	1,638,367	1,379,249	(259,118)	-16%
CARES Reimbursed Salaries	(230,986)	-	-	-	-
Overtime	7,587	8,000	8,000	-	0%
Vacancy Savings	-	(1,168,182)	(1,200,000)	(31,818)	3%
Benefits	4,993,686	5,810,820	6,455,478	644,658	11%
Total Salaries & Benefits	\$ 20,534,511	\$ 23,449,062	\$ 25,014,561	\$ 1,565,499	7%
Library Books & Materials	\$ 7,585,844	\$ 9,170,434	\$ 8,996,817	\$ (173,617)	-2%
Library Periodicals	177,193	239,000	215,000	(24,000)	-10%
Sub-Total Library Collections	\$ 7,763,037	\$ 9,409,434	\$ 9,211,817	\$ (197,617)	-2%
Supplies	\$ 1,412,124	\$ 1,375,098	\$ 1,678,455	\$ 303,357	22%
Services & Charges	4,396,140	5,996,673	6,340,729	344,056	6%
Vehicles	-	-	-	-	-
Interdepartmental Direct Charges	1,291,042	1,295,745	1,551,098	255,353	20%
Interdepartmental Indirect Charges	1,470,413	1,691,436	1,626,652	(64,784)	-4%
Total Supplies and Other	\$ 8,569,719	\$ 10,358,952	\$ 11,196,934	\$ 837,982	8%
Total Operating	\$ 36,867,267	\$ 43,217,448	\$ 45,423,312	\$ 2,205,864	5%
Authorized Positions	2022 Amended Budget	2023 Adopted Budget	2024 Proposed Budget	Incr (Decr) 2023 to 2024 Budget	
FTE Positions - Active	279.5	298.0	295.5	(2.5)	
FTE Positions - Reserved	-	-	-	-	
Total Authorized Positions	279.5	298.0	295.5	(2.5)	



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

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

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

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

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



**JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2024 Proposed Budget**

Sources and Uses of Funds	2022 Actual	2023 Adopted Budget	2024 Proposed Budget	\$ Incr (Decr) 2023 to 2024 Budget
Sources of Funds				
	4.67%	4.70%	4.70%	
Property Tax - Capital - 4.5%	\$ 2,420,303	\$ 2,383,862	\$ 2,984,331	\$ 600,468
Transfer from FB - Capital Expenses				(0)
Total Sources of Funds	\$ 2,420,303	\$ 2,383,862	\$ 2,984,331	\$ 600,468
Uses of Funds				
Annual Replacement & Maintenance Program (ARM) & Ongoing Projects				
ARM-01 Capital Maintenance	\$ 196,169	\$ 250,000	\$ 250,000	\$ -
ARM-02 Equipment Replacement	31,704	36,000	42,000	6,000
ARM-03 Computer 5-year Replacement Plan	333,399	250,000	479,200	229,200
ARM-04 Book Sorter Replacement	525,598	350,000	40,000	(310,000)
ARM-05 IT Infrastructure Replacement	259,904	350,000	295,000	(55,000)
Offsite Services	129,102	60,000	-	(60,000)
2018 Projects				
18-08 Bookmobile Replacement	111,644	-	-	-
2019 Projects				
19-02 Document Management System	17,500	59,763	-	(59,763)
2021 Projects				
Standley Lake Clerestory Roof	-	-	-	-
2022 Projects				
Golden Opportunity	-	-	-	-
Arvada Redesign	-	-	800,000	800,000
Library Conifer Opportunity	-	2,500,400	-	(2,500,400)
Library Belmar Outdoor Space	256,541	-	-	-
Library Location Holds Lockers	-	205,000	52,600	-
Library Data Warehouse	-	125,000	-	(125,000)
Multi-Year Construction Projects				
South County Library	10,077	25,067,411	5,772,052	(19,295,359)
Evergreen Remodel	115,329	4,104,587	983,626	(3,120,961)
NW Arvada Library	9,127	14,680,347	11,280,795	(3,399,552)
Total Capital Projects	\$ 1,996,095	\$ 48,038,508	\$ 19,995,273	\$ (27,890,835)



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

Project	2023 Adopted Budget	2024 Proposed Budget	2025 Projected	2026 Projected	2027 Projected	2028 Projected	Total 2028 - 2028
Annual Replacement Plan							
ARM-01 Capital Maintenance	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
ARM-02 Equipment Replacement	36,000	42,000	40,000	40,000	40,000	40,000	202,000
ARM-03 Computer 5-year Replacement Plan	250,000	479,200	450,000	450,000	400,000	400,000	2,179,200
ARM-04 Book Sorter Replacement	350,000	40,000	60,000	80,000	100,000	250,000	530,000
ARM-05 IT Infrastructure Replacement	350,000	295,000	300,000	300,000	300,000	300,000	1,495,000
Total ARM & Ongoing Projects	\$ 1,236,000	\$ 1,106,200	\$ 1,100,000	\$ 1,120,000	\$ 1,090,000	\$ 1,240,000	\$ 5,656,200
5-Year Capital Improvement Plan							
South County Library	\$ 25,067,411	\$ 5,772,052	\$ -	\$ -	\$ -	\$ -	\$ 5,772,052
Evergreen Library Remodel	4,104,587	983,626	-	-	-	-	983,626
Northwest Arvada New Build	14,680,347	11,280,795	-	-	-	-	11,280,795
Operations Center	-	-	-	-	-	800,000	800,000
Lakewood Redesign	-	-	-	-	-	-	-
Standley Lake Redesign	-	-	-	-	-	-	-
Arvada Redesign	-	800,000	13,986,781	-	-	-	14,786,781
Conifer Opportunity	2,500,400	-	-	-	-	-	-
Golden Opportunity	-	-	350,000	6,118,000	-	-	6,468,000
Bookmobile Replacement	-	-	-	-	-	-	-
Document Management System	59,763	-	-	-	-	-	-
Belmar Outdoor Space	-	-	-	-	-	-	-
Unspecified Capital Project	-	-	-	-	-	-	-
Offsite Services	60,000	-	50,000	-	175,000	-	225,000
Library Location Holds Lockers	205,000	52,600	-	-	-	-	52,600
Data Warehouse	125,000	-	-	-	-	-	-
New ILS	-	-	200,000	150,000	-	-	350,000
Total CIP	\$ 46,802,508	\$ 18,889,073	\$ 14,586,781	\$ 6,268,000	\$ 175,000	\$ 800,000	\$ 40,718,854
Total 5-Year Capital Plan	\$ 48,038,508	\$ 19,995,273	\$ 15,686,781	\$ 7,388,000	\$ 1,265,000	\$ 2,040,000	\$ 46,375,054





Jefferson County
PUBLIC LIBRARY

JCPL 2024 Final Budget

Library Board of Trustees | December 14th, 2023
Matt Griffin, Director of Business Strategy and Finance

2024 BUDGET HIGHLIGHTS

Improve Services for Underserved Areas:
Northwest Jeffco
South County

Continued Investment in Library Infrastructure:
Evergreen Remodel
Arvada Redesign

Supporting Growth:
Addition of 14 FTE



2024 BUDGET HIGHLIGHTS

Improve Services for Underserved Areas:
Northwest Jeffco
South County

Continued Investment in Library Infrastructure:
Evergreen Remodel
Arvada Redesign

Supporting Growth:
Addition of 14 FTE



2024 BUDGET HIGHLIGHTS

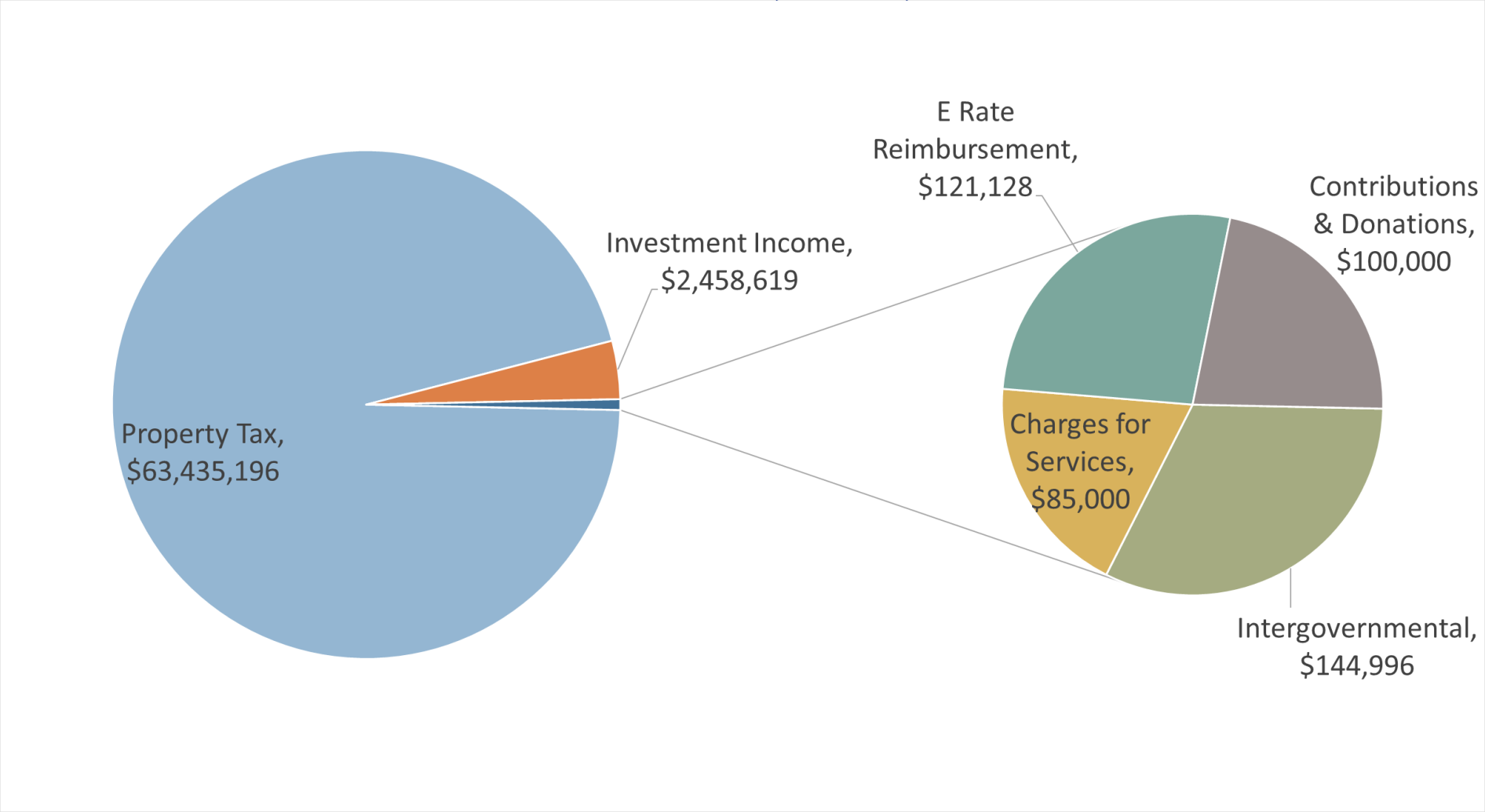
Improve Services for Underserved Areas:
Northwest Jeffco
South County

Continued Investment in Library Infrastructure:
Evergreen Remodel
Arvada Redesign

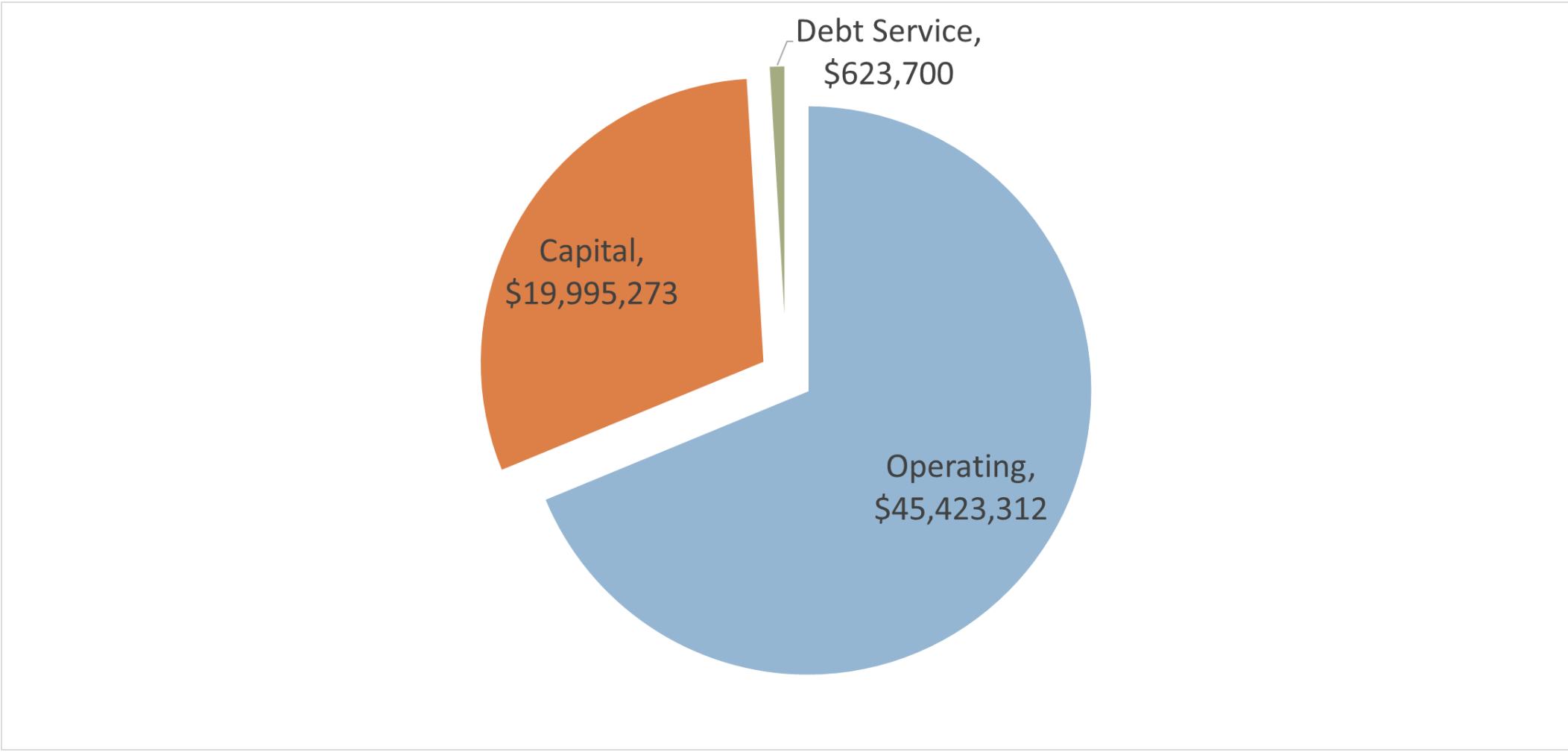
Supporting Growth:
Addition of 14 FTE



2024 BUDGET TOTAL PROJECTED REVENUE: \$66,344,939



2024 BUDGET TOTAL PROJECTED EXPENSES: \$66,042,285

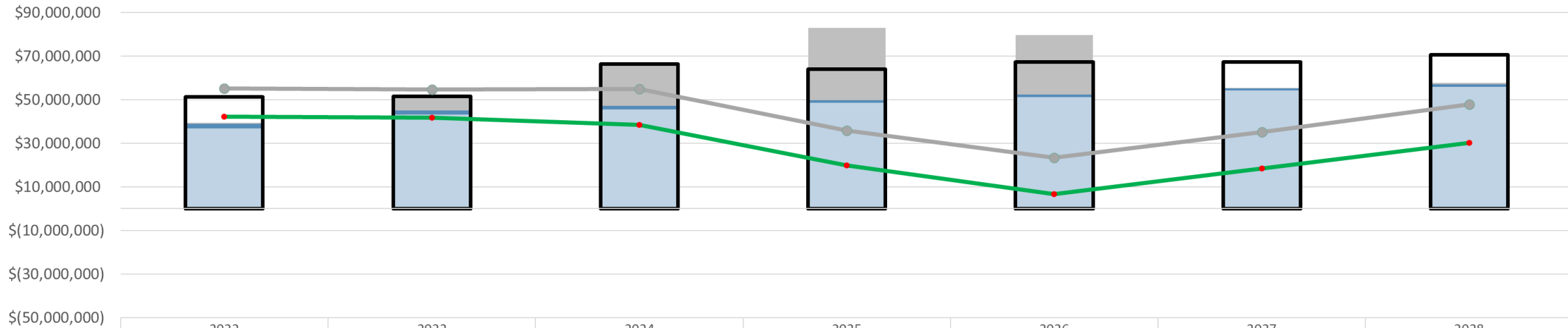


2024 CAPITAL INVESTMENTS



Project	2024 Budget (Proposed)
Annual Replacement Plan	
ARM-01 Capital Maintenance	\$ 250,000
ARM-02 Equipment Replacement	42,000
ARM-03 Computer 5-year Replacement Plan	479,200
ARM-04 Book Sorter Replacement	40,000
ARM-05 IT Infrastructure Replacement	295,000
Total ARM & Ongoing Projects	\$ 1,106,200
5-Year Capital Improvement Plan	
South County Library	\$ 5,772,052
Evergreen Library Remodel	983,626
Northwest Jeffco New Build	11,280,795
Arvada Redesign	800,000
Library Location Holds Lockers	52,600
Total CIP	\$ 18,889,073
Total 5-Year Capital Plan	\$ 19,995,273

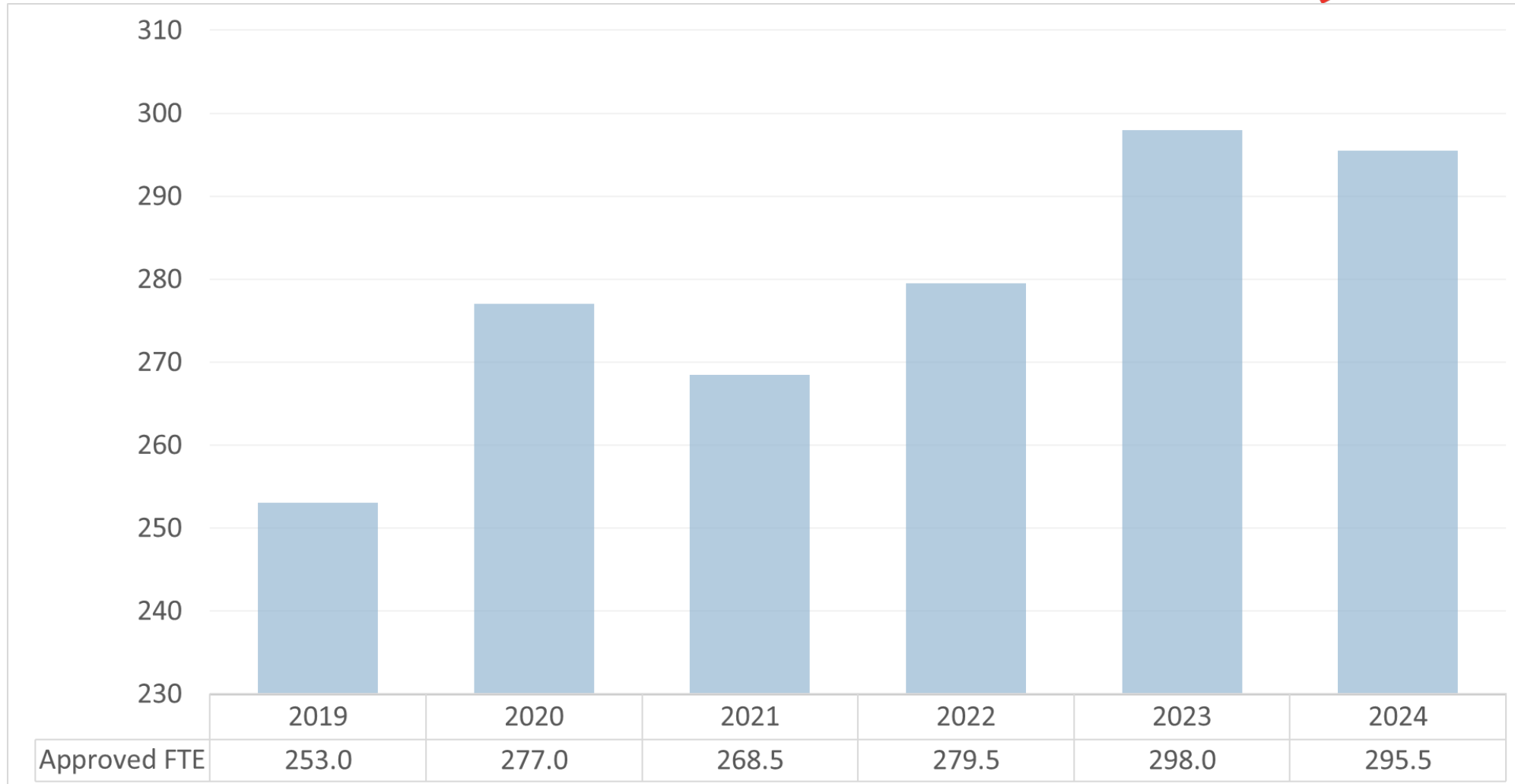
LONG TERM PLAN - FUND BALANCE



	2022	2023	2024	2025	2026	2027	2028
Capital	\$649,320	\$7,054,750	\$18,889,073	\$33,275,082	\$27,327,457	\$175,000	\$800,000
Debt & ARM	\$1,968,720	\$1,857,744	\$1,729,900	\$1,100,000	\$1,120,000	\$1,090,000	\$1,240,000
Operating	\$36,867,267	\$43,217,448	\$45,423,312	\$48,679,878	\$51,267,188	\$54,194,051	\$55,819,873
Revenue	\$51,376,365	\$51,588,962	\$66,344,939	\$64,025,916	\$67,212,047	\$67,222,730	\$70,568,081
End Fund Balance	\$55,176,976	\$54,635,996	\$54,938,650	\$35,909,605	\$23,407,008	\$35,170,686	\$47,878,894
Reserve Balance Over Min	\$42,332,885	\$41,738,755	\$38,352,415	\$19,903,126	\$6,603,996	\$18,365,003	\$30,236,874

Operating Debt & ARM Capital Revenue End Fund Balance Reserve Balance Over Min

BUDGETED POSITIONS OVER TIME



NEXT STEPS

- ✓ BCC adopted the 2024 County budget on November 14th, 2023
- Library Board of Trustees to authorize the 2024 spending plan at the December 14 Board Meeting



Photo by milehightraveler



Questions and Conversation

Operational Updates

Technology & Innovation and Public Services

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of Technology & Innovation

DATE: December 14, 2023

RE: Operational Update - Digital Literacy Collaboration Project ARPA Grant

Background

The Library was approached by the County Equity Diversity and Inclusion (EDI) team in January 2023 regarding a proposed collaboration to utilize American Rescue Plan Act (ARPA) funding to expand on JCPL’s Spanish Digital Literacy program for first time computer users and Spanish speakers. Over the following months we worked with County to develop a project proposal which was presented to the Board of County Commissioners in May 2023. The project proposal was a success, and JCPL was awarded \$854,000 in ARPA funding to implement this program and the money was transferred to the Library Technology and Innovation budget.

The purpose of this project is to help ensure all adults and communities, including the most disadvantaged, have access to information and communication technologies. The Library will provide digital literacy instruction in English and Spanish at Title I schools and community sites, and lend internet enabled devices to all participants for the duration of the six week course. Upon completion of each course, we will facilitate a Computer Ownership Program funded by the ARPA grant in partnership with Jefferson County, where qualifying low-income individuals get a free internet enabled device with one year of included internet data. Lastly, we will connect patrons with digital navigation resources to find long term solutions for connectivity and to continue their education in digital literacy.

As part of our 2023 critical project to Advance Digital Equity and Inclusion, this project connects to our strategic initiatives for lifelong learning and literacy and building inclusive communities.

Current Status:

Using ARPA grant funding, JCPL has successfully hired two limited term bilingual employees (LTE) positions to facilitate the training and device preparation and recruited one AmeriCorps digital navigator to help address digital inclusion and access. We are also currently recruiting a bilingual LTE librarian position. JCPL is in the final stage of the procurement process for 600 laptops or similar devices scheduled to be delivered periodically throughout 2024. We are exploring community partnership opportunities and developing operating agreements with interested community partners.

Next Steps:

This exciting collaboration will be presented to the Board for further information and engagement at the December 2023 Board Meeting.



Jefferson County
PUBLIC LIBRARY

JEFFERSON
COUNTY COLORADO

Digital Literacy Collaboration

December 14, 2023 Board of Trustees

Bernadette Berger, Director of Technology & Innovation

Paola Vilaxa , Manager Arvada Library and Diversity, Equity and Inclusion

Cheryl Murphy, Technology & Innovation Services Manager

Background



Statewide digital equity initiative to build digital literacy



County proposed a partnership in January 2023



Approved Board of County Commissioners Briefing May 2023



Awarded **\$854,000** in American Rescue Plan Act (ARPA) funding to create a project to engage underserved community members and promote digital literacy to Jeffco communities

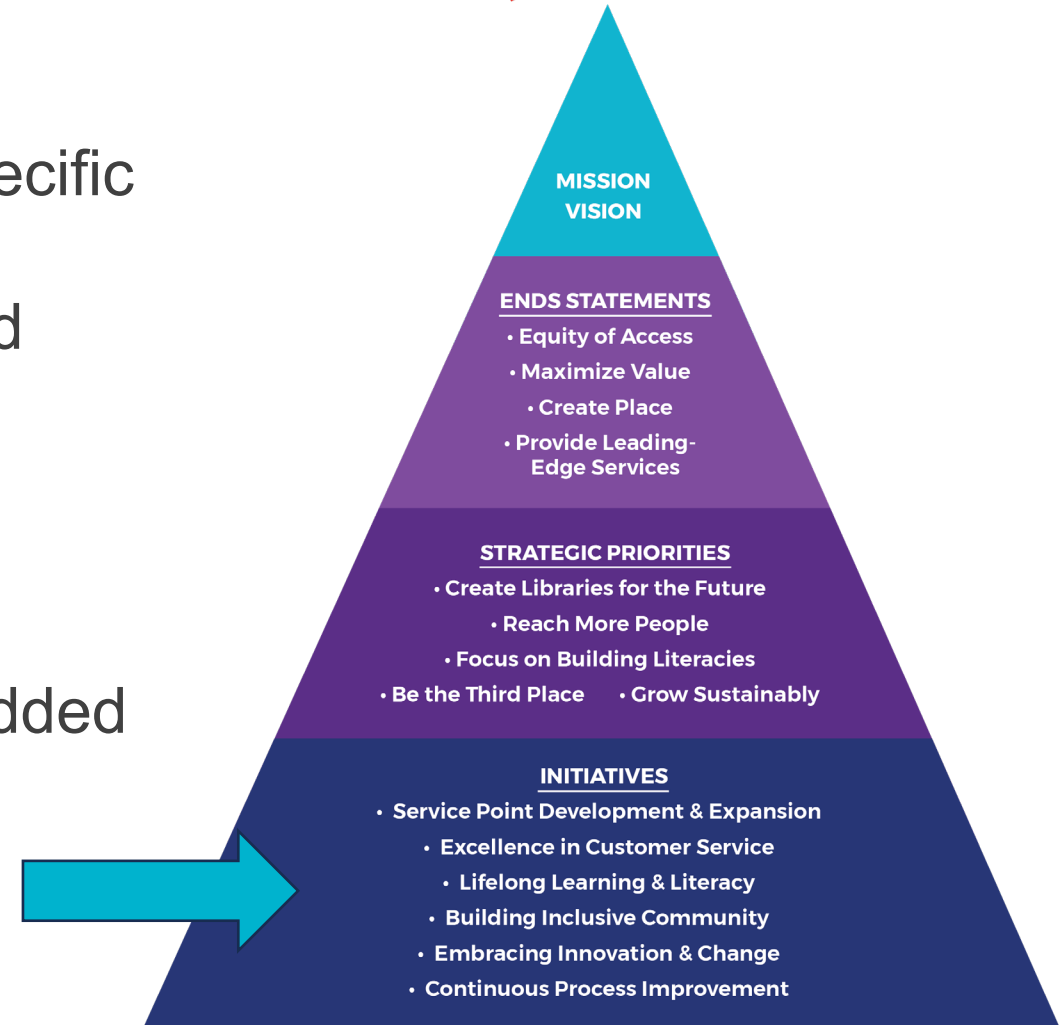
Strategic Value

Lifelong Learning and Literacy

- Literacy programs and services address specific learning and literacy development needs
- Opportunities for all ages, backgrounds, and abilities are met with effective and inclusive technologies and approaches.

Building Inclusive Community

- Equitable and inclusive practices are embedded in policy, decision-making and partnership development.



Program Details



- Six-week basic digital literacy training in Spanish or English for adults
- Enroll participants for a library card and account
- Low-income participants eligible to receive a device through the Jefferson County Computer Ownership Program
- Devices will have one-year of data

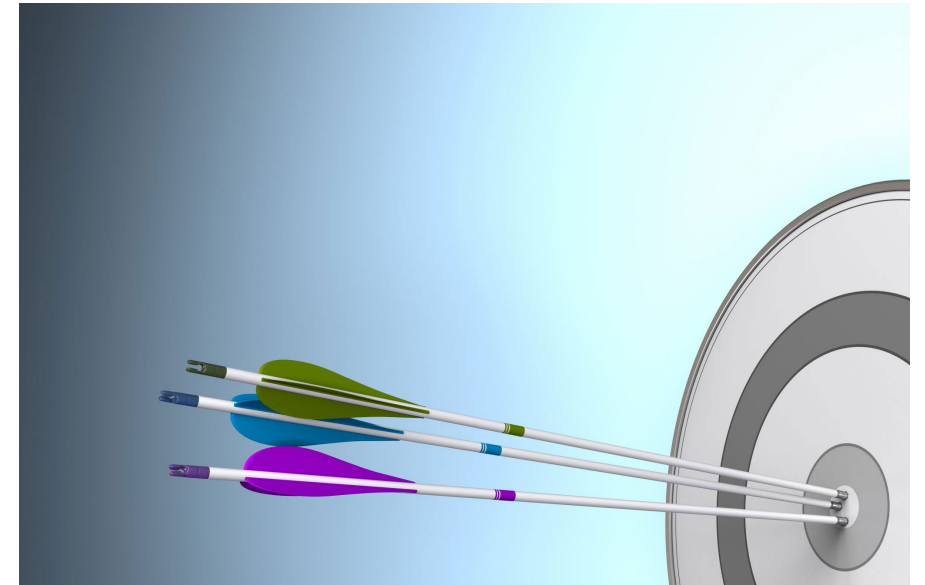
Program Details

- One-on-one digital navigation sessions
- Sustainable long-term solutions for connectivity and introduction to resources for technology and digital content
- Building on two previous JCPL programs



Current Activities

- Selecting vendor for laptops and data
- Exploring community partnership opportunities
- Forming foundational processes for staff and program
- Finalizing the communication plan
- Determining data collection and reporting processes



Work Completed To Date



- Hired three bilingual ARPA grant funded positions and one AmeriCorps service partner
 - 1 Digital Literacy Trainer
 - 1 Digital Literacy Outreach Librarian
 - 1 Technical Support Technician
 - 1 Digital Navigator
- Identified two partners to date:
 - Jeffco Public Schools
 - Jeffco Food Council
- Selected 10 locations for classes

Program Goals



- Serve 600 low-income adults in our community in a year.
- Provide a series of one-hour classes at multiple community sites
 - Adult attends once per week for six weeks
 - 10 participants per class
- ARPA data collection measures
 1. To measure digital literacy outcomes by utilizing pre and post surveys
 2. Distribute 600 devices through the Jefferson County Laptop Ownership Program.
- Connect people with additional technology connectivity and resources through AmeriCorps Digital Navigation and existing Library programs and resources.

Next Steps

- Classes start in early 2024
- Onboard AmeriCorps and ARPA grant funded staff members
- Finalize Jefferson County Computer Ownership Program criteria
- Complete the program processes to meet grant and ARPA deliverables



Summary

- Staff innovation and commitment to building digital literacy within our community
- Transform lives through excellent programs
- Connect patrons with resources to build long-term success



I learned that using computers is safe and not as scary as I imagined it would be. I especially liked learning computer terms. It makes sense to me now. When my kids did online learn I had no idea what my kids or teachers were talking about, it was like a different language to me.

I had lots of fear. I now know functions I wasn't aware of. I feel more confident!

I never had experience using anything digital, I always relied on my daughter. I am still anxious to use it, but glad I am not scared anymore. It's like a muscle, I just have to keep using it to build it.

I didn't know how many resources the library has. I learned so much about the functions of the library website. I started using it to reserve books for my kids. It's fun to pick up their books that I put on hold

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of Technology & Innovation

DATE: December 14, 2023

RE: Operating Agreement for Digital Literacy Training Partner Site, Jefferson County Public Schools (Jeffco Public Schools)

Background

The Library was approached by the County Equity Diversity and Inclusion team in January 2023 regarding a proposed collaboration to utilize American Rescue Plan Act (ARPA) funding to expand on JCPL's Digital Literacy program for first time computer users and Spanish speakers. Over the following months, library staff worked with County to develop a project proposal which was ultimately presented to the Board of County Commissioners (BCC) in May 2023. The BCC accepted the project proposal, and JCPL was awarded \$854,000 in ARPA funding to implement this program. The purpose of this project is to help ensure all individuals and communities, including the most disadvantaged, have access to information and communication technologies.

The scope of this agreement includes the following: The Library will set up a library account, will provide six week digital literacy courses in English and Spanish at community partner sites, and will lend internet enabled devices to all participants. Upon completion of each course, we will facilitate a Computer Ownership Program funded by the ARPA grant in partnership with Jefferson County, where qualifying low-income individuals get a free laptop with one year of included internet data. Lastly, we will provide digital navigation and resources for patrons to find long term solutions for connectivity and to continue their education in digital literacy.

Each partner site will have an operating agreement to define each party's role and responsibilities. Jeffco Public Schools is interested in being one of our community partners, with digital literacy training offered at multiple Title I schools in the system.

Current Status:

JCPL will serve as an intermediary and will facilitate the transfer of ARPA funds to the schools for the purpose of reimbursement of identified and pre-approved program costs.

The County Attorney's Office and Jeffco Public Schools lawyers are currently finalizing the terms and conditions for the agreement. We anticipate that we will come to an agreement on the terms and conditions and are waiting for legal review from all involved parties.

Next Actions:

We will be asking that the Board of Trustees authorize the Executive Director to sign the operating agreement with Jeffco Public Schools to act as a community partner site for our digital literacy training program, pending final legal review and participant agreement on terms & conditions at the December 2023 Board Meeting.

Operational Updates

Facilities & Construction Projects

Evergreen Library ReDesign – Construction Progress Reporting

DATE: December 2023

I. PROJECT TEAM:

Jefferson County Public Library
EUA
Fransen Pittman

Owner
Architect/Design Team
General Contractor

II. PROJECT PROGRESS:

- A. Front Entry Concrete under canopy replaced. Holds Locker pad installed
- B. Drywall installed on both sides of framing
- C. Framing and Hard Lid inspections
- D. Fireplace insert installed
- E. In wall Low Voltage Security installed
- F. Structural inspections
- G. EV Charging station infrastructure completed by Xcel Energy. Charger Bases installed.
- H. Partial inspections passed for MEP
- I. Fire Sprinkler Rough ins completed
- J. Brick repairs at new windows and entrance

III. CURRENT PROJECT OPPORTUNITIES &/OR RISKS:

- A. Zoning in on Owner Move In tasks & timelines after Contractor completion. Minimalizing Move In duration.

IV. MEETINGS:

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

V. MILESTONES PROJECTED FOR NEXT PERIOD:

- A. Sprinkler heads relocated
- B. Hook up of Heating units to Boiler
- C. Install new windows & Storefront door
- D. Begin ceiling grid
- E. Light fixture housing rough ins
- F. Floor & wall tile install begins
- G. Continual inspections
- H. Drywall tape & Mud
- I. Begin Prime & Paint
- J. Floor Prep/Leveling
- K. Boiler Start up

VI. CONSTRUCTION BUDGET STATUS:

General Contractor Guaranteed Maximum Amount	\$ 3,412,355.00
Approved Changes	\$ -87,474.01
Current Cost	\$ 3,324,880.99
Total Completed & Stored per Pay App2	\$ 530,501.59
Less 5% Retainage	\$ 26,525.09
Total Earned Less Retainage	\$ 503,976.50
Balance to Finish	\$ 2,820,915.49
Percent Complete	16%

VII. CONSTRUCTION SCHEDULE STATUS:

Estimated Construction Close Out date March, 2024

VIII. PROGRESS PHOTOS:

Fireplace Enclosure



Toilets ready for Tiling



View to Community Room Openings



Children's Storytime Wall



Finishing on existing Drywall



Study Room Openings beyond



A Little Christmas Cheer on the Jobsite!!!!

Christmas Lights!!!



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



jeffcolibrary.org

TO: Donna Walker, Executive Director
FROM: Steve Chestnut, Director of Facilities and Construction
DATE: December 14, 2023
RE: 2024-2025 Courier Services Contract- STAT Courier Service, Inc

History of Contract: STAT Courier Service, Inc. Intra- Library Courier

JCPL contracted with STAT Courier Service, Inc., for our intra-library deliveries in 2019. Our current contract with STAT expires January 29, 2024. We posted an RFP for courier services in October 2023 and had three vendors submit proposals, with annual pricing ranging from \$388k to \$439k. STAT Courier received the highest ranking from the evaluation team. We are recommending that we contract with STAT Courier Service, Inc for our intra-library courier services.

Total Cost:

The base cost for the initial one-year term is \$438,056.36. This is approximately 16% higher than the annual contract cost for the 2023-2024 year. The new contract cost reflects increased services for book returns, holds lockers, and express services. JCPL has reviewed the pricing and believes it to be a fair increase based on market prices. This amount is slightly above the \$425,000 estimated costs in the submitted 2024 budget for Delivery Services.

Renewal Option:

The contract includes the option to renew the contract annually for up to an additional 4 years. JCPL will be able to renew the contract annually for four additional one-year terms, at our discretion and with Board approval. Pricing will be submitted annually for each renewal term.

Next Actions:

I would like to ask the Library Board of Trustees to authorize the Library Executive Director to enter into a one-year contract with STAT Courier Service, Inc. in the base amount of \$438,056.36.

Board Governance



Jefferson County
PUBLIC LIBRARY

memorandum

To: Donna Walker, Executive Director
From: Matthew Griffin, Director of Business Strategy & Finance
Re: Policy Governance Change Request
Date: December 5th, 2023

Policy Governance Change Request

Objective:

Increase contract approval threshold and delegate authority for improved operational efficiency.

Introduction:

This memo proposes a policy governance adjustment for JCPL, aiming to increase the monetary approval threshold for contracts. Specifically, we recommend elevating the Board of Trustees' approval threshold from \$50,000 to \$100,000 and instituting an 'Authorized Signatory' system under the Executive Director's supervision for contracts below \$50,000. These changes are designed to enhance operational efficiency, simplify decision-making processes, and enable effective response during a crucial period of growth.

Rationale:

Alignment with Jefferson County Standards:

This adjustment brings us closer to Jefferson County's standards, fostering consistency in our governance approach. Jefferson County's policy authorizes the County Manager to approve contracts up to \$500,000, with every contract requiring Division Director approval and Department Director approval for contracts exceeding \$100,000.

High-Growth Phase Opportunity:

JCPL is entering a phase of rapid growth and expansion, highlighted by the construction of two new buildings. This critical period will result in an increase in contract volume, and any delays or bottlenecks in contract approvals can lead to costs and impacts on schedule. By increasing the approval threshold, we aim to streamline the process, ensuring timely execution of projects and minimizing costs associated with delays.

Robust Internal Vetting Processes:

JCPL takes pride in having well-established and rigorous internal processes for contract vetting. These processes involve multiple levels of review, ensuring that each contract aligns with our strategic objectives, risk appetite, and financial capabilities. These controls will remain in place even with a higher approval threshold, reinforcing our commitment to sound financial management. The Executive Director retains the



memorandum

authority, either at their discretion or upon the recommendation of the Chair, to submit any contract, regardless of its monetary value, to the Board of Trustees for approval.

Historical Approval Data:

Between April 2021 and November 2023, the Board of Trustees has assessed and approved a total of 87 contracts. Had the proposed threshold of \$100,000 been in effect, this count would have been reduced to 73. Table 1 provides details on the 14 contracts that the board would not have reviewed if the threshold was \$100,000. Notably, these contracts had no significant impact on our core operations or strategic direction. They were typical operational decisions, showcasing our ability to handle lower-value contracts effectively internally without compromise.

Preserving Procurement Standards:

These changes solely pertain to the Board of Trustees' approval threshold and will not affect our established procurement practices, including RFP and bid protocols.

Our existing procurement policy has been customized from Jefferson County's standard framework to accommodate the specific needs of JCPL, ensuring a streamlined and efficient operational framework.

Assigning Authority:

Currently, the Executive Director holds exclusive authority to sign contracts of any value. To improve decision-making efficiency, we suggest introducing an "Authorized Signatory" system for contracts valued at less than \$50,000. Under this system, the Executive Director can designate specific individuals with the authority to sign contracts. This delegation empowers these individuals to expedite processes, thereby reducing contract execution time and fostering a more agile decision-making environment.

Conclusion:

In conclusion, raising the contract approval threshold to \$100,000 and delegating authority for contracts below \$50,000 will significantly improve our operational efficiency, and reduce the risk of delays to projects. These changes will complement our existing internal controls and accountability measures. By adopting these updates to our policy governance, we set ourselves up for sustained success and growth, while maintaining a strong focus on sound financial management, a core principle of our organization.

Additional Updates:

Considering the proposed increase in the contract approval limit from \$50,000 to \$100,000 (Policy 3.3.4), it is recommended to align related policies for consistency. Amendments to Policies 2.3.4, 2.3.7, 2.4.2, and 4.2.6 are proposed to correspond their limits with the revised contract threshold. For instance, Policy 2.3.4's authorization for fund transfers exceeding \$100,000 aligns with the new contract limit. Similarly, Policy 2.3.7 on capital project expenditures and Policy 2.4.2 on disaster response adapt to maintain consistency. The adjustment to Policy 4.2.6 ensures the approval limit for facility plans and capital projects reflects the updated \$100,000 threshold. See the detailed Appendix for insights into each proposed policy update.



memorandum

Call to Action (detailed within Appendix):

1. Revise Policies 2.3.4, 2.3.7, 2.4.2, 3.3.4, and 4.2.6 in accordance with the proposed amendment to increase the contract amount from \$50,000 to \$100,000.
2. Include an additional item within Policy 3.3 to allow the Executive Director to designate signing authority for contracts not exceeding \$50,000.

Table 1:

BOT Reviewed Contracts in the Range of \$50,000 to \$100,000: April 2021 to November 2023

Contract	Description	Value
Bear Creek	Snow removal renewals (2)	\$ 50,000
Bear Creek	snow removal - ends 9/30/22	\$ 50,000
Bear Creek	Snow removal renewal	\$ 50,000
Tmobile	Hotspot contract	\$ 71,400
Long Technologies	Tridium N4 Controller replacement project RFP	\$ 78,420
EUA (Eppstein Uhen Architects, Inc)	amendment - Community engagement in NW JeffCo	\$ 78,560
Freegal	Online music	\$ 80,000
HVAC maintenace	Haynes HVAC renewal (ends 2/28/22)	\$ 83,485
Haynes Mechanical	HVAC renewal (ends 2/28/23)	\$ 86,571
Vendor - TBD after RFP	Library Design contract	\$ 88,920
Erate contract	Malm	\$ 94,056
Bibliotheca	Support & Maintenance	\$ 74,236
RFID	Sorter Maintenance agreement	\$ 50,625
IQBG	License agreement Mfiles	\$ 65,000

Appendix:

Proposed Changes and Addition:

2.3.4. Authorize transfers of greater than ~~\$50,000~~ \$100,000 among line items and categories within the operational fund.

EXECUTIVE DIRECTOR INTERPRETATION: Budget transfers less than ~~\$50,000~~-\$100,000 between expense lines are allowed without board approval but non-emergency transfers greater than ~~\$50,000~~-\$100,000 require Board authorization. The Executive Director may authorize transfers in excess of ~~\$50,000~~



memorandum

\$100,000 when an emergency situation exists and must inform the Board about all emergency transfers as soon as practical.

2.3.7. Expend more on a capital project than the amount previously authorized by the Board.

EXECUTIVE DIRECTOR INTERPRETATION: This means that capital project expenditures greater than approved must not occur without Board approval. However, small transfers (being no more than 10% of the total cost of the project or ~~\$50,000~~-\$100,000, whichever is less) between individual project funds may be necessary, as they are completed.

2.4.2. I shall not fail to ensure against loss or damage to library facilities by implementing a disaster response plan

EXECUTIVE DIRECTOR INTERPRETATION: I understand this provision to mean that we must maintain a comprehensive program of disaster response to ensure that the Library facilities are protected from significant loss from natural or man-made disasters.

REPORT (COMPLIANT): The Library has a Continuity of Operations (COOP) plan in place that identifies goals and objectives during emergency situations and clearly defines the roles and responsibilities of each director and each division within the organization during an emergency. This plan insures protection of the library's assets, continuity of operations as well as a rapid response and recovery. The plan identifies resources and establishes back-up systems required to maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is updated as personnel changes require but no less than annually. Additionally, the Library is part of the County's Emergency Operations Center's plan.

This provision has one associated implication in Monitoring report 2.3 that establishes emergency spending limits in excess of ~~\$50,000~~-\$100,000 for the executive director during a disaster.

3.3.4. The Executive Director shall have the authority to enter into contracts in amounts not to exceed ~~\$50,000.00~~ \$100,000.. The Library Board shall approve any contract in excess of this amount. If the Executive Director is unavailable to sign a contract not exceeding ~~\$50,000.00~~-\$100,000, the Director of Public Services shall have the authority to bind the Library.

3.3.4.1 The Executive Director shall maintain an 'Authorized Signatory' list, authorizing specific employees to sign contracts for amounts not exceeding \$50,000 and with a duration of less than one year.

4.2.6. The Library Board will approve the Library's facility plan and all capital projects above ~~\$50,000~~ \$100,000.

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES
ADOPTED (6-15-23) 2024 BOARD MEETING SCHEDULE

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

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

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

^(a)Shavuot ends nightfall no work permitted

^(b)Sukkot no work permitted

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