#### SPECIAL BOARD MEETING

### JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

June 13, 2024



2024 Library Summer Challenge: Where Adventure Begins!



Adventures in Travel: Tips and Tricks from a Travel Expert



Metamorphosis Moves: With the Colorado Ballet & Butterfly Pavilion



Salida Circus Adventure





#### SPECIAL BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, June 13, 2024 – 5:30 pm – HYBRID MEETING  ONLINE MEETING VIA ZOOM  IN-PERSON MEETING AT LAKEWOOD LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)  Call to order & Attendance  Verbal roll call – Each Trustee announces their presence by stating their name.
2.	Pledge of Allegiance
3. Agenda Action	Approve Agenda Chair: Call for motion and second
4. Operational Updates Action as Needed	<ul> <li>Business Strategy &amp; Finance</li> <li>Finance and Budget</li> <li>A. Review DRAFT letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the library</li> <li>B. Review DRAFT 2025 5-Year Capital Plan</li> <li>C. Review DRAFT 2025 Proposed Budget Plan</li> <li>Public Services</li> <li>A. Conifer Library Location Presentation</li> <li>B. South County Library Site Search Update</li> </ul>
5. Emerging Issues Action as Needed	
6. Board Governance Action as Needed	Board Governance:     Review 2025 Board Meeting Schedule (Approval at June Board Meeting Consent Agenda)
7. Suggest Agenda Items Action as Needed	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.  2024 Board Meeting Schedule  June 20, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room  July 11, 2024 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room  July 18, 2024 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room  Note: The joint meeting of the Library Board and Board of County Commissioners has been scheduled for September 12, 2024 – 4:30-5:30pm. Hybrid: Virtual via Webex. In-Person Location: BCC Board Room

#### SPECIAL BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

8.	EXECUTIVE
	SESSION WITH
	ADJOURNMENT
	OF REGULAR
	MEETING

#### **EXECUTIVE SESSION**

Call for Motion and Second: To adjourn the special meeting of the Library Board of Trustees and reconvene in executive session <u>AND</u> adjourn the regular Board meeting at the conclusion of the Executive Session.

#### **EXECUTIVE SESSION:**

- (1) Conifer Opportunity Lease (2) South County Library and (3) Facilities Warehouse Lease. Statutory citations authorizing an executive session for these topic are:
  - Pursuant to 24-6-402(4)(a) Concerning the purchase, acquisition, lease, transfer or sale of Property.
  - Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators
- **(4)** Collective Bargaining. Statutory citation authorizing an executive session for this topic is:
  - Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.

### **Operational Updates**

**Business Strategy and Finance** 



#### memorandum

To: Donna Walker, Executive Director

From: Matthew Griffin, Director of Business Strategy & Finance

Re: 2025 Proposed Budget

Date: June 13th, 2024

#### **2025 Proposed Budget**

JCPL's proposed budget for 2025 includes forecasted revenue and projections for operating, debt, and capital expenses. Our focus is on aligning our financial strategy with the organization's long-term goals to ensure sustainable growth and operational efficiency.

Since the draft 2025 budget presentation in May, there has been a net increase in expenditures of \$248,000, primarily within 'Salaries & Benefits,' due to health insurance benefits. This adjustment will have a compounding effect on future fiscal years. As discussed in May, the lowest point of the Fund Balance is forecasted to be in 2026. The Fund Balance for 2026 is now projected to be \$17.3 million, which is \$2.3 million above the minimum fund balance requirement.

The 2025 Proposed Budget Tables, 5 Year CIP and Presentation will be forwarded prior to the June 13 Special Meeting.

During the May Board meeting, 3 areas were identified for the JCPL team to investigate and bring back to the Board.

### 1. Contingency Mechanisms Leveraging Above-Budget Investment Income for Unbudgeted Projects

- The JCPL team has investigated the request regarding contingency mechanisms leveraging above-budget investment income and recommend adhering to our current planning strategy based on the following points:
  - Composition of Investment Income: The 'investment income' line item comprises both realized and unrealized gains or losses, meaning that not all reported financials represent liquid cash assets.
  - Confidence in Projections: These figures have historically been variable into the third quarter of the following fiscal year. Therefore, we do not recommend altering our current strategy.



#### memorandum

#### 2. Revenue vs Operating Expense Chart

- A Revenue vs. Operating Expense chart has been incorporated into the presentation for your review.
  - The chart demonstrates that Operating Expenses consistently remain below Revenue through 2034 and beyond.

#### 3. Library Refresh

- This added capital project aims to test the concept of updating library interiors between remodels. As a conceptual project, it is not included as a recurring expense. An evaluation will follow the pilot's conclusion.
- Based on Board feedback, we recommend renaming the 'Library Refresh' to the 'Library Interiors Refresh Pilot'. This clarifies that the focus is on updating library interiors, not personnel or technology. The program supports the library's strategic initiative of "continuous process improvement" by maintaining a proactive approach to keeping all location interiors current and in line with modern standards.

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

# Jefferson County PUBLIC LIBRARY

#### jeffcolibrary.org

To: Honorable Jefferson County Commissioners

From: Library Board of Trustees

Re: 2025 Proposed Budget

Date: June 13, 2024

Honorable County Commissioners,

Working collaboratively with the County staff and the Library staff, the Library Board of Trustees' has submitted a proposed budget for the year 2025. The budget development process is governed by the Board of County Commissioners annual guidelines, and the Library Board of Trustees fiduciary responsibilities.

State of Colorado Library Law, 24-90-109 Powers and duties of board of trustees instruct the Board of Trustees to:

III (d) "Submit annually a budget as required by law and certify to the legislative body of the governmental unit or units that the library serves the amount of the mill necessary to maintain and operate the library during the ensuing year.

The Board of Trustees', in submitting this budget, support and acknowledge our responsibility to present the budget necessary to provide citizens of Jefferson County with a high quality library, which continues to fulfil our promises and supports the community's needs.

- Continue to invest in books, materials and digital offerings;
- Provide access to updated technology;
- Repair and refurbish existing facilities;
- Improving service in underserved areas by funding new construction and alternative services;
- Stabilize long-term finances.

The amount that the Board of Trustees has determined necessary to deliver on our promises, operate the library and provide the residents of Jefferson County with a responsible level of library services in 2025 is a mill levy of 4.500. This mill levy will provide an estimated net property tax revenue of \$57.6 million dollars.

As Library Trustees, we take our fiduciary responsibility seriously and we believe the 2025 proposed budget represents a responsible level of spending to support Library services.

Kim Johnson, Chair

Library Board of Trustees

# TABLE 1 JEFFERSON COUNTY PUBLIC LIBRARY REVENUE AND EXPENDITURE SUMMARY 2025 PROPOSED BUDGET

Revenue and Expenditure	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Proposed Budget	\$ Variance 2024 to 2025	% Variance 2024 to 2025
Revenues							
Property Taxes (net adjustments)	47,028,297	51,799,286	50,731,594	56,936,719	57,668,188	731,469	1%
Grants, Funds & Donations	715,365	570,432	441,043	366,124	560,427	194,303	53%
Investment Income	(201,886)	(1,267,054)	3,496,750	2,458,619	193,125	(2,265,494)	-92%
Other Revenue	139,902	273,701	569,427	85,000	35,000	(50,000)	-59%
Total Revenues	\$ 47,681,678	\$ 51,376,365	\$ 55,238,815	\$ 59,846,462	\$ 58,456,740	\$ (1,389,722)	-2.3%
Expenditures							
Operating	34,942,766	36,867,267	40,594,363	45,473,186	47,889,718	2,416,532	5%
Financing & Debt Service	621,819	621,945	621,745	623,700	-	(623,700)	-100%
Capital Projects	2,148,743	1,996,095	3,773,828	25,191,744	37,832,206	12,640,462	50%
Total Expenditures	\$ 37,713,327	\$ 39,485,306	\$ 44,989,936	\$ 71,288,630	\$ 85,721,924	\$ 14,433,294	20.2%

Fund Balance	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Proposed Budget
Beginning Fund Balance	33,319,989	43,288,340	55,179,398	65,428,277	53,986,110
Ending Fund Balance	43,288,340	55,179,398	65,428,277	53,986,110	26,720,926
Fund Balance Above/(Below) Minimum	31,367,920	42,335,307	51,618,574	39,024,495	12,106,741

# TABLE 2 JEFFERSON COUNTY PUBLIC LIBRARY OPERATING EXPENDITURES 2025 PROPOSED BUDGET

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Proposed Budget	\$ Variance 2024 to 2025	% Variance 2024 to 2025
Operating Expenditures							
Salaries & Employee Benefits							
Salaries	13,576,973	14,178,852	15,729,151	18,016,835	19,125,953	1,109,118	6%
Awards & Bonuses	143,689	140,212	588,780	180,000	275,000	95,000	53%
Other	6,297,557	6,215,447	6,519,128	6,817,727	7,501,616	683,889	10%
Total Salaries & Benefits	\$ 20,018,220	\$ 20,534,511	\$ 22,837,059	\$ 25,014,562	\$ 26,902,569	\$ 1,888,007	8%
Library Collections							
Library Books & Materials	7,152,323	7,585,844	7,748,775	9,049,817	7,697,199	(1,352,618)	-15%
Library Periodicals	119,328	177,193	196,889	215,000	205,000	(10,000)	-5%
Total Library Collections	\$ 7,271,651	\$ 7,763,037	\$ 7,945,664	\$ 9,264,817	\$ 7,902,199	\$ (1,362,618)	-15%
Supplies and Other							
Supplies	1,179,692	1,412,124	1,418,096	1,680,455	1,910,452	229,997	14%
Services & Charges	3,940,079	4,396,140	5,414,751	6,433,079	7,959,121	1,526,042	24%
Interdepartmental Direct Charges	472,181	514,052	526,384	594,052	631,202	37,150	6%
Treasurers Fees	705,424	776,989	760,974	859,569	865,023	5,454	1%
Interdepartmental Indirect Charges	1,355,518	1,470,413	1,691,436	1,626,652			6%
Total Supplies and Other	\$ 7,652,895	\$ 8,569,719	\$ 9,811,640	\$ 11,193,807	\$ 13,084,950	\$ 1,891,143	17%
Total Operating Expenditures	\$ 34,942,766	\$ 36,867,267	\$ 40,594,363	\$ 45,473,186	\$ 47,889,718	\$ 2,416,532	5.3%

### TABLE 3 JEFFERSON COUNTY PUBLIC LIBRARY CAPITAL IMPROVEMENT PROJECTS 2025 PROPOSED BUDGET & 5 YEAR CIP

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Proposed Budget	2026 Projected	2027 Projected	2028 Projected	2029 Projected	Total Project Budget
Capital Expenditures										
Annual Replacement & Maintenance ARM-01 Capital Maintenance ARM-02 Furniture & Equipment ARM-03 Computer Replacement Plan ARM-04 Book Sorter Replacement ARM-05 IT Infrastructure Replacement	\$ 183,701 468 412,322 492,352 480,442	\$ 196,169 31,704 333,399 525,598 259,904	\$ 269,674 - 203,833 306,474 516,587	\$ 250,000 42,000 479,200 40,000 295,000	\$ 300,000 42,000 616,000 40,000 450,000	\$ 250,000 40,000 550,000 30,000 550,000	\$ 250,000 40,000 600,000 30,000 3,550,000	\$ 250,000 40,000 600,000 200,000 550,000	\$ 250,000 40,000 600,000 200,000 550,000	
Capital Projects Bookmobile Replacement Standley Lake Clerestory Roof	111,623 143,309	111,644				-	-		-	
Alternative Services Library Belmar Outdoor Space Document Management System	257,868 - 2,738	256,541 17,500	13,963	- 45,801	- - -	- - -	-	-	-	160,000
Location Holds Lockers Halo Vape Sensors South County Library South County Express Library	- - 63,919	10,077	190,173 8,059 -	52,600 - 5,772,052 595,000	- - 6,198,826	- - 18,804,666	:	-	-	205,000 74,250 30,849,540 595,000
Evergreen Library Redesign Northwest County Library Conifer Library Opportunity	- - -	115,329 9,127	2,174,317 90,749	2,913,896 11,280,795 2,500,400	- 14,589,599	- - -	-	- - -	- - -	5,200,048 25,970,270 2,500,400
Arvada Library Redesign Golden Opportunity Library Interiors Refresh Pilot	-	-	- - -	800,000	14,095,781 750,000	- - -	350,000	6,118,000		14,895,781 6,468,000 750,000
Unspecified Opportunity Offsite Services Data Warehouse Admin Reconfiguration	-	129,102	-	125,000	- - 250,000	- - -	175,000	-	350,000	4,950,000 304,102 125,000 250,000
Lakewood Restrooms  Total Capital Expenditures	\$ 2,148,743	\$ 1.996.095	\$ 3,773,828	\$ 25,191,744	500,000 500,000 \$ 37,832,206	\$ 20,224,666	\$ 4,995,000	\$ 7,758,000	\$ 1,990,000	500,000
Total Supilar Experiances	Ψ 2,140,743	Ψ 1,330,033	Ψ 3,773,020	Ψ 20,131,744	Ψ 01,002,200	Ψ 20,224,000	Ψ 4,333,000	Ψ 1,130,000	Ψ 1,330,000	



# JCPL 2025 Draft Budget

June 13th, 2024 | Matt Griffin



**AGENDA** 

1

REVENUE

 $\left(2\right)$ 

**EXPENDITURES** 

 $\left(3\right)$ 

5- & 10-YEAR FORECAST

4

**FUND BALANCE IMPACT** 

# Revenue



REVENUE FORECAST

# Revenue



### REVENUE FORECAST

Property Tax (net adj.)	\$57.6M
Intergovernmental	\$145k
Charges for Services	\$35k
Investment Income	\$193k
Contributions & Donations	\$250k
E-Rate Reimbursement	\$165k

Total

\$58.4 M



**OPERATING** 

**DEBT** 

CAPITAL



### **OPERATING**

Total Operating	\$47.8M
Interdepartmental	\$3.2M
Services & Charges	\$7.9M
Books & Materials	\$7.9M
Supplies	\$1.9M
Salaries & Benefits	\$26.9M

New FTE's:

- Outreach Librarian
- Technical Support Tech Sr

Total JCPL FTE's = 293.5

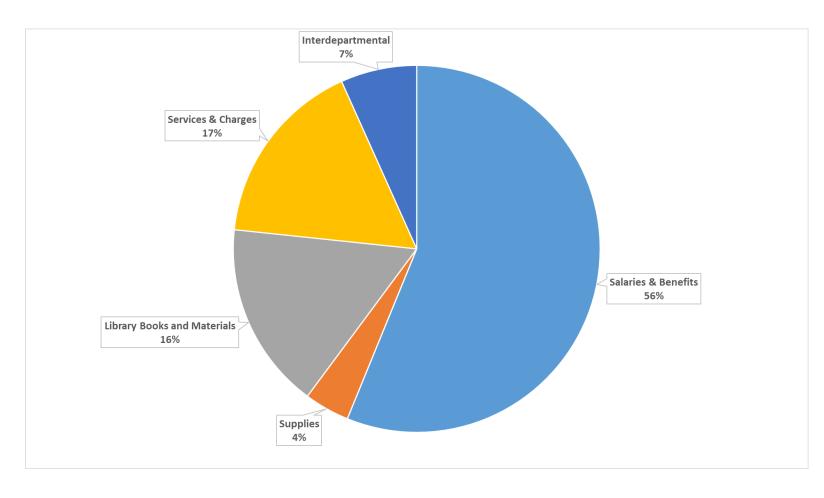


#### **OPERATING**

Salaries & Benefits	\$26.9M
Supplies	\$1.9M
Books & Materials	\$7.9M
Services & Charges	\$7.9M
Interdepartmental	\$3.2M

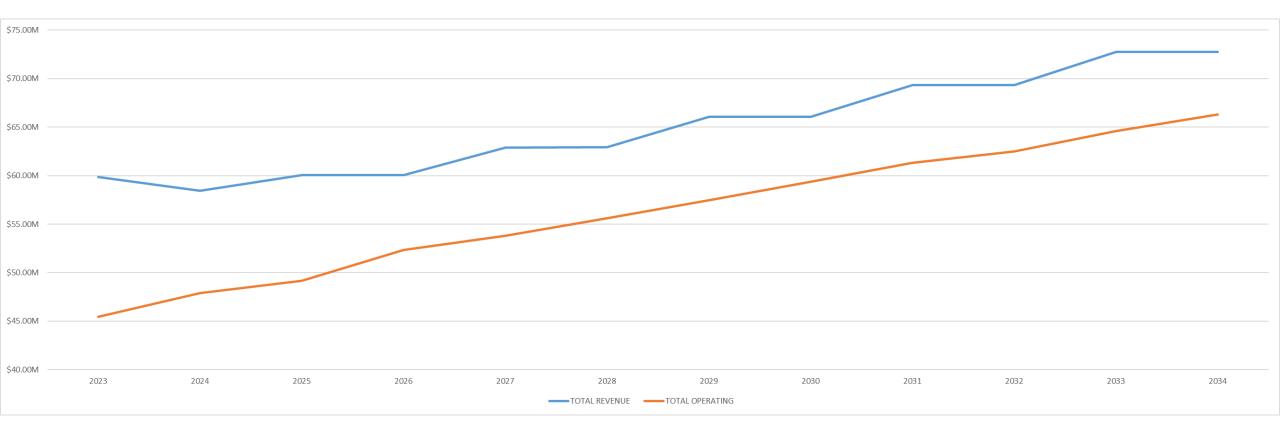
\$47.8M

**Total Operating** 



# Revenue vs Operating Expenditure







**OPERATING** 

**DEBT** 

CAPITAL

Salaries & Benefits	\$26.9M
Supplies	\$1.9M
Books & Materials	\$7.9M
Services & Charges	\$7.9M
Interdepartmental	\$3.2M

\$47.8M

**Total Operating** 



**OPERATING** 

DEBT

CAPITAL

Salaries & Benefits

\$26.9M

**Debt Service** 

\$-

Supplies

\$1.9M

Books & Materials

\$7.9M

Services & Charges

\$7.9M

Interdepartmental

\$3.2M

**Total Operating** 

\$47.8M

**Total Debt** 

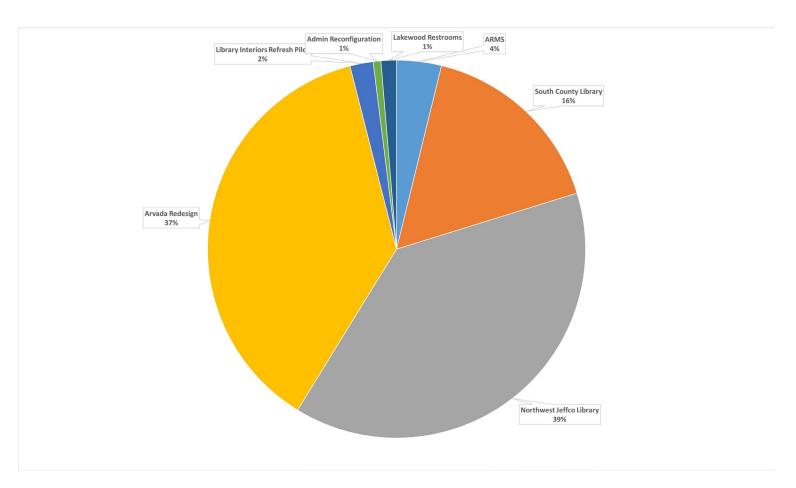
\$-



### CAPITAL

ARMs	\$1.4M
South County	\$6.1M
Northwest Jeffco	\$14.5M
Arvada Redesign	\$14.0M
Library Interiors Refresh Pilot	\$750k
Admin Reconfiguration	\$250k
Lakewood Restrooms	\$500k

Total \$37.8M





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#### DEBT

### CAPITAL

Salaries & Benefits	\$26.9M
Supplies	\$1.9M
Books & Materials	\$7.9M
Services & Charges	\$7.9M
Interdepartmental	\$3.2M

\$47.8M

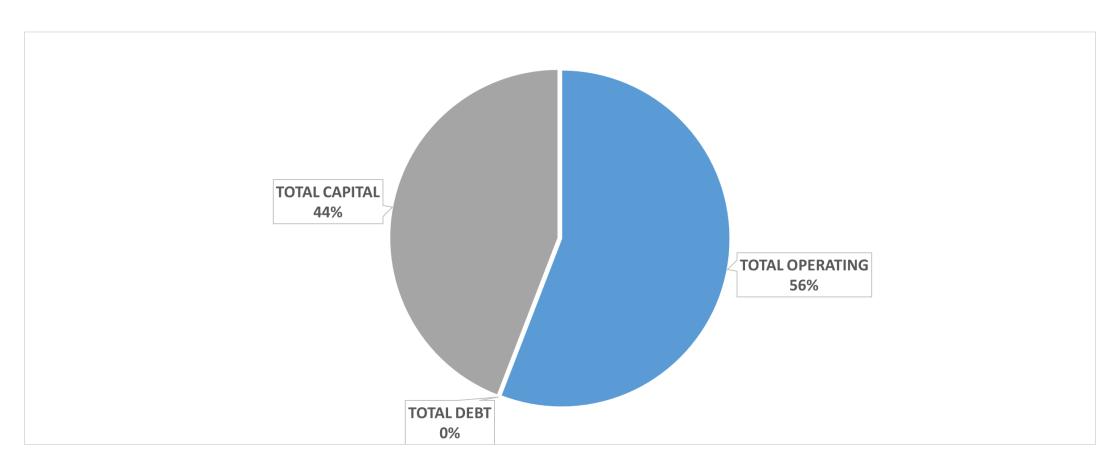
**Total Operating** 

Debt Service	\$-	ARMs	\$1.4M
		South County	\$6.1M
		Northwest Jeffco	\$14.5M
		Arvada Redesign	\$14.0M
		Library Interiors Refresh Pilot	\$750k
		Admin Reconfiguration	\$250k
		Lakewood Restrooms	\$500k

Total Debt	\$-	Total Capital \$37.8M

# 2025 Expenditures = \$85,721,924





# Long Term Plan

5- & 10- Year CIP

Fund Balance Impact

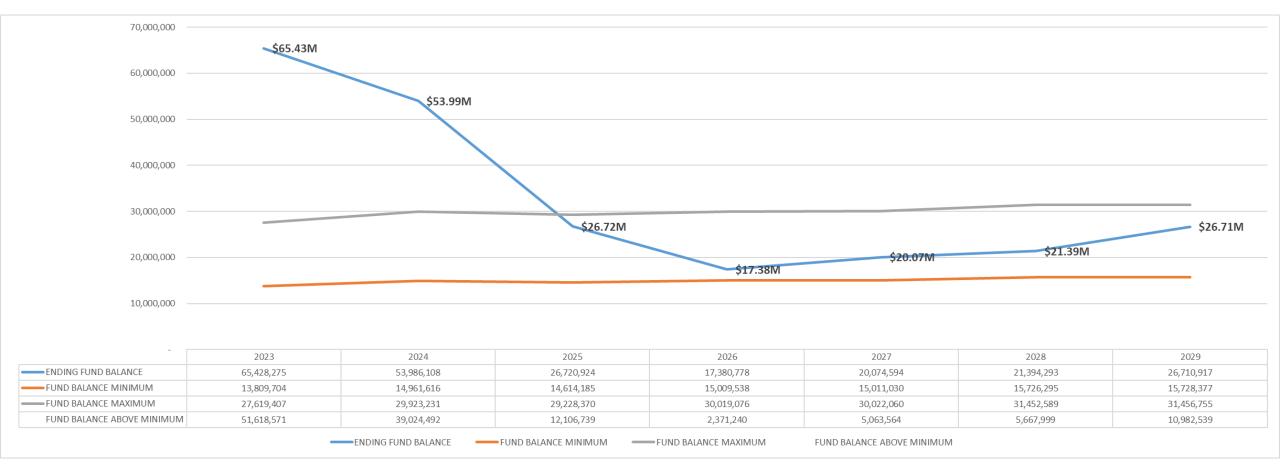
# Short Term Capital Improvement Plan Jefferson County PUBLIC LI



Project	2023	2024	2025	2026	2027	2028	2029
South County Library			30,849,540				
South County Express Library		595,000					
Evergreen Library Remodel	5,20	0,048					
Northwest Jeffco Library		25,9	70,270				
Arvada Redesign		14,8	95,781				
Conifer Opportunity		2,500,400					
Golden Opportunity					6,468	3,000	
Library Interiors Refresh Pilot			750,000				
Document Management System	160	,000					
Unspecified Opportunity							4,950,000
Offsite Services					175,000		
Library Location Holds Lockers	205	,000					
Data Warehouse		125,000					
Admin Reconfiguration			250,000				
Lakewood Restrooms			500,000				

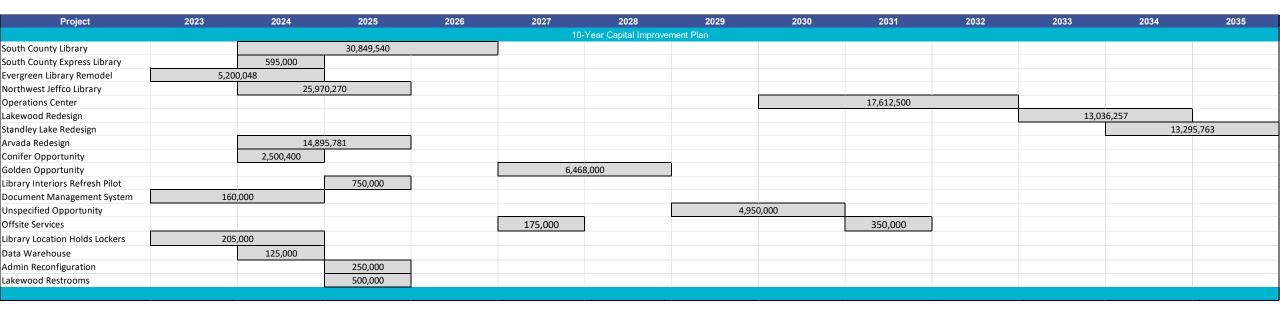
### Fund Balance vs Boundaries





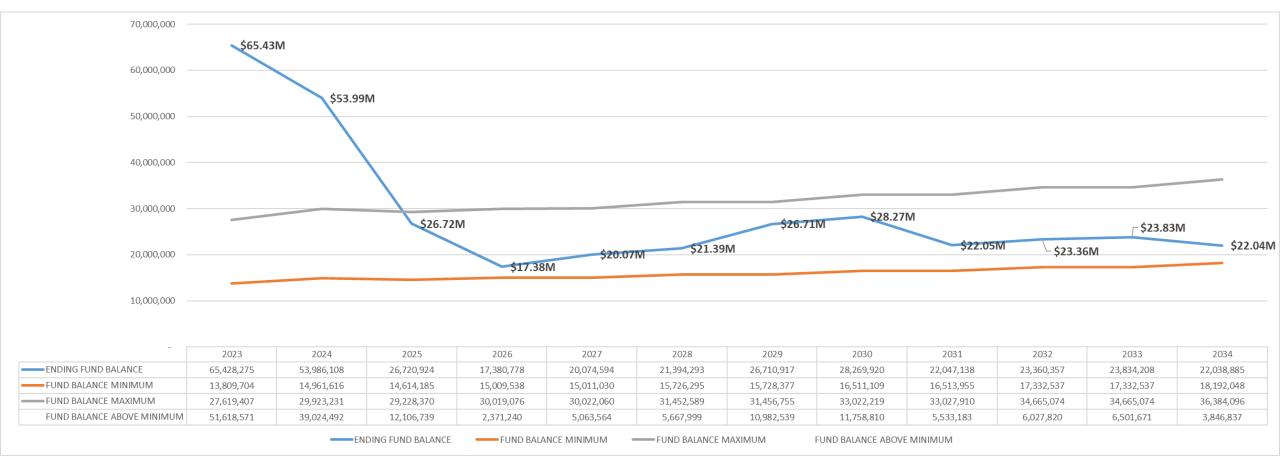
# Long Term Capital Improvement Plan





## Fund Balance vs Boundaries





# Next Steps



- June 20th: Board authorizes JCPL to submit 2025 recommended budget
- August: Preliminary certification of values; revenue projections will be refined
- November: BCC Adoption of 2025 Budget for Jefferson County
- **December:** Board authorizes JCPL's Executive Director to implement the 2025 spending plan

**Operational Updates** 

**Public Services** 

#### ADMINISTRATION

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



#### jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Julianne Rist, Director of Public Services

DATE: June 13, 2024

RE: South County Library Site Search Update

**Background:** The JCPL Executive Director brought to the Board a new strategy for the South County Library site acquisition in April of 2023. This new strategy focused on activating a full-fledged campaign to build public support and political will for a new library in this community. Several deliverables have been implemented for this new strategy.

- Fall 2023
  - Updated South County Market Analysis was presented to the Board
  - Hired a new manager for the South County location to focus on community outreach for this new Library Service Area.
  - o Recruited members for the South County Advisory Council
  - Began process for selecting a realtor
  - Held first South County Advisory Council
- Winter 2023 Spring 2024
  - o Contracted Genesee Real Estate for the South County Library site search
  - Continued monthly meetings with South County Advisory Council with reports to the Board after each meeting
  - Conducted site searches

**Site Search:** A new site search was implemented based on the already established criteria, but with a fresh perspective. The search includes the traditional approach of pursuing sites that were found by the realtor on established real estate resources, suggestions from the community and advisory council, and following up on leads for partnerships or sites that may not be on the market. To date, this strategy has generated an inventory of 50 sites, 12 of which have been sites not for sale.

**Concepts Reviewed:** JCPL established an Advisory Council to assist our efforts to build public advocacy for a new library in South County and to advise our Executive Director on site selection, message development, service needs, and additional areas as needed. The council discussed five potential concepts for the South County destination library at their March and April 2024 meetings:

- Repurposing an industrial building
- Repurposing a school or place of worship
- Partnering with a developer to have a library with affordable housing
- Retail storefront
- Open land

In discussing these options, the council created lists of positive comments and concerns about each concept. There was not a strong preference for any single concept; all seem to be worth considering and pursuing if it was the right location or space.

These comments will inform JCPL staff and help staff evaluate any potential sites that fit each of these concepts. The aspirations of the council can be summed up in the following comment. "My hope is that it will be a destination library, so that people drive there. I drive to Douglas and Arapahoe county libraries because they have some services that we do not have here."

We will be bringing information to the Board about the site search and concept discussion to the June 13 Special Meeting.





# South County Library Site Search Update

LIBRARY BOARD OF TRUSTEES

June 13, 2024 | Julianne Rist, Director of Public Services







### **Activities**

#### • Fall 2023

- Updated South County Library Market Analysis
- Hired South County Library Manager
- Recruited members of South County Library Advisory Council

### Winter & Spring 2024

- Hired realtor
- Monthly South County Library Advisory Council meetings
- Conducted site searches





## Approach

- Used established site search criteria
  - Size
  - Location
  - Sustainability
  - Convenience
  - Technical Requirements





### Approach

- Updated property search area
- Realtor identified for-sale properties
- Review community and Advisory Council suggestions for feasibility
- Leads for partnership opportunities
- Pursue not-for-sale possibilities





### Concepts

- 1. Repurposing an industrial building
- 2. Repurposing a school or place of worship
- 3. Partnering with a developer to have a library combined with affordable housing
- 4. Retail storefront
- 5. Open land





### Concept: Repurposing an industrial building

- More square footage
- Usually big boxes with high ceiling
- Could be shorter time to completion
- Opportunities for partnership
- Concern about outdoor amenities and aesthetics





### Concept: Repurposing a school or place of worship

- Likely to be in a neighborhood and have a community feel
- Schools would likely have outdoor amenities
- Both would be walkable
- May be hard to convert a school- lots of smaller rooms
- Would a place of worship continue to look and feel like that?
- May not be on main roads
- Increased traffic could be a concern to the neighborhood





# Concept: Partnering with a developer to have a library combined with affordable housing

- Opportunity for innovation
- Wonder if community would feel the library is just for the affordable housing and not for the general community?
- Concern about community opposition to development of affordable housing
- Would the partner have the best interest of the library as a priority?





### Concept: Retail storefront

- Easy access and plenty of parking
- Existing building would be more cost effective
- Other businesses nearby and they may open more hours and would bring people to the library
- Limited outdoor opportunity
- May not be walkable
- May not not be able to have much natural light





### Concept: Open land

- Able to design what we want
- Have opportunity for outdoor space
- Can we afford it or find it?
- May not be in a convenient location
- Is there open land that is not integral to the ecosystem?

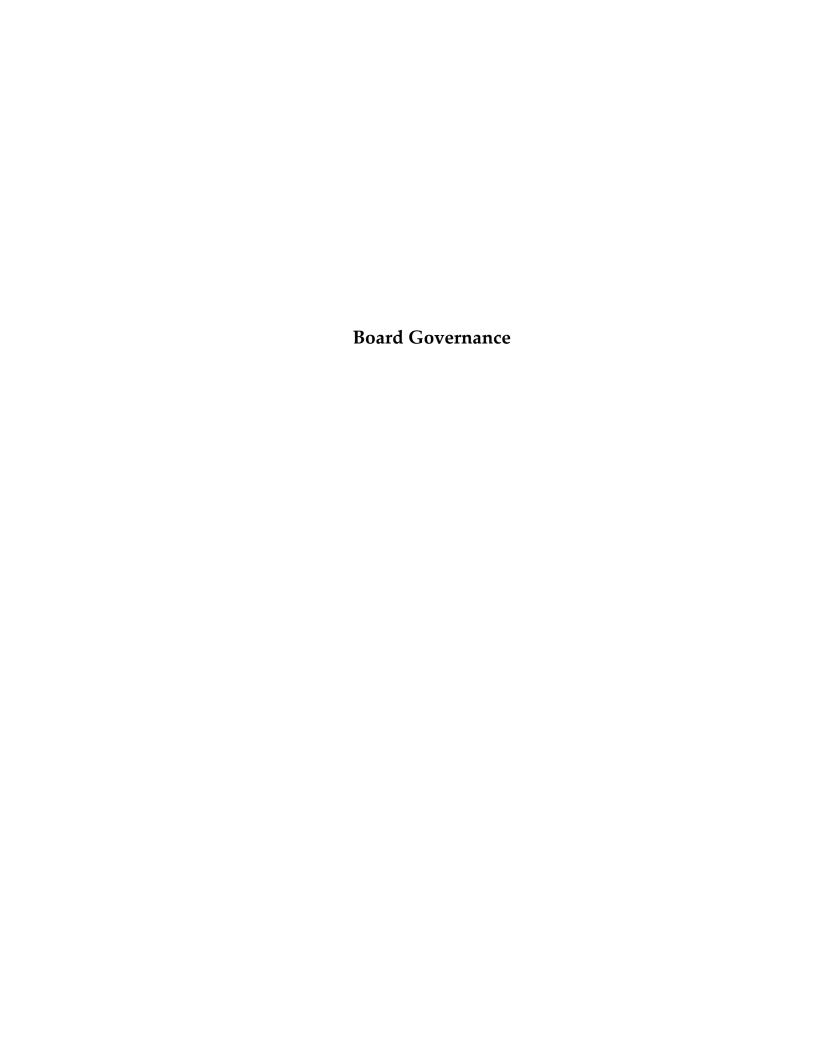




### JCPL Conclusions

- There is not a perfect concept
- Compromise will be needed for any site or concept
- All the concepts have merit
- It needs to be the right location or space

"My hope is that it will be a destination library, so that people drive there. I drive to Douglas and Arapahoe county libraries because they have some services that we do not have here."



#### **ADMINISTRATION**

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

jeffcolibrary.org



TO: Library Board of Trustees

FROM: Donna Walker, Executive Director

DATE: June 6, 2024

RE: Recommendation for 2025 Board Meeting Schedule

At the May 16, 2024 Board Meeting the Board discussed the proposed 2025 Board meeting schedule and asked staff to come back with a recommendation for what would work best for the June 19, 2025 Board meeting conflict with the Juneteenth holiday.

Some possibilities discussed were the day before (Wednesday, June 18, 2025) or the following week (Thursday, June 26, 2025). After consulting with staff, the recommendation is to adjust the June 19, 2025 Board meeting to Wednesday, June 18, 2025.

The proposed 2025 Board meeting schedule with the recommended adjustment is attached.

This item will be placed on the consent agenda for the June 20, 2024 Board meeting unless otherwise instructed by the Board.

#### **ADMINISTRATION**

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

jeffcolibrary.org



#### JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

#### PROPOSED 2025 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.

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

LIBRARY BOARD MEETINGS			
<u>5:30 PM</u>			
<u>Date</u>	Location		
January 16	Lakewood Library Meeting Room		
February 20	Lakewood Library Meeting Room		
March 20	Lakewood Library Meeting Room		
April 17	Lakewood Library Meeting Room		
May 15	Lakewood Library Meeting Room		
June 18 (b)	Lakewood Library Meeting Room		
July 17	Lakewood Library Meeting Room		
August 21	Lakewood Library Meeting Room		
September 18	Lakewood Library Meeting Room		
October 16	Lakewood Library Meeting Room		
November 20	Lakewood Library Meeting Room		
December 11	Board Meeting Lakewood Library Meeting		
	Room		

#### (a)Purim (work should be avoided)

#### (b) June Board Meeting has been adjusted to Wednesday; June 18 due to the June 19 Juneteenth Holiday

Arvada Library - 7525 West 57th 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).
<b>Evergreen</b> Library - 5000 Highway 73, Evergreen	Golden Library - 1019 10th Street, Golden
Lakewood Library – 10200 W. 20th Avenue, Lakewood	Standley Lake - 8485 Kipling Street, Arvada