

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

June 13, 2024

**CALL TO ORDER – SPECIAL MEETING**

The special meeting of the Jefferson County Public Library Board of Trustees was held online via ZOOM on June 13, 2024. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

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

Note: Stanley Harsha joined the meeting at 5:40 pm as noted in the minutes below. Jeanne Lomba left the meeting at 6:29 pm as noted in the minutes below.

**Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Bernadette Berger, Director of Technology and Innovation; Matt Griffin, Director of Business Strategy and Finance; Lisa Smith, Director of People and Culture; Elise Penington, Director of Communications and Engagement; Steve Chestnut, Director of Facilities and Construction Projects; 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; Amber Fisher, Executive Assistant, Office of the Executive Director; Katie O’Loughlin, Administrative Coordinator Supervisor; and Ryan Turch, Technology and Innovation Operations Supervisor; and Aaron Cameron, Technical Support Technician Senior.

There were additional Library staff members attending the meeting.

**APPROVAL OF AGENDA**

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

**OPERATIONAL UPDATES**

**Business Strategy & Finance**  
Finance and Budget

A. Review DRAFT letter to the Board of County Commissioners certifying the mil levy necessary to maintain and operate the library

**B. Review DRAFT 2025 Proposed Budget Plan**

Matt Griffin, Director of Business Strategy and Finance addressed the Board and provided information on the draft 2025 Proposed Budget Plan and draft 2025 5-Year Capital Plan. He advised the Board that there were some changes over the last few weeks which will be reviewed. The outcome is for the Board to authorize the Executive Director to submit the 2025 budget to County next week. Between now and next week the Board has opportunity for other changes.

Agenda

- Revenue
- Expenditures
- 5&10 Year Forecast
- Fund Balance Impact

Revenue

There have been no changes to the revenue forecast from the review at the May Board meeting and the revenue forecast remains at \$58.4 million. At the May Board meeting there was a question raised regarding a contingency mechanism to utilize investment income. The JCPL team has investigated the request regarding contingency mechanisms leveraging above-budget investment income and recommend adhering to our current planning strategy for the reasons outlined in the memo included in the information packet. There were no questions from the Board and the Chair expressed appreciation to staff for looking into it.

Expenditures - Operating

Part of the process over the budget season is to get more refined expenditure numbers as the Library gathers more data. Since the May Board meeting, the Library received updated numbers from County and there is a net increase in total operating expenditures of \$250,000, driven within salaries and benefits and specifically health benefits. As noted in May, the budget includes two new FTE positions for a total of 293.5 FTE. Total operating expenditures are \$47.8 million.

The revenue vs. operating expenditures chart through 2034 shows operating expenditures always remaining below revenue indicating a healthy financial position over time.

In response to a question, the Board was advised that the upward movement of the expenditure line in the chart reflects operating expenditures for the two new libraries, Northwest Jeffco Library and South County.

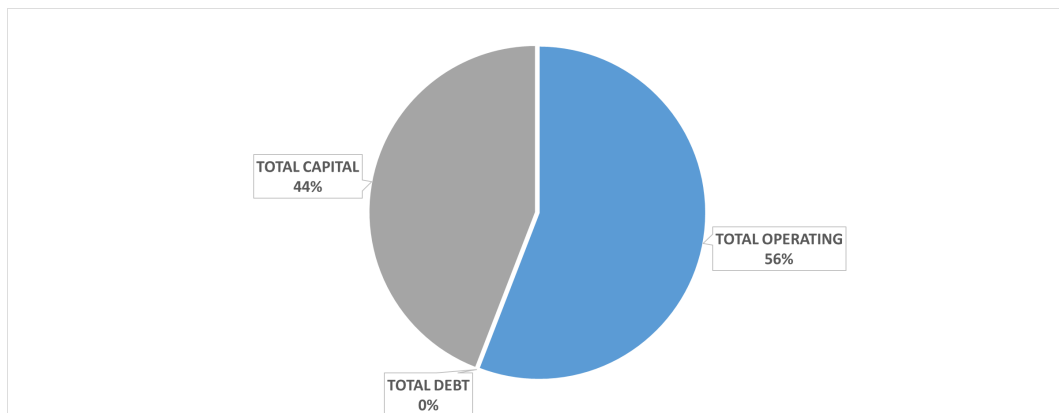
### Expenditures – Debt

As reported in May, there are no expenditures related to debt.

### Expenditures - Capital

To increase accuracy, transparency and understanding, the Library Refresh project has been renamed to Library Interiors Refresh Pilot. The pilot indicates the project is only included in 2025 for now with an evaluation at the end of the pilot and is not included in out years. Total capital expenditures are \$37.8 million with the same distribution reviewed with the Board in May.

## 2025 Expenditures = \$85,721,924



Note: Trustee Harsha joined the meeting at 5:40 pm.

### **C. Review DRAFT 2025 5-Year Capital Plan**

#### 5&10 Year CIP, Fund Balance Impact, Long Term Capital Improvement Plan

In the capital improvement plan, the South County Express Library project shows a budget of \$595,000. The Board authorized \$650,000 for that project. The books and materials budget for that project of \$55,000 is routed to our operating budget. Going forward, the South County Express Library will show as budgeted at \$595,000. This is the only change to the long term capital plan.

# Short Term Capital Improvement Plan



Project	2023	2024	2025	2026	2027	2028	2029
South County Library			30,849,540				
South County Express Library		595,000					
Evergreen Library Remodel	5,200,048						
Northwest Jeffco Library		25,970,270					
Arvada Redesign		14,895,781					
Conifer Opportunity		2,500,400					
Golden Opportunity					6,468,000		
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 Boundaries

As reported in May, 2026 remains the lowest point of the fund balance at \$17.3 million, \$2.3 million above minimum.

## Long Term Capital Improvement Plan

As noted, the only change is the South County Express Library. The fund balance stays within boundaries throughout the capital plan.

### 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

The Library will keep the Board informed as more accurate information on revenue projections is received.

In response to a question, the Board was advised that the 6% increase in salaries and benefits does not mean a 6% raise. It represents a pool of money related to 4 things (1) in 2024, JCPL added 12 new FTE. These employees start at various points in the calendar year and are only partially funded for salaries in 2024. By 2025, salaries for

these positions need a full year of funding (2) potential impacts of the compensation study and allowing for flexibility to act upon impacts (3) additional flexibility as the Library does not know now what its partners at County will do with salaries in 2025 and (4) the Library does not know what the State minimum wage will be as that gets decided in October/November.

The Chair asked the Board to reach out with any questions about the 2025 budget before the meeting next week.

## **Public Services**

### **A. Conifer Library Location Presentation**

The Chair advised the Board that the Library had planned to reveal a pending, possible location. As can happen with real estate transactions there is a need to continue conversations. The Library and this Board are committed to moving forward with the Conifer project and hope to bring this topic forward again soon.

### **B. South County Library Site Search Update**

Julianne Rist, Director of Public Services, addressed the Board and provided an update on the South County Library site search. Donna Walker, 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. Since then, the library has accomplished several activities 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.
- Recruited members for the South County Advisory Council
- Began process for selecting a realtor
- Held first South County Advisory Council Meeting

#### Winter 2023 – Spring 2024

- Contracted Genesee Real Estate for the South County Library site search
- The South County Advisory Council has been meeting monthly and the board has received regular reports
- Our realtor has been conducting site searches and meeting regularly with staff about his research and any prospects

## Approach

JCPL's approach to the new site search was to utilize the existing criteria for South County Site which included:

- Size. Looking for a site that would support outdoor spaces, technology and innovation needs, indoor programs, and with sufficient parking to support larger events and programs. This means the Library is looking for at least 5 acres, and a building minimum of 40,000 sq. ft.
- Location. The location should provide for easy access and promote accessibility for all. It should be inclusive and safe, be accessible to walking and cycling routes when possible, and ideally be located near public transportation routes. It should also have visibility from main thoroughfares.
- Sustainability. JCPL hopes to incorporate sustainability and stewardship. The site should be a good value and offers potential to take advantage of renewable or energy efficient systems or fosters environmental stewardship.
- Convenience. The site should provide convenient options for pick-up and drop off such as a drive-up return and be convenient to the community such as a location along existing errand routes.
- Technical requirements. Ensure that the building and location can function as a library, provide services to meet community needs and has access to utilities such as water sewer, electricity, fiber and internet.

In addition to the existing criteria, the new search was implemented with a fresh perspective. The property search area was reevaluated and adjusted based on the updated market analysis. The search includes the traditional approach of pursuing sites that were found by the realtor on established real estate resources, and included suggestions from the community, the 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.

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 Library thanked the Advisory Council for meeting monthly since December and noted that their time and inputs are valued. The Library expressed appreciation for their time and many insights they shared with staff particularly on these concept discussions. The Council discussed five potential concepts for the new South County destination library at their March and April 2024 meetings.

## 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 1: Repurposing an industrial building

Themes:

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

The South County Advisory Council had many positive comments about this concept such as these buildings are usually large open boxes that could be repurposed, they would expect easy parking, and a shorter time frame to opening than ground up construction. They did express concern if this type of building would be able to provide a connection for outdoor spaces, or if the area would feel welcoming, safe or convenient for residents.

The Board shared insights on the concept including:

- Depending on the design creativity, it could lose intimacy.
- This concept would be design dependent and could create awesome opportunities
- This was the first choice of the board at the initial stages of the project. If this is ultimately the path, the Board would still look to the Advisory Council for additional help as it may take more encouragement for the community to get on board.

### Concept 2: Repurposing a school or place of worship.

Themes:

- 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

The second concept was repurposing a school or place of worship. The Advisory Council felt that each of these could be their own concept. For instance a school has

many classrooms, making it harder to redesign for a library while a place of worship might have larger and more open spaces needed by a library. There was a concern for both concepts in terms of would it still feel like the original building and feel welcoming to all. Both of these types of buildings tend to be in neighborhoods which would mean it might be more walkable, and also could mean they would not be on a main road and there could be concern from the neighborhoods about increased traffic.

The Board shared insights on the concept including:

- Concern it would still be seen as a school and not make the transition to it's a library and the purpose of the library is different than a school.
- It would likely be a safer walkability venture than industrial areas.

### Concept 3: Partnering with a developer to have a library combined with affordable housing.

Themes:

- 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?

The third concept of partnering with a developer to have a library combined with affordable housing had several positives comments such as it was an opportunity for innovation. The Advisory Council liked the idea of the library partnering with another agency and brought up many times that retail and other amenities are being placed in with housing. New construction offers opportunity for green construction and that it could have the neighborhood family feel. There is a lack of affordable housing in the area

One concern that was expressed by several members was wondering if the community would feel the library is just for the housing development and not for the general community. Other concerns the council voiced were if JCPL would own or lease space, maintenance and long term costs.

The Board shared insights on the concept including:

- Great opportunities and potential challenges, opportunity for affordable housing, appealing idea.
- Would the partner have the best interest of library – glad to see council considered that aspect.

### Concept 4: Retail Storefront



Themes:

- 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 be able to have much natural light

In the fourth concept of retail storefronts, the council felt that this would provide ample parking and located with businesses would help the library's visibility and may increase use to new groups that might not be library users. The council felt there would be less opportunities for outdoor spaces, walkability or having natural light in the space.

The Board shared insights on the concept including:

- Concept matches the express library. A larger library could be a challenge.
- Natural light could be missing unless it's a big box standalone it would be limited to a single side.
- Walkability and bike-ability could be problematic.

### Concept 5: Open Land

Themes:

- 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?

The final concept of open land was a favorite for a few council members. It offered the most flexibility to design a building just how the Library wanted. Open land offered the ability to design from the beginning for library use, but there were concerns about the availability, ecological impact and cost of land.

### 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

After reviewing and evaluating this input, there is not any one perfect concept or location. Each concept has merit, and the goal is to create a destination library that

people will visit, utilize and meets the community needs. These comments from the council will inform JCPL staff and help us 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.”

The Library will continue to provide updates to the Board as it goes through this process.

The Board expressed appreciation to the South County Advisory Council for their work.

### **Board Governance:**

- Review 2025 Board Meeting Schedule (Approval at June Board Meeting Consent Agenda)

There were no comments or questions on the 2025 Board Meeting Schedule. The Chair advised the Board that this item will be on the June 20 consent agenda.

### **EMERGING ISSUES**

No issues.

### **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.

The Chair advised the Board that they will be notified about the July Study Session after the planning meeting with the Executive Director.

**EXECUTIVE SESSION:**

At 6:07 pm, the Chair called for a motion to adjourn the Special Board meeting, reconvene in Executive Session and adjourn the Special Board meeting at the conclusion of the Executive Session.

**MOTION:** Jeanne Lomba moved to adjourn the Special Board meeting of the Jefferson County Library Board of Trustees, reconvene in Executive Session regarding **(1)** Conifer Opportunity Lease **(2)** South County Library and **(3)** Facilities Warehouse Lease. Statutory citations authorizing an executive session for these topics 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

AND **(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.

AND adjourn the regular Board meeting at the conclusion of the Executive Session.

Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

The Chair announced a 5 minute break to allow the Board and staff time to leave the existing ZOOM meeting and then join the Executive Session at 6:15 pm.

The Chair called the Executive Session to order at 6:15 pm with the following Trustees present, Charles Jones, Jill Fellman, Stanley Harsha, Pam Anderson, Jeanne Lomba and Emelda Walker. Also present were Donna Walker, Executive Director; Julianne Rist, Director of Public Services; Bernadette Berger, Director of Technology and Innovation; Matt Griffin, Director of Business Strategy and Finance; Lisa Smith, Director of People and Culture; Elise Penington, Director of Communications and Engagement; Steve Chestnut, Director of Facilities and Construction Projects and Amber Fisher, Executive Assistant, Office of the Executive Director.

It is noted that the session was recorded and that the recording will be retained for the required 90 days.

Note: Trustee Lomba left the executive session at 6:29 pm.

### **CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND SPECIAL MEETING**

**MOTION:** At 8:10 pm Pam Anderson moved to adjourn the Executive Session and special meeting of the Library Board. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

It is noted that the Library Board of Trustees met in Executive Session regarding **(1)** Conifer Opportunity Lease **(2)** South County Library **(3)** Facilities Warehouse Lease concerning the purchase, acquisition, lease, transfer or sale of Property and for discussion of strategy and instructions to negotiators and **(4)** Collective Bargaining, for discussion of strategy and instructions to negotiators. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.



Stanley Harsha, Secretary