

Jefferson County Public Library Board of Trustees
Study Session
June 12, 2025- 5:30pm
Hybrid Meeting held online via ZOOM
and in-person in the Lakewood Library meeting room.

TOPICS:

Libraries & Inclusion

- Free of Charge Printing and Copying at JCPL

Strategy & Operations

Finance & Budget

- Review DRAFT letter to the Board of County Commissioners certifying the mill levy necessary to maintain and operate the library
- Review DRAFT 2026 5-Year Capital Plan
- Review DRAFT 2026 Proposed Budget Plan

Communications & Engagement

- New Library Naming Process

Facilities & Construction

- South County Construction Management/General Contractor

Call to Order

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

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

Staff present: Donna Walker, Executive Director; Julianne Rist, Library Planning & Policy Senior Advisor; Bernadette Berger, Chief Technology & Digital Innovation Officer; Matt Griffin, Chief Strategy & Operations Officer; Lisa Smith, Chief People and Culture Officer; Elise Penington, Director of Communications & Engagement, Amy Bentz, Assistant Director of Library Design Projects and Planning; Padma Polepeddi, Assistant Director of Libraries & Inclusion for Community Outreach; Lizzie Gall, Assistant Director of Libraries & Inclusion for Resources and Programs; Jessica Paulsen, Assistant Director of Libraries & Inclusion for Customer Experience; Kelci Rude,

Administrative Coordinator Supervisor; Katie O'Loughlin, Administrative Coordinator Supervisor; and Ryan Turch, Technology & Digital Innovation Operations Supervisor.

There were additional Library staff members attending the meeting.

Libraries and Inclusion: Free of Charge Printing and Copying

Jessica Paulsen, Assistant Director of Libraries & Inclusion for Customer Experience, addressed the Board regarding the proposed change to remove printing and copying service fees at JCPL.

What We're Doing Now



- \$00.25/page color
- \$00.10/page black and white

- 2024 expenses: \$84,670
- 2024 revenue: \$114,010
- 2024 net income: \$29,340

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- JCPL currently charges \$0.25/page color and \$0.10/page black and white.
 - 2024 net income was \$29,340.

The Why




Patron Impact

- Remove barriers to accessing services, especially for those with lowest financial stability
- Second most valuable service we provide to Spanish speaking community
- Aligns with area libraries

Staff Impact

- Reduce time spent on money processing activities
- Focus on higher value tasks and more positive interactions
- Reduce troubleshooting machines

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- Patrons who use a credit/debit card are subject to a \$5 hold. JCPL is not able to remove the hold, and this \$5 hold also limits the number of pages that patrons can print in one job. Larger print jobs require patrons to submit multiple jobs, or staff must override this hold.
 - Patrons find the current process to be frustrating; staff report that on average they receive comments from patrons between 2-7 times a week about other systems offering this free of charge; or patrons going to other systems to complete these tasks.
 - The Jefferson County Equity Atlas reports that 29% of Jefferson County residents are cost-burdened, and 16.6% of residents are considered low-income; charging for these services creates a barrier for patrons.
 - Fourteen out of twenty-two of the largest Colorado libraries currently offer some form of free of charge printing for their patrons.

Recommendation:

- We are recommending moving to free of charge printing and copying services. This has been built into the proposed 2026 budget


2026 Budget Impacts:

2026 Budget Impact



Expenses: \$83,605

Lost revenue: \$114,010

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- Anticipated expenses \$83,605. We expect to see a 10% increase in patron usage in the first year based on the feedback from other systems when they made this change. We anticipate that usage will then stabilize after the first year.
 - Anticipated lost revenue: \$114,010

Recap



- Remove barriers
- High-impact change for low-impact cost
- Pre-paid service via tax dollars



Trustee Fagan left the Board Study Session at 5:37pm

In response to questions the Board was advised that:

- JCPL will still have copiers and printers, and we will have a service contract on the equipment.
- Staff time spent troubleshooting will decrease because they are not completing tasks such as clearing coin jams, overriding fees, etc.

The Board did not have any further questions about this proposed service change.

Strategy & Operations: 2026 Budget

Matt Griffin, Chief Strategy and Operating Officer, addressed the Board about the 2026 draft budget, and provided the following information.

- There have been no material changes to the draft 2026 budget since last month.

Revenue:

2026 Revenue Recap

Table 1:

- **5% property tax growth projected for 2026**
 - Assessment year with moderated value increases
 - State legislation impact reduced vs. prior years
 - Conservative estimate given early budgeting timeline
- **Approach supports long-term planning**
 - Aligns with structurally balanced forecast
 - Reflects cautious stance amid market uncertainty
- **Investment income forecast remains conservative**
 - Reduced fund balance = lower returns
 - Historical volatility factored in
- **Clarification: All revenue items are fully captured**
 - Presentation format differs from 2025 annual budget document



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- Table 1 in the Board packet shows a 5% increase in property tax revenue over 2025.
- 2026 is an assessment year with moderate value increases anticipated.
- There is also state legislation which may impact net collections over prior years.
- Projected tax revenue is somewhat variable at this point in the year. We will come to a more concrete figure towards the end of the year as assessed values come through.
- 5% reflects a responsible stance, especially as we consider our 10-yr forecast's sensitivity to this single revenue stream.
- We have a similar conservative approach in investment income. Planned usage in 2025-2026, the available investment amount will shrink due to 2025 and 2026 planned expenditures.
- Past Board direction has been to be conservative, and we have maintained that approach for 2026 budgeting.
- Related to a question from May Board meeting: There are differences in the forecast shown in the Board presentation vs the 2025 annual budget document on the website, but all revenue items were captured in both. The difference stems from how they are presented. Some expenses are categorized at a higher level in these Board forecasts to provide a more strategic view.

2026 Operating Expenditure Recap

Table 2:

- **Overall operating costs up just under 3%**
 - Aligned with long-term forecast trends
- **Salaries & benefits: 1% net increase**
 - Higher-than-expected turnover in 2025
 - Replacements hired at lower pay rates
 - Includes 2.5% CPI-based salary adjustment
- **\$30K reduction in interdepartmental charges**
 - Based on updated County figures
- **Expenditure growth remains measured and sustainable**



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Expenditures:

- Table 2 in the Board packet shows total operating expenses are projected to increase just under 3%.
- Salaries and benefits line shows a 1% net increase. This is driven by a lower starting point in 2026 vs 2025 due to higher than expected turnover. That 1% net increase still includes a 2.5% salary adjustment for 2026 across all positions. 2.5% is grounded in CPI data.
- \$30k reduction in interdepartmental charges

2026 Capital Expenditure Recap

Table 3:

- **\$28.3M proposed for 2026**
 - Includes ARMs and capital projects
- **\$53.6M total CIP over 5 years**
 - Major long-term investment
 - Significant impact on financial planning
- **Budget timing reflects expected cash flow needs**
 - May not align with project completion dates

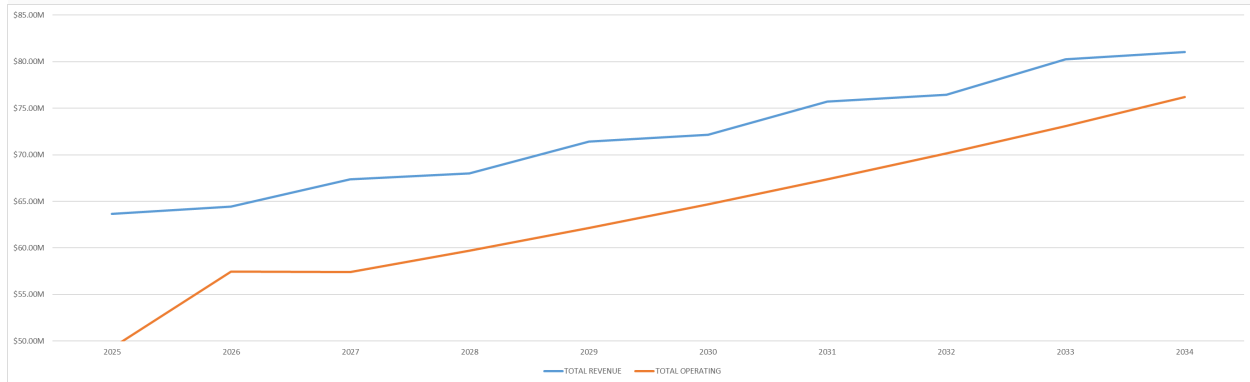


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Capital Expenditures, 5 and 10 year Forecast:

- Table 3 in the Board packet.
- \$28.3 million budgeted across projects including ongoing ARMs as well as capital project work in 2026.
- We have allocated \$53.6 million budgeted towards capital over the next 5 years.
 - This is a significant investment and key factor that we are accounting for in our revenue and our expenditure forecast.
- The budget years listed reflect when we expect budgets to be spent, not the project completion dates.

Revenue vs Operating Expenditure

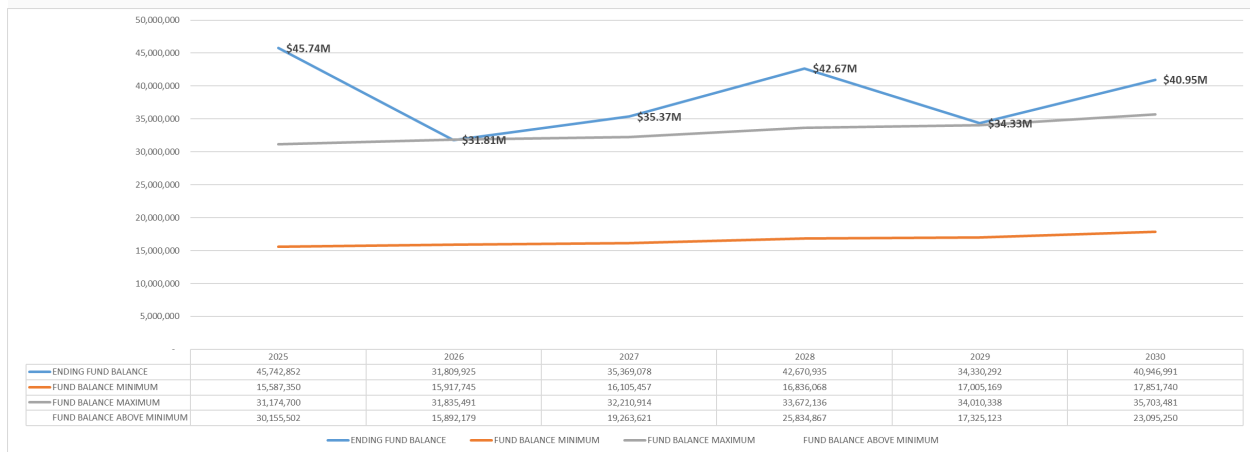


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- Revenue mapped against forecasted operating expenditures indicates that operating expenditures will not exceed revenue over the 10-year period.

Fund Balance over 5 Years

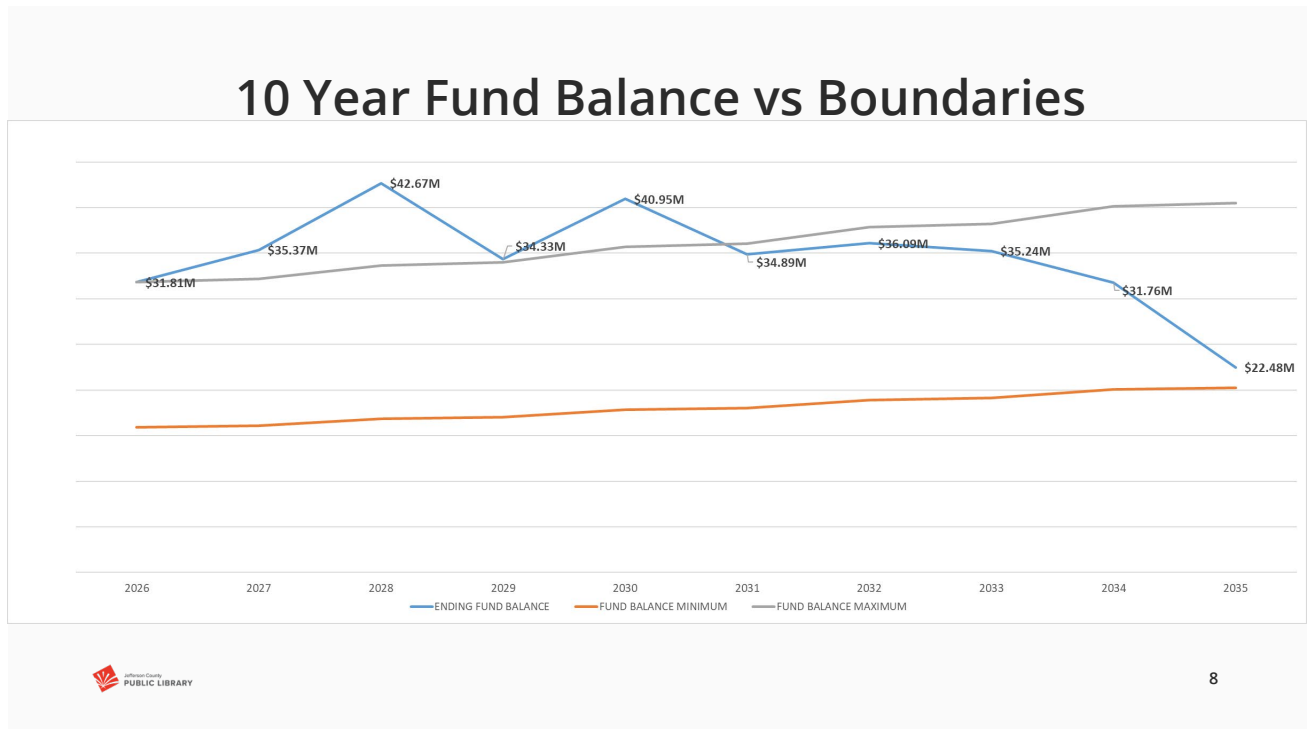
5 Year Fund Balance vs Boundaries



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- Upward shift in figures from last month driven by a recent update from 2024 revenue with a net increase of \$1.7 million. Due to:
 - Change to investment income expected around this time each year
 - We also received a Columbine roof replacement reimbursement, which we had budgeted and anticipated.
- No change to underlying assumptions.
- Overall trajectory remains the same as last month.

Fund Balance over 10 Years



- Impact over 10 years is shown against established boundaries. The fund balance numbers reflect planned projects and show that we still maintain financial stability.
- The 2034 and 2035 drop offs are driven by 10 Year Capital plan projects.

In response to questions the Board was advised that:

- The percentage growth for the salaries and benefits is comparing budget to budget.
- We do not have forecasted actuals to budget for the 2025 salaries and benefits line item at this point in the year.

- When we build the 2026 budget salaries and benefits line we evaluate position by position to see what current rates are, add 2.5% to that, and that gives us our line-item budget.
- Differences primarily reflect different positions filled than were in the original budget, or shifts in salaries based on vacancies and hiring rates.
- We looked at CPI data and historical trends to build that 2.5% percentage increase.

The Board provided the following feedback:

- 10-year fund balance slide is concerning in outyears as it indicates that we would fall below the fund balance minimum in 2036. The Board will need to continue to monitor that trend during each annual review.
- The Board has a fiduciary duty to the taxpayers to make sure that the fund balance does not go below the minimum.
- Any unanticipated increases in operating expenses will accelerate this declining trend line in the fund balance.
- The Board would like the Revenue vs Operating chart updated before the June 18 Board meeting to provide more clarity for the public when looking at operating expense increases from 2025 to 2026.
- The Board indicated consensus that they are comfortable with the budget as presented for the June 18 Board Meeting.

Trustee Johnson shared feedback on Trustee Fagan's behalf regarding the Cover Letter to the Board of County Commissioners (BCC). The Board agreed that Kim Johnson and Donna Walker would edit the letter before the June 18 Board meeting vote to include:

- Grammar update.
- Language recognizing staff.
- Adding an additional introductory sentence before the bullets.

The Board was advised that the bullets reflect the language from the mill levy campaign and ballot.

Communication & Engagement: New Library Naming Process

Elise Penington, Director of Communications and Engagement, addressed the Board and introduced a proposed process for naming new JCPL libraries.

Library Naming Process Recommendation



- We'd like to establish a consistent and repeatable naming process as we look to open our two new locations.
- This process will guide us in naming our new libraries and serve as a framework for naming future locations.
- Selecting names early allows us to start incorporating the official names into marketing, community engagement, and other public-facing efforts.
- Current naming approach is largely based on city or geographic area where they are located.

Phase One: ***Generate Ideas***



- Create an expansive list of potential names
- Research local geography, history and cultural elements
- Consider different naming categories: geographic, historical, inspirational, descriptive or functional
- Invite staff and stakeholders to share naming ideas




Phase 1: Generate Ideas

- Generate expansive list of names.
- Invite staff and stakeholders to share naming ideas through various engagement avenues.

Phase Two: ***Evaluate & Shortlist***



- Narrow potential names
 - Evaluate against selection criteria
 - Test how the name sounds, looks in print and pairs with frequent phrases
 - Check legal/logistical viability of top names
 - Present recommended names to JCPL leadership for feedback
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Phase 2: Evaluate and Shortlist

- Work to narrow using a variety of methods
- Evaluate against selection criteria
- Test visuals
- Research legal and logistical viability
- Present recommended names to JCPL leadership for feedback

Recommended Selection Criteria



Relevant	Reflects the community, history or region
Inclusive	Culturally respectful and inclusive
Unique	Distinguishable from nearby institutions or other libraries
Strategic	Aligns with JCPL's mission, vision, and values
Tone	Appropriate for a formal public institution
Clarity	Easy to say, spell and remember
Longevity	Will age well and remain meaningful
Brand Potential	Meets JCPL brand voice and tone standards; works well in logos, signage and promotional materials

- Recommended selection criteria for evaluating names includes criteria like relevancy, inclusivity, longevity, clarity, and brand potential.

Phase Three: ***Present Name(s) to Board***



- Top name recommendation(s) presented to the Board of Trustees
- Name(s) shown in designed format for equal comparison
- Trustees select final library name
- Naming announcement plan shared



Phase 3: Present Names to Board

- Top name recommendations go to Board
- Name(s) presented in design format
- Trustees discuss and select final name
- Naming announcement plan shared

Phase Four: ***Name Rollout***



- New Library name is announced
- Naming announcement plan is implemented (personalized based on location and community)

Phase 4: Rollout

- New library name announced
- Naming announcement plan is implemented

The Board provided the following feedback on this process:

- Appreciate the flexibility in this approach.
- Like that we are not defining quantities when it comes to shortlist.
- The Board would like to be sure that they are given the shortlist of names and then vote on the names at two separate meetings to allow for discussion.

In response to questions the Board was advised that:

- We do not have a set deadline for when a location needs to be named before we open that location. Our general approach is to have the name as early as possible so that we can begin to use it for community engagement and marketing.

Facilities & Construction: South County Construction Management/General Contractor

Matt Griffin, Chief Strategy & Operating Officer, addressed the Board. JCPL ran a competitive bid process for the South County General Contractor.

- Received thirteen proposals.
- Completed four interviews.

JCPL is recommending that we contract with Flintco, LLC. We have worked with them previously. The contract is structured in two phases, Phase 1 is \$25,000 and includes cost estimating, constructability and value engineering and then at the end of Phase 1 they produce the Guaranteed Maximum Price (GMP) which would come back to the Board.

In response to questions the Board was advised that:

- JCPL is currently working with Flintco on the Arvada Redesign project and the experience has been positive so far.
- We anticipate that the South County design would take one year and we would receive the South County GMP in summer 2026.
- We will be working in the field with Flintco on the Arvada project beginning in December 2025.

- The intent is that we would proceed to Phase 2 services with Flintco, but the contract is written to allow us to only complete one phase with them if we did not want to continue with Phase 2.

The Board provided feedback that:

- They want to be sure we have positive field experience with Flintco on the Arvada project before we commit to another large project with them.
- The motion language for the June 18 contract approval will need to be carefully reviewed to reflect the Board's commitment to Phase 1 only.

ADJOURNMENT The Study Session was adjourned at 6:14p.m.

A handwritten signature in black ink, appearing to read "Charles Jones". The signature is fluid and cursive, with the first name "Charles" and the last name "Jones" clearly distinguishable.

Charles Jones, Secretary