

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
November 20, 2025**

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 20, 2025. Library Board of Trustees Chair, Kim Johnson, called the meeting to order at 5:30 p.m.

Other Trustees present: Emelda Walker (Vice-Chair), Pam Anderson, Nikki Jain Brown and Renny Fagan.

Absent: Jill Fellman and Charles Jones.

Staff present: Donna Walker, Executive Director; Cynthia Kiyotake, Chief Libraries and Inclusion Officer; Steve Chestnut, Director of Facilities and Construction; Bernadette Berger, Chief Information Officer; Matt Griffin, Chief Strategy and Operating Officer; Lisa Smith, Chief People and Culture Officer; Julianne Rist, Library Planning and Policy Senior Advisor; Amy Bentz, Assistant Director of Library Design Projects and Planning; Jessica Paulsen, Assistant Director of Public Services for Customer Experience; Lizzie Gall, Assistant Director of Public Services for Resources and Programs; Padma Polepeddi, Assistant Director of Libraries & Inclusion for Community Outreach; Brad Green, TDI Systems and Security Manager; Cheryl Murphy, TDI Service Manager; Amber Fisher, Executive Assistant; Kelci Rude, Administrative Coordinator Supervisor, Ryan Turch, Technology and Innovation Operations Supervisor.

There were additional Library staff members attending the meeting.

The Chair asked that anyone online wanting to provide public comment sign up now by sending a chat message to the meeting host with their name and topic.

APPROVAL OF AGENDA

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

PUBLIC COMMENT

The Board values public participation. Those who would like to address the Library Board can do so virtually, in-person, or online. The opportunity to address the Library Board does not include a question and answer session or response. Additionally, the Library Board does not respond to anonymous questions or comments. Comments will be acknowledged in the minutes of the meeting. The Chair provided additional information on how to participate in public comment.

The Chair advised the Board that several online form public comments were received and sent to the Trustees. The Chair noted that due to the number of people signed up for public comment, she will extend the 30 minute time to accommodate everyone and limit each commenter to two minutes.

Michelle Sliger, Jill Hinn, Julie Novotny, Amy Schroeder, Sammi Johnson, Amy Christiansen, Dawn Allbee, Leslie Cyranowski, Maya Greer, Brady Woods, Bradley Bruce, Jeny Crownover, Katy Conway, Anna Sparlin, Stephen Haynes, Christine Catramados, Corban Ford, Derek Hammer, Adreanna Hanegan, and Mary Jo Sobocinski, provided public comment regarding, minimum wage, union negotiations, mediation, raises, fund balance, employer of choice, leave and benefits, Columbine Library award, impasse, mediator, end of year bonus, page duties, work schedules, turnover, cost of living and living wage.

The Chair thanked the public comment participants and closed the public comment portion of the meeting at 6:17 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 Minutes of October 9, 2025 Special Board Meeting
- B. Approve Minutes of October 16, 2025 2025 Board Meeting

MOTION: Nikki Jain Brown moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Renny Fagan the motion passed by unanimous vote of all Trustees present.

FOUNDATION UPDATE

The Chair called on Jo Schantz, Foundation Executive Director. Jo Schantz provided highlights of her report including the Whale of a Book Sale in October that raised nearly \$92,000, Colorado Gives Day is December 9, grants received, and the Foundation is pursuing a partnership with the Evergreen Arts Council.

EXECUTIVE DIRECTOR REPORT

A. Executive Director Report

The Executive Director advised the Board that she and several members of the executive team attended the Leadership Academy Capstone event which is in its third year. Lisa Smith, Chief People and Culture Officer and her team heads up the Leadership Academy. The event included presentations around the participants learning how to become better leaders. The Executive Director shared the Arvada Library Redesign donor book with the Trustees. Last night, the Executive Director attended the Youth Development Program Graduation at the Evergreen Library. Twenty-five high schoolers from across Jefferson County completed an 8-week program that included learning

communication skills, group work, and boundary setting. JCPL's volunteer coordinator, Jessi Bishopp and JCPL staff did an excellent job on this awesome program. The Library provided its 2026 funding request to the Foundation.

B. Capital Building Projects Update

- Conifer: The donor recognition lunch was held on November 14. Thank you to the Trustees and Foundation Board members who were able to attend this lovely event. The donors were happy with the new library and expressed appreciation to everyone involved.
- Northwest Jeffco: JCPL managers continue outreach work to engage the community.
- South County: The project is in the schematic design stage and naming of this library is coming up for the Board this evening.
- Arvada Redesign: JCPL submitted the request for a permit. The final construction schedule is move out by the end of December with alternative services starting in January. Construction is expected to start in January as soon as the permit is received.

C. **Biefel Naming Agreement – Arvada Library Bike Rack**

The Executive Director advised the Board that Nikki Biefel has submitted a naming agreement as a Christmas present for her husband who is an avid cyclist.

MOTION: Pam Anderson moved that the Library Board of Trustees approve the Donation and Name Recognition Agreement between Jean Nicole (Nikki) Biefel, the Jefferson County Library Foundation, Inc., and the Jefferson County Public Library. Seconded by Nikki Jain Brown the motion passed by unanimous vote of all Trustees present.

OPERATIONAL UPDATES

Strategy & Operations

Finance and Budget

A. Financial Report (October 2025)

Matt Griffin, Chief Strategy and Operating Officer, addressed the Board and provided an overview of the monthly financials. On Table 1, quarter 3 investment income came in strong with year-to-date actuals \$3.2 million above budget. It was noted that this line can continue to fluctuate well into 2026. On Table 2, spending remains on track trending to end the year slightly below budget. On Table 3, capital improvements summary line, budget versus year-to-date actuals and encumbrances often appear to be significantly underspent. That is expected given the nature of multi-year projects. The capital budget is developed annually and projects can span multiple years. Each year JCPL conservatively budgets the funds believed to be needed that year. When work or spending doesn't occur in that fiscal year, those dollars will be carried forward into the next year so the project can continue with the same funding. It is not a sign of savings or reduced activity, it is a reflection of project timing and the funds remain committed to the project.

In response to questions, the Board was advised that:

- The Library tries to be as accurate as possible with the annual capital budget and veers on the side of not delaying projects because funding is not available. For example, the Northwest Jeffco total project budget of \$25 million is split across multiple years as accurately as possible. The total project budget does not change unless requested.
- In January 2026 once the 2025 financials are closed the Library will have an accurate understanding of dollars available to carry forward in the capital plan. That information comes to the Board in February 2026 for the approval process and will show in the capital plan in April/May of 2026.

B. 2026+ Strategic Plan

The Executive Director introduced the topic and advised the Board that at the meeting last week, the Library presented the 2026+ Strategic Plan Objectives and Values. The Board asked that the Creating Place, Objective #4 Embrace Service Innovation, be brought back for further discussion. The Executive Director noted that the Library took the Board's feedback, reviewed the community engagement information and presented the following recommendation:

Creating Place Objectives:

1. Make Every Visit an Exceptional Experience

Animating Language:

We treat patrons as welcome guests at every point of contact, creating experiences and spaces that meet or exceed their needs. Individually and as a community, patrons recommend their library as a safe and trusted resource.

2. Shape Services & Spaces to Encourage Learning & Discovery

Animating Language:

We approach service and space design with a focus on learning for all ages, backgrounds, and abilities. JCPL is known to be a safe place to explore and incubate ideas together.

The Chair noted that the recommendation captures the vision she had when doing the work earlier in the year. There were no other changes requested by the Board and the Chair called for consensus on the full strategic framework. The Board reached consensus on the 2026+ strategic plan.

The Executive Director expressed appreciation to the Board for their engagement in the process and noted that the Library will move forward with the 2026 and beyond strategic plan. The detailed 2026 annual plan will come before the Board in January 2026.

C. 2026 Recommended Budget

Matt Griffin, Chief Strategy and Operating Officer, advised the Board that the updated 2026 budget tables are included in the information packet and he will walk through the changes since the Board's last review in June. This is the standard process and changes are expected between June and November. The review will highlight what's new and how the updated figures impact the fund balance over time.

2026 Revenue Changes

2026 revenue changes include an adjustment of negative \$140,000. Investment income has been updated with information from the Treasurer's office and increased from \$2.3 million to \$2.6 million. The net revenue increase is \$2.2 million.

2026 Expenditure Changes

Expenditure changes since June include an increase in salaries and benefits of \$535,000 driven by several components in the benefit structure. Health insurance is the largest increase at \$400,000 for a much richer plan for employees and increased cost to employer. Along with increases of \$100,000 in benefits administration, \$50,000 increase in dental and \$20,000 increase in additional benefits, and a \$50,000 decrease in departmental charges the net increase is \$480,000. Salaries and Benefits are at 56% of the total operating budget.

There were no changes to the Capital Budget for 2026 since June. The current plan includes annual repair and maintenance, the South County and Northwest Jeffco library projects and a new ILS system. This list represents only the budgeted projects and does not reflect all the capital work that will occur next year. There are a number of 2025 projects and associated funds that will carry forward to 2026. In April/May of 2026 the chart will expand to include those projects.

Total 2026 Expenditure – Operating, Debt and Capital

2026 expenditures are: Operating at \$49,733,628 (64%), Debt \$0 and Capital at \$28,354,962 (36%) for a total 2026 expenditure of \$78,088,590.

In response to questions, the Board was advised that:

- The Library anticipates having many years to go through this capital building phase of spending more than revenue. That is a key driver in why the fund balance is at the level it is. The Library knows that we will have years of outspending revenue and have to call on the fund balance to support projects for many years. Being above the maximum boundary right now is a good place to be to be able to fund these projects.
- When investment income in the year-to-date budget tables shows as revenue it is received and spendable with the caveat that this entire budget line could go the other direction and lose money. For example, if in June the Board decided to spend this money and then there were losses, that would become an expenditure for the Library.
- The Library acknowledged the request that for preparation of the carryforward discussion next Spring, it would be helpful for the Board to see the cumulative carryforward at this point in time.
- The Library acknowledged the request to separate out the annual repair and maintenance (ARM) budget from the project capital budget in Table 1 under the total expense summary.
- The Library is in a busy condensed capital building cycle at the moment and that is not expected to be ongoing every year. Once the projects are completed the Library will move into more of a refresh cycle. It is unusual to have so many large scale projects and funds carried forward.

- The Library's investment income is managed by the County Treasurer's Office and the Library has no input. As the fund balance reduces the Library expects to see the investment income reduce.

Trustee Anderson provided historical context of Board policy decisions for cash savings versus borrowing. The philosophy behind this is conservative as the cost of borrowing is expensive based on inflation and interest rates. The capital project plan has served the community well in balancing the operating and capital needs committed to when the mil levy was passed by the voters.

5-Year Capital Improvement Plan

In Table 3, the full details of the capital plan for that period shows a long range view of the board's actual commitment of funds over the next 5 years, \$53.6 million in capital projects. This is a structured intentional plan for use of the fund balance outside of day to day operating.

In response to a question the Board was advised that the \$53.6 million does not include the 2025 carryforward.

5-Year Fund Balance Versus Boundaries

By policy, the Board sets upper and lower fund balance limits. The 5-year capital improvement plan's impact on the fund balance shows the balance stays above the upper limit and maintains that throughout 5 years.

10-Year Fund Balance Versus Boundaries

A snapshot of the 10-year capital plan shows two phases of capital projects, the current year's projects now and out years 2030 onwards for the Operations Center, Lakewood and Standley Lake projects. It is also important to review what that does to the fund balance overtime alongside the year over year increase in operations with increases in benefits getting more expensive and built into the forecast. In 2031 onwards the fund balance slopes downwards consistently indicating that beyond that point it becomes more structurally unsustainable with revenues no longer keeping pace. The overall picture is that the 5-year view is manageable and in a healthy cycle, with the outyear's increases, in benefits in particular, the forecast shows that adjustments will need to be made.

In response to a question, the Board was advised that the legal reserve is the Tabor emergency reserve of 3% of the current year's spending plan. The total spendable fund balance would reduce by that Tabor reserve.

The Chair advised the Board that the fund balance fluctuates throughout the year, the balance grows early in the year when property taxes are paid. The Board doesn't look at the fund balance on a monthly basis because of the fluctuations and a monthly review is not helpful. Looking at the fund balance at year end is more helpful. The lower fund balance limit includes the Tabor amount and is set by Board policy. If there is another pandemic or recession like in 2008, the

Library doesn't have to cut hours and staff because we have the operating reserves to lean on. There is some concern in the outyears. The Library operates between the upper and lower limits and with excess to pay for capital projects.

In response to questions the Board was advised that:

- The Library budgets on an annual basis and funds can only be appropriated one year at a time.
- The Board is not asked to approve the 10-year capital expenditure plan.

The Chair advised the Board that they will take a vote in December to authorize the Executive Director to implement the 2026 spending plan and noted that if the Trustees come up with more questions they can reach out to her.

Facilities & Construction Projects

A. Kleen-Tech Services LLC 6 Month Renewal Contract

Steve Chestnut, Director of Facilities and Construction Projects advised the Board that JCPL issued an RFP for janitorial and carpet cleaning services and completed the evaluation process. After concluding that the award could not move forward, JCPL would like to extend the contract with Kleen-Tech for six months to allow time for the Library to revisit the process.

MOTION: Renny Fagan moved that the Library Board of Trustees authorize the Executive Director to sign a six month renewal contract with Kleen-Tech Services LLC for janitorial services at all locations for up to an additional six months. Seconded by Nikki Jain Brown the motion passed by unanimous vote of all Trustees present.

Communications & Engagement

A. "Northwest Jeffco Library and South County Library Naming"

Elise Pennington, Director of Communications and Engagement advised the Board that the Library is bringing forward a recommendation to name the library currently known as South County the Deer Creek Library. The Library is in the Deer Creek area and it is a well-known name in that community. The Library would like to have further discussion on Northwest Jeffco Library naming options and will bring a recommendation to the Board at a future meeting.

MOTION: Nikki Jain Brown moved that the Library Board of Trustees authorize the Executive Director to name the Library located at 11100 Bradford Road, Littleton, Colorado the Deer Creek Library. Seconded by Emelda Bing Walker, the motion passed by unanimous vote of all Trustees present.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the consent agenda.

EMERGING ISSUES

No issues.

ENDS

There were no items.

BOARD GOVERNANCE

The Trustees reviewed the 2026 governance process calendar. The Chair advised the Board that the 2026 governance process calendar will appear on the consent agenda for adoption at the December 11 Board meeting.

BOARD SCHEDULE – NEXT MEETINGS

2025 Board Meeting Schedule

- December 11, 2025 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- The Chair advised the Board that the 2026 Board meeting invitations will be sent out soon.

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

There were no announcements.

At 7:15 pm, the Chair called for a motion to adjourn the regular meeting and reconvene in Executive Session.

MOTION: Emelda Bing Walker moved to adjourn the regular meeting of the Library Board of Trustees and reconvene in Executive Session regarding:

(1) Collective Bargaining

- Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.
- 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.

Seconded by Renny Fagan the motion passed by unanimous vote of all Trustees present.

The Chair announced a 10 minute break to allow the Board and staff time to clear the room, leave the existing ZOOM meeting, and then join the Executive Session in the separate meeting invitation.

The Chair called the Executive Session to order at 7:32 pm with the following trustees present: Renny Fagan, Pam Anderson, Nikki Jain Brown, Charles Jones and Emelda (Bing) Walker. Also present were Donna Walker, Executive Director; Eric Butler, County Attorney's Office, Steven Spirn Consultant; Bernadette Berger, Chief Information Officer; Lisa Smith, Chief People & Culture Officer; Cynthia Kiyotake, Chief Libraries and Inclusion Officer; Matt Griffin, Chief Strategy & Operating Officer; Elise Penington, Director of Communications & Engagement; and Amber Fisher, Executive Assistant.

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

90 days.

At 8:53 pm, the Chair called for a motion to adjourn the Executive Session.

MOTION: Kim Johson moved to adjourn the Executive Session of the Library Board of Trustees. Seconded by Emelda Bing Walker, the motion passed by unanimous vote of all Trustees present.

It is noted that the Library Board of Trustees met in Executive Session regarding Collective Bargaining. The Trustees held those discussions, and this summary is provided as required by Colorado Statute.

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