

# BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY

BOARD OF TRUSTEES

January 15, 2026



**Colorado Cowboy Gathering presents,  
“Music and Ballads of the Old West”**



**Fine Motor Skills Friday**



**Alzheimer's Association Presents: Healthy  
Living for Your Brain and Body - Tips from  
the latest research**



**Life Savors' Storytelling Group: Silver  
Linings**



Jefferson County  
**PUBLIC LIBRARY**

## **APPROVAL OF AGENDA**

# BOARD MEETING AGENDA - **AMENDED**

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	<b>Thursday, January 15, 2026 – 5:30 pm – HYBRID MEETING</b> <ul style="list-style-type: none"> <li>• <b>ONLINE MEETING VIA ZOOM</b></li> <li>• <b>In-Person at Lakewood Library meeting room, 10200 W. 20<sup>th</sup> Avenue, Lakewood 80215</b></li> </ul>
1.	<b>Call to order &amp; attendance (4.5.8)</b> A. Verbal roll call – Each Trustee announces their presence by stating their name.
2.	<b>Pledge of Allegiance</b>
3. Agenda <b>Action</b>	<b>Approve Agenda</b> <b>Chair: Call for motion and second</b>
4. Public Comment	<b>Public Comment</b> 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.  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.  To address the Library Board of Trustees during Public Comment: <ol style="list-style-type: none"> <li>1. <u>In-person</u>: Must sign in on the form provided at the door.</li> <li>2. <u>Virtually during the public comment portion of the meeting</u>: Send a chat message to the meeting host with name and the comment topic by 5:35pm.</li> <li>3. <u>Online public comment form</u>: The online form is available at 5:30 pm the Thursday prior to the scheduled Library Board meeting and closes at 1:00 pm the day prior to the scheduled Library Board meeting.</li> <li>4. People who dial in will not be able to provide public comment during the meeting.</li> <li>5. Those who failed to sign up or submit the online form, or arrived late, may, at the discretion of the Chair, be allowed to address the Library Board.</li> <li>6. The Chair has authority to maintain the decorum of the meeting. Conduct or comments that are disruptive to the meeting or its participants are prohibited.</li> </ol> For more information on public comment policy please refer to Board Governance Policy 4.3.7: <a href="#">August 2025 Board Governance Policy Manual</a>
5. CONSENT AGENDA <b>Action</b>	<b>Approval of Consent Agenda</b> <b>Chair: Call for motion and second</b> <ol style="list-style-type: none"> <li>A. Approve December 11, 2025 Board Meeting Minutes</li> <li>B. Adopt the Sunshine Resolution LB-01-15-26</li> <li>C. Approve Midwest Tape Hoopla Contract Renewal</li> </ol>

# BOARD MEETING AGENDA - **AMENDED**

Jefferson County Public Library Board of Trustees

6. Foundation	Foundation Update
7. Operational Updates <b>Action</b> as Needed	<p><b><u>Executive Director and Strategy &amp; Operations</u></b></p> <p>A. Executive Director Report</p> <p>B. Capital Building Projects Update</p> <p>C. Adopt Global Ends 1.0-1.3 and Policies 3.4 Monitoring the Executive Director's Performance and 4.9.5 Library Books &amp; Materials Budget Policy <b>Chair: Call for motion and second</b></p> <p>D. 2026+ Strategic Plan Duration <b>Chair: Call for Board Consensus</b></p> <p>E. 2026 Annual Plan <b>Chair: Call for Board Consensus</b></p> <p>F. Financial Report (December 2025)</p>
8. <b>Action</b> as Needed	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
9. Emerging Issues <b>Action</b> as Needed	
10. Ends <b>Action</b> as Needed	<b>Ends:</b> No items.
11. Board Governance <b>Action</b> as Needed	<p><b>Board Governance:</b></p> <p>Chair Appointments:</p> <ul style="list-style-type: none"> <li>• Action Item: Chair appoints committee to review Board Bylaws (4.4.2D)</li> <li>• Action Item: Chair appoints nominating committee for Board officers (4.4.2D)</li> <li>• Action Item: Chair appoints Trustee representative to Foundation</li> </ul> <p><u>Informational:</u> 2026 Governance Process Calendar as adopted at the December 11, 2025 Library Board meeting</p>
12. Suggest Agenda Items <b>Action</b> as Needed	<p>BOARD SCHEDULE – NEXT MEETINGS –</p> <p>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.</p> <p><u>2026 Board Meeting Schedule</u></p> <ul style="list-style-type: none"> <li>• February 12, 2026 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>• February 19, 2026 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>• March 12, 2026 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> <li>• March 19, 2026 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room</li> </ul>
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)

# BOARD MEETING AGENDA - AMENDED

Jefferson County Public Library Board of Trustees

15. Information	Announcements/General Information Sharing <ul style="list-style-type: none"><li>• Report of the Chair – Correspondence, Other</li><li>• Other Announcements</li></ul>
16. EXECUTIVE SESSION	<p>EXECUTIVE SESSION:</p> <ul style="list-style-type: none"><li>• Guests: Eric Butler, County Attorney’s Office; and Steven Spirn, Consultant</li></ul> <p><b>Call for Motion and Second</b> to adjourn the regular meeting of the Library Board of Trustees and reconvene in executive session.</p> <p><u>Collective Bargaining</u>. Statutory citations authorizing an executive session for this topic:</p> <ul style="list-style-type: none"><li>• Pursuant to 24-6-402(4)(e)(I) for discussion of strategy and instructions to negotiators.</li><li>• 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.</li></ul>
17. ADJOURN EXECUTIVE SESSION	Adjournment of Executive Session

## **CONSENT AGENDA**

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

**[jeffcolibrary.org](http://jeffcolibrary.org)**



TO: Library Board of Trustees

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

DATE: January 15, 2026

RE: Consent Agenda for the January 15, 2026 Board Meeting

- A. Library Board of Trustees adopt the Minutes of the December 11, 2025 Board Meeting
- B. Library Board of Trustees adopt the Sunshine Resolution LB-01-15-26
- C. Library Board of Trustees approve the Midwest Tape Hoopla Contract Renewal

**Minutes of the Regular Meeting of the  
JEFFERSON COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES  
December 11, 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 December 11, 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, Renny Fagan, Jill Fellman and Charles Jones.

Absent: None.

**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; Padma Polepeddi, Assistant Director of Libraries & Inclusion for Community Outreach; Brad Green, TDI Systems and Security Manager; Cheryl Murphy, TDI Service Manager; Katie O'Loughlin, Administrative Coordinator Supervisor, Kelci Rude, Administrative Coordinator Supervisor, Ryan Turch, Technology and Innovation Operations Supervisor.

There were additional Library staff members attending the meeting.

**APPROVAL OF AGENDA**

**MOTION:** Emelda Bing Walker 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.

The Chair thanked the Lakewood Library staff for providing meeting overflow space in the Children's area. While providing overflow space is not required, an exception was made to accommodate as much public participation as possible.

The Chair asked that anyone online wanting to provide public comment sign up by 5:35 pm by sending a chat message to the meeting host with their name and topic.



## **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.

Rosalie Rodriguez, Anna Sparlin, Grace Peterson, Annette Guillaume, Amy Christiansen, Jess Villanueva, Cosmo Wright, Jill Hinn, Sammi Johnson, Dawn Allbee, Shannon Pagliaro, Mindy Mohr, Derek Hammer and Brad Bruce provided public comment regarding building closures, reserve fund, staffing practices, union negotiations, living wage, raises, safety at work, impasse, page duties, end of year bonus, mediation, benefits, values, workplace culture, Arvada renovations and minimum wage.

The Chair thanked the public comment participants and closed the public comment portion of the meeting at 6:09 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. Library Board of Trustees adopt the Minutes of the November 13, 2025 Special Board Meeting
- B. Library Board of Trustees adopt the Minutes of the November 20, 2025 Board Meeting
- C. Library Board of Trustees adopt the 2025 Governance Process Calendar (4.3.2 and 4.3.2B)
- D. Library Board of Trustees authorize the STAT Courier Contract Renewal
- E. Library Board of Trustees authorize the contract for Removal, Reinstallation, and Equipment Purchase of Arvada Automated Materials Handling System
- F. Library Board of Trustees authorize the 2026 Contract Amendment for Sierra ILS, Innovative Interfaces, Inc.

**MOTION:** Jill Fellman 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 an overview of community connections and recent funding updates including the receipt of \$2,500 from Ent Credit Union and \$10,000 from the Laguardia Family

Foundation. CO Gives Day raised almost \$22,000. The 2026 Friends Annual meeting is scheduled for March 13; Shelley Read is featured author. The Foundation and Warehouse will be closed Dec. 24- Jan. 1.

## **EXECUTIVE DIRECTOR REPORT**

### **A. Executive Director Report**

The Executive Director advised the Board that there will be Noon Years' Eve events happening at all locations and Board members are welcome to attend. The Executive Director asked that she be advised if any Board members are considering attending PLA.

### **B. Capital Building Projects Update**

- Deer Creek Library: Library name communications have gone out to staff. The project is in the schematic design stage, and the team is impressed by architect plan.
- Arvada Redesign: Moveout is planned for early January. The move into the alternative space will span a few days. This Saturday Arvada Library is hosting a "farewell for now" event for the community.
- Conifer: The Open House event took place last week. The Executive Director thanked Trustee Walker for attending, along with commissioners, community partners, and community members. JCPL received great comments from the public.
- Northwest Jeffco: Staff have developed new names to consider. Naming will be brought back to the Board in January.

The Executive Director thanked each board member for their volunteer service on the Board and shared her appreciation for their dedication now and for the future.

## **OPERATIONAL UPDATES**

### **Strategy & Operations**

#### **Finance and Budget**

##### **A. Financial Report (November 2025)**

Matt Griffin, Chief Strategy and Operating Officer, addressed the Board and provided an overview of the monthly financials. On Table 1, it was noted that November revenue has not been recorded due to timing of the meeting. It will be reflected in next month's financials. Financials are in line with expectations and there were no concerns to highlight.

There were no questions from the board. The Chair advised that if Board members had follow up questions, they could be directed to her.

##### **B. 2026 Recommended Budget**

Matt Griffin, Chief Strategy and Operating Officer, advised the Board that there have been no changes since the discussion last month. Two additional pieces of information were brought forward in response to a request from the Board at the November meeting.

#### **Annual Repair and Maintenance (ARMs)**

The ARMs were broken out of the Capital category and displayed as their own line item. There is \$1.6 million allocated for annual repair and maintenance. Previously that was added to the Capital line. The total expenditure remains the same. This table is for the clarity and visibility of the breakout of repair and maintenance.

### Carryforward Process

Once we have year-end actuals in January, our financial team conducts an internal review and identifies any projects that are eligible for carrying forward. Divisions review the funds needed to continue any work into 2026 that doesn't have funding available in 2026. In that situation, unspent money from 2025 can be carried into 2026. JCPL brings this information to the Board for review and approval at the February board meeting, explaining the need for carryforward. After this, there is more internal processing that takes a few months. Carryforwards typically go back into the budget in May or June.

The current estimate across all capital projects is anticipated at around \$30 million. We would see this added to the budget around May or June. We are anticipating around that number to be brought back to the Board in February 2026.

In response to questions the Board was advised that:

- In Table 1, the \$28 million in the proposed 2026 budget does not include carryforward. Carryforwards will be added after they are processed and will be included in the amended budget we track against for the remainder of the year.
- The fund balance doesn't take into account the spending plan or budget. The fund balance is not part of the budget but is part of the financials. The fund balance amount is not included in the monthly financials; the Board sees it on an annual basis because it ebbs and flows month to month. JCPL internally monitors the fund balance each month.

The Board commented that JCPL's effort to make all the phases with budget and strategic planning digestible is appreciated. And JCPL continually trying to communicate clarity when there is less clarity in the public dialogue is appreciated, as it's not simple or easy to understand. It is a milestone moment to adopt budget at the end of the year. The Board thanked the staff for the significant lift throughout the year.

The Chair acknowledges that the Board made that task more complicated when encouraging an aggressive capital building phase, to add and renovate branches that sorely needed that work, noting it's difficult to anticipate when capital funds will be spent. They must be in a budget but it's unknown when the appropriate property or a building will become available. The Chair extended her gratitude to the team.

**MOTION:** Pam Anderson moved that the Library Board of Trustees adopt the 2026 budget and authorize the Executive Director to implement the spending plan contained therein. Seconded by Nikki Jain Brown 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**

Informational Only: Adopted 2026 Board Meeting Schedule

## **BOARD SCHEDULE – NEXT MEETINGS**

### 2026 Board Meeting Schedule

- January 8, 2026 – Study Session – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room
- January 15, 2026 – Board Meeting – 5:30 pm Hybrid: Virtual via ZOOM. In-Person Location: Lakewood Library Meeting Room

## **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

There were no announcements.

The Chair noted that she received correspondence via a scanned letter that was received very late and not included in the public comment form. The Chair will check with Board members for receipt and will send as needed.

At 6:29 pm, the Chair called for a motion to adjourn the regular meeting and reconvene in Executive Session.

**MOTION:** Nikki Jain Brown 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 Jill Fellman 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 6:40 p.m. with the following trustees present: Renny Fagan, Pam Anderson, Nikki Jain Brown, Charles Jones, Jill Fellman, 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 Kelci Rude, Administrative Coordinator Supervisor.

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

At 7:49 pm, the Chair called for a motion to adjourn the Executive Session.

**MOTION:** Nikki Jain Brown 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.

Charles Jones, Secretary

**ADOPTED: 01-15-26**

BEFORE THE BOARD OF TRUSTEES  
OF THE JEFFERSON COUNTY PUBLIC LIBRARY  
RESOLUTION NO.: **LB 01-15-26**

**WHEREAS**, effective June 1, 1991, the Board of Trustees of the Jefferson County Public Library is subject to the provisions of Senate Bill 91-33 (the "Colorado Sunshine Act");  
and

**WHEREAS**, HB19-1087 was approved by the Governor on April 25, 2019 with an effective date of August 2, 2019. A local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body.  
and

**WHEREAS**, the public place in which such notice will be posted must be designated annually.

**WHEREAS**, the notice must include specific agenda information where possible.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees of the Jefferson County Public Library hereby designates the public website [jeffcolibrary.org](http://jeffcolibrary.org) as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Date: January 15, 2026

**This item will be placed on the consent agenda for the January 15, 2026 Library Board meeting unless otherwise instructed by the Board.**

**ADMINISTRATION**

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

[jeffcolibrary.org](http://jeffcolibrary.org)



Jefferson County  
**PUBLIC LIBRARY**

TO: Donna Walker, Executive Director

FROM: Cynthia Kiyotake, Chief Libraries and Inclusion Officer  
Lizzie Gall, Assistant Director of Libraries & Inclusion for Resources and Programs

DATE: January 8, 2026

RE: Midwest Tape Hoopla Contract Renewal

**History of Agreement:**

Jefferson County Public Library has subscribed to Hoopla from Midwest Tape since 2015. Hoopla is a streaming platform for e-books, audiobooks, music, TV series, movies and comics. The platform is very popular with JCPL patrons and has over one million titles available. We would like to renew the subscription with Hoopla as a sole source product due to its extensive and varied catalog of available materials for which there is no close competitor in the market.

We entered a two-year contract with the vendor in 2023. We renewed the contract in 2025 for the first time and added an option for five additional one-year renewals. We are satisfied with the performance of this vendor and would like to renew for an additional year. This would be the second renewal and would run for a one-year term from 2026 to 2027.

**Total Cost:**

The not to exceed amount for the upcoming 12 months is \$504,000.

**Budget:**

This expenditure is within the approved 2026 budget.

**Next Actions:**

We recommend that the Library Board of Trustees authorize the Executive Director to renew the agreement with Midwest Tape for the Hoopla streaming platform. **This item will be placed on the consent agenda for the January 15, 2026 board meeting unless otherwise instructed by the Board.**

## Foundation Update





# ■ January 2026

## JCLF Executive Director Report

By Jo Schantz Hall, MNM, CFRE, GPC

# Library Giving Day

We're not fooling! Library Giving Day is coming up on April 1, 2026, and we are asking all library lovers to remember JCPL and JCLF on this special day.

Library Giving Day is a one-day fundraising event with the goal of encouraging people who depend on and enjoy public libraries to donate to their individual libraries all across the nation. Last year's campaign raised more than \$2 million in support of our country's essential and well-loved libraries.

We ask you to please join in this year's campaign by donating via our website: [www.jeffclf.org](http://www.jeffclf.org) and click on DONATE NOW! You can contribute to the general fund or specific JCPL programs and amenities. Gifts are tax deductible!

## JCLF Funding Update

### Requests Pending

- More than \$400,000 in grant requests is currently pending (since July 2025)

### Funds Received

- Elaine Griffin -- \$10,000 general fund
- Ent Credit Union -- \$2,500 Friends Community Partner
- Laguardia Foundation -- \$10,000 for Early Childhood Literacy
- Anonymous -- \$15,900 general fund

### Requests Denied

- Howe Foundation -- \$5,000 for 1000 Books Before Kindergarten

## Spring Whale of a Used Book Sale -- May 28 - 31



The Foundation will host its spring Whale of a Used Book Sale from Thursday evening, May 28, through Sunday, May 31, at the Jeffco Fairgrounds, 15200 W. 6th Avenue in Golden. We already have several pallets of books ready to be placed in all 3 exhibit halls, and we expect this to be one huge Whale of a Sale!

On Thursday evening, JCLF will welcome Friends of the Library to the annual Friends-only Preview Night, which offers free admission to current Friends members. General admission (daily from Friday through Sunday) is \$5 per adult over age 18, and children are free.

We are pleased that once again the Rotary Club of South Jeffco will provide a pancake breakfast for our hungry shoppers! This will take place on Saturday morning, May 30 (times to be determined).



## JCLF Executive Director Report

### FRIENDS ANNUAL MEETING MARCH 13TH

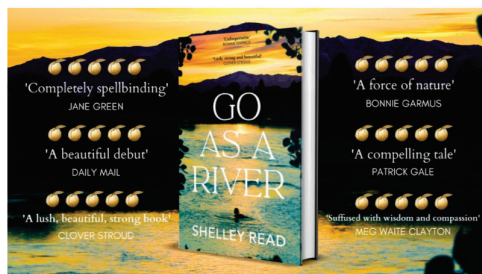


We are proud to announce that our 2026 Friends Annual Meeting is slated for Friday, March 13, from 11:30 am to 1:30 pm at the Wheat Ridge Rec Center. This year's keynote is acclaimed Colorado author Shelley Read.

Shelley's first novel -- *Go As A River* -- was the winner of the High Plains Book Award for Fiction & the Reading the West Book Award for Debut Fiction. This international best-seller has been translated into 34 languages.

As we learn from her website: Set amid Colorado's wild beauty, this is the heartbreaking coming-of-age story of a resilient young woman whose life is changed forever by one chance encounter. This "literary triumph" (Denver Post) is a tragic, uplifting novel of love and loss, place and displacement, prejudice and family, wilderness and survival—and hope.

Shelley was an award-winning senior lecturer at Western Colorado University for nearly three decades, where she taught writing, literature, environmental studies, and honors. She is a mom, mountaineer, world traveler, and 5th-generation Coloradan who lives with her family in the Elk Mountains of Colorado's Western Slope.



### COMMUNITY CONNECTIONS

- Dec. 2 – Interview with JCPL's Jared Johnson for winter Footnotes newsletter
- Dec. 3 – One-on-one grant research with Foundation Search
- Dec. 4 – PEO Chapter FP holiday luncheon
- Dec. 8 – Teams meeting with Donna Walker
- Dec. 9 – Wheat Ridge Business Assn. holiday luncheon
- Dec. 9 – Lakewood Foothills Rotary Club holiday dinner
- Dec. 10 – Presentation to Wheat Ridge Optimist Club
- Dec. 11 – Applewood Business Assn. holiday luncheon
- Dec. 11 – JCPL Trustee meeting
- Dec. 15 – Assisted in holiday client gift pick-up at Golden Pantry & Thrift
- Dec. 16 – JCLF Finance Committee meeting
- Dec. 17 – holiday lunch with donor Allison Brigham
- Dec. 18 – JCLF staff/Board holiday lunch at 240 Union Creative Grille
- Dec. 18 – Site visit with prospective JCLF Board member Dan Larson
- Dec. 19 – holiday lunch with donor Beth Kalstein
- Dec. 24 – Jan. 1 – Office/warehouse holiday closure
- Jan. 9 – Meeting with Evergreen Arts Council, discussion of RM Literary Festival
- Jan. 12 – Teams meeting with Donna Walker
- Jan. 13 – Teams meeting with Bridget Beatty
- Jan. 14 – Site visit with prospective JCLF Board member Scott Moore
- Jan. 15 – Golden Pantry & Thrift Board meeting
- Jan. 15 – PEO Chapter FP lunch meeting

## **Executive Director and Strategy & Operations**



## **JANUARY 2026 EXECUTIVE DIRECTOR REPORT**

### **2026 Annual Plan Progress in January**

#### **Objective: Increase Community Use of Their Library**

**Project:** Radically Welcoming New Patron Experience

**Project:** Deer Creek Library

- Finalize schematic design

#### **Objective: Bridge Gaps to Access**

**Project:** Digital Accessibility

- Rollout staff Quick Reference Guides

**Project:** Arvada Redesign

- Move out
- Launch interim services
- Initiate construction

#### **Objective: Make Every Visit an Exceptional Experience**

**Project:** Northwest Jeffco

- Assess schematic design and pricing

**Project:** Lakewood Library and Administration Refresh

- Reopen staff kitchen
- Complete Administration wing restrooms
- Install new carpeting


**Project:** New Integrated Library System (ILS)

#### **Objective: Shape Services and Spaces to Encourage Learning and Discovery**

**Project:** Wheat Ridge Library Services





- 
- Establish project charter and timeline

**Project:** Expand Creative Technologies Learning

**Project:** AI Innovation & Engagement Strategy

### **Objective:** JCPL is an Employer of Choice

**Project:** Collective Bargaining Agreement (CBA)

- Finalize CBA
- Conduct Ratification votes
  - AFSCME
  - Library Board of Trustees
  - Board of County Commissioners

**Project:** Collective Bargaining Agreement (CBA) Implementation

### **Objective:** Employees Are Equipped to Deliver on Our Promises to Our Community

**Project:** Staffing Analysis


## **SERVICE HIGHLIGHTS:**

**Winter Reading:** New at JCPL! [JCPL's Winter Reading 2026 | Jefferson County Public Library](#)  
Grab your [Winter Reading](#) Bingo card today and carve out some time to curl up with your TBR pile. Starting Jan. 15, explore books and complete activities that match the 16 bingo space descriptions to collect badges and fill out your card. Read your way to BINGO by Feb. 28 to win your finisher prize!

**Conifer Library** is holding a monthly series called [Midweek Mindful Space for Teens](#) offering a safe and welcoming space just for teens to decompress after schools with creative hands-on activities.

## **ADVOCACY AND ENGAGEMENT OPPORTUNITY FOR TRUSTEES**

[Public Library Association \(PLA\) Conference 2026](#) will be in Minneapolis, Minnesota, April 1–3, 2026. Registration is open. Please let Amber know if you'd like to attend.





## HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, January 2026

- Attend **Board of County Commissioners** Hearings
- Attend **ULC Director/CEO** meetings
- Meeting with Joe Kerby, **Jefferson County manager**
- Meeting with Jo Schantz, executive director, **Jefferson County Library Foundation**
- Attend **Jefferson County Library Foundation** Board meeting
- Attend **Elected Officials/Personnel** Board meeting
- New Trustee Orientation
- Meetings with City of Arvada
- Attend **Colorado Association of Libraries Legislative Committee (CAL LEG)** meeting



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

[jeffcolibrary.org](http://jeffcolibrary.org)



Jefferson County  
**PUBLIC LIBRARY**

TO: Library Board of Trustees

FROM: Donna Walker, Executive Director

RE: ADOPT Global Ends Statements and Policies 3.4 and 4.9.5

DATE: January 15, 2026

At the beginning of each calendar year the Board reviews their Global Ends Statements - the long-term, broad organizational goals that set direction for the Library - per their governance calendar. This review is a critical step in the strategic planning process.

In 2025 the Board reached consensus on new Global Ends Statements to begin in 2026. The Library recommends that the Board adopt the new Global Ends Statements. These Ends are the foundation of our 2026 Strategic Plan and continue to provide vision and guidance for our priorities, initiatives and projects.

There are two additional policies that require adjustments regarding the Board's Ends and the Library recommends that the Board also adopt Policies 3.4 Monitoring the Executive Director's Performance and 4.9.5 Library Books & Materials Budget Policy. The new Global Ends Statements and policies 3.4 and 4.9.5 with the recommended adjustments are attached.

**POLICY TYPE: ~~ENDS~~ MISSION, VISION AND BOARD ENDS   POLICY 1.0**  
**POLICY TITLE: *ENDS POLICIES***

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**Global Ends Statements:**

~~The Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.~~

- ~~1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.~~
- ~~2. All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.~~
- ~~3. Jefferson County Public Library adds value to the community by providing leading edge services that advance our common goals.~~
- ~~4. JCPL maximizes return on shared investment by delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.~~

**Mission, Vision, and Board Ends**

These Board-owned elements establish JCPL's purpose, future direction, and desired outcomes.

**Mission:** Jefferson County Public Library enriches lives and our community by providing equitable and free access to information, experiences, and opportunities.

**Vision:** Jefferson County Public Library is an essential place in our community for connection, learning, discovery, and creation. Everyone belongs. Everyone feels welcome.

**Global Ends Statements:**

**1.1 Equity of Access**

JCPL actively identifies and removes barriers to library services, providing convenient and free access to information and resources for all.

**1.2 Creating Place**

Our libraries are safe and accessible spaces that bring people together, encourage discovery, and where everyone belongs.

**1.3 Our People**

We empower our team members with the resources, opportunities, and culture to thrive and serve our community.



**POLICY TYPE: BOARD–MANAGEMENT DELEGATION      POLICY 3.4**  
**POLICY TITLE: *MONITORING THE EXECUTIVE DIRECTOR’S PERFORMANCE***

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The Library Board will systematically and rigorously monitor Executive Director job performance to determine the extent to which Ends are being achieved and whether operational activities fall within boundaries established in Management Limitations policies. Accordingly:

1. Monitoring is simply to determine the degree to which Library Board policies are being met. Information that does not address policy compliance will not be considered in the evaluation of Executive Director Performance.
2. The Library Board will acquire monitoring data by one or more of three methods:
  - A. By internal report, in which the Executive Director discloses, in writing, policy interpretations and compliance information to the Library Board
  - B. By external report, in which an external, disinterested third party selected by the Library Board assesses compliance with Library Board policies
  - C. By direct board inspection, in which a designated member or members of the Library Board assess compliance with the appropriate policy criteria.
3. In every case, the Library Board will judge whether (a) the Executive Director’s interpretation is reasonable, and (b) whether data demonstrate accomplishment of or compliance with the Executive Director’s interpretation.
4. In every case, the standard for compliance shall be any reasonable interpretation by the Executive Director of the Library Board policy being monitored. The Library Board is the final judge of reasonableness, and will always judge with a “reasonable person” test (what a reasonably prudent person would do in that context). When judging reasonableness, therefore, interpretations favored by individual board members or by the Library Board as a whole shall not constitute a “reasonable person” test.
5. Actions determined to be not compliant with a reasonable interpretation of Library Board policies will be subject to a remedial process agreed to by the Library Board.
6. All policies instructing the Executive Director will be monitored at a frequency and by a method chosen by the Library Board. The Library Board may monitor any policy at any time by any method but will ordinarily depend on the following routine schedule.

Policy	Method	Frequency/Ongoing Schedule
2.0	General Management Constraint	Annually - February
2.1	Treatment of Patrons	Annually – February
2.2	Treatment of Staff	Annually – February
2.3	Financial Condition and Activities	Annually - February
2.4	Asset Protection	Annually - February
2.5	Financial Planning/Budgeting	Annually - August
2.6	Compensation and Benefits	Annually - August
2.7	Emergency Executive Director Succession	Annually - August
2.8	Board Awareness and Support	Annually - August
2.9	Materials Selection	Annually - August

**~~Global Ends Statements:—~~**

**~~The Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.~~**

- ~~1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.~~
- ~~2. All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.~~
- ~~3. Jefferson County Public Library adds value to the community by providing leading edge services that advance our common goals.~~
- ~~4. JCPL maximizes return on shared investment by delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.~~

## **Mission, Vision, and Board Ends**

**These Board-owned elements establish JCPL's purpose, future direction, and desired outcomes.**

**Mission: Jefferson County Public Library enriches lives and our community by providing equitable and free access to information, experiences, and opportunities.**

**Vision: Jefferson County Public Library is an essential place in our community for connection, learning, discovery, and creation. Everyone belongs. Everyone feels welcome.**

### **Global Ends Statements:**

#### **1.1 Equity of Access**

**JCPL actively identifies and removes barriers to library services, providing convenient and free access to information and resources for all.**

#### **1.2 Creating Place**

**Our libraries are safe and accessible spaces that bring people together, encourage discovery, and where everyone belongs.**

#### **1.3 Our People**

**We empower our team members with the resources, opportunities, and culture to thrive and serve our community.**

#### **4.9.5 LIBRARY BOOKS AND MATERIALS BUDGET POLICY**

Purpose: The Library desires to maintain a responsible level of access to books and materials for Jefferson County residents as defined by demand and use measures of holdings per capita, circulation per capita and annual turnover rate. Each year library staff will establish annual targets for these measures in relation to benchmarks of peer libraries with the aim of reaching the top 75<sup>th</sup> percentile over time. The annual budget for books and materials will be based on projections developed by the Finance office and Libraries and Inclusion to ensure continual progress toward this goal. The budget for books and materials will ensure that the amount budgeted will move the Library closer to the annual target.

The internal guideline for the budget for Library Books and Materials has been adopted by the Library Board of Trustees to recognize the importance of maintaining the investment in Library Books and Materials.

This guideline serves to ensure that the Library Board of Trustee's Ends Statement #1 is met each year.

~~*"All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources."*~~

***"JCPL actively identifies and removes barriers to library services, providing convenient and free access to information and resources for all."***

The Library Board of Trustees reserves the right to modify or adjust the policy each year during the budget process as the Board believes to be in the best interest of the Library.

TO: Board of Trustees

FROM: Donna Walker, Executive Director

DATE: January 15, 2026

RE: 2026+ Strategic Plan – Duration Recommendation

### **Purpose**

This memo recommends the duration of the upcoming Strategic Plan currently referred to as the 2026+ Strategic Plan.

### **Recommendation**

Staff recommends adopting a four-year Strategic Plan covering 2026–2029, with 2029 serving as a transition and assessment year to inform the next Strategic Plan beginning in 2030.

### **Rationale**

As the organization reviews its active and upcoming commitments and investments—including major capital projects and a Collective Bargaining Agreement—a four-year plan best aligns with capital and operational realities and needs.

### **Key considerations include:**

- **Capital Project Delivery and Stabilization**

The next several years include the opening and operational ramp-up of significant library facilities:

- Deer Creek Library – anticipated opening: Early 2028
- Northwest Jeffco Library – anticipated opening: Late 2028

A four-year plan allows adequate time to operate, stabilize, and evaluate services within these new facilities before initiating a new strategic cycle.

- **Collective Bargaining Agreement (CBA)**

The forthcoming CBA is anticipated to be a three-year agreement, currently under negotiation and moving toward ratification activities. Aligning the Strategic Plan with this timeframe provides stability while the organization adapts to updated workforce agreements and operational practices.

- **Staffing Analysis**

In 2026, the organization will complete a staffing analysis modeling workforce needs through 2030. The 2026–2029 Strategic Plan will apply these findings to near-term decisions, with 2029 serving as a transition year to carry the 2030 staffing model into the next Strategic Plan.

- **Intentional Planning Reset**

Positioning 2029 as a planning and assessment year creates a deliberate runway toward a new Strategic Plan in 2030.

## **Conclusion**

A four-year Strategic Plan (2026–2029) aligns with upcoming capital projects and labor negotiations and allows for a planned transition to the next strategic plan.

## **Action**

This item is presented for Board consensus on a four-year Strategic Plan covering 2026–2029.

TO: Board of Trustees

FROM: Donna Walker, Executive Director

DATE: January 15, 2026

RE: 2026 Annual Plan

## **Introduction**

Following Board discussion and input at the January Study Session, the Library has refined the 2026 Annual Plan as outlined below.

JCPL will actively move toward meeting the Board Ends - broad organizational goals set by the Board - through the 2026 Annual Plan, a focused set of projects that represent our most significant public-facing and organizational commitments for the year.

These projects are organized under the strategic objectives that best reflect where the work is occurring in 2026, creating a clear line of accountability between Board intent, annual execution, and measurable progress. This approach allows multi-year initiatives to move across objectives as their focus evolves, and it enables the annual plan to accurately represent what JCPL is intending to deliver in a given year.

For each project, the annual plan identifies either key deliverables, deliverables paired with potential metrics, or deliverables followed by later-year measurement, depending on the project's stage of maturity. Where appropriate, potential metrics are included to demonstrate progress toward the objective in the same year, even when long-term outcomes will be realized later.

In addition to the annual plan, JCPL carries out a wide range of operational, programmatic, and internal work that supports the mission of the organization and achievement of these goals.

## **Annual Plan – Board Ends, Objectives, Projects and Metrics**

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### **Board End 1: Equity of Access**

*JCPL actively identifies and removes barriers to library services, providing convenient and free access to information and resources for all.*

### **Objective 1.1: Increase Community Use of Their Library**

*Jeffco residents feel a genuine pull to regularly use the library. What we offer as the library enriches their lives.*

### **Project: Radically Welcoming New Patron Experience**

#### **Deliverables:**

- Reinstatement of welcome postcards to new residents
- Standardize the content and design of onboarding materials
- Implement new patron surveys
- Design and launch library card sign-up campaign
- Begin offering library card sign-up opportunities at signature events

#### **Potential Metrics:**

- Performance of targeted messaging
  - New card sign-ups (campaign conversion)
  - New user survey responses
  - Patron library use in the first 3 months of card sign up
-

## **Project: Deer Creek Library**

### **Deliverables:**

- Complete design development
- Complete construction documents
- Approve Guaranteed Maximum Price (GMP)
- Begin construction
- Provide interim library services

### **Interim Services Potential Metrics:**

- Bookmobile stop usage levels
- Story Time program attendance
- Other program attendance levels

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## **Objective 1.2: Bridge Gaps to Access**

*Each element of JCPL service is designed, delivered and promoted to create the opportunity for everyone to participate. Our tax-supported services are provided free of charge.*

## **Project: Digital Accessibility**

### **Deliverables:**

- Establish systemwide digital accessibility standards
- Integrate accessibility into vendor oversight
- Train staff on inclusive digital practices
- Improve accessibility of digital content

### **Potential Metrics:**



- Vendor accessibility compliance status
  - Percentage of accessible digital content
  - Staff participation rate in accessibility training
- 

## **Project: Arvada Redesign**

### **Deliverables:**

- Provide interim services during closure
- Advance construction toward completion
- Deliver Family Place grant requirements
- Launch interim services

### **Interim Services Potential Metrics:**

- Interim service visits
  - Interim programs delivered
  - Families served through Play & Learn held at an offsite location
- 
- 

## **Board End 2: Creating Place**

*Our libraries are safe and accessible spaces that bring people together, encourage discovery and where everyone belongs.*

### **Objective 2.1: Make Every Visit an Exceptional Experience**

*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.*

**Project: Northwest Jeffco**

**Deliverables:**

- Confirm final building design
- Confirm project pricing
- Establish total project budget
- Establish updated project timeline
- Continue community outreach

**Community Outreach Potential Metrics:**

- Number of outreach activities

---

**Project: Lakewood Library & Administration Refresh**

**Deliverables:**

- Replace shelving
- Complete gender-inclusive restroom construction
- Upgrade meeting room Audio-Visual system
- Complete administrative areas reconfiguration

**Potential Metrics:**

- Lakewood Net Promoter Score (NPS) post construction



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## **Project: New Integrated Library System (ILS)**

### **Deliverables:**

- Issue ILS RFP
- Develop implementation plan

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## **Objective 2.2: Shape Services and Spaces to Encourage Learning and Discovery**

*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.*

## **Project: Wheat Ridge Library Services**

### **Deliverables:**

- Define library service needs
- Recommend a library service model
- Explore service options through partnerships
- Complete community engagement

### **Community Engagement Potential Metric:**

- Number and type of community engagement opportunities

---

## **Project: Expand Creative Technology Learning**

### **Deliverables:**

- Extend existing Create Space hours to align with library operations
- Design Creative Technology mobile vehicle
- Commence vehicle build and outfitting
- Expand creative technology programs for in-library
- Plan creative technology mobile services

**Potential Metrics:**

- Number of hours staffed creative technology services are offered to patrons
- Number of creative technology patron programs offered

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**Project: AI Innovation and Engagement Strategy**

**Deliverables:**

- Implement an AI strategy
- Deploy AI tools for staff workflows
- Deploy AI tools for patron services
- Build staff AI literacy through training and guidance
- Deliver AI programs and assist patrons with AI use

**Potential Metrics:**

- Staff AI tool adoption and utilization rates
- Staff readiness and confidence scores
  - Number of AI-related programs delivered
  - Patron engagement count
  - Efficiency improvements in administrative and service processes

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## **Board End 3: Our People**

*We empower our team members with the resources, opportunities and culture to thrive and serve our community.*

### **Objective 3.1: JCPL is an Employer of Choice**

*JCPL understands and takes action on what draws people to work here. Together, we intentionally build a culture of belonging for all.*

#### **Project: Collective Bargaining Agreement (CBA)**

##### **Deliverables:**

- Ratify CBA with American Federation of State, County and Municipal Employees (AFSCME)
- Obtain Board of Trustee approval
- Obtain Board of County Commissioners approval

#### **Project: Collective Bargaining Agreement (CBA) Implementation**

##### **Deliverables:**

- Update internal policies to meet contract requirements
- Update operating procedures to meet contract requirements
- Train supervisors on CBA impacts
- Establish ongoing supervisor training
- Launch contractually required committees

##### **Potential Metrics:**

- Employee retention rates

- Employee engagement survey results
  - Employee exit interview data
- 

### **Objective 3.2: Employees Are Equipped to Deliver on Our Promises to Our Community**

*JCPL staff are trained, supported and encouraged to succeed in their role, with a team focus on meeting the library's mission.*

#### **Project: Staffing Analysis**

##### **Deliverables:**

- Initiate third-party staffing analysis
  - Collect leadership input on strategic staffing issues
  - Assess staffing structures and opportunities
- 

##### **Summary:**

The 2026 Annual Plan represents the first year of execution under the 2026+ Strategic Plan and outlines the priority projects that advance the Board Ends. The plan focuses on clear 2026 commitments, aligning deliverables and appropriate measures to where work is occurring in the first year, while recognizing that many outcomes will be realized over time.

##### **Action:**

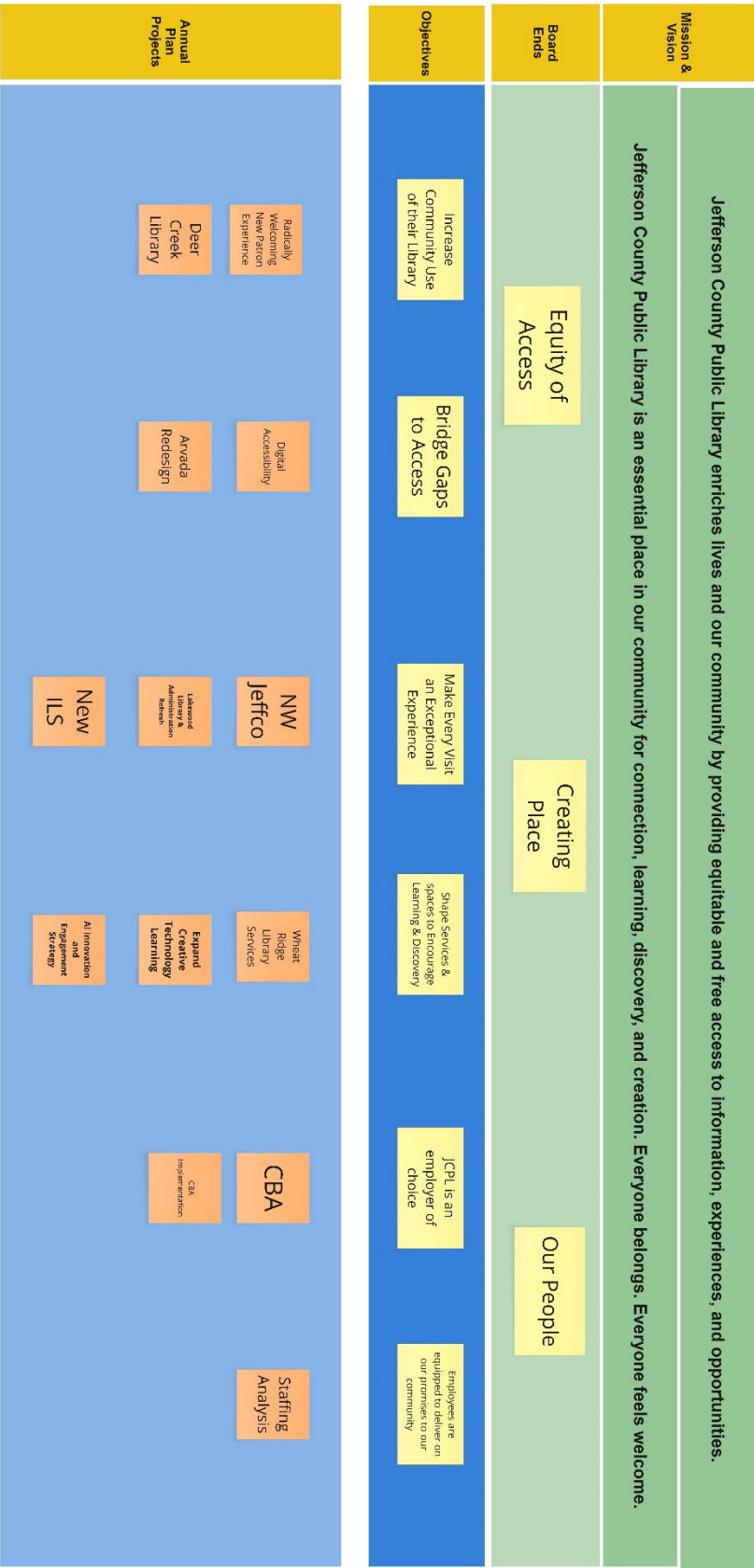
This item is presented for Board consensus on the 2026 Annual Plan, reflecting revisions made in response to feedback from the January 8 study session.

##### **Appendix:**

High level framework:

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

jeffcolibrary.org



## MISSION

*Jefferson County Public Library enriches lives and our community by providing equitable and free access to information, experiences and opportunities.*

## VISION

*Jefferson County Public Library is an essential place in our community for connection, learning, discovery and creation. Everyone belongs. Everyone feels welcome.*



## JCPL VALUES

*Values express how we work, serve and lead as a library system. These values will drive employee engagement and JCPL culture in the years ahead and build upon our community reputation for excellence.*

*How we show up at work:*

**INTEGRITY** Acting with honesty, consistency and strong moral principles — even when no one is watching.

**COLLABORATION** Working jointly with others, leveraging diverse strengths to achieve shared goals.

*How we treat others:*

**RESPECT** Valuing others by recognizing their dignity, perspectives and contributions.

**INCLUSION** Fostering a culture where diverse perspectives are welcomed, equity is prioritized and belonging is built into every experience.



## Equity of Access Strategic Objectives

### Increase Community Use of their Library

Jeffco residents feel a genuine pull to regularly use the library. What we offer as the library enriches their lives.

### Bridge Gaps to Access

Each element of JCPL service is designed, delivered and promoted to create the opportunity for everyone to participate. Our tax-supported services are provided free of charge.

## Creating Place Strategic Objectives

### Make Every Visit an Exceptional Experience

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.

### Shape Services & Spaces to Encourage Learning & Discovery

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.

## Our People Strategic Objectives

### JCPL is an Employer of Choice

JCPL understands and takes action on what draws people to work here. Together, we intentionally build a culture of belonging for all.

### Employees are Equipped to Deliver on our Promises to our Community

JCPL staff are trained, supported and encouraged to succeed in their role, with a team focus on meeting the library's mission.

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



[jeffcolibrary.org](http://jeffcolibrary.org)

TO: Donna Walker, Executive Director

FROM: Matt Griffin, Financial Strategy Consultant

DATE: January 15, 2026

RE: Finance Monthly Report

**Budget to Actual Tables – December 2025**

Please see the enclosed Budget to Actual Tables for December 2025.

These results reflect preliminary year-end financials and will continue to be refined over the coming months as normal timing differences and post-close adjustments are finalized.

December Real Property Tax revenue has not yet been recorded; however, on a year-to-date basis, 95.5% of budgeted property tax collections have been received. Overall results are tracking as expected at this stage of the close process.

In December, the Library Foundation provided funding of \$6,224 to JCPL. The Library contributed \$7,616 in-kind support in December. Year-to-date, the Library has received \$102,614 in funding and provided \$91,816 in-kind support to the Foundation, with a ratio of 1.15.

**TABLE 1**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**REVENUE AND EXPENDITURE SUMMARY**  
**BUDGET TO ACTUAL**

Revenue and Expenditure	2025 Budget	YTD Actual 12/31/2025	\$ Variance 2025 Budget	% Variance 2025 Budget
<b>Revenues</b>				
Property Taxes (net adjustments)	59,744,973	60,001,670	(256,697)	100%
Grants, Funds & Donations	560,427	485,484	74,943	87%
Investment Income	2,009,000	3,209,915	(1,200,915)	160%
Other Revenue	35,000	169,914	(134,914)	485%
<b>Total Revenues</b>	<b>\$ 62,349,400</b>	<b>\$ 63,866,983</b>	<b>\$ (1,517,583)</b>	<b>102.4%</b>
<b>Expenditures</b>				
Operating	47,918,946	44,086,293	3,832,653	92%
Financing & Debt Service	-	-	-	
Capital Projects	49,385,963	16,505,762	32,880,201	33%
<b>Total Expenditures</b>	<b>\$ 97,304,909</b>	<b>\$ 60,592,055</b>	<b>\$ 36,712,854</b>	<b>62.3%</b>

% Variance 2025 Budget

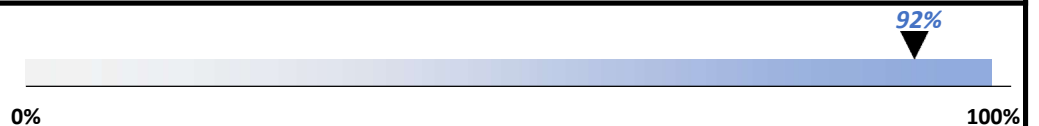
**Total Revenues**



**Total Expenditures**



**Operating**



**Debt**



**Capital**



**TABLE 2**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**OPERATING EXPENDITURES**  
**BUDGET TO ACTUAL**

	2025 Budget	YTD Actual 12/31/2025	\$ Variance 2025 Budget	% Variance 2025 Budget
<b>Operating Expenditures</b>				
<b>Salaries &amp; Employee Benefits</b>				
Salaries	19,267,433	17,830,228	1,437,205	93%
Awards & Bonuses	275,000	107,661	167,339	39%
Other	7,478,592	7,846,464	(367,872)	105%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 27,021,025</b>	<b>\$ 25,784,353</b>	<b>\$ 1,236,672</b>	<b>95%</b>
<b>Library Collections</b>				
Library Books & Materials	7,692,199	7,103,695	588,504	92%
Library Periodicals	205,000	231,303	(26,303)	113%
<b>Total Library Collections</b>	<b>\$ 7,897,199</b>	<b>\$ 7,334,998</b>	<b>\$ 562,201</b>	<b>93%</b>
<b>Supplies and Other</b>				
Supplies	1,915,452	1,631,153	284,299	85%
Services & Charges	7,851,593	6,149,835	1,701,758	78%
Interdepartmental Direct Charges	713,165	667,498	45,667	94%
Treasurers Fees	902,081	900,025	2,056	100%
Interdepartmental Indirect Charges	1,618,431	1,618,431	-	100%
<b>Total Supplies and Other</b>	<b>\$ 13,000,722</b>	<b>\$ 10,966,942</b>	<b>\$ 2,033,780</b>	<b>84%</b>
<b>Total Operating Expenditures</b>	<b>\$ 47,918,946</b>	<b>\$ 44,086,293</b>	<b>\$ 3,832,653</b>	<b>92.0%</b>

**TABLE 3**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**CAPITAL IMPROVEMENT PROJECTS**  
**BUDGET TO ACTUAL**

	2025 Budget	YTD Actual 12/31/2025	YTD Encumbrances	YTD Total Actual + Enc	Remaining 2025 Budget	Total Project Actual + Encumbrances	Total Project Budget
<b>Capital Expenditures</b>							
<b>Annual Replacement &amp; Maintenance</b>							
ARM-01 Capital Maintenance	418,631	458,781	-	458,781	(40,150)	n/a	n/a
ARM-02 Furniture & Equipment	42,000	48,918	-	48,918	(6,918)	n/a	n/a
ARM-03 Computer Replacement Plan	720,344	484,433	-	484,433	235,911	n/a	n/a
ARM-04 Book Sorter Replacement	40,000	14,255	-	14,255	25,745	n/a	n/a
ARM-05 IT Infrastructure Replacement	450,000	293,468	-	293,468	156,532	n/a	n/a
<b>Capital Projects</b>							
Document Management System	-	-	-	-	-	198,977	160,000
South County Library	13,198,826	10,823,565	-	10,823,565	2,375,261	11,125,385	30,849,540
Evergreen Library Redesign	172,000	127,237	-	127,237	44,763	4,923,162	5,200,048
Evergreen Library Roof Repair	1,141,540	117,581	-	117,581	1,023,959	147,041	
Columbine Library Roof Repair	-	-	-	-	-	670,708	
Northwest County Library	14,589,599	491,556	-	491,556	14,098,043	4,220,658	25,970,270
Arvada Library Redesign	14,752,433	914,438	178,771	1,093,209	13,659,224	1,182,189	14,895,781
Conifer Library Tenant Finish	2,360,590	2,092,225	-	2,092,225	268,365	2,232,035	2,500,400
Lakewood Restrooms	500,000	384,539	-	384,539	115,461	384,539	500,000
Admin Office Reconfiguration	250,000	-	-	-	250,000	-	250,000
Library Interiors Refresh Pilot	750,000	254,766	-	254,766	495,234	254,766	750,000
<b>Total Capital Expenditures</b>	<b>\$ 49,385,963</b>	<b>\$ 16,505,762</b>	<b>\$ 178,771</b>	<b>\$ 16,684,533</b>	<b>\$ 32,701,430</b>		

<b>TABLE 4</b> <b>JEFFERSON COUNTY PUBLIC LIBRARY</b> <b>GRANTS, FUNDS &amp; DONATIONS</b> <b>BUDGET TO ACTUAL</b>							
	2022 Actual	2023 Actual	2024 Actual	2025 Budget	YTD Actual 12/31/2025	\$ Variance 2025 Budget	% Variance 2025 Budget
<b>JCPL Grants</b>							
Books & Materials - American Rescue Plan	181,757	-	-	-	-	-	
Books & Materials - State	195,797	140,462	134,124	144,996	14,173	130,823	10%
Car Charging Station - Evergreen	-	16,500	1,984	-	-	-	
Car Charging Station - Columbine	-	-	-	-	30,000	(30,000)	
Car Charging Station - Standley Lake	-	-	-	-	27,000	(27,000)	
Car Charging Station - Lakewood	-	-	-	-	30,000	(30,000)	
<b>Total JCPL Grants</b>	<b>\$ 377,554</b>	<b>\$ 156,962</b>	<b>\$ 136,108</b>	<b>\$ 144,996</b>	<b>101,173</b>	<b>\$ 43,823</b>	<b>70%</b>
<b>JCPL Private Donations</b>							
Private Donations up to \$200	340	-	250	-	100	(100)	
Private Donations \$201 - \$999	-	-	-	-	669	(669)	
Rena Fowler	-	-	-	-	1,000	(1,000)	
Colorado Gives - Naumer Family Fund EV Remodel	-	5,000	-	-	-	-	
Anonymous Donor	-	2,000	-	-	-	-	
Anonymous Donor	58,042	-	-	-	-	-	
Anonymous Donor	-	-	-	-	-	-	
Anonymous Donor	-	-	-	-	-	-	
JCLF - Evergreen Library - Naming Rights	-	-	5,000	-	-	-	
Colorado Gives - Hard Times Writing	-	-	24,509	-	-	-	
Colorado Gives - Early Care & Education	-	-	-	-	60,000	(60,000)	
El Pomar Foundation	-	-	-	-	25,000	(25,000)	
Fundraising Target	-	-	-	150,000	-	150,000	
<b>Total Private Donations</b>	<b>\$ 58,382</b>	<b>\$ 7,000</b>	<b>\$ 29,759</b>	<b>\$ 150,000</b>	<b>\$ 86,769</b>	<b>\$ 63,231</b>	<b>58%</b>
<b>Other Funds Received</b>							
Payroll Funding - American Rescue Plan	263,556	856,591	-	-	-	-	
E-Rate Reimbursement	2,602	149,901	111,966	165,431	74,671	90,760	45%
Laptop Lending	100,145	183,427	33,325	-	2,676	(2,676)	
Insurance Recovery - Evergreen Roof	-	-	-	-	117,581	-	
Stadium Funds - Imagination Library	-	-	50,000	-	-	-	
Stadium Funds - Young Authors	-	-	42,350	-	-	-	
<b>Total Other Funds Received</b>	<b>\$ 366,303</b>	<b>\$ 1,189,919</b>	<b>\$ 237,641</b>	<b>\$ 165,431</b>	<b>\$ 194,928</b>	<b>\$ (29,497)</b>	<b>118%</b>
<b>Jefferson County Library Foundation</b>							
	131,894	127,180	141,576	100,000	102,614	(2,614)	103%
<b>Total Jefferson County Library Foundation</b>	<b>\$ 131,894</b>	<b>\$ 127,180</b>	<b>\$ 141,576</b>	<b>\$ 100,000</b>	<b>\$ 102,614</b>	<b>\$ (2,614)</b>	<b>103%</b>
<b>Total Grants, Funds &amp; Donations</b>	<b>\$ 934,133</b>	<b>\$ 1,481,061</b>	<b>\$ 545,084</b>	<b>\$ 560,427</b>	<b>\$ 485,484</b>	<b>\$ 74,943</b>	<b>87%</b>
<b>Other Funds Received Outside of Library Fund</b>							
Digital Equity - American Rescue Plan (FD181)	-	3,482	622,374	96,090	9,362	86,728	10%
Digital Equity - Rescue Plan (FD036)	-	-	-	205,241	-	205,241	0%

## **Board Governance**

ADOPTED 2026 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"> <li>Trustees review Global Ends Statements 1.0 - 1.4</li> <li>Review of 2026 Strategic Priorities</li> </ul>	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"> <li>Trustees complete mandated County training (4.1 and 4.8.1A)</li> <li>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).</li> </ul>	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"> <li>Review of Final 2025 Strategic Plan Achievements</li> </ul>	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"> <li>Supplemental Budget Amendment for Carryforward</li> <li>Budget Supplemental Information</li> </ul>
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"> <li>2026 Strategic Plan Mid-year Update</li> </ul>	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 2027 governance process calendar		
December	Trustees adopt 2027 governance process calendar (4.3.2 and 4.3.2.B)		Trustees adopt the 2027 budget and authorize the Executive Director to implement the spending plan
	Trustees adopt the annual budget (4.2.5.A)		
	End Trustees planning cycle (4.3.1)		

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