

# BOARD MEETING

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

December 10, 2020



Jefferson County  
**PUBLIC LIBRARY**

## **APPROVAL OF AGENDA**

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, December 10, 2020 – 5:30 pm - <u>ONLINE MEETING VIA WEBEX</u>
1.	<b>Call to order &amp; attendance</b> (4.5.8) 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> Public comments are currently being submitted to the Board via a link on the Board of Trustees webpage. Comments will be acknowledged in the minutes of the meeting.
5. CONSENT AGENDA <b>Action</b>	Approval of Consent Agenda <b>Chair: Call for motion and second</b> A. November 19, 2020 Board Meeting Minutes B. Trustees adopt the 2021 Governance Process Calendar
6. Foundation Report	Foundation Report – Jo Schantz, Executive Director and Kim Johnson, Trustee Representative
7. Operational Updates <b>Action</b> as Needed	<b>Executive Director Update</b> 1. Executive Director Report 2. Acknowledge Paying off Build America Bonds  <b>Strategy, Engagement &amp; Finance</b> <u>Finance and Budget</u> 1. Library Board adoption of Final recommended 2021 budget and authorize the Executive Director to implement the spending plan. <b>Chair: Call for motion and second</b> 2. Library Board authorize the 2021 supplemental budget requests. <b>Chair: Call for motion and second</b> 3. Financial Review – November (if available).  <b>Facilities &amp; Construction Projects</b> 1. STAT Courier Contract <b>Chair: Call for motion and second</b>  <b>Innovation and Technology</b> 1. Library Primary Storage Replacement, SHI International Corp. <b>Chair: Call for motion and second</b>

# BOARD MEETING AGENDA

## Jefferson County Public Library Board of Trustees

8. Action 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 Action as Needed	
10. Action as Needed	Ends <ul style="list-style-type: none"><li>No items</li></ul>
11. Action as Needed	Board Governance <ul style="list-style-type: none"><li>No items</li></ul>
12. Suggest Agenda Items	<p>BOARD SCHEDULE – NEXT MEETINGS –</p> <p>In response to COVID-19, protecting the health and safety of our staff, patrons and community is our number one priority. Board of Trustees meetings will be conducted online, until further notice.</p> <p><u>2021 Board Meeting Schedule (included in the information packet)</u></p> <ul style="list-style-type: none"><li>January 14, 2021 – Study Session – 5:30 pm –Online via WebEx</li><li>January 21, 2021 – Board Meeting – 5:30 pm – Online via WebEx.</li><li>February 11, 2021 – Study Session – 5:30 pm</li><li>February 18, 2021 – Board Meeting – 5:30 pm</li><li>March 11, 2021 – Study Session – 5:30 pm</li><li>March 18, 2021 – Board Meeting – 5:30 pm</li></ul>
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
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. Adjournment	

## **CONSENT AGENDA**

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

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



TO: Library Board of Trustees

FROM: Charles Naumer, Chair and Donna Walker, Executive Director

DATE: December 3, 2020

RE: Consent Agenda for the December 10, 2020 Board Meeting

1. Library Board of Trustees Approve the November 19, 2020 Library Board Meeting Minutes.
2. Library Board of Trustees Adopt the 2021 Governance Process Calendar.

Minutes of the **Joint** Meeting of the  
JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES and THE JEFFERSON  
COUNTY LIBRARY FOUNDATION BOARD and the **Regular** Meeting of the JEFFERSON  
COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES  
November 19, 2020

**CALL TO ORDER – JOINT MEETING**

The joint meeting of the Jefferson County Public Library Board of Trustees and the Jefferson County Library Foundation Board was held online via WebEx on November 19, 2020. Library Board of Trustees Chair, Charles Naumer called the joint meeting to order at 5:07 p.m. Other Trustees present: Kim Johnson (Vice-Chair), John Bodnar, Jill Fellman and Jeanne Lomba

Trustees not present for the Joint meeting: Pam Anderson and German Zarate-Bohorquez.

**Jefferson County Library Foundation Board members and Staff present:** Ana Rojas-Artica (President); Deborah Deal (Vice-President); Linda Fleming (Secretary); Ron Benson; (Treasurer); Neal Browne; Linda Fleming; Ron J. Marquez; Sally Reed and Jo Schantz (Foundation Executive Director).

**Jefferson County Public Library Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Rex Whisman, Director of Strategy, Engagement and Finance; Bernadette Berger, Director of Technology and Innovation; Steve Chestnut, Director of Facilities and Construction Projects; Sandie Coutts, Director of People and Culture; Marc Calder, Manager of Finance and Budget; Lizzie Gall, Assistant Director of Library Experience; Padma Polepeddi, Assistant Director of Library Experience; Deirdre Keating, Assistant Director of Community Engagement; Sharon Koenig, Training Specialist; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

There were additional Library and Foundation staff members attending the online WebEx meeting.

**Introductions**

The Library Board Chair opened the meeting with introductions. Trustees and Foundation Board Member shared information on their service and thoughts on libraries. The Chair expressed appreciation to all for their service and recognized that both boards are made up of volunteers dedicated to our communities and the library system that supports the members of our community.

### Opening Remarks

The Library Board Chair, Charles Naumer, shared a presentation and overview of the Library's response to Covid-19, strategic planning and the 2021 budget

With Covid-19, 2020 was a very unusual year. As you can imagine there were a number of challenges; providing services to patrons and the implications on our budget and planning. The Board spent significant time on planning and budgeting around the uncertain economic climate. Some of the major agenda items we've addressed included aggressively pursuing capital projects, infrastructure, a new library in South County, and remodeling Evergreen and Standley Lake. The 2015 mil levy campaign allowed us to move forward and we started 2020 expecting to do these projects. Staff made responsible decisions protecting patrons and staff and navigating the many challenges of Covid 19.

The Board's strategic and capital planning included the Gallagher Amendment and looking at a readjustment of property tax revenue. When forecasting revenue based on the potential readjustment our revenue took a big hit. Now that Gallagher has been repealed we're in a better position although we are still looking at Covid 19 and how it will impact the economy. For 2021 we had to make adjustments and we took a conservative approach with the 2021 budget. We paused large capital projects, scaled back staff additions and physical books. We expanded alternative services like vending machines and hold pick up lockers.

With the fund balance we have been fortunate and were in a good situation as we planned for capital projects. We looked at the new projections and the fund balance takes a precipitous fall. We also looked at covering operating expenses. With the Gallagher repeal we are able to readjust. We can start working on South County and we have reprioritized an acquisition in South County in a responsible way. The Board has a big responsibility to the tax payers of Jefferson County to make sure we cover operating expenses and that the fund balance is within upper and lower limits.

Presenting you with this information will give a good sense on where we've been and where we are planning going forward. Staff has done an excellent job posting material on the website and you can find a history of decision making on the website under the strategic planning section.

The Foundation Board President, Ana Rojas-Artica, expressed appreciation for the joint meeting and the opportunity to get to know each other. The Foundation Board President shared highlights of the Foundation's activities.



The Foundation launched new endowment (Rose Community Foundation) with \$15,000 invested and a \$10,000 match from Rose that today has grown to more than \$28,000. The main endowment has grown to more than \$621,000. The 2019 Whale Sale was a record \$80,000 and in 2020 sales were \$45,000 which was great because Covid restrictions limited the number of shoppers. Our precautions worked well. We held a tent sale at the Brass Armadillo that brought in \$7,000. JCLF (Jefferson County Library Foundation) secured naming opportunities including (\$25,000 Genesee Mountain Foundation/ Lynn McDonald; \$7,500 Victoria Ponce; \$5,000 Melvin Wolf; \$5,000 Bank of Colorado; \$1,000 Rachelle Naishtut; \$1,000 Fransen Pittman; and \$7,500 from the City of Lakewood).

JCLF signed a short-term contract for a temporary holiday book store in Colorado Mills. The bookstore, Whale's Tale Books and Gifts, will be open November 27 until January 17. Then JCLF will assess and decide if we want to continue. Over the past few months we had new Foundation Board members, Kim Johnson, Linda Lovin, Kirby Edwards, Linda Fleming, Deborah Deal and Cleo Arellano. We installed new officers, myself (Ana Rojas-Artica) as President, Deborah Deal as Vice-President, Linda Fleming as Secretary and Ron Benson as Treasurer. In addition we have three new staff members, Susan Spring, Neal Thoreson and Kristin Craig. Deborah Deal was also the Whale Sale Coordinator. In 2020 we gave more than \$190,000 to the Library. This year we aim to give \$160,000 despite the disruption of Covid which closed JCLF for a few months.

The Foundation also provided summer reading prize monies and helped support JCPL's 2019 Epic Stem Competition. Through ongoing grant writing JCLF will help supply Babies First Books, 1000 Books before Kindergarten and Summer Reading. The 2020 Friends Annual meeting was held in March 2020. The Foundation applied for Covid relief including an economic injury loan, \$150,000; Jeffco Hope Fund of \$12,000 for general operating support and Jeffco Cares, \$10,000 for general operating.

The Foundation Board President invited the Library Board to stop by the Foundation offices to see how hard the Foundation staff works.

The **Joint** meeting was adjourned at 5:38 p.m.

## **REGULAR MEETING OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES, November 19, 2020**

### **CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on November 19, 2020. Library Board of Trustees Chair, Charles Naumer called the regular meeting to order at 5:44 p.m. Other Trustees present: Kim

Johnson (Vice-Chair), John Bodnar, Jill Fellman, Jeanne Lomba and German Zarate-Bohorquez.

Trustees not present: Pam Anderson

**Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Libraries; Rex Whisman, Director of Strategy, Engagement and Finance; Bernadette Berger, Director of Technology and Innovation; Steve Chestnut, Director of Facilities and Construction Projects; Sandie Coutts, Director of People and Culture; Marc Calder, Manager of Finance and Budget; Lizzie Gall, Assistant Director of Library Experience; Padma Polepeddi, Assistant Director of Library Experience; Deirdre Keating, Assistant Director of Community Engagement; Sharon Koenig, Training Specialist; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

## **APPROVAL OF AGENDA**

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

## **PUBLIC COMMENT**

Public comments are currently being submitted to the Board via a link on the Board of Trustee's webpage. Comments will be acknowledged in the minutes of the meeting. The Chair acknowledged that the Board's policy is not to respond to public comments during the meeting. The Chair noted five public comments were received and read those comments into the record.

From: Jessica, Lakewood

I'm really concerned that I have been getting so many emails opening and closing and opening and closing of the libraries. Please close down the libraries and leave them closed to the public. There is no reason to put our 'public servants' in harm's way. Curbside pickup and online use is plenty. Please protect your employees and stop putting the public at risk. This is a pandemic and people are getting sick and dying. I have seen the abuse that library employees have been taking from the public in regards to mask mandates, safety protocols, and cleanliness. It is unreasonable to expect your employees to endure this mistreatment when it is not essential. Please shut down the libraries and protect your employees and the people of Jefferson County. Thank you

From: Tricia

What are you actively doing to keep your immunocompromised staff and your staff who live with those who are immunocompromised? Will you be sending them home with pay?

From: Shelby, Littleton:

The libraries should remain with curbside only. The number of cases is too high for any business to operate as normal, especially one that is not essential for basic needs such as food.

From Joshua:

I believe that at the time that restaurants and bars disallow indoor dining, indoor walk-in services should be disallowed as well. I understand that people may still need some services, so curbside pickup and possible reservation only access to study rooms should be available to people who need the internet. Thank you

From Michael J.:

To the Board of Trustees, I am writing to you today with concern for our community. The numbers of COVID-19 cases in these past few weeks are alarming and cause for proper action. Jefferson County cases are currently 5x as much as the numbers present during our first shut down. We have a responsibility to our community to make decisions that will impact their safety. While I understand the importance of services the library provides to the public, the need for protection is imperative at this moment. I implore you to close your buildings to the public until cases are manageable. Close for the good of our overburdened health care workers, the elderly, the immunocompromised, and our community. We cannot ignore this pandemic. Through unity and proper precautions, we can save lives and loved ones. Thank you for your time.

The Chair advised the Board that he will work with the Executive Director on responses to the public comments.

## **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.

**MOTION:** John Bodnar moved that the Library Board of Trustees approve the items on the consent agenda as presented. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

### Items on the Consent Agenda for November 19, 2020

1. Minutes of the October 15, 2020 Board Meeting

## **FOUNDATION UPDATE**

Jo Schantz, Foundation Executive Director, provided an update to the Board. The Foundation had to postpone the authors in afternoon event originally scheduled for November 6, due to Covid restrictions. The event has tentatively been rescheduled to April 23. The Foundation is planning on opening the bookstore, Whale's Tales and has been in contact with Colorado Mills to make sure they can move forward. The plan was to open on December 1, but the volunteer coordinator was able to round up volunteers for an opening on Black Friday, November 27. The Foundation has grants, sponsorships and a long list of proposals out and pending. The Foundation did receive \$5,000 for general operating from the Virginia Hill Foundation. Colorado Gives Day is December 8. The Foundation Executive Director asked the Library Board to be sure to schedule their donation and expressed appreciation for the Library Board's support.

In response to questions, the Board was advised that:

- The Foundation is planning on opening the bookstore at 50% capacity and is in contact with Colorado Mills to confirm how many people can be in the bookstore at one time.
- The Foundation book sales do include Spanish language books. It may be possible to hold a pop up tent sale with Spanish language books. The Foundation Executive Director expressed appreciation to Trustee Zarate-Bohorquez for his offer to help get the word out.

Kim Johnson, Trustee Liaison, asked the Trustees to consider giving a donation to the Foundation on Colorado Gives Day. Trustee Johnson congratulated the Foundation on the successful and healthy Whale Sale. She noted that during her volunteer shift she was impressed with how well the event was organized and extended her best wishes on the bookstore. Trustee Johnson noted that the Foundation's governance committee is looking and how the Trustee liaison and Library Executive Director roles are reflected on the Foundation Board.

## **EXECUTIVE DIRECTOR REPORT**

The Executive Director advised the Board that she attended a meeting with JCPH (Jefferson County Public Health) and elected officials from local municipalities. She noted that she had reached out to JCPH for clarification on the new public health order. The classification for libraries has changed several times and libraries are now listed under critical businesses. In the response from JCPH she was advised to expect more changes in the next few days that may be around the restrictions. The new order doesn't list critical businesses but does list critical and non-critical retail which the Library is assuming is a critical business. The new level red classification includes capacity at 50% allowed inside, dedicated hours for at-risk populations and emphasizes curbside service. Even in the new

purple level, curbside service is allowed. Indoor events would be closed. The Library always starts with the law and what is allowed under the law. JCPL will continue with 25% capacity rather than 50% and will continue curbside services. With the reduced capacity for the public the amount of time allowed inside the buildings was reduced to one hour, study rooms will no longer be available and additional seating and tables were removed. The Library has a team looking at comments from patrons. There are many people happy and glad to be able to come in. Negative comments are split between people unhappy when we are open or people unhappy when we are closed. We will continue to make decisions on providing services with the support and understanding from JCPH.

In response to questions, the Board was advised that:

- When responding to public and patron comments, the Library includes information from the public health orders and includes a link to the website for the most recent library service information.
- The Library is not sure how libraries received a designation as a critical business. The Library is not sure if the State Library advocated or if libraries showed how responsible they are in safely offering services. When reviewing information on outbreaks and places where transmission is happening, our libraries are not one of those places. The designation as a critical business gives us maneuverability. When we were designated as an indoor event we would be closed under level red and not even able to offer curbside. We are not sure if this critical business designation is a reflection on the way we are approaching our safety protocols and there are not many incidents of people not wearing masks. As soon as new public health orders are issued we search to see where we are listed. We are hopeful that this critical business categorization stays. We are not listed as a critical government operation.
- Some of the areas where transmission is occurring include private indoor events and restaurants. Churches are also listed.
- The last time the Public Health Order (PHO) changed JCPL was at 25% capacity. Then we needed to make adjustments to not allow anyone inside. On Tuesday, the new PHO came out and allowed 25% and now it has changed again. It is really hard for staff to keep switching and the fewer people coming in the better. People are coming in and getting what they need. We have not had people waiting to come into the building. We will continue to look at our services and this designation gives us maneuverability to go up or down in capacity. The latest PHO expires on November 30.
- Wait times are one of the trigger points to review our service plan. We also have to look at staffing as it takes more staff to run both services. Increasing community transmission is also something that we consider.

## EXECUTIVE TEAM OPERATIONAL UPDATES

### **Strategy, Engagement and Finance**

#### 2021 Final Recommended Budget Finance

The Chair advised the Board that in order to submit the supplemental budget to the BCC on December 15, the Board will need to authorize that supplemental at the December 10, Board meeting. The budget information is being provided now so the Board can be prepared for that December Board meeting and authorization. There will be more opportunity to discuss the supplemental and ask questions before the vote.

The Executive Director introduced the topic and noted that the memo in the Board's information packet includes a good summary. The Library promised it would have an alternate budget if Gallagher was repealed. The 2021 final recommended budget keeps that promise. The Executive Director thanked the Board for endorsing Amendment B. The alternate budget should be familiar. The 5 year plan brings back the original approach with South County moving forward. The Library is slowing down staff expansion so we don't run into trouble with a longer term recession. We added in money for alternative services in South County because we weren't moving forward with that project before Gallagher was repealed. Now we are taking that out. In December, Barbara Long, Assistant Director of Finance and Budget will have a presentation and the Library will ask the Board to support the supplemental along with the original budget.

The Chair noted that originally, the Library was planning a purchase for South County this year. That plan got put on hold. With information on the impact of Gallagher, other capital projects like Evergreen and Standley Lake moved in front of South County and everything got pushed out. With the Gallagher repeal, South County is now back on track and the Library is looking at getting to a purchase in 2021. The rest of the capital projects are back in the timeline as originally planned.

In response to questions, the Board was advised that:

- In terms of the operating budget there were two things we did in 2020 that will continue in 2021. We reduced the physical collections budget and that will continue in 2021. The original staffing expansion plan called for 92 staff added over a certain number of years. The Library has slowed that way down so that we don't get to a place where we can't afford the operating costs if the recession gets worse or lasts a long time. The next big bump in operations occurs in 2024 when South County opens. It takes approximately \$1.5 million in operating costs per year to run a library of that size.

- The Library always uses the County's projections for the annual budget. The Library will confirm that the 5% projections in the longer term plan are also from the County and clarify that information at the December Board meeting.

The Chair expressed appreciation to Marc Calder for all the work he put in to provide the information.

#### Financial Report (October)

There were no questions about the October financial report.

#### **Public Services**

##### Bookmobile Contract Authorization

The Executive Director noted that the bookmobile has been in the Library's budget for a while and the Library received bids. Julianne Rist, Director of Libraries, included more information in the Board's packet.

Julianne Rist advised the Board that the Library issued a RFP and received three good proposals. The team reviewing the proposals reached a unanimous choice of vendor, Summit Bodyworks. This vendor is the same group that built the Library's van for lobby stops. Their proposal was mid-priced, had lots of options and they are based locally. The Library's experience with Summit is that they are easy to work with and we can go out and check on the vehicle as it progresses.

**MOTION:** Jill Fellman moved that the Library Board of Trustees authorize the Executive Director to enter into a contract with Summit Bodyworks for the manufacture and outfitting of a new bookmobile within the approved budgeted amount. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

The Board congratulated the Library on achieving this milestone for the new bookmobile.

##### Mountain Resource Center Holds Locker Contract Authorization

Julianne Rist introduced the topic and addressed the Board. This agreement includes the second half of the Belmar lockers. The Library is very excited to offer these services in the Conifer community. The lockers will provide convenient 24/7 access to this community. With limited access to the library in Conifer High School due to Covid, this service will help provide materials. The Mountain Resource Center is a community gathering point and this agreement represents a great partnership opportunity.

**MOTION:** Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to enter into a contract with the Mountain Resource Center to install an alternative service locker system and material return bin at the Mountain Resource Center. Seconded by German Zarate-Bohorquez the motion passed by unanimous vote of all Trustees present.

### **Facilities and Construction Projects**

Steve Chestnut, Director of Facilities and Construction Projects, advised the Board that the Library is very pleased with the service provided by Kleen Tech and recommends that the Library re-contract with them.

In response to a question the Board was advised that the Library has used Kleen Tech for the last five years. The Library did go out for an RFP as part of its due diligence process. Kleen Tech's references and key personnel are really strong. The Library's purchasing requirements include that the vendor must be in good standing with the Secretary of State.

### **Kleen Tech Janitorial Contract**

**MOTION:** Jeanne Lomba moved that the Library Board of Trustees authorize the Executive Director to enter into a contract with Kleen-Tech Services, LLC in the amount of \$502,164.00. Seconded by Jill Fellman 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**

There were no emerging issues.

### **ENDS**

No items.

### **BOARD GOVERNANCE**

#### **2021 Board Governance Process Calendar**

The Trustees reviewed the 2021 governance process calendar for adoption at the December 10, 2020 Board meeting.

### **BOARD SCHEDULE – NEXT MEETINGS**

In response to COVID-19, protecting the health and safety of our staff, patrons and community is our number one priority. Board of Trustees meetings will be conducted online, until further notice.



- December 10, 2020 – Board Meeting – 5:30 pm –Online via WebEx.
- January 14, 2021 – Study Session – 5:30 pm
- January 21, 2021 – Board Meeting – 5:30 pm
- February 11, 2021 – Study Session – 5:30 pm
- February 18, 2021 – Board Meeting – 5:30 pm

#### **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

There were no announcements, correspondence or information to share.

#### **ADJOURNMENT**

The Board meeting was adjourned at 6:43 pm.

Pam Anderson, Secretary

**2021 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 2021 Strategic Priorities</li> </ul>	Trustees approve the “Sunshine Resolution” Trustees approve budget transfer, requests from the previous calendar year. <b>May be rescheduled based on the process/schedule provided by the County.</b> 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 2020 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>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 2022 governance process calendar		
December	Trustees adopt 2022 governance process calendar (4.3.2 and 4.3.2.B)		Trustees adopt the 2022 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)		

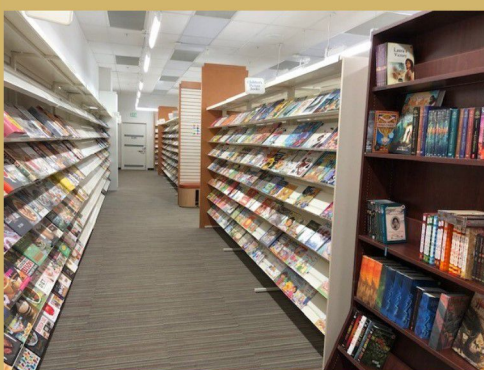
<b>Ongoing Board Decisions</b> Adopt and amend the Board Governance policies Adopt and amend Ends policies Approve all supplemental appropriations Approve fund transfers above the policy limitation Approve all property changes	Directs the Executive Director to sign certain contracts and agreements Make determinations regarding naming and recognition requests Adopt resolutions of support for local election issues Approve mill levy proposals Approve annual request from the Pine Library
---	---

## **Foundation Update**



## DECEMBER HIGHLIGHTS

### Photos from Whale's Tale Books & Gifts



**DECEMBER 2020**

## JCLF Executive Director Report

by Jo Schantz, MNM, CFRE, GPC

### Whale's Tale Holiday Bookstore is Now Open!

Our Foundation proudly opened the doors to our temporary used book and gift shop at Colorado Mills Mall on Friday, Nov. 27, the day after Thanksgiving. We were especially pleased by the positive response from shoppers, at least one of whom exclaimed, "What a great idea!"

Others recognized that this shop is hosted by JCLF because of our blue whale logo on the signage, plus the bright blue Whale Sale aprons worn by our staff and volunteers.



Black Friday sales brought in nearly \$700, and total weekend sales grossed almost \$1,100.

"Our staff and volunteers all worked hard to stock and decorate the bookstore, and then open in time for holiday shopping," said Kirstin Kraig, JCLF's volunteer and Friends coordinator. "It was truly a group effort!"

Besides selling used books -- those culled from Library ranks and those donated from the public -- our Whale's Tale Books & Gifts shop also sells themed gift baskets, jewelry, reading glasses, scarves, face masks, handbags, stocking stuffers and more!

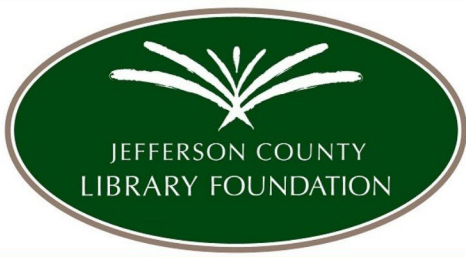
New book inventory arrives nearly every day, and our used book prices (ranging from \$1 to \$20+) fit almost every budget. Our hours of operation are M-F from noon to 6 p.m., and Saturdays from 10 a.m. to 6 p.m. The store will be open on Sundays from 11 a.m. to 5 p.m. until the Christmas holiday.

### Colorado Gives Day 2020

The numbers tell it like it is. JCLF enjoyed another fantastic day of giving during this year's Colorado Gives Day, raising \$21,626 in 24 hours! Last year, this annual appeal supplied us with more than \$19,000 in cash gifts. My thanks to JCLF Board members Kirby Edwards, Donna Walker and Ron Marquez for placing thank-you calls to our donors that day.







## **JCLF Executive Director Report**

### **DECEMBER HIGHLIGHTS**

### **OUR RECENT FUNDING FOR JCPL PROGRAMS**

**JCLF is happy to help support to key Library programs, and our Board of Directors recently approved a \$50,000 contribution to be distributed to JCPL in the following ways:**

✓ **\$25,000 for the Discover Together: Outdoor Adventure Space at Belmar**

✓ **\$12,500 for STEM/STEAM Programs**

✓ **\$12,500 for Early Childhood Literacy**

## **JCLF GRANTS UPDATE 2020**

### **RECENT GRANTS PENDING**

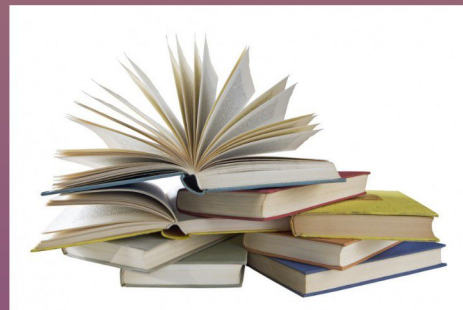
- Nathan B. and Florence R. Burt Foundation – \$5,000 for 1000 Books Before Kindergarten
- Clarence LaGuardia Foundation\* -- \$5,000 each for 1000 BBK and Babies First Books
- Schramm Foundation -- \$5,000 general operating
- Harlan Anderson Foundation\* -- \$5,000 general operating
- The Foundation at Rolling Hills -- \$5,000 general operating
- Energize Colorado Gap Fund -- \$35,000 general operating

### **GRANTS APPROVED/RECEIVED**

- Melvin & Elaine Wolf Foundation -- \$5,000 for 1000 Books Before Kindergarten
- Virginia Hill Foundation -- \$5,000 general operating
- Socrates Foundation\* -- \$5,000 for outdoor musical instruments at Belmar's Outdoor Adventure Space
- Kars4Kids Foundation\* -- \$500 general operating
- HDR, Inc. \*-- \$500 general operating

(\*funders approached for the first time)

## **USED BOOK DONATIONS UPDATE**



Book donations (and contributions of CDs, DVDs and audio books) are accepted Monday/Tuesday, from 9 a.m. to 4 p.m., at our warehouse in Wheat Ridge. All contributions are quarantined in a POD in our parking lot. Donations are accepted in boxes only, and we can accept up to six boxes per donation. You'll find more info on our website.

## **Operational Updates**

### **Executive Director Update**



## December 2020 EXECUTIVE DIRECTOR REPORT

### 4th Quarter 2020 Focus:

1. Recovery Response
2. Budget and Project Planning & Execution
3. South County Community Engagement

#### Recovery Response:

In December, the Library is focusing on,

- Responding to Public Health Orders
- Longer-term Service and Staffing adjustments
- Patron and Staff Safety

#### Budget and Projects:

In December, the Library is focusing on,

- 5-year Strategic and Annual Planning
- Annual Reporting
- County Enterprise Resource Planning Tool (Workday) Transition
- Book Sale Vendor Agreement with JCLF

#### South County Community Engagement:

In December, the Library is focusing on,


- Project Timeline and Milestones
- Roles and responsibilities

### Advocacy and Engagement Opportunities for Trustees:

[ALA Midwinter virtual meeting and exhibits](#): January 22-26, 2021 Registration is open through January 15. Contact Amber to register.

**Excerpted from ALA Public Policy & Advocacy Office:** This is a critical moment for library advocacy, with new officials being sworn in at all levels of government. Stand with libraries by welcoming your new Senator and reminding them what libraries provide for your community. Your voice is essential in guaranteeing that Congress prioritizes libraries in the coming session. [Make your voice heard now by sending a message to your newly elected Senator.](#)

Whether you're a first-time advocate or have been meeting with your elected officials for years, now is the perfect time to strengthen your skills in effectively advocating for libraries! Watch our office's recent [webinar](#) on post-election advocacy or [check out our 2020 Elections round-up blog post](#) on what the elections could mean for libraries.



## JCPL SERVICE HIGHLIGHTS

### PROGRAMMING:

Community Conversation: [Let's Talk About Language Justice](#): A unique opportunity to connect with people you may not otherwise have a chance to meet. Community Connections is a place for people with different views to talk about equity, diversity and inclusion issues in a safe, brave and nonjudgmental environment. Learn about Language Justice and how to advocate for non-English speakers in your community through a lively conversation with the Community Language Cooperative

### Civic Engagement:

[Holiday Story Stroll](#): Take a stroll through Golden at your leisure and find 11 holiday story boards displays, each highlighting a different holiday tradition from cultures around the world. Created in partnership with the City of Golden, these engaging displays offer an inspirational way to celebrate our global connections and promote peace on Earth.



**JCPLove**, we are celebrating across our community with banners at locations that feature the heart graphic, stickers are going out to patrons with their holds, the JCPLove masks being worn by staff, and our news story capturing patrons' top comments at: <https://jeffcolibrary.org/news/top-five-jcpllove-comments/>

### Professional Engagement:

**Padma Polepeddi**, Assistant director of Library Experience, was selected to serve a 2 year appointment as a member of the PLA 2022 National Conference Program Subcommittee.

Jefferson County Leadership Academy Graduates: **Jenna Daugherty**, Golden Library supervisor, **Marcy James**, Programming coordinator

## HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, December, 2020

- **Jeffco Connections** regular meeting of Combined Management leadership
- **Colorado Association of Libraries (CAL)** Mentorship Interest Group Project Implementation
- **West Metro Chamber of Commerce** Board of Directors Strategic Planning Retreat
- Weekly meetings with **Jefferson County Public Health (JCPH)** and local elected/appointed officials
- Bi-monthly call with **Colorado Public Library Directors (CPLD)** COVID-19 Services
- Bi-monthly call with **Urban Libraries Council Directors (ULC)** COVID-19 Services
- Monthly meeting with **Jefferson County Library Foundation (JCLF)** executive director
- Monthly meeting with **Jefferson County Elected/Appointed Officials**
- Attend **Jefferson County Leadership Academy** Graduation



## **Operational Updates**

**Strategy, Engagement and Finance**

## MEMORANDUM



To: Donna Walker, Executive Director  
From: Marc Calder, Budget & Finance Manager  
Re: 2021 Final Recommended Budget  
Date: December 01, 2020

### **2021 Final Budget Summary**

JCPL's proposed budget for 2021 was developed with the goal of responding to a changed economic climate in which the substantial revenue growth of the past seven years was not likely to continue. Planning was based on a significant and long-lasting drop in property tax revenue driven by the change in residential assessment rate required by the Gallagher amendment. Now that the Gallagher amendment has been repealed, the long term outlook for property tax revenue is significantly higher. Although there may be revenue impacts from the pandemic recession, without a drop in the residential assessment rate, the decrease in property tax revenue will be less dramatic and will likely recover to surpass 2020 and 2021 amounts within the ten year planning period. This change in anticipated future year property tax revenue allows JCPL to move forward with funding the new South County Library in 2021.

Specific differences from the proposed budget to this final budget are supplemental requests to the submitted 2021 budget:

- Additional funding of \$7,000,000 for the South County Library project
- Additional 2.0 FTE positions, a total of 268.5 funded FTE
- Additional funding of \$30,300 for supplies to improve patron experience
- Decreased funding of \$250,000 for Alternative Services, as the South County Library project is moving forward

Although the facilities master plan is back on track with investment in the South County Library, JCPL is taking a more conservative approach to staffing additions to be prepared for the still unknown impacts of a recession.

The approved Library mill levy of 4.500 will result in projected property tax net revenue of \$46,300,305. Total projected revenues for 2021 are \$46,864,996.

Total projected expenditures are \$47,363,231, which include:

- Operating \$38,505,412
- Debt Service \$621,819
- Capital Projects \$8,236,000

The 2021 budget includes use of the fund balance in the amount of \$498,235. This amount will be used to fund capital project expenditures.

The 2021 budget still includes the commitment of fund balance to a new capital projects sinking fund to formalize the Board's intention to continue with planned future year capital investments.

## MEMORANDUM



### **Action Items:**

1. Staff recommends the Library Board of Trustees adopt the 2021 budget and authorize the Executive Director to implement the spending plan contained therein.
2. Staff recommends the Library Board of Trustees authorize the Executive Director to submit the 2021 supplemental budget requests.

### **Project Carryforward information:**

Several of the Library's 2020 capital projects will continue into 2021. Funding for these projects will be included in the Library's carryforward request. These projects are:

- Book Sorter Replacement
- IT Infrastructure Replacement
- Library Alternative Services
- Bookmobile Replacement
- Document Management System

Board approval for project carryforward funding will be requested at the February 2021 meeting.

### **Budget to Actual Tables**

If available, the Budget to Actual Tables for November 2020 will be forwarded before the meeting and will include the analysis discussion.

**TABLE 1**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**TOTAL FUND SUMMARY**  
**2021 Alternate Budget**

Sources and Uses of Funds	2019 Actual	2020 Amended Budget	2021 Budget	\$ Incr(Decr) 2020 to 2021 Budget	% Incr(Decr) 2020 to 2021 Budget
<b>Sources of Funds</b>					
<b>Revenues</b>					
Property Tax (net of adjustments)	\$ 41,680,883	\$ 46,300,305	\$ 46,300,305	\$ -	0%
<b>Total Taxes</b>	<b>\$ 41,680,883</b>	<b>\$ 46,300,305</b>	<b>\$ 46,300,305</b>	<b>\$ -</b>	<b>0%</b>
Federal & State Grants	\$ 128,084	\$ 128,000	\$ 121,051	\$ (6,949)	-5%
Library Fees	435,234	239,513	145,000	(94,513)	-39%
Other Revenue	1,412,272	572,640	298,640	(274,000)	-48%
<b>Total Other Revenues</b>	<b>\$ 1,975,590</b>	<b>\$ 940,153</b>	<b>\$ 564,691</b>	<b>\$ (375,462)</b>	<b>-40%</b>
<b>Sub Total Revenues</b>	<b>\$ 43,656,474</b>	<b>\$ 47,240,458</b>	<b>\$ 46,864,996</b>	<b>\$ (375,462)</b>	<b>-1%</b>
Transfer from Fund Balance	\$ -	\$ 8,311,685			
Transfer to Fund Balance	4,835,040	-	\$ (498,235)		
<b>Total Sources of Funds</b>	<b>\$ 38,821,434</b>	<b>\$ 55,552,143</b>	<b>\$ 47,363,231</b>	<b>\$ (8,188,912)</b>	<b>-15%</b>
<b>Uses of Funds</b>					
<b>Operating Expenditures</b>					
<b>Salaries &amp; Employee Benefits</b>					
Salaries	\$ 14,352,310	\$ 15,935,735	\$ 16,081,526	\$ 145,791	1%
Benefits	4,370,694	5,288,399	5,373,904	85,505	2%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 18,723,004</b>	<b>\$ 21,224,134</b>	<b>\$ 21,455,431</b>	<b>\$ 231,297</b>	<b>1%</b>
Library Books & Materials	\$ 7,777,885	\$ 8,135,190	\$ 7,754,177	\$ (381,013)	-5%
Supplies	1,343,599	1,449,965	1,515,924	65,959	5%
Vehicles	-	-	-	-	
Services & Charges	3,869,464	4,914,583	5,197,772	283,189	6%
Internal Transactions /Cost Allocation	1,983,894	2,251,204	2,582,108	330,904	15%
<b>Total Operating Expenditures</b>	<b>\$ 33,697,846</b>	<b>\$ 37,975,076</b>	<b>\$ 38,505,412</b>	<b>\$ 530,336</b>	<b>1%</b>
<b>Financing &amp; Debt Service</b>	<b>\$ 1,448,432</b>	<b>\$ 1,410,421</b>	<b>\$ 621,819</b>	<b>\$ (788,602)</b>	<b>-56%</b>
<b>Capital Projects</b>	<b>\$ 3,675,156</b>	<b>\$ 16,166,646</b>	<b>\$ 8,236,000</b>	<b>\$ (7,930,646)</b>	<b>-49%</b>
<b>Total Uses of Funds</b>	<b>\$ 38,821,434</b>	<b>\$ 55,552,143</b>	<b>\$ 47,363,231</b>	<b>\$ (8,188,912)</b>	<b>-15%</b>



**TABLE 2A**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**FUND BALANCE SUMMARY**  
**2021 Alternate Budget**

	2019 Actual	2020 Amended Budget	2021 Budget
<b>Beginning Fund Balance</b>	<b>\$ 19,529,543</b>	<b>\$ 19,529,543</b>	<b>\$ 24,364,583</b>
Revenues	\$ 41,728,495	\$ 45,074,778	\$ 44,699,316
Capital Funding	1,927,979	2,165,680	2,165,680
<b>Total Revenues</b>	<b>\$ 43,656,474</b>	<b>\$ 47,240,458</b>	<b>\$ 46,864,996</b>
<b>Expenditures</b>			
Operating Expenditures	\$ 33,697,846	\$ 37,975,076	\$ 38,505,412
Debt Service	1,448,432	1,410,421	621,819
Capital Projects	3,675,156	16,166,646	8,236,000
<b>Total Expenditures</b>	<b>\$ 38,821,434</b>	<b>\$ 55,552,143</b>	<b>\$ 47,363,231</b>
<b>Ending Fund Balance</b>	<b>\$ 24,364,583</b>	<b>\$ 11,217,858</b>	<b>\$ 23,866,348</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>\$ 4,835,040</b>	<b>\$ (8,311,685)</b>	<b>\$ (498,235)</b>
<b>Commitment to Capital Projects</b>	<b>\$ 5,897,205</b>		
<b>Commitment to Capital Projects Sinking Fund</b>			<b>\$ 9,000,000</b>
<b>Reserve Fund</b>	<b>\$ 18,467,378</b>		<b>\$ 14,866,348</b>
<b>Reserve Balance Policy Calculation</b>			
	2019 Actual	2020 Amended Budget	2021 Budget
16% - Current Year Budgeted Revenues	\$ 6,985,036	\$ 7,558,473	\$ 7,498,399
9% - Current Year Budgeted Revenues - Uncertainty	3,929,083	4,251,641	4,217,850
<b>Total Minimum F/B Reserve Requirements (FLOOR)</b>	<b>\$ 10,914,118</b>	<b>\$ 11,810,115</b>	<b>\$ 11,716,249</b>
50% of Current Year Budgeted Revenues	\$ 21,828,237	\$ 23,620,229	\$ 23,432,498
<b>Total Maximum F/B Reserve Requirements (CEILING)</b>	<b>\$ 21,828,237</b>	<b>\$ 23,620,229</b>	<b>\$ 23,432,498</b>
<b>Above/(Below) Minimum (FLOOR)</b>	<b>\$ 7,553,259</b>	<b>\$ (592,257)</b>	<b>\$ 3,150,098</b>
<b>Above/(Below) Maximum (CEILING)</b>	<b>\$ (3,360,859)</b>	<b>\$ (12,402,371)</b>	<b>\$ (8,566,150)</b>



**TABLE 3**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**OPERATING EXPENDITURES**  
**2021 Alternate Budget**

Sources and Uses of Funds	2019 Actual	2020 Amended Budget	2021 Budget	\$ Incr(Decr) 2020 to 2021 Budget	% Incr(Decr) 2020 to 2021 Budget
<b>Sources of Funds</b>					
<b>Revenues</b>					
<b>Taxes</b>					
Property Taxes	\$ 40,915,992	\$ 45,960,543	\$ 45,960,543	\$ -	0%
Delinquent Taxes	81,612	48,032	48,032	-	0%
Prior Year Cancellations	(223,412)	(385,353)	(385,353)	-	0%
Urban Renewal	(1,068,555)	(1,509,624)	(1,509,624)	-	0%
Penalties & Interest	47,267	21,027	21,027	-	0%
<b>Total Taxes</b>	<b>\$ 39,752,904</b>	<b>\$ 44,134,625</b>	<b>\$ 44,134,625</b>	<b>\$ -</b>	<b>0%</b>
<b>Federal &amp; State Grants</b>	\$ 128,084	\$ 128,000	\$ 121,051	\$ (6,949)	-5%
<b>Library Fees</b>	309,575	107,950	40,000	(67,950)	-63%
<b>Other Fees</b>	125,659	131,563	105,000	(26,563)	-20%
<b>Investment Income</b>	1,122,445	322,000	108,000	(214,000)	-66%
<b>Contributions from Private Sources</b>	177,817	160,000	100,000	(60,000)	-38%
<b>E-Rate &amp; Other</b>	112,010	90,640	90,640	-	0%
<b>Total Revenues</b>	<b>\$ 41,728,495</b>	<b>\$ 45,074,778</b>	<b>\$ 44,699,316</b>	<b>\$ (375,462)</b>	<b>-1%</b>
<b>Uses of Funds</b>					
<b>Operating Expenditures</b>					
<b>Salaries &amp; Employee Benefits</b>					
Salaries	\$ 12,442,452	\$ 15,093,111	\$ 14,816,028	\$ (277,083)	-2%
Awards & Bonuses	-	130,000	135,000	5,000	4%
Termination Pay	78,196		110,000	110,000	
Temporary Salaries	1,828,944	2,146,611	2,095,441	(51,170)	-2%
Overtime	2,719	5,130	-	(5,130)	-100%
Vacancy Savings		(1,439,117)	(1,074,943)	364,174	-25%
Benefits	4,370,694	5,288,399	5,373,904	85,505	2%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 18,723,004</b>	<b>\$ 21,224,134</b>	<b>\$ 21,455,431</b>	<b>\$ 231,297</b>	<b>1%</b>
Library Books & Materials	\$ 6,578,114	\$ 6,691,154	\$ 6,191,154	\$ (500,000)	-7%
Library Computer Materials	1,077,497	1,285,686	1,385,948	100,262	8%
Library Periodicals	122,274	158,350	177,075	18,725	12%
<b>Sub-Total Library Collections</b>	<b>\$ 7,777,885</b>	<b>\$ 8,135,190</b>	<b>\$ 7,754,177</b>	<b>\$ (381,013)</b>	<b>-5%</b>
Supplies	\$ 1,343,599	\$ 1,449,965	\$ 1,515,924	\$ 65,959	5%
Services & Charges	3,869,464	4,914,583	5,197,772	283,189	6%
Vehicles	-	-	-	-	
Direct Internal Charges	143,837	164,067	145,090	(18,977)	-12%
Indirect Cost Allocation	1,067,744	1,145,837	1,355,518	209,681	18%
Intra County Transactions	772,313	941,300	1,081,500	140,200	15%
<b>Total Supplies and Other</b>	<b>\$ 7,196,956</b>	<b>\$ 8,615,752</b>	<b>\$ 9,295,804</b>	<b>\$ 680,052</b>	<b>8%</b>
<b>Total Operating</b>	<b>\$ 33,697,846</b>	<b>\$ 37,975,076</b>	<b>\$ 38,505,412</b>	<b>\$ 530,336</b>	<b>1%</b>



Authorized Positions	2019 Budget	2020 Budget	2021 Budget	Change 2020 to 2021
FTE Positions - Active	253.0	277.0	268.5	(8.5)
FTE Positions - Reserved	-	-	8.5	8.5
Total Authorized Positions	253.0	277.0	277.0	-



**TABLE 4**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**DEBT SERVICE DETAIL**  
**2021 Alternate Budget**

Sources and Uses of Funds	2019 Actual	2020 Budget	2021 Budget	\$ Change 2020 to 2021 Budget
<b>Debt Service</b>				
Principal - Arvada (2005-2024)	\$ 539,667	\$ 552,073	\$ 565,720	\$ 13,647
Interest - Arvada (2005-2024)	82,192	69,294	56,099	(13,195)
Principal - Refunding Series 2013	608,264	608,265	-	(608,265)
Interest - Refunding Series 2013	61,695	31,303	-	(31,303)
Principal - COP - Capital Projects	142,143	142,143	-	(142,143)
Interest - COP - Capital Projects	14,472	7,343	-	(7,343)
<b>Total Debt Service</b>	<b>\$ 1,448,432</b>	<b>\$ 1,410,421</b>	<b>\$ 621,819</b>	<b>\$ (788,602)</b>

**Arvada**

Total Issue \$8,886,000  
Term 2005-2024  
Use - Arvada Library Facility

**Build America Bonds**

Total Issue \$6,293,000  
Original Term 2011-2020  
Refunding Term 2013-2024  
Use - Lakewood HVAC  
Energy Conservation  
Book Sorters  
Library Service Center Remodel

**Certificates of Participation (COP)**

Total Issue \$995,000  
Term 2014-2020  
Use - Belmar Roof Replacement  
Columbine HVAC  
Columbine Parking Lot  
Standley Lake Parking Lot





**TABLE 5**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**CAPITAL IMPROVEMENT PROJECTS**  
**2021 Alternate Budget**

Sources and Uses of Funds	2019 Actual	2020 Amended Budget	2021 Budget	\$ Incr (Decr) 2019 to 2020 Budget
<b>Sources of Funds</b>				
Property Tax - Capital - 4.5%	\$ 1,927,979	\$ 2,165,680	\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	-	-	-	-
<b>Total Sources of Funds</b>	<b>\$ 1,927,979</b>	<b>\$ 2,165,680</b>	<b>\$ 2,165,680</b>	<b>\$ -</b>
<b>Uses of Funds</b>				
<b>Annual Replacement &amp; Maintenance Program (ARM) &amp; Ongoing Projects</b>				
ARM-01 Capital Maintenance	\$ 238,497	\$ 307,000	\$ 250,000	\$ (57,000)
ARM-02 Furniture & Equipment	16,175	36,000	36,000	-
ARM-03 Computer Replacement Plan	200,868	180,000	200,000	20,000
ARM-04 Book Sorter Replacement	59,862	470,000	300,000	(170,000)
ARM-05 IT Infrastructure Replacement	128,989	370,000	350,000	(20,000)
Alternative Services	246,753	450,000	100,000	(350,000)
<b>2016 Projects</b>				
16-14 High Availability Internet Redundancy	-	41,000	-	(41,000)
<b>2017 Projects</b>				
17-13 Standley Lake Outdoor Learning Environment	72,195	-	-	-
<b>2018 Projects</b>				
18-05 Evergreen Parking Lot	175,008	-	-	\$ -
18-07 LSC Garage & Loading Dock Planning	46,948	122,583	-	(122,583)
18-08 Bookmobile Replacement	-	547,441	-	(547,441)
<b>2019 Projects</b>				
19-02 Document Management System	-	160,000	-	(160,000)
<b>2020 Projects</b>				
20-01 Arvada HVAC Control Upgrade	\$ -	\$ 140,000	-	\$ (140,000)
20-02 Golden Library	-	4,396,000	-	(4,396,000)
<b>Multi-Year Construction Projects</b>				
17-07 Edgewater Library	139,175	-	-	-
18-01 Belmar Remodel	2,344,785	4,602,522	-	(4,602,522)
19-03 South County Library	5,900	4,344,100	7,000,000	2,655,900
21-01 Evergreen Remodel	-	-	-	-
<b>Total Capital Projects</b>	<b>\$ 3,675,156</b>	<b>\$ 16,166,646</b>	<b>\$ 8,236,000</b>	<b>\$ (7,930,646)</b>



**TABLE 6**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**5 -Year Capital Improvement Plan**  
**2021-2025 Alternate Budget**

Project	2020 Amended Budget	2021	2022	2023	2024	2025	Total 2021-2025
<b>Annual Replacement Plan</b>							
ARM-01 Capital Maintenance	\$ 307,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
ARM-02 Equipment Replacement	36,000	36,000	36,000	72,000	36,000	36,000	216,000
ARM-03 Computer 5-year Replacement Plan	180,000	200,000	250,000	250,000	250,000	250,000	1,200,000
ARM-04 Book Sorter Replacement	470,000	300,000	300,000	300,000	300,000	300,000	1,500,000
ARM-05 IT Infrastructure Replacement	370,000	350,000	200,000	200,000	200,000	200,000	1,150,000
<b>Total ARM &amp; Ongoing Projects</b>	<b>\$ 1,363,000</b>	<b>\$ 1,136,000</b>	<b>\$ 1,036,000</b>	<b>\$ 1,072,000</b>	<b>\$ 1,036,000</b>	<b>\$ 1,036,000</b>	<b>\$ 5,316,000</b>
<b>5-Year Capital Improvement Plan</b>							
19-14 Alternative Services	\$ 450,000	\$ 100,000	\$ 200,000	\$ -	\$ 50,000	\$ 50,000	\$ 400,000
16-14 High Availability Internet Redundancy	41,000	-	-	-	-	-	-
18-01 Belmar Library Remodel	4,602,522	-	-	-	-	-	-
18-07 LSC Garage & Loading Dock	122,583	-	-	-	-	-	-
18-08 Bookmobile Replacement	547,441	-	-	-	-	-	-
19-02 Document Management System	160,000	-	-	-	-	-	-
19-03 South County Library	4,344,100	7,000,000	4,378,000	-	-	-	11,378,000
20-01 Arvada HVAC Control Upgrade	140,000	-	-	-	-	-	-
20-02 Golden Library	4,396,000	-	-	-	-	-	-
21-01 Evergreen Library Remodel	-	-	350,000	3,170,000	-	-	3,520,000
21-02 Data Warehouse	-	-	125,000	-	-	-	125,000
22-01 Standley Lake Library Remodel	-	-	-	-	350,000	8,300,000	8,650,000
23-02 ILS Replacement	-	-	-	750,000	-	-	750,000
<b>Total CIP</b>	<b>\$ 14,803,646</b>	<b>\$ 7,100,000</b>	<b>\$ 5,053,000</b>	<b>\$ 3,920,000</b>	<b>\$ 400,000</b>	<b>\$ 8,350,000</b>	<b>\$ 24,823,000</b>
<b>Total 5-Year Capital Plan</b>	<b>\$ 16,166,646</b>	<b>\$ 8,236,000</b>	<b>\$ 6,089,000</b>	<b>\$ 4,992,000</b>	<b>\$ 1,436,000</b>	<b>\$ 9,386,000</b>	<b>\$ 30,139,000</b>



JEFFERSON COUNTY PUBLIC LIBRARY - 5% Decrease in Assessed Value for 2022; 5% Increase in Assessed Value Thereafter

	ACTUAL 2019	PROJECTED 2020	FINAL BUDGET 2021	PROJECTED BUDGET 2022	PROJECTED BUDGET 2023	PROJECTED BUDGET 2024	PROJECTED BUDGET 2025	PROJECTED BUDGET 2026	PROJECTED BUDGET 2027	PROJECTED BUDGET 2028	PROJECTED BUDGET 2029
Property Tax	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills
Property Tax	\$ 41,680,883	\$ 46,300,305	\$ 46,300,305	\$ 43,284,167	\$ 43,284,167	\$ 45,464,278	\$ 45,464,278	\$ 47,753,394	\$ 47,753,394	\$ 50,156,967	\$ 50,156,967
	-	-	-	-	-	-	-	-	-	-	-
Use of Fund Balance											
TOTAL SOURCES	\$ 43,656,473	\$ 47,240,458	\$ 46,864,996	\$ 44,087,336	\$ 44,120,621	\$ 46,317,207	\$ 46,334,176	\$ 48,745,190	\$ 48,763,192	\$ 51,218,839	\$ 51,208,958
Salaries & Benefits	\$ 18,723,005	\$ 20,424,134	\$ 21,455,431	\$ 22,099,094	\$ 22,762,067	\$ 23,844,929	\$ 24,560,277	\$ 25,297,085	\$ 26,055,997	\$ 26,837,677	\$ 27,642,808
Supplies	1,343,599	1,250,000	1,515,924	1,532,300	1,575,204	1,619,310	1,664,651	1,711,261	\$ 1,759,176	\$ 1,808,433	\$ 1,859,069
Library Books and Materials	7,777,885	7,643,198	7,754,177	7,723,132	7,769,091	7,844,527	7,923,631	8,006,584	\$ 8,093,574	\$ 8,184,800	\$ 8,280,470
Services & Charges	3,869,644	4,414,583	5,197,772	5,091,197	5,214,610	5,325,226	5,439,027	5,572,829	\$ 5,727,603	\$ 5,887,180	\$ 6,034,047
Interdepartmental	1,983,894	2,251,204	2,582,108	2,251,242	2,292,559	2,368,815	2,415,278	2,498,513	\$ 2,547,614	\$ 2,635,335	\$ 2,687,224
Subtotal Operating	\$ 33,698,027	\$ 35,983,119	\$ 38,505,412	\$ 38,696,965	\$ 39,613,531	\$ 41,002,807	\$ 42,002,864	\$ 43,086,272	\$ 44,183,964	\$ 45,353,425	\$ 46,503,618
Operating Costs -So County		-			2,523,064	1,500,776	1,545,799	1,592,173	1,639,938	1,689,137	1,739,811
Operating - Golden											
Subtotal Operating w/Capital	33,698,027	35,983,119	38,505,412	38,696,965	42,136,595	42,503,583	43,548,663	44,678,445	45,823,902	47,042,562	48,243,429
Debt Service	1,448,432	1,410,421	621,818	621,944	621,744	623,700	-	-	-	-	-
Capital Projects and Equipment	433,327	140,000	-	-	-	-	-	-	-	-	-
ARMs	644,390	1,136,000	1,136,000	1,072,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000
Facility Master Plan Projects	2,350,685	5,080,000									
Subtotal - Debt, Capital, ARM	4,876,835	7,766,421	1,757,818	1,693,944	1,657,744	1,659,700	1,036,000	1,036,000	1,036,000	1,036,000	1,036,000
Alternative Services	246,573	450,000	100,000	200,000		50,000		175,000	50,000		
South County		-	7,000,000	4,378,000							
Golden											
Evergreen				350,000	3,170,000						
Standley Lake/NW Arvada						350,000	8,300,000				
Admin Bldg											
Lakewood											
Arvada											350,000
Data Warehouse				125,000							
ILS					750,000						
TOTAL USES	\$ 38,821,435	\$ 44,199,540	\$ 47,363,230	\$ 45,443,909	\$ 47,714,339	\$ 44,563,283	\$ 52,884,663	\$ 45,889,445	\$ 51,305,902	\$ 48,078,562	\$ 49,629,429
NET SOURCE (USE) OF FUNDS	\$ 4,835,038	\$ 3,040,918	\$ (498,234)	\$ (1,356,573)	\$ (3,593,718)	\$ 1,753,924	\$ (6,550,487)	\$ 2,855,745	\$ (2,542,710)	\$ 3,140,278	\$ 1,579,529
Reserve Balance	\$ 18,572,181	\$ 21,613,099	\$ 21,114,865	\$ 19,758,293	\$ 16,164,575	\$ 17,918,499	\$ 11,368,012	\$ 14,223,757	\$ 11,681,047	\$ 14,821,324	\$ 16,400,853
MIN RESERVE BALANCE	\$ 10,914,118	\$ 11,810,115	\$ 11,716,249	\$ 11,021,834	\$ 11,030,155	\$ 11,579,302	\$ 11,583,544	\$ 12,186,297	\$ 12,190,798	\$ 12,804,710	\$ 12,802,239
MAX RESERVE BALANCE	\$ 21,828,237	\$ 23,620,229	\$ 23,432,498	\$ 22,043,668	\$ 22,060,311	\$ 23,158,603	\$ 23,167,088	\$ 24,372,595	\$ 24,381,596	\$ 25,609,420	\$ 25,604,479
RESERVE BALANCE OVER MINIMUM	\$ 7,658,063	\$ 9,802,985	\$ 9,398,616	\$ 8,736,459	\$ 5,134,420	\$ 6,339,197	\$ (215,532)	\$ 2,037,460	\$ (509,751)	\$ 2,016,615	\$ 3,598,614



Jefferson County  
**PUBLIC LIBRARY**

# JCPL 2021 Final Budget

December 10, 2020

# 2021 BUDGET HIGHLIGHTS



- Back on Track with the Facilities Master Plan
- Funding for South County Library
- Conservative Staffing Additions





# CHANGES FROM PROPOSED BUDGET TO FINAL BUDGET

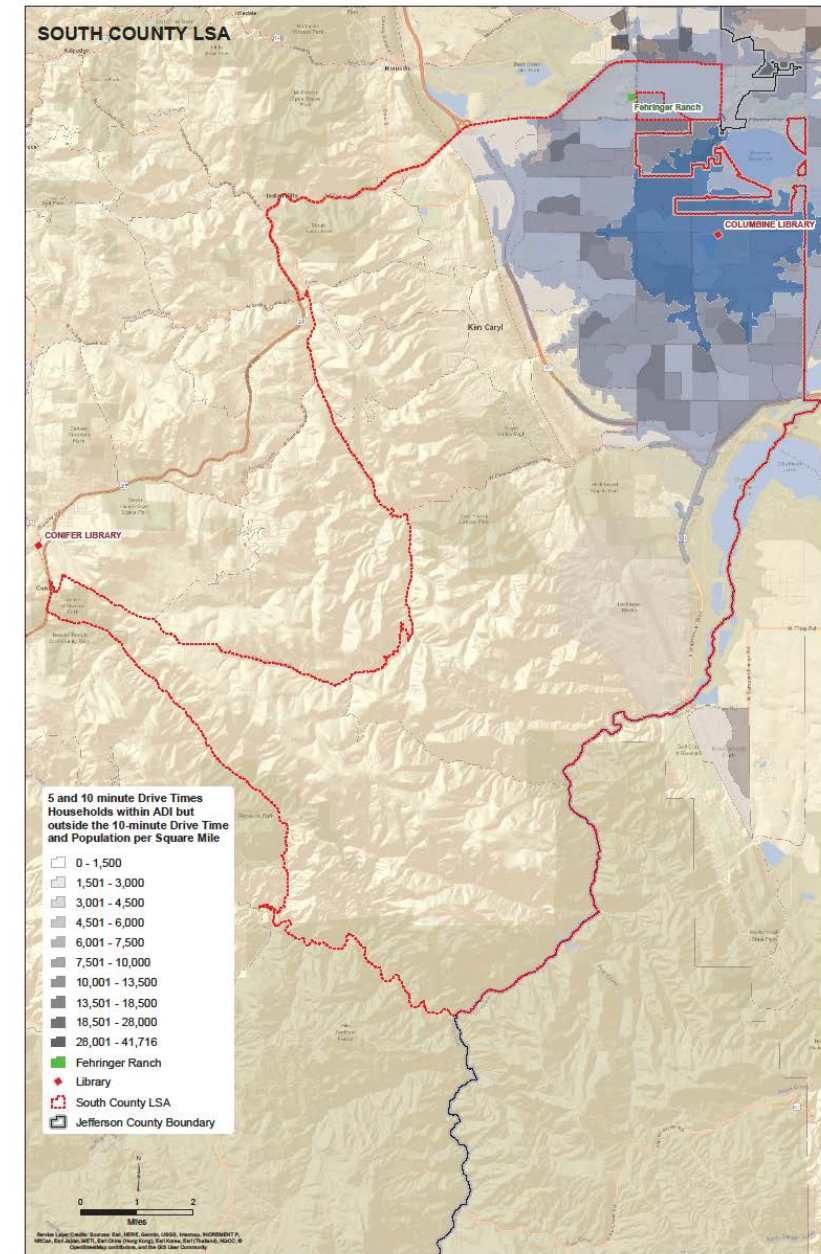


- Expenses Increased by \$94K
  - Lowered vacancy savings
  - Increased insurance costs
- Revenue Decreased by \$214K
  - Decreased projected interest earnings



# CHANGES REFLECTING INCREASED LONG TERM REVENUE

- \$7 Million Funding for New South County Library
- Two More Positions
- Small Increase in Supplies Budget
- Alternative Services funding decreased by \$250K



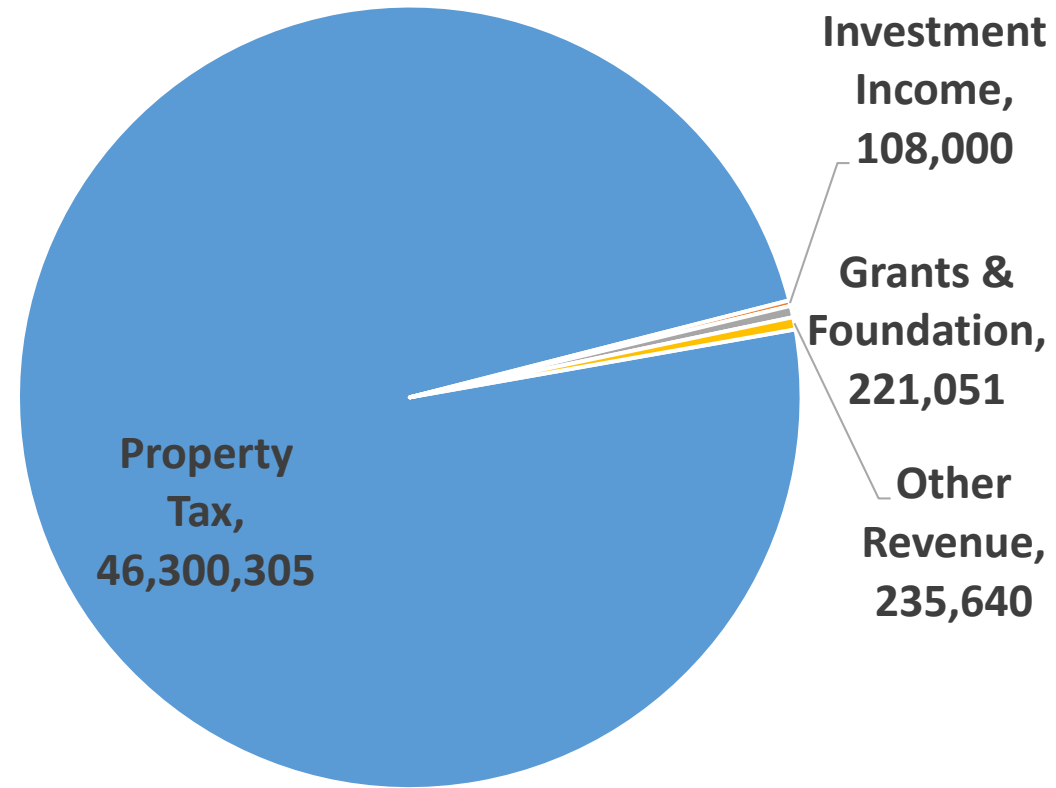
# 5 & 10 YEAR FINANCIAL PLAN – LOOKING TOWARDS THE FUTURE

- Financial Outlook 10 Years Out
- Property Tax Revenue Based on 4.5 Mills
- Gallagher Amendment Repealed
- Timing of Capital Projects: Alternative Services and South County in 2021, Evergreen Begins in 2022, Standley Lake in 2024



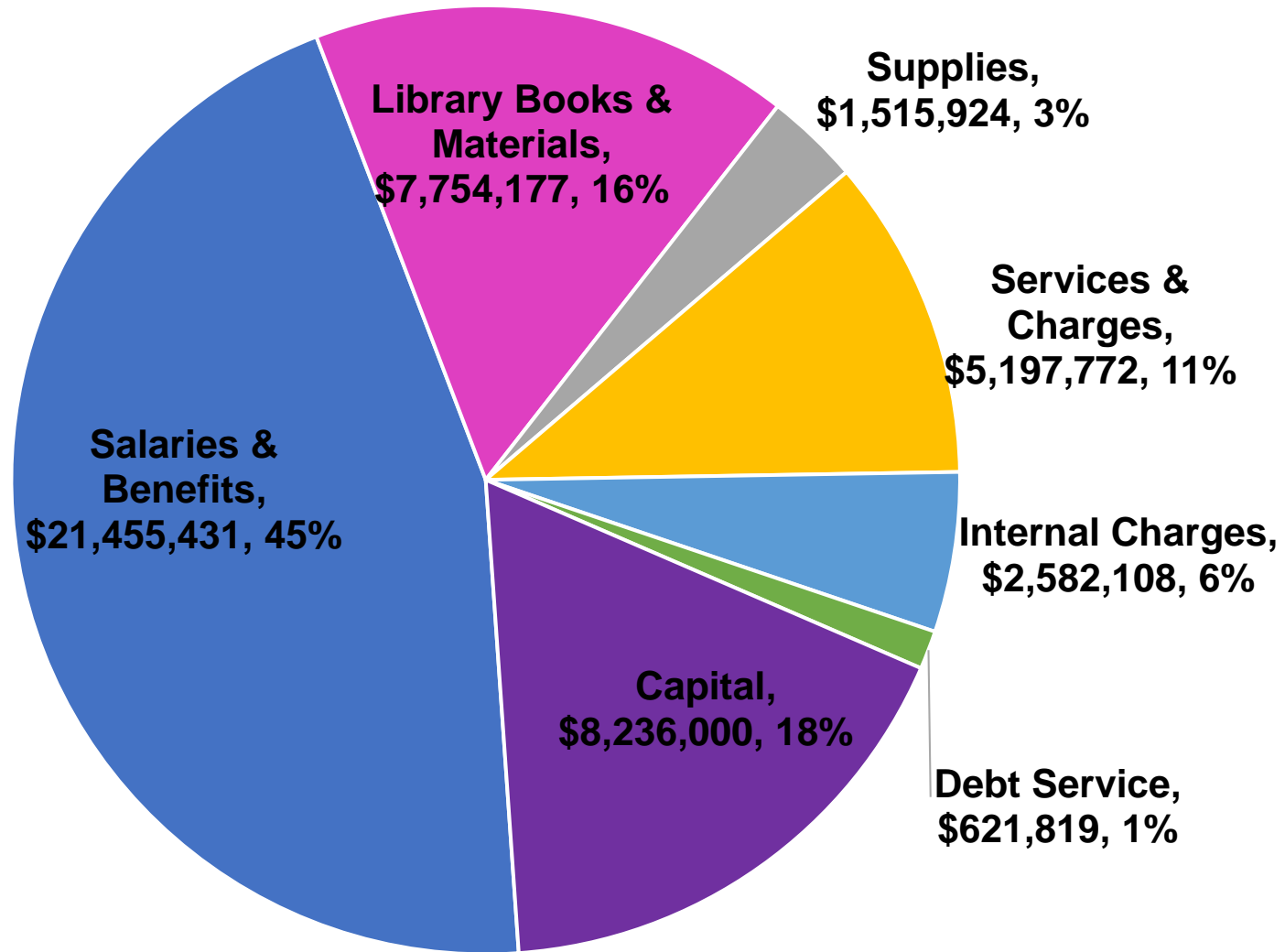


# 2021 BUDGET TOTAL PROJECTED REVENUE: \$46,864,996



# 2021 BUDGET TOTAL PROJECTED EXPENSES:

## \$47,363,231

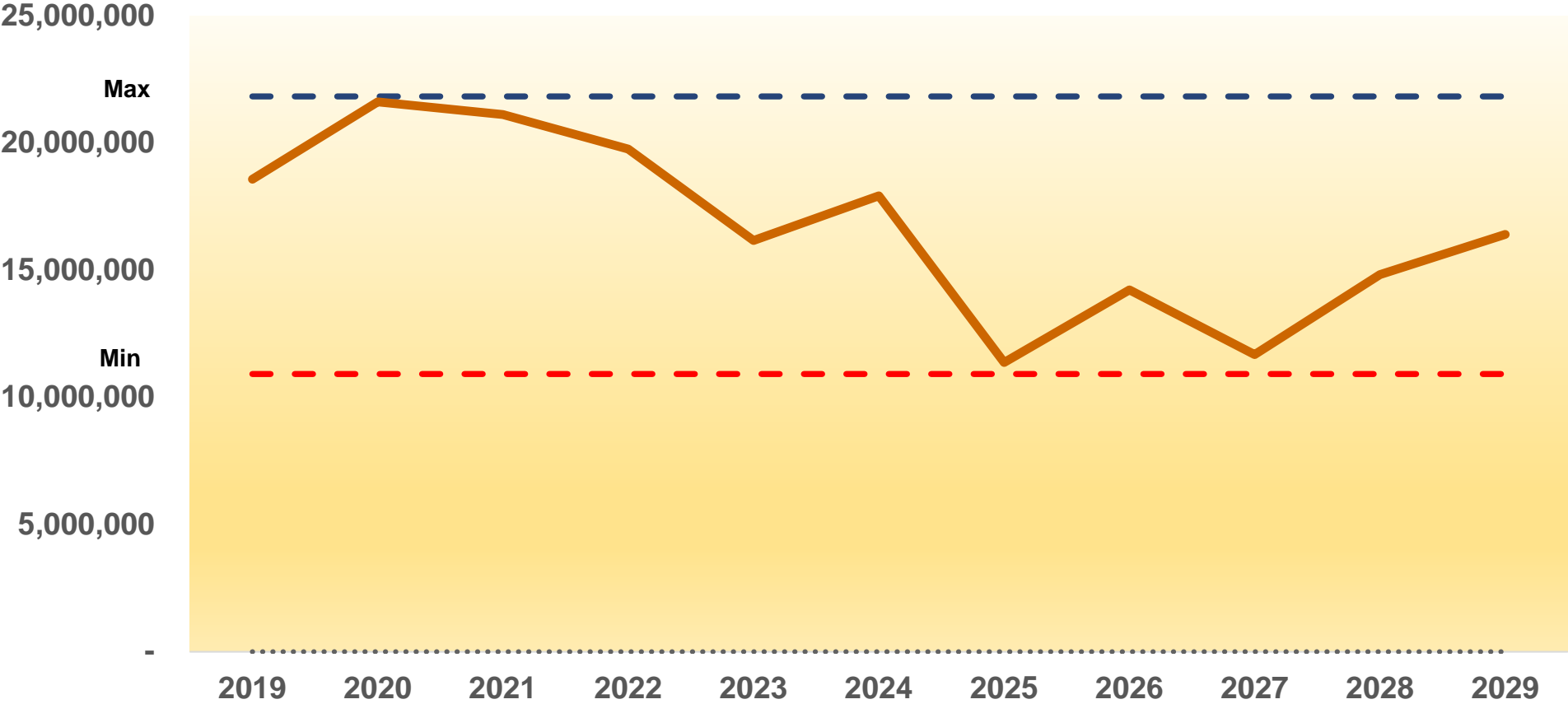


# 2021 CAPITAL INVESTMENTS



Annual Replacement Plan & On-Going Projects	
ARM-01 Capital Maintenance	\$ 250,000
ARM-02 Furniture & Equipment	36,000
ARM-03 Computer 5-year Replacement Plan	200,000
ARM-04 Book Sorter Replacement	300,000
ARM-05 IT Infrastructure Replacement	350,000
Total ARM	\$ 1,136,000
Capital Projects	
Alternative Services	100,000
South County Library	7,000,000
Total Capital Projects	\$ 7,100,000
Total Capital Improvement Plan	\$ 8,236,000

# LONG TERM PLAN: FUND BALANCE



# NEXT STEPS

- Adopt 2021 budget
- Authorize Executive Director to submit 2021 budget supplemental requests
- BCC briefing for budget supplemental to fund South County Library and other additions is scheduled for 12/15/20.





# Questions and Conversation

## memorandum



To: Donna Walker, Executive Director  
From: Barbara Long, Assistant Director for Budget & Finance  
Re: Finance Monthly Report  
Date: December 9, 2020

### **Budget to Actual Tables - November**

The Budget to Actual Tables for November 2020 are attached. Property tax revenue of \$209K was received in November. Overall, property tax revenue is over budget for the year by almost as much as the expected increase in abatements, which are scheduled to post in December. E-rate revenue will likely exceed the budgeted amount as we expect to receive reimbursement of \$42K for eligible work on the Belmar project. Library Foundation contributions of \$100,490 are reflected in November's statements. Information on the value of the JCPL's in-kind contributions is not available yet and will be included next month.

The financial tables include 2020's final debt service payment and updated year-end projections for both operating and capital projects. The projected year-end position for revenue and operating expenses is displayed in the last column of Table 3. Most areas of operations are expected to come in under budget for the year.

November's capital tables include significant encumbrances for the new bookmobile, alternative services, book sorter replacement at Standley Lake and computer replacements. These projects are moving forward and may continue into 2021. Final financial close-out for the Belmar project will be presented at a later date.

**TABLE 1**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**TOTAL FUND SUMMARY**  
**2020 BUDGET TO ACTUAL**

Sources and Uses of Funds	2019 Amended Budget	2019 Actual	2020 Amended Budget	YTD Actual 11/30/2020	\$ Variance 2020 Budget	Budget to Actual %
<i>Sources of Funds</i>	<b>4.500</b>		<b>4.500</b>			
<b>Revenues</b>						
<b>Taxes</b>						
Property Tax - Operating	\$ 40,428,530	\$ 39,752,904	\$ 44,134,625	\$ 44,643,764	\$ 509,139	1%
Property Tax - Capital	1,949,693	1,927,979	2,165,680	2,100,629	(65,051)	-3%
<b>Total Taxes</b>	<b>\$ 42,378,223</b>	<b>\$ 41,680,883</b>	<b>\$ 46,300,305</b>	<b>\$ 46,744,393</b>	<b>\$ 444,088</b>	<b>1%</b>
<b>Federal &amp; State Grants</b>	\$ 130,000	\$ 128,084	\$ 128,000	\$ 161,962	\$ 33,962	27%
<b>Fines &amp; Fees</b>	492,731	435,234	239,513	45,872	(193,641)	-81%
<b>Other Revenue</b>	495,000	1,412,272	572,640	664,991	92,351	16%
<b>Total Other Revenues</b>	<b>\$ 1,117,731</b>	<b>\$ 1,975,590</b>	<b>\$ 940,153</b>	<b>\$ 872,825</b>	<b>\$ (67,328)</b>	<b>-7%</b>
<b>Sub Total Revenues</b>	<b>\$ 43,495,954</b>	<b>\$ 43,656,474</b>	<b>\$ 47,240,458</b>	<b>\$ 47,617,218</b>	<b>\$ 376,760</b>	<b>1%</b>
<b>Fund Balance Activity</b>						
Transfer from FB - Capital Projects	3,248,054		8,311,685	-		NA
Transfer to/(from) Fund Balance	-	4,835,039	-	10,597,929		NA
<b>Total Sources of Funds</b>	<b>\$ 46,744,008</b>	<b>\$ 38,821,435</b>	<b>\$ 55,552,143</b>	<b>\$ 37,019,289</b>		
<i>Uses of Funds</i>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 14,766,591	\$ 14,352,310	\$ 15,935,735	\$ 13,183,472	\$ (2,752,263)	-17%
Benefits	4,818,086	4,370,694	5,288,399	4,080,942	(1,207,457)	-23%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 19,584,677</b>	<b>\$ 18,723,004</b>	<b>\$ 21,224,134</b>	<b>\$ 17,264,414</b>	<b>\$ (3,959,720)</b>	<b>-19%</b>
Library Books & Materials	\$ 8,139,065	\$ 7,777,885	\$ 8,135,190	\$ 6,560,531	\$ (1,574,659)	-19%
Supplies	1,612,418	1,343,599	1,449,965	1,051,903	(398,062)	-27%
Vehicles	-	-	-	-	-	NA
Services & Charges	4,245,804	3,869,464	4,914,583	3,194,774	(1,719,809)	-35%
Internal Transactions /Cost Allocation	1,886,026	1,983,894	2,251,204	2,048,597	(202,607)	-9%
<b>Total Operating Expenditures</b>	<b>\$ 35,467,990</b>	<b>\$ 33,697,846</b>	<b>\$ 37,975,076</b>	<b>\$ 30,120,220</b>	<b>\$ (7,854,856)</b>	<b>-21%</b>
<b>Financing &amp; Debt Service</b>	<b>\$ 1,448,432</b>	<b>\$ 1,448,432</b>	<b>\$ 1,410,421</b>	<b>\$ 1,409,294</b>	<b>\$ (1,127)</b>	<b>0%</b>
<b>Capital Projects</b>	<b>\$ 9,827,586</b>	<b>\$ 3,675,157</b>	<b>\$ 16,166,646</b>	<b>\$ 5,489,776</b>	<b>\$ (10,676,870)</b>	<b>-66%</b>
<b>Total Uses of Funds</b>	<b>\$ 46,744,008</b>	<b>\$ 38,821,435</b>	<b>\$ 55,552,143</b>	<b>\$ 37,019,289</b>	<b>\$ (18,532,854)</b>	<b>-33%</b>



**TABLE 2A**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**FUND BALANCE SUMMARY**  
**2020 BUDGET TO ACTUAL**

	2019 Amended Budget	2019 Actual	2020 Amended Budget	YTD Actual 11/30/2020
<b>Beginning Fund Balance</b>	\$ 18,164,234	\$ 19,529,543	\$ 19,529,543	\$ 24,364,581
Revenues	\$ 41,546,261	\$ 41,728,495	\$ 45,074,778	\$ 45,516,589
Capital Funding	1,949,693	1,927,979	2,165,680	2,100,629
<b>Total Revenues</b>	<b>\$ 43,495,954</b>	<b>\$ 43,656,474</b>	<b>\$ 47,240,458</b>	<b>\$ 47,617,218</b>
<b>Expenditures</b>				
Operating Expenditures	\$ 35,467,990	\$ 33,697,846	\$ 37,975,076	\$ 30,120,220
Debt Service	1,448,432	1,448,432	1,410,421	1,409,294
Capital Projects	9,827,586	3,675,157	16,166,646	5,489,776
<b>Total Expenditures</b>	<b>\$ 46,744,008</b>	<b>\$ 38,821,435</b>	<b>\$ 55,552,143</b>	<b>\$ 37,019,289</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>\$ (3,248,054)</b>	<b>\$ 4,835,038</b>	<b>\$ (8,311,685)</b>	<b>\$ 10,597,929</b>
<b>Ending Fund Balance</b>	<b>\$ 14,916,180</b>	<b>\$ 24,364,581</b>	<b>\$ 11,217,858</b>	<b>\$ 34,962,510</b>
<b>Committed to Capital Projects</b>		<b>\$ 5,897,205</b>		
<b>Reserve Fund Balance</b>		<b>\$ 18,467,376</b>		

44199000

\$ 3,418,218

**Reserve Fund Balance Policy Calculation**

	2018 Budget	2019 Actual	2020 Amended Budget	2020 Actual
<b>Year-End Reserve Fund Balance</b>		<b>\$ 18,467,376</b>		
16% - Current Year Budgeted Revenues	\$ 6,959,353		\$ 7,558,473	
9% - Current Year Budgeted Revenues - Uncertainty	3,914,636		4,251,641	
<b>Total Minimum F/B Reserve Requirements (FLOOR)</b>	<b>\$ 10,873,989</b>		<b>\$ 11,810,115</b>	
50% of Current Year Budgeted Revenues	\$ 21,747,977		\$ 23,620,229	
<b>Total Maximum F/B Reserve Requirements (CEILING)</b>	<b>\$ 21,747,977</b>		<b>\$ 23,620,229</b>	
<b>Above/(Below) Minimum (FLOOR)</b>		<b>\$ 7,593,388</b>		
<b>Above/(Below) Maximum (CEILING)</b>		<b>\$ (3,280,601)</b>		

**TABLE 3**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**OPERATING EXPENDITURES**  
**2020 BUDGET TO ACTUAL**

Sources and Uses of Funds	2019 Amended Budget	2019 Actual	2020 Amended Budget	YTD Actual 11/30/2020	Projected Year-End 2020	Variance 2020 Budget
<b>Sources of Funds</b>						
<b>Revenues</b>						
<b>Taxes</b>						
Property Taxes	\$ 41,376,815	\$ 40,915,992	\$ 45,960,543	\$ 44,580,021	\$ 45,960,543	\$ -
Delinquent Taxes	105,503	81,612	48,032	52,286	48,032	-
Prior Year Cancellations	(80,608)	(223,412)	(385,353)		(835,353)	(450,000)
Urban Renewal	(996,510)	(1,068,555)	(1,509,624)		(1,509,624)	-
Penalties & Interest	23,330	47,267	21,027	11,456	21,027	-
<b>Total Taxes</b>	<b>\$ 40,428,530</b>	<b>\$ 39,752,904</b>	<b>\$ 44,134,625</b>	<b>\$ 44,643,764</b>	<b>\$ 43,684,625</b>	<b>\$ (450,000)</b>
Federal & State Grants	\$ 130,000	\$ 128,084	\$ 128,000	\$ 161,962	\$ 161,962	\$ 33,962
Library Fines	365,000	309,575	107,950	14,908	15,000	(92,950)
Charges for Services	127,731	125,659	131,563	30,964	32,000	(99,563)
Investment Income	322,000	1,122,445	322,000	303,738	322,000	-
Library Foundation	85,000	177,817	160,000	100,490	160,000	-
E Rate Revenue	88,000	93,865	90,640	103,861	146,361	55,721
Other Revenue	-	18,145	-	9,461	9,461	9,461
Transfer				147,441	147,441	147,441
<b>Total Revenues</b>	<b>\$ 41,546,261</b>	<b>\$ 41,728,495</b>	<b>\$ 45,074,778</b>	<b>\$ 45,516,589</b>	<b>\$ 44,678,850</b>	<b>\$ (395,928)</b>
<b>Uses of Funds</b>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 13,872,155	\$ 12,442,452	\$ 15,093,111	\$ 11,852,439	\$ 15,093,111	\$ -
Awards & Bonuses	125,000	-	130,000		130,000	-
Termination Pay	-	78,196		172,528	-	-
Temporary Salaries	2,080,360	1,828,944	2,146,611	1,156,119	2,146,611	-
Overtime	7,130	2,719	5,130	2,385	5,130	-
Vacancy Savings	(1,318,054)		(1,439,117)		(1,439,117)	-
Benefits	4,818,086	4,370,694	5,288,399	4,080,942	5,288,399	-
<b>Total Salaries &amp; Benefits</b>	<b>\$ 19,584,677</b>	<b>\$ 18,723,004</b>	<b>\$ 21,224,134</b>	<b>\$ 17,264,414</b>	<b>\$ 20,424,134</b>	<b>\$ (800,000)</b>
Library Books & Materials	\$ 6,768,000	\$ 6,578,114	\$ 6,691,154	\$ 5,210,502	\$ 6,191,154	\$ (500,000)
Library Computer Materials	1,173,185	1,077,497	1,285,686	1,177,937	1,285,686	-
Library Periodicals	197,880	122,274	158,350	172,092	172,092	13,742
<b>Sub-Total Library Collections</b>	<b>8,139,065</b>	<b>7,777,885</b>	<b>8,135,190</b>	<b>6,560,531</b>	<b>7,648,932</b>	<b>(486,258)</b>
Supplies	\$ 1,612,418	\$ 1,343,599	\$ 1,449,965	\$ 1,051,903	\$ 1,249,965	\$ (200,000)
Services & Charges	4,245,804	3,869,464	4,914,583	3,194,774	4,414,583	(500,000)
Vehicles	-	-	-		-	-
Direct Internal Charges	196,182	143,837	164,067	96,056	164,067	-
Indirect Cost Allocation	1,067,744	1,067,744	1,145,837	1,050,351	1,145,837	-
Intra County Transactions	622,100	772,313	941,300	902,191	941,300	-
<b>Total Supplies and Other</b>	<b>\$ 7,744,248</b>	<b>\$ 7,196,956</b>	<b>\$ 8,615,752</b>	<b>\$ 6,295,274</b>	<b>\$ 7,915,752</b>	<b>\$ (700,000)</b>
<b>Total Operating</b>	<b>\$ 35,467,990</b>	<b>\$ 33,697,846</b>	<b>\$ 37,975,076</b>	<b>\$ 30,120,220</b>	<b>\$ 35,988,818</b>	<b>\$ (1,986,258)</b>

**TABLE 4**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**DEBT SERVICE DETAIL**  
**2020 BUDGET TO ACTUAL**

Sources and Uses of Funds	2019 Budget	2019 Actual	2020 Budget	YTD Actual 11/30/2020	Projected Year End 2020	Variance 2020 Budget
<b>Debt Service</b>						
Principal - Arvada (2005-2024)	\$ 539,667	\$ 539,667	\$ 552,073	\$ 552,073	\$ 552,073	\$ -
Interest - Arvada (2005-2024)	82,192	82,192	69,294	69,294	69,294	-
Principal - Refunding Series 2013	608,264	608,264	608,265	608,265	608,265	-
Interest - Refunding Series 2013	61,695	61,695	31,303	30,176	30,176	1,127
Principal - COP - Capital Projects	142,143	142,143	142,143	142,143	142,143	-
Interest - COP - Capital Projects	14,472	14,472	7,343	7,343	7,343	-
<b>Total Debt Service</b>	<b>\$ 1,448,432</b>	<b>\$ 1,448,432</b>	<b>\$ 1,410,421</b>	<b>\$ 1,409,294</b>	<b>\$ 1,409,294</b>	<b>\$ 1,127</b>

**Arvada**

Total Issue \$8,886,000  
Term 2005-2024  
Use - Arvada Library Facility

**Build America Bonds**

Total Issue \$6,293,000  
Term 2011-2020  
Use - Lakewood HVAC  
Energy Conservation  
Book Sorters  
Library Service Center Remodel

**Certificates of Participation (COP)**

Total Issue \$995,000  
Term 2014-2020  
Use - Belmar Roof Replacement  
Columbine HVAC  
Columbine Parking Lot  
Standley Lake Parking Lot

TABLE 5

**JEFFERSON COUNTY PUBLIC LIBRARY  
CAPITAL IMPROVEMENT PROJECTS  
2020 BUDGET TO ACTUAL**

Sources and Uses of Funds	2019 Amended Budget	2019 Actual	2020 Budget	2020 Amended Budget	YTD Actual 11/30/2020	Projected Year End 2020	Variance 2020 Budget
<b>Sources of Funds</b>							
Property Tax - Capital - 4.5%	\$ 1,949,693	\$ 1,927,979	\$ 2,165,680	\$ 2,165,680	\$ 2,100,629	\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	3,248,054		2,267,039	2,267,039		2,267,039	-
<b>Total Sources of Funds</b>	<b>\$ 5,197,747</b>	<b>\$ 1,927,979</b>	<b>\$ 4,432,719</b>	<b>\$ 4,432,719</b>	<b>\$ 2,100,629</b>	<b>\$ 4,432,719</b>	<b>\$ -</b>
<b>Uses of Funds</b>							
<b>Annual Replacement &amp; Maintenance Program (ARM) and Recurring Projects</b>							
ARM-01 Capital Maintenance	\$ 329,559	\$ 238,497	\$ 250,000	\$ 307,000	\$ 156,585	\$ 210,000	\$ 97,000
ARM-02 Furniture & Equipment	36,000	16,175	36,000	36,000	5,148	10,000	26,000
ARM-03 Computer Replacement Plan	250,000	200,868	180,000	180,000	134,156	300,000	(120,000)
ARM-04 Book Sorter Replacement	250,000	59,862	300,000	470,000	249,437	470,000	-
ARM-05 IT Infrastructure Replacement	200,000	128,989	370,000	370,000	140,320	275,000	95,000
Alternative Services	250,000	246,753	450,000	450,000	36,056	450,000	
<b>2016 Projects</b>							
16-14 High Availability Internet Redundancy	\$ 72,000	\$ -	\$ -	\$ 41,000	\$ 33,108	\$ 33,108	\$ 7,892
<b>2017 Projects</b>							
17-13 Standley Lake Outdoor Learning Env.	\$ 67,014	\$ 72,195	\$ -	\$ -	\$ -	\$ -	\$ -
<b>2018 Projects</b>							
18-05 Evergreen Parking Lot	\$ 172,000	\$ 175,008	\$ -	\$ -	\$ -	\$ -	\$ -
18-07 LSC Garage & Loading Dock Planning	169,531	46,948	-	122,583	135,783	135,783	(13,200)
18-08 Bookmobile Replacement	400,000	-	-	547,441	3,500	339,000	208,441
<b>2019 Projects</b>							
19-01 Standley Lake Clerestory Roof	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19-02 Document Management System	160,000	-	-	160,000	80,000	160,000	-
<b>2020 Projects</b>							
20-01 Arvada HVAC Upgrade	\$ -	\$ -	\$ 140,000	\$ 140,000	\$ 49,870	50,000	\$ 90,000
<b>Multi-Year Construction Projects</b>							
17-07 Edgewater Library	139,175	139,175	-	-	-	-	-
18-01 Belmar Library Remodel	6,947,307	2,344,785	-	4,602,522	4,438,756	4,532,522	70,000
19-03 South County Library	350,000	5,900	4,000,000	4,344,100	27,055	27,055	4,317,045
20-02 Golden Library	-	-	4,396,000	4,396,000	-	-	4,396,000
<b>Total Capital Projects</b>	<b>\$ 9,827,586</b>	<b>\$ 3,675,157</b>	<b>\$ 10,122,000</b>	<b>\$ 16,166,646</b>	<b>\$ 5,489,776</b>	<b>\$ 6,992,468</b>	<b>\$ 9,174,178</b>

**TABLE 6**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**CAPITAL IMPROVEMENT PROJECTS**  
**2020 BUDGET TO ACTUAL**

Project	2020 Amended Budget	YTD Actual 11/30/2020	YTD Encumbrances 11/30/2020	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 307,000	\$ 156,585	\$ 48,564	\$ 205,149	\$ 101,851
ARM-02 Furniture & Equipment	36,000	5,148	-	5,148	30,852
ARM-03 Computer Replacement Plan	180,000	134,156	289,435	423,591	(243,591)
ARM-04 Book Sorter Replacement	470,000	249,437	200,001	449,439	20,561
ARM-05 IT Infrastructure Replacement	370,000	140,320	-	140,320	229,680
Library Alternative Services	450,000	36,056	235,870	271,926	178,074
16-14 High Availability Internet Redundancy	41,000	33,108	-	33,108	7,892
18-07 LSC Garage & Loading Dock	122,583	135,783	-	135,783	(13,200)
18-08 Bookmobile Replacement	547,441	3,500	334,870	338,370	209,071
19-02 Document Management System	160,000	80,000	-	80,000	80,000
<b>Multi-Year Projects Construction Projects</b>					
18-01 Belmar Library Remodel	4,602,522	4,438,756	5,165	4,443,922	158,600
19-03 South County Library	4,344,100	27,055	62,294	89,349	4,254,751
20-01 Arvada HVAC Upgrade	140,000	49,870	-	49,870	90,130
20-02 Golden Library	4,396,000	-	-	-	4,396,000
<b>Total Capital Projects</b>	<b>\$ 16,166,646</b>	<b>\$ 5,489,776</b>	<b>\$ 1,176,200</b>	<b>\$ 6,665,975</b>	<b>\$ 9,500,671</b>

## Belmar Library Renovation Project to Date - Budget to Actual

November 30, 2020

### Project Description

JCPL is rennovating the Belmar Library to reflect new trends in library service, make better use of available space, increase safety for patrons and library staff and to update furnishings and fixtures. The Belmar Library first opened in 2000 and was last updated in 2007.

### Project Budget

\$350,000	2018 Phase I Planning Budget
\$6,423,500	2019 Original Project Budget
\$270,000	2019 Additional funding, approved 7/25/19
<u>\$7,043,500</u>	Total Project Budget

### 2018 Timeline

\$350,000	2018 Budget
<u>\$96,194</u>	2018 Actual
<u>\$253,806</u>	Remaining 2018 Budget

### 2019 Timeline

\$6,423,500 Board of Trustee approved the 2019 Budget in December, 2018  
\$253,806 Board of Trustees approved \$253,806 in project carryover at the Feb 14, 2019 Board Mtg.  
\$270,000 Additional funding approved at the July 25, 2019 Board Meeting

\$6,947,306	2019 Project Budget
<u>\$2,344,785</u>	2019 Actual Expenses
<u>\$4,602,521</u>	Remaining 2019 Budget

### 2020 Timeline

\$4,602,522	2020 Budget
<u>\$4,438,756</u>	2020 Actual
\$163,766	Remaining 2020 Budget

**Belmar Library Renovation Project**  
**Project - Budget to Actual**  
**Inception-to-Date**  
**November 30, 2020**

	Design & Engineering	Owner's Requirements (Rep)	Construction	Survey, Testing, Permits	FFE	Technology	Contingencies & Escalation	Total
Budget	\$ 750,985	\$ 220,000	\$ 4,648,200	\$ 40,000	\$ 738,000	\$ 375,174	\$ 271,141	\$ 7,043,500
Revised Budget	\$ 750,985	\$ 220,000	\$ 4,648,200	\$ 40,000	\$ 738,000	\$ 375,174	\$ 271,141	\$ 7,043,500
<b>2018 Actual</b>								
Nov		22,146						22,146
Dec	49,400	24,648						74,048
<b>Total 2018</b>	<b>49,400</b>	<b>46,794</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>96,194</b>
<b>2019 Actual</b>								
Jan								-
Feb	32,805	19,808						52,613
March								-
April	32,382	9,829						42,211
May	33,078	9,904		4,190				47,172
June								-
July	86,833	12,500		300				99,633
August	109,117	17,320	9,900					136,337
September	196,341	8,660	3,300	11,761		1,530		221,592
October	22,525	8,860			25,534	64,910		121,829
November		10,160	465,571		1,211	930		477,872
December	63,303	17,520	872,655	1,730	150,470	39,849		1,145,527
<b>Total 2019</b>	<b>576,384</b>	<b>114,561</b>	<b>1,351,426</b>	<b>17,981</b>	<b>177,215</b>	<b>107,219</b>	<b>-</b>	<b>2,344,785</b>
<b>2020 Actual</b>								
Jan	850		(48,666)		71,400			23,584
Feb		8,760	881,204	5,926	5,107	17,836		918,833
Mar	50,630	9,760	1,183,971		108,165	142,770		1,495,296
Apr	13,900	13,760	792,159		54,289	453		874,561
May			237,798		30,624			268,422
Jun	29,483	14,400	235,853	2,150	90,885	2,960		375,731
Jul					14,709			14,709
Aug	2,450	6,606	254,297		94,794	999		359,146
Sep					10,222			10,222
Oct	17,394	2,160	11,679		1,107	64,910		97,250
Nov			1,004					1,004

Total 2020	114,707	55,446	3,549,299	8,076	481,300	229,928	-	4,438,756
Total Expenditures	740,491	216,800	4,900,725	26,057	658,515	337,148	-	6,879,735
Remaining Budget	\$ 10,494	\$ 3,200	\$ (252,525)	\$ 13,943	\$ 79,485	\$ 38,026	\$ 271,141	\$ 163,765



## **Facilities & Construction Projects**

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



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

TO: Donna Walker, Executive Director

FROM: Steve Chestnut, Director of Facilities and Construction

DATE: December 2, 2020

RE: STAT Courier Service Inc. Contract, 2<sup>nd</sup> Renewal

**History of Contract: STAT Courier Service, Inc. Intra- Library Courier**

JCPL entered into a contract with STAT Courier Service, Inc. in January 2019, with the option to reauthorize the contract for up to four additional one-year terms with Board approval. JCPL would like to exercise this option and continue utilizing STAT Courier services for our intra-library deliveries for the 2021 year. Our current contract expires January 29, 2021, and this will be our second renewal.

**Total Cost:**

\$307,597 base pricing that will be billed monthly. This cost includes the contractual 2% escalation increase above the 2020 pricing. It also includes additional services for the book collection at the Mountain Resource Center.

**Next Actions:**

We recommend that the Library Board of Trustees authorize the Library Executive Director to renew the contract with STAT Courier Services Inc. for \$307,597 at the December 2020 Board meeting.

## **Technology and Innovation**

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



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

TO: Donna Walker, Executive Director

FROM: Bernadette Berger, Director of Technology & Innovation

DATE: November 25, 2020

RE: Library Primary Storage Replacement, SHI International Corp.

**History: SHI International Corp.**

The current data storage solution that JCPL uses is no longer adequate for our system needs. We need a more robust storage solution that provides higher data accessibility, performance, capacity, and system manageability in order to support current and future data growth. JCPL issued an RFP for a new primary data storage solution in August 2020. We received six responses from qualified vendors with base pricing ranging from \$69,300 to \$114,522.62. The proposals were evaluated on the company's ability to provide a turnkey hardware solution that met our technical and system requirements, and which included training for staff as well as maintenance and support for the hardware. The evaluation team is recommending that JCPL purchase the primary storage solution from SHI International Corp. This purchase also requires the Executive Director to sign an End User License Agreement with Pure Storage, the entity that will be providing the license, installation and maintenance of the storage unit.

**Total Cost:**

The total cost for the new primary storage replacement is anticipated to be \$96,136.19.

**Budget:**

The primary storage replacement features two components, a hardware and installation purchase and a three-year maintenance agreement. The hardware purchase and installation fees will total \$56,707.19, and the three- year annual maintenance agreement fees will be \$39,429.

**Next Actions:**

We ask that the Library Board of Trustees authorize the Executive Director to approve the purchase, installation, and maintenance of a new primary storage solution from SHI International Corp at the December Board meeting. This purchase also requires the Executive Director to sign an End User License Agreement with Pure Storage, the entity that will be providing the license, installation and maintenance of the storage unit.

## **2021 Board Study Session & Meeting Schedule**

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

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



Jefferson County  
**PUBLIC LIBRARY**

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

### ADOPTED 2021 BOARD MEETING SCHEDULE

In response to COVID-19, protecting the health and safety of our staff, patrons and community is our number one priority.

Board of Trustees meetings will be conducted online, until further notice.

<b><u>LIBRARY BOARD STUDY SESSIONS</u></b>	
<b><u>5:30 PM</u></b>	
<u>Date</u>	<u>Location</u>
January 14	Online via WebEx
February 11	Online via WebEx
March 11	To be determined/Library Administration
April 8	To be determined/Library Administration
May 13	To be determined/Library Administration
June 10	To be determined/Library Administration
July 8	To be determined/Library Administration
August 12	To be determined/Library Administration
September 9	To be determined/Library Administration
October 14	To be determined/Library Administration
November 11	To be determined/Library Administration

<b><u>LIBRARY BOARD MEETINGS</u></b>	
<b><u>5:30 PM</u></b>	
<u>Date</u>	<u>Location</u>
January 21	Online via WebEx
February 18	Online via WebEx
March 18	To be determined/Lakewood Library Meeting Room
April 15	To be determined/Arvada Library Meeting Room
May 20	To be determined/Columbine Library Meeting Room
June 17	To be determined/Evergreen Library Meeting Room
July 15	To be determined/Golden Library Meeting Room
August 19	To be determined/Standley Lake Library Meeting Room
September 16	To be determined/Belmar Library Meeting Room
October 21	To be determined/Lakewood Library Meeting Room
November 18	To be determined/Lakewood Library Meeting Room
December 9	To be determined/Combined Study Session & Board Meeting Lakewood Library Meeting Room

<b>Arvada Library</b> 7525 West 57 <sup>th</sup> Avenue, Arvada	<b>Belmar Library</b> 555 S. Allison Parkway, Lakewood
<b>Columbine Library</b> 7706 West Bowles Avenue, Littleton	<b>Edgewater Library</b> 1800 N Harlan Street, Edgewater
<b>Evergreen Library</b> 5000 Highway 73, Evergreen	<b>Golden Library</b> 1019 10 <sup>th</sup> Street, Golden
<b>Standley Lake</b> 8485 Kipling Street, Arvada	

**ADMINISTRATION**

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

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



Jefferson County

**PUBLIC LIBRARY**