

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

January 21, 2021



Virtual Kids Martial Arts Class



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, January 21, 2020 – 5:30 pm - <u>ONLINE MEETING VIA WEBEX</u>
1.	Call to order & attendance (4.5.8) Verbal roll call – Each Trustee announces their presence by stating their name.
2.	Pledge of Allegiance
3. Agenda Action	Approve Agenda Chair: Call for motion and second
4. Public Comment	Public Comment 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 Action	Approval of Consent Agenda Chair: Call for motion and second <ul style="list-style-type: none"> A. Library Board of Trustees approve the December 10, 2020 Board Meeting Minutes B. Library Board of Trustees approve the Standley Lake Trailhead Letter of Support. C. Library Board of Trustees authorize the Executive Director to sign the HVAC contract with Haynes Mechanical Systems. D. Library Board of Trustees adopt the Sunshine Resolution LB-21-21. E. Library Board of Trustees authorize the Executive Director to sign the donation and naming agreement between the Jefferson County Public Library, the Jefferson County Library Foundation and the Andrew Yale family.
6. Foundation Report	Foundation Report – Jo Schantz, Executive Director and Kim Johnson, Trustee Representative
7. Operational Updates Action as Needed	Executive Director Update <ul style="list-style-type: none"> 1. Executive Director Report 2. 2021 Strategic Priorities and Initiatives 3. Belmar Project <ul style="list-style-type: none"> • Project Report • Financial Closeout Strategy, Engagement & Finance <u>Finance and Budget</u> <ul style="list-style-type: none"> 1. Financial Report – December 2. Pine Library Contribution Call for Motion and Second

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">Board Global Ends - Informational
11. Action as Needed	Board Governance <u>Chair Appointments:</u> <ul style="list-style-type: none"><i>Action Item:</i> Chair appoints committee to review Board Bylaws (4.4.2D)<i>Action Item:</i> Chair appoints nominating committee for Board officers (4.4.2D)<i>Action Item:</i> Chair appoints Trustee representative to Foundation Board <u>Adopted 2021 Governance Process Calendar</u> <i>Informational:</i> 2021 Governance Process Calendar as adopted at the December 10, 2020 Library Board meeting.
12. Suggest Agenda Items	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. <u>2021 Board Meeting Schedule</u> <ul style="list-style-type: none">February 11, 2021 – Study Session – 5:30 pmFebruary 18, 2021 – Board Meeting – 5:30 pmMarch 11, 2021 – Study Session – 5:30 pmMarch 18, 2021 – Board Meeting – 5:30 pm
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">Report of the Chair – Correspondence, OtherOther Announcements
16. Adjournment	

CONSENT AGENDA

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

jeffcolibrary.org



TO: Library Board of Trustees

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

DATE: January 12, 2021

RE: Consent Agenda for the January 21, 2021 Board Meeting

- A. Library Board of Trustees Approve the December 10, 2020 Library Board Meeting Minutes.
- B. Library Board of Trustees Approve the Standley Lake Trailhead Letter of Support
- C. Library Board of Trustees Authorize the Executive Director to sign the HVAC Contract with Haynes Mechanical Systems in the amount of \$81,972.00.
- D. Library Board of Trustees Adopt Sunshine Resolution LB-01-21-21
- E. Library Board of Trustees authorize the Executive Director to sign the to sign the donation and naming agreement between the Jefferson County Public Library, the Jefferson County Library Foundation and the Andrew Yale family.

**Minutes of the Regular Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
December 10, 2020**

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held online via WebEx on December 10, 2020. Library Board of Trustees Chair, Charles Naumer, called the meeting to order at 5:30 p.m. Other Trustees present: Kim Johnson (Vice-Chair), Pam Anderson (Secretary), Jill Fellman, Jeanne Lomba and German Zarate-Bohorquez.

Trustees not present: John Bodnar.

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; Barbara Long, Assistant Director 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; Amber Fisher, Executive Assistant, Office of the Executive Director; and Katie O'Loughlin, Administrative Coordinator.

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

APPROVAL OF AGENDA

MOTION: Kim Johnson moved that the Library Board of Trustees approve the agenda as presented. Seconded by Pam Anderson 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. There were no 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. There was a process question regarding an abstention from voting on the approval of the minutes from the November 19, 2020 Board meeting. This was addressed in the motion.

MOTION: Pam Anderson moved that the Library Board of Trustees approve the items on the consent agenda with the exception of Pam Anderson abstaining from approving the minutes of the November 19, 2020 Board meeting. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

Items on the Consent Agenda for October 15, 2020

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

FOUNDATION UPDATE

Jo Schantz, Foundation Executive Director, provided an update to the Board. The Whale's Tale bookstore at Colorado Mills opened on black Friday. The first weekend raised \$1,100. This past Saturday had \$1,085 in one-day sales. The bookstore is averaging \$400-\$500 per day in gross sales. There are other items for sale including gift baskets. Colorado Gives Day raised over \$21,000. The Foundation Board has decided that they would like to send \$50,000 to the library to be distributed as \$25,000 for discover together at Belmar Library, \$12,500 for Stem Steam and \$12,500 for early childhood literacy. The Foundation received \$5,000 from the Socrates Foundation to help support outdoor musical instruments at the Belmar Library outdoor adventure space and \$500 from the Kars4Kids Foundation for JCLF general operating support. The Foundation is still accepting donations Mondays and Tuesdays from 9:00am to 4:00pm and donations are quarantined in a pod in the parking lot.

Kim Johnson, Trustee Liaison, expressed appreciation for the hard work by the Foundation and extended congratulations for Colorado Gives Day and the successful opening of the bookstore.

EXECUTIVE DIRECTOR REPORT

Executive Director Report

The Executive Director addressed the Board and provided an update regarding two additional staff members, Rene Yaws and Julia Patrick, who are graduating from Leadership Jeffco sponsored by the West Metro Chamber of Commerce Foundation. The Executive Director highlighted the virtual Santa Live program that had 200 people actively participate and 450 people in the virtual room. The chat log during the program was hilarious and heartwarming with questions like "how do you know if we are naughty or nice?" The Trustees were encouraged to check out comments from the program on social media. The Executive Director also attended the virtual going away party for Commissioner Tighe.

In response to a question about planning for South County community engagement, the Board was advised that the Executive Director is working with the Executive Team on a reset of the South County project. The Executive Team has reviewed what was accomplished on that project including a review of the fact sheet that was created with visioning input from the Board earlier in the year. Rex Whisman, Director of Strategy, Engagement and Finance, and his team are working out plans for virtual community engagement. The Library plans to do a check in with the Board on the South County project in January. The original plans for the project are holding pretty well with the exception of the in-person portion of the community engagement.

Acknowledgement - Paying off Build America Bonds

The Chair acknowledged the Library's reduction in debt with the final payment for the Build America Bonds.

EXECUTIVE TEAM OPERATIONAL UPDATES

Strategy, Engagement and Finance

Finance and Budget - 2021 Budget Adoption

The Chair introduced the topic and noted that the Board reviewed the 2021 budget at the November Board meeting. The Executive Director advised the Board that Barbara Long, Assistant Director of Finance and Budget, has a presentation and is present to answer any questions.

Barbara Long, Assistant Director of Finance and Budget, presented information on the final 2021 Budget.

2021 Budget Highlights

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

Because Gallagher has been repealed, the Library is not expecting the steep drop in revenue that would result from a lower residential assessment rate. The Facilities Master Plan (FMP) is back on track with funding for the South County library included in the budget. The Library is continuing with a conservative approach to staff additions and the potential impact of an economic downturn driven by the pandemic.

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

Every year the proposed budget includes some estimates. The overall expenses increased by \$94,000 as a result of refinement in salaries and an increase in property insurance. Revenue decreased by \$200,000 which is quite a bit lower than the original projected earnings from the County Treasurer's office. These changes form the body of the supplemental budget request.

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

Funding for the South County Library puts the Library back on track with the Facilities Master Plan. The Library is remaining conservative with staffing additions until the impact of pandemic recession is more fully known. Alternative services funding of \$350,000 was included in the proposed budget; much of this was intended to bring library services to South County. Because the South County library project is moving forward, this funding is reduced by \$250,000.

5 and 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

Next Steps

- Library Board Adopts 2021 budget
- Library Board Authorizes 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.

Trustee Anderson noted that she is relieved and grateful to the taxpayers and voters of Jefferson County. She expressed appreciation to Barbara Long and staff for their excellent work developing the budget and noted that the work is remarkable considering the changes and challenges of the last year.

In response to questions, the Board was advised that:

- Fund Balance transfers to the sinking fund will be reflected when the new year starts. The commitment showing those funds are reflected on Table 2. In Table 5 of the November 2020 financial report there is a projected variance of just over \$9 million that reflects the source of the commitment to the capital projects sinking fund. This will be reflected in next year's operating tables each month.
- The transfer from reserve to the capital projects sinking fund will be reflected in the first financial statements of the new year (2021).

2021 Budget Adoption

Library Board adoption of Final recommended 2021 budget and authorization for the Executive Director to implement the spending plan.

MOTION: Jill Fellman moved that the Library Board of Trustees adopt the 2021 budget and authorize the Executive Director to implement the spending plan contained therein. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

2021 Supplemental Budget Requests

Library Board authorizes submittal of the 2021 supplemental budget requests.

MOTION: Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to submit the 2021 supplemental budget requests. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

Financial Review – November

Barbara Long reviewed highlights for the November 2020 financial report and tables.

Table 1 reflects property tax revenue for the year. The abatements have not yet posted. The final debt service payment for the Build America Bonds is reflected on Table 4.

November's capital tables include significant encumbrances for the new bookmobile and good activity in other large projects as well.

In response to questions, the Board was advised that:

- Capital encumbrances include \$100,000 for the bookmobile. The Library is waiting to see what is received before the end of the year on other capital encumbrances and does expect to include what remains in carryover.
- The way the Library approaches salary estimates in general is not to try to net that out because there isn't a line item where we charge vacancy savings. That projection is included in Table 3 and looks like we will exceed the vacancy saving factor. The Library will be able to report on that when the year is over.

Facilities and Construction Projects

Steve Chestnut, Director of Facilities and Construction Projects, introduced the topic. In response to a questions, the Board was advised that:

- The 2% escalation is separate from the additional services.
- The additional services for book collection at the Mountain Resource Center and the Ridge are approximately \$12,000 per year each.

STAT Courier Contract

MOTION: Jeanne Lomba moved that the Library Board of Trustees authorize the Executive Director to renew the contract with STAT Courier Service Inc. in the amount of \$307,597. Seconded by Jill Fellman the motion passed by unanimous vote of all Trustees present.

Technology and Innovation

Bernadette Berger, Director of Technology and Innovation, introduced the topic. In response to questions, the Board was advised that:

- This reflects a significant increase in capacity of at least one terabyte
- Some of the items included are VPN operations, virtual servers, and all of the files and systems for the Library.

Storage Solution Contract

MOTION: Pam Anderson moved 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 and sign the End User License Agreement with Pure Storage within the approved budgeted amounts of \$96,136.19. Seconded by Jeanne Lomba 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

No items.

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.

2021 Board Meeting Schedule (included in the information packet)

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

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

The Chair advised the Board that he received a meeting request from Ana Rojas-Artica with the Foundation Board to discuss the memorandum of understanding and is scheduling that meeting next week. He also noted the receipt of an anonymous comment regarding library personnel and has shared that comment with the Executive Director and will send that comment to the Board.

ADJOURNMENT

The Board meeting was adjourned at 6:18 pm.

Pam Anderson, Secretary

ADOPTED: 01-21-21

BEFORE THE BOARD OF TRUSTEES
OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: **LB 01-21-21**

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 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 21, 2021

Foundation Update

■ January 2021



Executive Director Report

Jo Schantz, MNM, CFRE, GPC -- JCLF Executive Director

Whale's Tale Books & Gifts to Remain Open through February!

Our Holiday Sales Grossed \$19,152

JCLF's new bookstore venture is paying off! Gross sales for December (which includes 4 days of sales from our early opening on November 27) amounted to \$19,152.

We knew we were taking a big chance on opening a holiday bookstore during a pandemic.

However the timing and the location have worked out very well for us.



The bookstore initially secured a 6-week lease on Unit 527 located in Colorado Mills Mall in Lakewood. But once the sales kept increasing, JCLF's Executive Committee decided to extend the lease through February 28. This will give our organization three months of sales to review and then determine if we want to sign a longer-term agreement with Colorado Mills.

In addition, and because we have been unable to reopen the Belmar Gift & Book shop due to the pandemic, this new venue has kept our volunteers engaged by helping us out at the Whale's Tale.

This storefront operation is being managed by Kirstin Kraig, JCLF's Volunteer & Friends Coordinator, who oversees a whole fleet of happy volunteers who staff the bookstore 7 days a week.

Besides used books, CDs and DVDs, "One of our biggest sellers has been vinyl records," comments Kirstin. "Music lovers are especially attracted to rock 'n' roll and blues albums, and many of these classic items range from \$20 to more than \$150."

New hours of operation: Sunday through Friday, noon to 6 p.m., and Saturdays 10 a.m. to 6 p.m.

Colorado Gives and our End-of-Year Appeal

Our Foundation finished out 2020 with a bang, in that we received more than \$28,096 in donations, beating out the previous year's campaign that brought in \$25,329. The latest campaign revenues marked a 10 percent increase over our 2019 appeals.

Our Foundation is thrilled that -- even during a devastating pandemic -- so many of our Friends and donors continue to honor and support our ongoing efforts to provide fundraising and advocacy for Jefferson County Public Library!

We are very grateful for these contributions and even more appreciative for this huge vote of confidence from so many of our special supporters!





Page 2 -- Executive Director Report

JCLF Contributes \$149,747 to JCPL in 2020

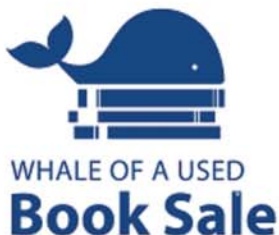
Our Foundation is proud to have contributed nearly \$150,000 to Jefferson County Public Library from January 1 through December 31, 2020.

Key donations were made in support of Early Childhood Literacy, naming rights at Belmar Library (including funding toward Belmar's Outdoor Adventure Space), Summer Reading and STEM programs. In addition, JCLF provided prize monies to five local schools for the 2020 Summer Reading program, and our Foundation also gave cash prizes to winners of the 2019 Epic STEM Challenge.

These dollars were generated by our JCLF used book sales, online and in-library book sales, grants, naming rights, memorial contributions, designated gifts, sales from our Friends Gift & Book Shop at Belmar Library, general donations and revenues from our new Whale's Tale Books & Gifts shop.

Upcoming 2021 Events!

SPRING WHALE OF A USED BOOK SALE -- June 2021
Dates and location TBD



FRIENDS ANNUAL MEETING --
Friday, July 16, 11:30 to 1 p.m.
Wheat Ridge Rec Center



featuring Barbara Nickless

VOLUNTEER APPRECIATION PICNIC – Friday, July 30, 11:30 to 1:00 p.m., Anderson Park Pavilion in Wheat Ridge

GRANTS UPDATE

GRANTS RECENTLY RECEIVED
Clarence LaGuardia Foundation --
\$5,000 for 1000 BBK and \$5,000 for
Babies First Books

GRANTS PENDING
Nathan B. and Florence R. Burt
Foundation – \$5,000 for 1000 Books
Before Kindergarten
Harlan Anderson Foundation --
\$5,000 general operating
Bellco Foundation -- \$10,000 general
operating

GRANTS DENIED
The Foundation at Rolling Hills --
\$5,000 general operating
Energize Colorado Gap Fund --
\$35,000 general operating

Pop-up Tent Sales Coming Soon!



Stay tuned for more information on this year's outdoor tent sales! We are planning to produce one sale at the Brass Armadillo Antique Mall in Wheat Ridge and one at the Bank of Colorado parking lot in Lakewood.

Operational Updates

Executive Director Update

JANUARY 2021 EXECUTIVE DIRECTOR REPORT

First Quarter Focus:

1. COVID-19 Service & Staffing Response
2. South County Expansion
3. Philanthropy Development

COVID-19 Service & Staffing Response:

In January, the Library is focusing on,

- Responding to changing Public Health Orders
- Investigation and Advocacy re: vaccine opportunities and requirements

South County Expansion:

In January, the Library is focusing on,

- Project Management
- Stakeholder Engagement

Philanthropy Development:

In January, the Library is focusing on,

- Book Sale Vendor Agreement with JCLF
- Review of Consultant Findings

Advocacy and Engagement Opportunities for Trustees

[ALA Midwinter virtual meeting and exhibits](#): January 22-26, 2021 Registration is open through January 19. Contact Amber to register. Trustee **Jill Fellman** is attending.

JCPL SERVICE HIGHLIGHTS

Library 2 You:



Holds Locker installation at the Mountain Resource Center in Conifer. Service launched the first week in January.



Programming

Virtual Play and Learn Series: This series is intended to replicate our Family Place activities while in-person programming is suspended. Families will play with others and discuss parenting concerns. Each week, this virtual program will have a different activity for adults and young children to do together. Adults are welcome to "stay" afterwards to discuss a variety of caregiving topics, learn some tips or just socialize.

Civic Engagement:

Impact Story:


A teacher in our community had a house fire. A friend let her move into their RV until the house is habitable. She was hoping to use her phone to teach class but it didn't have enough data to do zoom meetings all day. Library staff was able to get her a hotspot by 10 a.m. and she was able to reconnect with her students.

Professional Engagement:

I will be presenting in a *Symposium of the Future of Libraries* session at the American Library Association (ALA) Midwinter Virtual Meeting on the topic of *Rising to the 2020 Challenge*. This program is intended to engage thought leaders in a discussion of innovation and adaptation that will reshape the future of the public library. My portion will focus on JCPL's acceleration of alternate services during COVID.

Joanna Stankiewicz, manager of the Belmar Library, is also attending ALA Midwinter. We're encouraging more staff to take advantage of this professional development opportunity.

HIGHLIGHTS OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, JANUARY 2021

- Weekly meetings with **Jefferson County Public Health (JCPH)** and local elected officials
 - Farewell to **Commissioner Libby Szabo**
 - Swearing in Ceremony new Jefferson County commissioners
 - Board of County Commissioners Hearing on JCPL budget supplemental request
 - Monthly call with **Colorado Public Library Directors (CPLD)**
 - Bi-monthly call with **Urban Libraries Council Directors (ULC)**
 - Monthly meeting with **Jefferson County Library Foundation (JCLF)** executive director
 - Monthly meeting with **Jefferson County Elected/Appointed Officials**
 - **ALA Midwinter** Virtual Meeting attendance
 - **West Metro Chamber of Commerce** Board of Directors
 - **Colorado Association of Libraries (CAL)** Mentorship Interest Group – Our first Leader Spotlight Video will be posted on the CAL website in January. The first person we interviewed was **Jose Ortiz**, Project and Construction manager for Arapahoe Libraries.
- 

memorandum

TO: Library Board of Trustees

FROM: Donna Walker

RE: 2021 Strategic Priorities and Initiatives

DATE: January 21, 2021

The January Study Session provided the opportunity for the Board to

- Review the Strategic Planning Process
- Review the 5 year Strategic Plan Framework
- Provide feedback on 2021 Strategic Priorities
- Preview 2021 Initiatives and Projects

Board discussion of the Strategic Planning Process and Framework did not lead to any material changes.

Review of the 2020-2025 Strategic Priorities indicated alignment between the Board and staff, focusing our efforts on,

CREATE LIBRARIES FOR THE FUTURE

Jefferson County Public Library will create libraries for the future throughout the county via expansion, redesign and construction.

REACH MORE PEOPLE

Jefferson County Public Library will reach more people through strategic partnerships, alternative services, customer experience, inclusion efforts, community engagement and outreach.

FOCUS ON BUILDING LITERACIES

Jefferson County Public Library will focus on building literacies through patron-interest-focused materials selection, creative technologies, digital literacy services, school and workforce readiness, programming that helps our young people develop skills for early adulthood, small business support and financial literacy initiatives.

BE THE THIRD PLACE

Jefferson County Public Library will facilitate civil civic conversation, develop safe, collaborative community discovery spaces, and serve as the place to be for out-of-school time and not-to-miss events, virtually and in-person.

GROW SUSTAINABLY

Jefferson County Public Library will manage financial resources to meet our planned capital and service build-out within our current mill levy rate of 4.5 and account for a variety of economic conditions.

memorandum



Input on 2021 Initiatives and Projects indicated consensus on an organizational and Board focus on these three strategic projects:

COVID-19 Service & Staffing Response

South County Expansion

Philanthropy Development

Additional inputs from the Board and library leadership led to these refinements of the organizational performance plan for 2021:

INITIATIVE	OBJECTIVE	STRATEGIC PROJECT LIST
Service Point Development & Expansion	JCPL has more convenient and accessible service points throughout our community. Service points are designed to meet the social, technological, economic and sustainability challenges and opportunities of the future.	COVID-19 Service & Staffing Response South County Expansion Philanthropy Development Offsite Services Expansion Organizational Staffing Assessment Emerging Technology Integration Customer & Core Service Development & Implementation Project Management Implementation Engagement Plan Development & Execution Literacy Services Expansion Diversity, Equity and Inclusion Strategy Development Partnership Visioning
Excellence in Customer Service	JCPL demonstrates a deep understanding of individual, community, and organizational needs in the way we serve each other and our residents.	
Lifelong Learning & Literacy	Literacy programs and services address specific learning and literacy development needs. Opportunities for all ages, backgrounds, and abilities are met with effective and inclusive technologies and approaches.	
Building Inclusive Community	Equitable and inclusive practices are embedded in policy, decision-making and partnership development.	
Embracing Innovation & Change	Modernization of JCPL is achieved through proactive pursuit of positive change by exploring new technologies, structures, approaches, and systems.	
Continuous Process Improvement	Systems are improved in order to maximize organizational effectiveness, advance services, and increase efficiency.	

memorandum

SUCCESS MEASURES AND TARGETS

The Library measures how our strategic priorities and initiatives meet the broad organizational goals set by our Board of Trustees. Up until the pandemic, we have used public library benchmarking and outcome measures to determine how we compare to other peer libraries and how well we meet our commitment to our community and impact their lives for the better.

Success measures and targets guide our strategic planning with our Board of Trustees and management team as well as help us identify community demand and our ability to meet that demand.

Below are the original Success Measures chosen for the 2020-2025 Strategic Plan. How we use these measures and set targets in the COVID environment is under discussion with library leadership and will be a topic for future Board input.

Library Benchmark Excellence Measures

- Circulation per capita
- Visits per capita
- Program attendance per 1000 capita
- Public service hours per 1000 capita
- Square feet per capita
- Operating revenue per capita
- FTE per capita
- Net Promoter Score

Library Benchmark Operational Measures

- Active households
- Active cardholders
- Program attendance
- Total collection use
- Visits

Public Library Outcome Measures

- EDGE Initiative: compares JCPL with leading libraries of similar size in terms of public access to technology and support for digital literacy
- Project Outcome: a survey instrument used to seek feedback from patron outcomes of library programs

MEMORANDUM

TO: Library Board of Trustees

FROM: Donna Walker, executive director, Julianne Rist, director of Libraries, Steve Chestnut, director of Facilities and Construction

RE: Belmar Library Redesign

DATE: January 7, 2021

Project Completion Executive Summary

The Belmar Library Redesign, a \$7 million project, was completed in late Spring, 2020. Belmar Library is a 31,500 square foot library constructed in 2000. The library was last updated in 2007 and was due for equipment recapitalization and redesign as part of our Facility Master Plan schedule.

The Library is proud of the results of the Belmar Library redesign. Its successful execution is evidence to our community that we are keeping the promises made when the mill levy passed, in this case to repair and refurbish existing facilities.

Belmar Library is now re-created as a library for the future where we will reach more people, be the third place, focus on building literacies, and grow sustainably.

Based on extensive stakeholder input, JCPL created a vision, guiding principles and timeline for the project:

***JCPL's vision** for the Belmar Library Renovation Project is one where the patron experience is of absolute delight, our residents feel respected and understood by the innovative services we provide, and the facility is upgraded to a standard that allows for comfort and safety for everyone who enters the library.*

Eight Principles guided our design including safety and security, a welcoming atmosphere, connection to adjacent park and outdoors, and enhanced way-finding and organization.

Budget:

See attached memo from Barbara Long, assistant director of Budget and Finance.

Construction:

Construction was completed near to our original timeline despite complications from the COVID-19 pandemic. Original estimate for project completion was late Spring, 2020. Certificate of Occupancy was awarded in May.

Timeline:

Move in was completed by mid-June, and we began serving the public curbside in June and in-person in July. Stakeholder tours were given in lieu of a grand opening event.

Evaluation:

We can say with confidence that we included design elements on the site, in the building design, and in the furnishings specifically to address each of the eight guiding principles.

Public Health Orders have limited our ability to have the library furnished and activated per our plan. A full evaluation on whether we have achieved all of the guiding principles is delayed until the building has been operating at 100% capacity for six months, potentially in early 2022.

MEMORANDUM

Statistical Benchmarks for use of the facility are not relevant due to limited capacity for in-person services.

Board, staff and public feedback has been positive.

Project Lessons Learned:

- ✓ Over the life of the project, personnel is guaranteed to change. Coordinated project management between JCPL, the architect, and the general contractor are essential to project success.
- ✓ Having a dedicated JCPL construction project manager smoothed our processes, once this position was hired and integrated into the project.
- ✓ With the use of more advanced accounting software coming to JCPL, a categorized construction budget ledger could be developed for Capital Improvement Projects, specific to construction and shared with outside vendors as the standard for budgeting purposes.
- ✓ As part of the recommendation of selecting Contractor personnel, having a Construction Supervisor with significant knowledge of topography drawings and can verify existing conditions will better meet the design intent prior to construction start.



Jefferson County
PUBLIC LIBRARY

memorandum

To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Budget & Finance
Re: Belmar Project Financial Report
Date: January, 2021

Project Budget and Expenses

The Belmar library renovation was a multi-year project that began in 2018 and finished in 2020 with the library re-opening to the public. The total project budget of just over \$7M was approved in the 2018 and 2019 budget with unspent funds carried over to 2020.

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

Project expenses came in \$163,766 under budget. Most of the contingency funds which were spent were used for construction expenses.

Contributions and Grant Funding

The following summarizes the contribution of grants and private funding to the Belmar project.

Jefferson County Library Foundation:

Throughout the Belmar renovation, the Library Foundation pursued private funding to support the project. Funds of \$29,137 were received from naming opportunities and donations and additional funds of \$40,000 were received to support the development of an outdoor adventure space at the Belmar library.

Charge Ahead Colorado:

Two electric vehicle charging stations were installed in the Belmar library parking lot as part of the project. A grant of \$18,000 from Charge Ahead Colorado, a program of the Colorado Energy Office and Regional Air Quality Council, covered most of the \$20,490 cost for the charging stations.

E-Rate:

Upgrades to IT infrastructure included over \$85K in cabling which was eligible for 50% reimbursement under the E-rate program. Funding of \$42,587 offset half of the cost of this work.

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

\$7,043,500 Total Project Budget

2018 Timeline

\$350,000 2018 Budget

\$96,194 2018 Actual

\$253,806 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

\$2,344,785 2019 Actual Expenses

\$4,602,521 Remaining 2019 Budget

2020 Timeline

\$4,602,522 2020 Budget

\$4,438,756 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
2018 Actual								
Nov		22,146						22,146
Dec	49,400	24,648						74,048
Total 2018	49,400	46,794	-	-	-	-	-	96,194
2019 Actual								
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
Total 2019	576,384	114,561	1,351,426	17,981	177,215	107,219	-	2,344,785
2020 Actual								
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	\$ 163,766

Operational Updates

Strategy, Engagement and Finance

memorandum

To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Budget & Finance
Re: Finance Monthly Report
Date: January 8, 2021

A. **Budget to Actual Tables**

The Budget to Actual Tables for December 2020 will be forwarded before the meeting and will include the analysis discussion.

B. **Pine Library Contribution**

Jefferson County Public Library provides an annual gift to the North Fork Library Association to support the Pine Library's operating expenses. This gift helps pay for the Library's insurance, as that cost alone would consume almost the entire Pine Library income each year.

In the years 2016 through 2019 the Jefferson County Library Board granted Pine Library \$1,000. In 2020, the Library trustees voted to increase the amount to \$1,500. JCPL's 2021 budget includes \$1,500 for this gift.

Action Item: I recommend that the Library Board of Trustees authorize a gift of \$1,500 to the North Fork Library Association to support operating expenses of the Pine Library in 2021.

memorandum



To: Donna Walker, Executive Director
From: Barbara Long, Assistant Director for Budget & Finance
Re: Finance Monthly Report
Date: January 19, 2020

Budget to Actual Tables – Preliminary December 2020

Financial tables showing preliminary 2020 results are attached. Most financial transactions have been recorded, but there are still some missing pieces which will have a significant impact on financial results. Those transactions are:

1. The final payroll for the end of 2020 has not yet posted.
2. No transfers to the CARES fund are posted yet. A pending transfer of \$1.2M has been entered but not posted.

Property tax revenue is over budget for the year although abatements are higher than originally expected. Other revenue is a little over budget due to the \$147K transfer of funds for the bookmobile and E-rate revenue of \$42K for eligible work on the Belmar project.

In 2020, the Library received funding of \$160,490 from the Library Foundation. The Library Foundation also provided \$3,500 in prizes for the Epic STEM event and received a \$200 grant from Costco which was paid in gift cards, resulting in total support from the Foundation of \$164,190. In-kind support provided to the Foundation by the Library in 2020 is valued at \$75,943 (Ratio of 2.16:1).

Overall, 2020's financial results show savings in almost every area of operations, driven by JCPL's response to economic uncertainty caused by the pandemic and by potential future revenue reductions from the Gallagher amendment as well as by operational constraints imposed by COVID19 and the resulting closures and restrictions. Salary savings were realized as many planned new positions were put on hold. Of the 24 new FTE included in the 2020 budget, 11.5 of these positions were filled, and hiring was delayed for both new positions and vacancies.

As library locations started closing in response to COVID19 and digital offerings became prominent, JCPL aimed for savings of \$500K from print materials in the books and materials budget. Actual savings ended up a little higher. The "Services and Charges" line item is the area apart from salaries where JCPL experienced the most savings. This line is where the library budgets for contingency funds of \$500K. No contingency funds were used in 2020. Other savings in services were realized as a result of library closures and other impacts of the pandemic on library operations. Savings are mainly in services because the need for additional PPE and

memorandum



cleaning supplies offset the cost reduction in supplies normally used for library programs and operations.

December's capital tables show JCPL's year-end position in 2020 projects and will form the basis for the library's carryforward request to continue funding for projects which were underway but not yet complete at year-end. Information on the carryforward request will be provided in February.

Savings realized in 2020 from intentional conservatism, operational constraints and the delay of major capital projects contribute to the projected year-end fund balance position. Instead of using \$8.3M in fund balance in 2020 as budgeted, fund balance will increase by \$7.4M or more, depending on transfers to the CARES fund. During the 2021 budget development process, the long term plan scenarios showed JCPL saving fund balance during 2020 and 2021 to be used for the next two major capital projects: South County Library and the Evergreen Library renovation. The approximate amount to fund both projects is \$16M. 2020 savings and the anticipated support from CARES funds give JCPL the flexibility to meet cost uncertainty in both operations and upcoming capital projects while preserving financial sustainability.

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 12/31/2020	\$ Variance 2020 Budget	Budget to Actual %
<i>Sources of Funds</i>	4.500		4.500			
Revenues						
Taxes						
Property Tax - Operating	\$ 40,428,530	\$ 39,752,904	\$ 44,134,625	\$ 44,550,056	\$ 415,431	1%
Property Tax - Capital	1,949,693	1,927,979	2,165,680	2,194,337	28,657	1%
Total Taxes	\$ 42,378,223	\$ 41,680,883	\$ 46,300,305	\$ 46,744,393	\$ 444,088	1%
Federal & State Grants	\$ 130,000	\$ 128,084	\$ 128,000	\$ 161,962	\$ 33,962	27%
Fines & Fees	492,731	435,234	239,513	47,311	(192,202)	-80%
Other Revenue	495,000	1,412,272	572,640	805,653	233,013	41%
Total Other Revenues	\$ 1,117,731	\$ 1,975,590	\$ 940,153	\$ 1,014,926	\$ 74,773	8%
Sub Total Revenues	\$ 43,495,954	\$ 43,656,474	\$ 47,240,458	\$ 47,759,318	\$ 518,860	1%
Fund Balance Activity						
Transfer from FB - Capital Projects	3,248,054		8,311,685	-		NA
Transfer to/(from) Fund Balance	-	4,835,039	-	7,400,297		NA
Total Sources of Funds	\$ 46,744,008	\$ 38,821,435	\$ 55,552,143	\$ 40,359,021		
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 14,766,591	\$ 14,352,310	\$ 15,935,735	\$ 14,451,320	\$ (1,484,415)	-9%
Benefits	4,818,086	4,370,694	5,288,399	4,375,560	(912,839)	-17%
Total Salaries & Benefits	\$ 19,584,677	\$ 18,723,004	\$ 21,224,134	\$ 18,826,880	\$ (2,397,254)	-11%
Library Books & Materials	\$ 8,139,065	\$ 7,777,885	\$ 8,135,190	\$ 7,466,618	\$ (668,572)	-8%
Supplies	1,612,418	1,343,599	1,449,965	1,241,712	(208,253)	-14%
Vehicles	-	-	-	-	-	NA
Services & Charges	4,245,804	3,869,464	4,914,583	3,470,161	(1,444,422)	-29%
Internal Transactions /Cost Allocation	1,886,026	1,983,894	2,251,204	2,174,146	(77,058)	-3%
Total Operating Expenditures	\$ 35,467,990	\$ 33,697,846	\$ 37,975,076	\$ 33,179,517	\$ (4,795,559)	-13%
Financing & Debt Service	\$ 1,448,432	\$ 1,448,432	\$ 1,410,421	\$ 1,409,294	\$ (1,127)	0%
Capital Projects	\$ 9,827,586	\$ 3,675,157	\$ 16,166,646	\$ 5,770,211	\$ (10,396,435)	-64%
Total Uses of Funds	\$ 46,744,008	\$ 38,821,435	\$ 55,552,143	\$ 40,359,021	\$ (15,193,122)	-27%

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

	2019 Amended Budget	2019 Actual	2020 Amended Budget	YTD Actual 12/31/2020
Beginning Fund Balance	\$ 18,164,234	\$ 19,529,543	\$ 19,529,543	\$ 24,364,581
Revenues	\$ 41,546,261	\$ 41,728,495	\$ 45,074,778	\$ 45,564,981
Capital Funding	1,949,693	1,927,979	2,165,680	2,194,337
Total Revenues	\$ 43,495,954	\$ 43,656,474	\$ 47,240,458	\$ 47,759,318
Expenditures				
Operating Expenditures	\$ 35,467,990	\$ 33,697,846	\$ 37,975,076	\$ 33,179,517
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	5,770,211
Total Expenditures	\$ 46,744,008	\$ 38,821,435	\$ 55,552,143	\$ 40,359,021
Increase/(Decrease) in Fund Balance	\$ (3,248,054)	\$ 4,835,038	\$ (8,311,685)	\$ 7,400,297
Ending Fund Balance	\$ 14,916,180	\$ 24,364,581	\$ 11,217,858	\$ 31,764,879
Committed to Capital Projects		\$ 5,897,205		
Reserve Fund Balance		\$ 18,467,376		

Reserve Fund Balance Policy Calculation

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

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 12/31/2020	Projected Year-End 2020	Variance 2020 Budget
Sources of Funds						
Revenues						
Taxes						
Property Taxes	\$ 41,376,815	\$ 40,915,992	\$ 45,960,543	\$ 46,568,712	\$ 45,960,543	\$ -
Delinquent Taxes	105,503	81,612	48,032	80,773	48,032	-
Prior Year Cancellations	(80,608)	(223,412)	(385,353)	(708,709)	(708,709)	(323,356)
Urban Renewal	(996,510)	(1,068,555)	(1,509,624)	(1,402,175)	(1,509,624)	-
Penalties & Interest	23,330	47,267	21,027	11,456	21,027	-
Total Taxes	\$ 40,428,530	\$ 39,752,904	\$ 44,134,625	\$ 44,550,056	\$ 43,811,269	\$ (323,356)
Federal & State Grants	\$ 130,000	\$ 128,084	\$ 128,000	\$ 161,962	\$ 161,962	\$ 33,962
Library Fines	365,000	309,575	107,950	15,235	15,235	(92,715)
Charges for Services	127,731	125,659	131,563	32,075	32,075	(99,488)
Investment Income	322,000	1,122,445	322,000	332,426	332,426	10,426
Library Foundation	85,000	177,817	160,000	160,490	160,490	490
E Rate Revenue	88,000	93,865	90,640	146,448	146,448	55,808
Other Revenue	-	18,145	-	18,847	18,847	18,847
Transfer				147,441	147,441	147,441
Total Revenues	\$ 41,546,261	\$ 41,728,495	\$ 45,074,778	\$ 45,564,981	\$ 44,826,195	\$ (248,583)
Uses of Funds						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 13,872,155	\$ 12,442,452	\$ 15,093,111	\$ 13,002,337	\$ 13,767,337	\$ (1,325,774)
Awards & Bonuses	125,000	-	130,000	-	-	(130,000)
Termination Pay	-	78,196	-	172,528	172,528	172,528
Temporary Salaries	2,080,360	1,828,944	2,146,611	1,273,728	1,673,728	(472,883)
Overtime	7,130	2,719	5,130	2,726	2,726	(2,404)
Vacancy Savings	(1,318,054)	-	(1,439,117)	-	-	-
Benefits	4,818,086	4,370,694	5,288,399	4,375,560	4,875,560	(412,839)
Total Salaries & Benefits	\$ 19,584,677	\$ 18,723,004	\$ 21,224,134	\$ 18,826,880	\$ 19,691,880	\$ (1,532,254)
Library Books & Materials	\$ 6,768,000	\$ 6,578,114	\$ 6,691,154	\$ 6,034,769	\$ 6,034,769	\$ (656,385)
Library Computer Materials	1,173,185	1,077,497	1,285,686	1,259,710	1,259,710	(25,976)
Library Periodicals	197,880	122,274	158,350	172,139	172,139	13,789
Sub-Total Library Collections	8,139,065	7,777,885	8,135,190	7,466,618	7,466,618	(668,572)
Supplies	\$ 1,612,418	\$ 1,343,599	\$ 1,449,965	\$ 1,241,712	\$ 1,249,965	\$ (200,000)
Services & Charges	4,245,804	3,869,464	4,914,583	3,470,161	3,470,161	(1,444,422)
Vehicles	-	-	-	-	-	-
Direct Internal Charges	196,182	143,837	164,067	107,843	164,067	-
Indirect Cost Allocation	1,067,744	1,067,744	1,145,837	1,145,837	1,145,837	-
Intra County Transactions	622,100	772,313	941,300	920,466	941,300	-
Total Supplies and Other	\$ 7,744,248	\$ 7,196,956	\$ 8,615,752	\$ 6,886,019	\$ 6,971,330	\$ (1,644,422)
Total Operating	\$ 35,467,990	\$ 33,697,846	\$ 37,975,076	\$ 33,179,517	\$ 34,129,828	\$ (3,845,248)

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 12/31/2020	Projected Year End 2020	Variance 2020 Budget
Debt Service						
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	31,303	-
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	-
Total Debt Service	\$ 1,448,432	\$ 1,448,432	\$ 1,410,421	\$ 1,409,294	\$ 1,410,421	\$ -

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 12/31/2020	Projected Year End 2020	Variance 2020 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 1,949,693	\$ 1,927,979	\$ 2,165,680	\$ 2,165,680	\$ 2,194,337	\$ 2,165,680	\$ -
Transfer from FB - Capital Expenses	3,248,054		2,267,039	2,267,039		2,267,039	-
Total Sources of Funds	\$ 5,197,747	\$ 1,927,979	\$ 4,432,719	\$ 4,432,719	\$ 2,194,337	\$ 4,432,719	\$ -
Uses of Funds							
Annual Replacement & Maintenance Program (ARM) and Recurring Projects							
ARM-01 Capital Maintenance	\$ 329,559	\$ 238,497	\$ 250,000	\$ 307,000	\$ 161,086	\$ 161,086	\$ 145,914
ARM-02 Furniture & Equipment	36,000	16,175	36,000	36,000	5,148	5,148	30,852
ARM-03 Computer Replacement Plan	250,000	200,868	180,000	180,000	134,156	134,156	45,844
ARM-04 Book Sorter Replacement	250,000	59,862	300,000	470,000	384,870	384,870	85,130
ARM-05 IT Infrastructure Replacement	200,000	128,989	370,000	370,000	147,545	147,545	222,455
Alternative Services	250,000	246,753	450,000	450,000	54,209	54,209	
2016 Projects							
16-14 High Availability Internet Redundancy	\$ 72,000	\$ -	\$ -	\$ 41,000	\$ 33,108	\$ 33,108	\$ 7,892
2017 Projects							
17-13 Standley Lake Outdoor Learning Env.	\$ 67,014	\$ 72,195	\$ -	\$ -	\$ -	\$ -	\$ -
2018 Projects							
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	118,623	118,623	428,818
2019 Projects							
19-01 Standley Lake Clerestory Roof	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19-02 Document Management System	160,000	-	-	160,000	80,000	80,000	80,000
2020 Projects							
20-01 Arvada HVAC Upgrade	\$ -	\$ -	\$ 140,000	\$ 140,000	\$ 49,870	49,870	\$ 90,130
Multi-Year Construction Projects							
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	4,438,756	163,766
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
Total Capital Projects	\$ 9,827,586	\$ 3,675,157	\$ 10,122,000	\$ 16,166,646	\$ 5,770,211	\$ 5,770,210	\$ 10,000,645

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

Project	2020 Amended Budget	YTD Actual 12/31/20	YTD Encumbrances 12/31/20	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 307,000	\$ 161,086	\$ 44,063	\$ 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	-	134,156	45,844
ARM-04 Book Sorter Replacement	470,000	384,870	-	384,870	85,130
ARM-05 IT Infrastructure Replacement	370,000	147,545	-	147,545	222,455
Library Alternative Services	450,000	54,209	-	54,209	395,791
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	118,623	-	118,623	428,818
19-02 Document Management System	160,000	80,000	-	80,000	80,000
Multi-Year Projects Construction Projects					
18-01 Belmar Library Remodel	4,602,522	\$ 4,438,756	-	4,438,756	163,766
19-03 South County Library	4,344,100	27,055	-	27,055	4,317,045
20-01 Arvada HVAC Upgrade	140,000	49,870	-	49,870	90,130
20-02 Golden Library	4,396,000	-	-	-	4,396,000
Total Capital Projects	\$ 16,166,646	\$ 5,770,211	\$ 44,063	\$ 5,814,274	\$ 10,352,372

Board Ends

POLICY TYPE: ENDS
POLICY TITLE: *ENDS POLICIES*

POLICY 1.0

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.

Board Governance

TO: Library Board of Trustees

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

DATE: January 12, 2021

RE: Board Committees – Appointments & Responsibilities

1. Chair appoints committee to review Board Bylaws (4.4.2D)

Board Bylaws: ARTICLE XIII: AMENDMENTS

Section 1. The Bylaws shall be reviewed annually by a committee appointed by the Chair. Proposed changes will be presented to the Library Board at a regular, scheduled meeting.

Section 2. Amendment by Vote. The Bylaws may be amended by an affirmative vote of a majority of the Library Board of Trustees. **Amendments to these Bylaws shall be submitted to the Trustees at least 14 days prior to their proposed adoption.**

2. Chair appoints nominating committee for Board officers (4.4.2D)

The Chair, Vice-Chair and Secretary positions are up for election in 2021.

Board Bylaws: ARTICLE V: ELECTION OF OFFICERS

Section 1. Date of Election. The officers shall be elected annually at the regularly scheduled Library Board meeting in March by a majority vote of attending Trustees.

The nominating committee will be appointed at the January Board meeting, and present a slate of officers at the February Board meeting.

Section 2. Term of Office. The Vice Chair and Secretary shall assume their duties upon election and shall serve for terms of one year or until their successors are elected. The Chair shall assume their duties upon election and shall serve for a term of two years or until their successor is elected.

Section 3. Number of Terms of Office. A trustee shall not be eligible to serve more than two consecutive terms in the same officer position, except by an affirmative majority vote of attending Trustees at the meeting at which the election is held.

3. Chair appoints Trustee representative to Foundation Board

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"> Trustees review Global Ends Statements 1.0 - 1.4 Review of 2021 Strategic Priorities 	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"> Trustees complete mandated County training (4.1 and 4.8.1A) 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). 	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"> Review of Final 2020 Strategic Plan Achievements 	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"> Supplemental Budget Amendment for Carryforward Budget Supplemental Information
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"> Strategic Plan Mid-year Update 	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)		

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
Approve annual request from the Pine Library

ADMINISTRATION

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Jefferson County

PUBLIC LIBRARY