

# BOARD MEETING

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

May 18, 2017



Jefferson County  
PUBLIC LIBRARY

## **APPROVAL OF AGENDA**

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, May 18, 2017 – BELMAR LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2.	Pledge of Allegiance
3. Action	<p>Approve Agenda</p> <p>Call for motion and second</p>
4. Action	<p>Approval of Minutes</p> <p>Call for motion and second</p> <ul style="list-style-type: none"> <li>April 13, 2017 Study Session Minutes</li> <li>April 20, 2017 Board Meeting Minutes</li> </ul>
5.	Public Comment
6. Information	<ul style="list-style-type: none"> <li>Foundation Report – Jo Schantz</li> </ul>
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> <li>Executive Director Update</li> <li>Finance Department – Richard Sosa, Director of Budget &amp; Finance</li> <li>Public Services Department</li> </ul> <p><b><u>Columbine Library Remodel</u></b></p> <p>A. <u>Humphries Poli Architects</u> – Steve Chestnut, Director of Facilities &amp; Construction Projects</p> <p>Action Item: Recommend that the Library Board of Trustees authorize the Executive Director to issue payment to Humphries Poli Architects for additional design fees in the amount of \$19,195.</p> <p>B. <u>Columbine FF&amp;E</u> – Julianne Rist, Director of Public Services</p> <p>C. <u>Columbine Project Update</u> - NV5 &amp; Steve Chestnut, Director of Facilities &amp; Construction Projects</p> <p><b><u>Edgewater Library Update</u></b> – Paul Wember</p>

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

	<ul style="list-style-type: none"> <li>• <b>Employee Relations &amp; Development</b> – Sandie Coutts, Director of ERD <u>Government Performance Solutions, Inc. - Contract Authorization</u> <b>Action Item:</b> Recommend that the Library Board of Trustees authorize the Executive Director to enter into a contract with Government Performance Solutions, Inc. in the amount of \$82,500.</li> </ul>
8. <b>Action</b> as Needed	<b>Consent Agenda (4.3.4)</b> <b>Call for motion and second</b> <ul style="list-style-type: none"> <li>• Trustees adopt the 2018 Governance Budget, Policy 4.2.2  <b>Action Item:</b> Recommend that the Library Board of Trustees adopt the 2018 Governance Budget.</li> </ul>
9. Emerging Issues <b>Action</b> as Needed	
10. <b>Action</b> as Needed	<b>Ends</b> <ul style="list-style-type: none"> <li>• No items</li> </ul>
11. <b>Action</b> as Needed	<b>Governing Policies: Management Limitations (Monitoring Reports)</b> <b>Monitoring Executive Director's Performance</b> <ul style="list-style-type: none"> <li>• No items</li> </ul>
12. Suggest Agenda Items	<b>BOARD SCHEDULE – NEXT MEETINGS</b> <ul style="list-style-type: none"> <li>• June 8 – BCC &amp; Library Board Quarterly Meeting – 11:30am-12:30pm – 5<sup>th</sup> Floor Conference Room</li> <li>• June 8 – Study Session – 5:30 pm – Administration Conference Room</li> <li>• June 15 – Board Meeting – 5:30 pm – Evergreen Library Meeting Room</li> <li>• July 13 – Study Session – 5:30 pm – Administration Conference Room</li> <li>• July 20 – Board Meeting – 5:30 pm – Golden Library Meeting Room</li> <li>• August 10 – Study Session – 5:30 pm – Administration Conference Room</li> <li>• August 17 – Board Meeting – 5:30 pm – Standley Lake Library Meeting Room</li> </ul>
13. Discussion	<b>Board Questions or Comments Related to Items on the Meeting Agenda</b>
14. Discussion	<b>Evaluate Board Meeting (4.1.9)</b>
15. Information	<b>Announcements/General Information Sharing</b> <ul style="list-style-type: none"> <li>• Report of the Chair – Correspondence, Other</li> <li>• Other Announcements</li> </ul>
16. Adjournment	

## **APPROVAL OF MINUTES**

**Jefferson County Public Library Board of Trustees**  
**Study Session**  
**April 13, 2017 – 5:30 p.m.**  
**Administration Conference Room**

**TOPICS:**

- Guest, Kurtis Behn, County Attorney's Office
  - Amendment to Bibliocommons Contract
  - Edgewater IGA Information
- Edgewater Project: Guest, Paul Wember, Owner's Representative
- Columbine Library GMP
- Columbine Sorter Information
- Tolin Mechanical Services Information
- Columbine Library Remodel GMP

**Call to Order**

The Study Session was called to order at 5:30 p.m. by Julia Hill-Nichols, Chair.

**Other Trustees present:** Charles Naumer (Vice-Chair), Kim Johnson (Secretary), John Bodnar, Deborah Deal and Brian DeLaet.

**Trustees not present:** All Trustees were present

**Guests:** Kurtis Behn, County Attorney's Office; Paul Wember, Owner's Representative

**Staff present:** Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Rebecca Winning, Director of Communications; Richard Sosa, Director of Budget & Finance; Sandie Coutts, Director of Employee Relations & Development; Steve Chestnut, Director of Facilities & Construction Projects; Pat Klein, Director of Information Technology; Julianne Rist, Director of Public Services; and Amber Fisher, Executive Assistant, Office of the Executive Director.

**Amendment to Bibliocommons Contract**

The Executive Director introduced Kurt Behn from the County Attorney's office. Kurt provided a summary of the Bibliocommons contract negotiations. The Library was advised that the original contract terms to pay fully for the subscription and implementation up-front were not advisable. JCPL then pursued a split payment option, which was not the best and final pricing offer in the bid response from the vendor. At JCPL request, the vendor is now developing terms that will allow the Library to hold back a portion of the implementation cost until the implementation is

complete and accepted by the Library. It is anticipated that the payment terms will be a 60/40 agreement (60% upfront and 40% upon completion). This is related to the implementation portion only. The additional fee is anticipated to be 10% of the implementation portion. The exact cost of these terms are being finalized, however, the fee will exceed the not-to-exceed amount approved by the Board in December, 2016. Final terms are expected to be received and reviewed by next week's Board meeting where the Library will ask for authorization for the Executive Director to sign the contract to cover this additional expense.

### **Edgewater IGA Information**

The Executive Director introduced the topic and asked Kurt Behn to provide a summary of the Intergovernmental Agreement (IGA) with the City of Edgewater concerning the construction and operation of the Edgewater Library at the Edgewater Civic Center. Kurt advised the Board that he has reviewed and approved the agreement and supports moving ahead. In response to a question, Kurt advised the Board that included as an attachment (Exhibit A), is the draft lease agreement. The lease agreement is not complete as there is not enough information at this point in the project to finalize a lease agreement. It is expected that the Library will pursue a 20 year term with renewal. The Library will recommend that the Board authorize the Executive Director to sign the IGA at the April 20, 2017 Board meeting.

The Trustees expressed appreciation to Kurtis Behn for his work on behalf of the library.

### **Edgewater Project: Guest, Paul Wember, Owner's Representative**

The Executive Director introduced Paul Wember and asked him to provide a summary of his experience. Paul Wember advised the Board that his experience includes the successful completion of 23 libraries and currently has three more libraries scheduled. Paul noted that he is a licensed architect and brings those skills to the table when needed. The Edgewater project is gaining momentum and representing the Library's interests in all phases of the development of the project will help ensure the needs of the Library are addressed as the project moves forward. In response to a question about mechanical engineering, Paul advised the Board that one of the things he will be looking at are the plans of the developer who may bring in the main lines and then handoff the rest of the completion to the Library.

### **Columbine Library Remodel – GMP**

Steve Chestnut addressed the Board and provided information on the status of the Columbine Library remodel and Guaranteed Maximum Price (GMP). Jefferson County Planning and Zoning, in conjunction with Jefferson County Traffic and Engineering,

requested modifications to the originally submitted design. The design change will increase the GMP due to additional design costs, pavement, and curb/gutter work related to the drive up book drop. The GMP, as of the date of this meeting, has not been modified to reflect those costs because the approval from County Planning and Zoning was only received last night. The item was on the County Planning & Zoning meeting consent agenda and was approved. The Chair noted that having a drive up book drop was a critical issue in the feedback from the community and one of the high priority items. Steve Chestnut advised the Board that the additional design and materials are estimated to be around \$60,000. The Library expects to present the final GMP at the Board meeting next week at which time a recommendation will be presented that the Board authorize the Executive Director to proceed with Phase 2 of the project. Trustee Bodnar asked that in the future, the Library use the term Estimated Guaranteed Maximum Price until the number is final.

There was some discussion of the items listed in the JCPL Columbine CMGC Budget. In response to questions, the Board was advised that:

- Mechanical and Electrical were bid on the plans
- Costs for the sorter come out of the sorter replacement fund
- Alternate Services represents the alternative services lease space
- The Library anticipates bringing the FF&E RFP information to the Board in May

### **Columbine Sorter Information**

Pat Klein introduced the topic and provided information on the RFP and vendor selection for the Columbine sorter. Three vendors submitted proposals: Bibliotheca, PV-Supa and Tech-Logic. Bibliotheca's proposal did not meet all the requirements so they were therefore eliminated from final selection. The RFP selection team interviewed the remaining two vendors and checked references. The final evaluation point was cost of the proposals over a five year period. Although Tech-logic had a strong proposal there were a few items that distinguished PV-Supa over Tech-Logic. Those included: Simple design, modular equipment (allowing for easy expansion), similar bins, strong references from current customers and cost. The Library will recommend that the Board authorize the Executive Director to sign the contract with PV-Supa at the April Board meeting. Trustee Bodnar noted that he would like the sorter costs to come out of the Columbine remodel budget.

In response to questions, Pat Klein advised the Board that:

- The large difference in the prices of the proposals is most likely related to the design of the sorters; PV-Supa sorter design is very modular.
- PV-Supa has a parts warehouse in Texas. The issues with parts for the Bibliotheca sorters are related to parts having to be shipped internationally.



- Another advantage of PV-Supa is that they are the primary manufacturer of their sorters. Bibliotheca is not the primary manufacturer of their sorters.
- There is currently \$400,000 in the sorter replacement budget.

### **Tolin Mechanical Services Information**

Steve Chestnut provided information on the Library's 2017 Mechanical HVAC Maintenance Services RFP. The Library issued a request for proposal for Mechanical HVAC Maintenance Services. A total of nine (9) contractors responded to the RFP with prices ranging from \$208,502 to \$59,073 per year for those services. After evaluating those responses, Facilities recommends that the Library move forward with re-contracting with Tolin for period of 1 year with up to 4 additional years with contract renewal. Tolin Mechanical is a full service facilities management company in business for 69 years. Tolin has been managing JCPLs mechanical HVAC maintenance services since 2012, providing exceptional support and excellent customer service. Tolin would continue to supply all labor, materials, vehicles, tools and equipment required to perform scheduled preventive, predictive, unscheduled maintenance and repairs to include 24/7/365 service and emergency calls to all 10 of our libraries. The new contract cost for 2017 will be \$87,948.00 which is a reduction of \$25,697 over 2016 pricing in-part, due to HVAC replacements/upgrades, relieving the burden from JCPL of requiring full service maintenance on a manufacturer warrantied item. The Library will request Board authorization for the Executive Director to sign the contract with Tolin at the April 20, 2017 Board meeting.

### **Columbine Library Sorter**

The Chair advised the Board that she would like to go back and address Trustee Bodnar's comment regarding the Columbine sorter. The Chair asked the Library to provide information on the logic behind taking the Columbine sorter out of the sorter fund instead of the remodel budget.

### **Library Foundation**

The Chair advised the Board that more information will be presented about the four teams working on plans for the Foundation at the April 20, 2017 Board meeting.

### **ADJOURNMENT**

The study session was adjourned at 6:22 p.m.

Kim Johnson, Secretary

**Minutes of the Meeting of the**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**BOARD OF TRUSTEES**  
April 20, 2017

**CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Arvada Library meeting room on April 20, 2017. Library Board of Trustees Chair, Julia Hill-Nichols called the meeting to order at 5:30 p.m. Other Trustees present: Charles Naumer (Vice-Chair), Kim Johnson (Secretary), John Bodnar, Deborah Deal and Brian DeLaet.

Trustees not present: All Trustees were present.

Guests: Jacqueline Murphy, Senior Consultant for Public Libraries and Community Relations, Colorado State Library, Library Development. Sara Lara, Project Director, NV5; Trevor Khoury, Assoc. DBIA Project Manager Fransen Pittman ; Dan Killian, Senior Project Manager, NV5.

**Staff present:** Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Richard Sosa, Director of Budget and Finance; Pat Klein, Director of Information Technology; Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Director of Public Services; Steve Chestnut, Director of Facilities & Construction Projects; and Amber Fisher, Executive Assistant, Office of the Executive Director.

**APPROVAL OF AGENDA**

**MOTION:** Brian DeLaet moved that the Trustees approve the agenda as presented. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

**APPROVAL OF MINUTES**

**MOTION:** Brian DeLaet moved approval of the minutes of the March 2, 2017 Special Board meeting. Seconded by Charles Naumer the minutes were approved by unanimous vote of all Trustees present.

**MOTION:** Brian DeLaet moved approval of the minutes of the March 9, 2017 Study Session. Seconded by Kim Johnson the minutes were approved by unanimous vote of all Trustees present.

**MOTION:** Brian DeLaet moved approval of the minutes of the March 16, 2017 Board meeting. Seconded by Kim Johnson the minutes were approved by unanimous vote of all Trustees present.

## **PUBLIC COMMENT**

Tom Atkins, a resident of Golden addressed the Board and noted that it was a pleasure to visit other libraries in the system for Board meetings.

## **FOUNDATION REPORT**

Jo Schantz, Foundation Executive Director provided an update on the activities of the Foundation. The Foundation held a Speakeasy fundraising event at the Ship Rock Grille at Red Rocks. The Volunteer Reception is April 29. Julia Hill-Nichols, Library Board representative to the Foundation Board, noted that the work to analyze key areas of the Foundation is underway. The efforts began in March with meetings that included Pam Nissler, Jo Schantz and Tami Shrader. There are four work teams that will begin their work this month: Used Book Management; Financial Analysis; Fundraising and Volunteers. Charles Naumer has agreed to chair the Used Books Management team and Deborah Deal has agreed to assist with the Volunteers team. The intent is to have recommendations from each team that will go to the Foundation Board by the end of June/first part of July. The teams are using Basecamp as a project management tool for this effort.

## **SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES**

### **Executive Director Update**

Pam Nissler, Executive Director, introduced Jacqueline Murphy, Senior Consultant for Public Libraries and Community Relations with the Colorado State Library. Jacqueline addressed the Board and provided background information. Jacqueline provides information and assistance on policy governance to Library Boards throughout Colorado. Prior to joining the Colorado State Library, she worked as a local government attorney and for the last seven years she worked exclusively with libraries. Part of her work on behalf of the Colorado State Library is to provide technical assistance on good governance. The topic of policy governance is one that is integral in Colorado as the Library Board is responsible for adopting policy and providing strategic direction. It is the Executive Director's job to implement those policies and bring to life that strategic vision for the organization. The Colorado Library law was codified in 1989 and Jacqueline worked on making clarifying changes to the law in response to the proliferation of library districts being formed. Jacqueline drafted and testified before the legislature on changes to the law that codified the policy governance model into the Colorado Library Law. The basic premise is that the Library Board is the "what" and the Executive Director and library staff is the "how". Based on the Colorado Library Law, the State Library put together a Trustee Handbook. The Trustees were provided with copies of the handbook. There are two types of library boards, governing and advisory. Governing boards are associated with library districts and

advisory boards are associated with municipal, city and county libraries. As a County library there is a wider range of staff expertise that can be utilized (tax assessment, legal, human resources, etc.). Duties of Trustees – In the Colorado Library Law the duties of Trustees are very specifically spelled out. Adoption of policy and bylaws, management of library property, employing and evaluating a director who manages the day-to-day operations of the libraries, securing adequate funding and promoting library services and advocating for the library. Attending National Library Legislative Day is a good opportunity for Trustees to advocate for libraries and talk to legislators. Libraries are basic civic institutions that support democracy. The budget that is being proposed would cut funding to libraries and museums. At the request of the Executive Director to expand on what the proposed budget cuts mean, Jacqueline informed the Board that if the proposed cuts to library funding are approved, the Colorado State Library would no longer exist.

What makes a Trustee valuable on a Board is that they know the communities they represent. What is being seen in library trends is the need to align with the communities, and they vary widely. Jefferson County is a very large area with great diversity from one community to another and Jefferson County is different from other counties. JCPL has a mission and has designed its programs and services to align with community needs. The last highlight is the golden rules for Trustees and they all tie back to the policy governance model. The Board determines the “what” and leaves the management of the library to the director. The Board hires the director for their expertise in library management. Library Law was written the way it was for Trustees to focus on ethical responsibilities and due diligence as a board member (coming to meetings prepared, advocating, etc.). In keeping with the policy governance concept, the Board speaks as a whole and not individually. No individual Trustee instructs staff.

The Colorado State Library has updated its library standards. Task forces created with representatives from different libraries across the State, with different populations, resources, etc. looked at the standards from a statewide perspective. Colorado libraries have an expectation of the level of service – not regulations but benchmarks. The Executive Director noted that the Board has been provided with the new library standards.

### **Budget and Finance Department**

Richard Sosa, Director of Budget and Finance reported on the activities of the Finance department. The Trustees were advised that JCPL received \$12 million in property tax revenue since the last financial report which indicated that expenditures were over revenues by \$3 million. The actual revenues and expenditures are included in every report. In response to questions, the Board was advised that:

- The federal grant shown on the report is one grant. Through the efforts of the State Library and the Colorado Association of Libraries (CAL), who lobbied to reinstate

those funds, JCPL has been receiving a share of the grant. The funds are distributed based on several factors including populations served. It was noted that this grant is specifically for library materials.

- Part of the agreement with the Library Foundation states that they pursue grants for the Library. The Library does help provide information for the applications.
- There is no specific schedule that the County follows in distributing revenues to the Library.
- The data regarding delinquent taxes is provided by the County.
- The fund balance is reviewed at the end of the year when all expenditures and revenues are posted. A large influx of revenues at any point throughout the year would not result in a violation of the fund balance policy. When preparing the budget, the Library works with the County to project revenues and expenditures to manage the fund balance. The Board is provided with fund balance information every month. Any violation of the fund balance policy would be brought before the Board for determination of any action needed to correct the violation.
- There is an ebb and flow to purchasing library materials. Some months the Library is replacing books that have worn out. There are two big issues of new materials, one in the spring and one in the fall.
- The Library will confirm that the \$197,000 in other revenue is from E-Rate.

The Trustees were advised of the Financial Management Principles and Budget Development Guidelines for the 2018 Proposed Budget. The Library has not yet received the County's Budget Guidelines. It was noted that the JCPL 2018 Budget Calendar includes some key dates for the Board regarding the presentation of budget information and authorizations to submit the budget. The Chair asked the Trustees to highlight those dates on their calendars.

## **Public Services**

### **Bibliocommons Contract Authorization**

Donna Walker, Director of Public Services introduced the topic. At the April 13, 2017 Study Session, Kurt Behn with the County Attorney's Office explained the contract negotiations that led to the amended contract. The implementation fee will be split 60/40, with 40% of the implementation fee due upon completion of the implementation. The additional fee for these pricing terms is \$8605.92. The updated contract is for a five-year term, which locks in a 3% increase on the annual fee for the four years following implementation. Compared to the 6% increase outlined in the original contract, this saves the Library \$38,388.69 over the five-year term, offsetting the additional \$8605.92 fee in the third year. The Library's attorney has reviewed and approved these revised terms.

**MOTION:** Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to enter into the amended five year contract (one year with four

renewal years) with Bibliocommons, Inc. in the amount of \$211,719.07. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

## **Columbine Library Sorter Replacement**

### Columbine Sorter Contract Authorization

Pat Klein, Director of Information Technology, noted that information on the Columbine Library sorter RFP process, evaluation and selection was presented at the April 13, 2017 Study Session. It is the Library's recommendation that the Board authorize the Executive Director to enter into a contract with P.V. Supa, Inc. for the installation and maintenance of the Columbine Sorter.

**MOTION:** Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to enter into a five year contract with P.V. Supa, Inc. in the amount of \$331,698.99 for the installation and maintenance of the sorter at the Columbine Library. Seconded by Brian DeLaet the motion was delayed for further discussion.

Trustee Bodnar made an inquiry regarding the budget for the sorter and why it was not coming out of the Columbine remodel/construction budget. Trustee DeLaet noted the information memo from the Executive Director regarding the Library's sorters and the sorter replacement fund. At the April 13, 2017 Study Session, the Chair asked the Library to provide information on the logic behind taking the Columbine sorter out of the sorter fund instead of the remodel budget. The memo stated that:

The Columbine project budget carried a sorter reconfiguration placeholder in the project budget. Bibliotheca was contacted about modifying the existing sorter and staff was told that it was not possible to modify the sorter for these reasons;

- Bibliotheca no longer manufactures the parts for the sorter series owned by JCPL
- Bibliotheca software would not support a reconfiguration

This new information meant that the sorter for the Columbine project had to go from a reconfiguration to a replacement. In 2015, the sorter sinking fund was set up in the annual budget to replace the sorter in the system with the most urgent need. Columbine became that location in light of this new information.

In addition, this meant that any sorter in JCPL could not be reconfigured, or if parts failed, they would need to be replaced from existing stock. Parts from the Columbine sorter will be kept for spare or replacement parts for the other 6 existing sorters at JCPL.

The sorter for Edgewater will be part of the project budget since it is a new additional sorter and anticipated new equipment, not a modification or replacement of existing equipment.

Trustee Bodnar noted that he still thinks the sorter should come out of the construction budget to show how much the remodel is costing because the sorter is not broken and is being replaced because of the remodel

In response to a question from Trustee Johnson, Steve Chestnut confirmed that after the first year, the future maintenance for the Columbine sorter will come out of the maintenance budget.

**MOTION:** Kim Johnson moved that the Library Board of Trustees authorize the Executive Director to enter into a five year contract with P.V. Supa, Inc. in the amount of \$331,698.99 for the installation and maintenance of the sorter at the Columbine Library. Seconded by Brian DeLaet the motion passed by majority vote of all Trustees present with John Bodnar voting against the motion.

### **Columbine Library Remodel**

#### **Board Approval of Phase II Work**

Steve Chestnut, Director of Facilities and Construction Projects, introduced the topic and advised the Board that at the April 13, 2017 Study Session the Board was presented with the estimated Columbine construction GMP of \$2,749,308. The contract with Fransen Pittman was set up in two phases. Phase one of the contract (pre-construction) has been completed. The next phase requires the Library to issue a notice to proceed to Fransen Pittman to enter into Phase 2 (construction). The recommendation from the Library is for the Board to authorize the Executive Director to release that notice to proceed so that construction of the Columbine remodel can begin.

**MOTION:** Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to issue to Fransen-Pittman Construction Co., Inc., the notice to proceed for Phase II Work for the Columbine Library Remodel Project. Seconded by Kim Johnson the motion passed by majority vote of all Trustees present with John Bodnar voting against the motion.

### **Update on the Columbine Library Remodel**

Steve Chestnut; Sara Lara, Project Director, NV5; Trevor Khoury, Assoc. DBIA Project Manager Fransen Pittman ; and Dan Killian, Senior Project Manager, NV5 provided an update on the project. Construction drawings have been issued. Owner, Architect, Contractor (OAC) meetings have begun and are being held at the Columbine Library. RFPs for all Furniture, Fixtures and Equipment (FF&E) have been issued. The Library will be coming to the Board at the May Study Session to talk about the shelving FF&E. Conversations with an Audio/Visual consultant have taken place and the team is expecting preliminary pricing to be submitted. As the Board is aware, Planning and Zoning approved the revised site plan. Approval was granted on the preliminary civil design on

April 12, 2017. While the design is being completed, the interior set was broken out on Monday and submitted to Jeffco for building permit approval. It was broken out so that the project can move forward with permitting review while the civil engineer develops the new design to submit to Planning and Zoning. Civil site revisions will be submitted the end of next week for approval. Since the design has been approved by the Planning and Zoning Board the submittal is a formality to complete that process. The budget is still projecting out at the not to exceed amount of \$4 million.

In response to a question, the Board was advised that the estimated GMP is not expected to change a great deal. It depends upon the changes the Library may make. In general, the estimated GMP changes approximately 5% or less and on a remodel it is usually less if there aren't any scope changes. It was noted that if something is found when a wall is opened that was not expected, it could result in a change of scope. However, the team did investigative work early on, including reviewing the original site specifications and found no indication of major issues.

Trustee DeLaet noted that he would like to go back to the discussion regarding which budget will be used for the Columbine sorter. In response to questions during the discussion, the Board was advised that:

- The initial budget developed for the Columbine remodel included a placeholder number which was an estimate based on extending and reconfiguring the sorter. That estimated placeholder amount was \$75,000. When information was received that the sorter could not be extended or reconfigured the Columbine sorter moved to the most urgent replacement need and allocated to the sorter replacement fund. The \$75,000 was moved into the project contingency.
- There are no plans to reallocate that \$75,000 to the sorter replacement fund at this time.
- While a large portion of the contingency fund remains at this stage of the project it is unknown if the \$75,000 will "be there at the end of the project".
- The Library does expect to increase the amount allocated to the sorter replacement fund starting with the 2018 budget in light of the information received about the sorters relative to parts and sustainability of the current sorters.
- The Library will review whether or not, after the remodel is completed, any remaining funds can go into the sorter replacement/sinking fund.
- All funds allocated to the Columbine Library will be coded to the Columbine account.

Trustee Johnson asked that it be clear in the record of the meeting, that the Board is aware of the total cost of the project, the capital accounts being utilized and the importance of



transparency. Trustee Bodnar noted that he does not want to report that we did this remodel for X dollars when we didn't and will not put his name on that.

### **Edgewater Library Update**

The Executive Director introduced the topic and noted that at the April 13, 2017 Study Session, Kurt Behn, County Attorney's Office, presented information to the Board regarding the agreement. The Executive Director noted that the sample lease attached to the agreement is only an example and not the lease the Library expects to execute.

### **Edgewater Intergovernmental Agreement Authorization**

**MOTION:** Deborah Deal moved that the Library Board of Trustees authorize the Executive Director to sign the Intergovernmental Agreement between the City of Edgewater and the Jefferson County Public Library concerning the Construction and Operation of a Jefferson County Public Library at the Edgewater Civic Center. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

### **1<sup>st</sup> Quarter 2017 Statistics**

Julianne Rist, Director of Public Services, introduced the topic and provided highlights of the 1<sup>st</sup> Quarter 2017 statistics report. The statistics report is the last comparison of expanded hours to reduced hours. The second quarter report will reflect the first "true" year over year statistics. All the library measures are up; visits are up 12%; visits to the website are up 2%; program attendance is up 18% and circulation is up 10%. For computer use, considering that the Library still has the same number of computers – there has been an 18% increase in computer use over last year.

In response to questions, the Board was advised that:

- There are peak times in computer use and the Library is not sure that the current level is at the point of adding more computers.
- Standley Lake's statistics are a reflection of the staff working very hard on their collections and merchandising. Julianne Rist agreed with Trustee Johnson that another factor could be a reflection of the growth in that area.
- Julianne Rist will research where JCPL stands overall relative to operating revenue per capita. The Trustees were reminded that the report reflects 2015 funding and that 2016 funding will place the library in a different category/peer group.

### **Facilities Department**

#### **Tolin Contract Authorization**

Steve Chestnut, Director of Facilities and Construction Projects, advised the Board that detailed information was presented at the Study Session. As discussed, the Library has reached the end of the renewal period with the HVAC contractor and has reviewed,

evaluated and selected a vendor for the maintenance of HVAC equipment. The Library is recommending that the Board authorize the Executive Director to enter into a contract with Tolin Mechanical System for \$87,948 for the first year and renewable upon agreement with the Library and Tolin Mechanical for a period of 4 additional years.

**MOTION:** Brian DeLaet moved that the Library Board of Trustees authorize the Executive Director to enter into a contract for a period of one year with up to four additional renewal years with Tolin Mechanical Systems Company for Mechanical HVAC Maintenance Services in the amount of \$87,948. Seconded by John Bodnar the motion passed by unanimous vote of all Trustees present.

### **Information Technology Department**

#### Update on the Self-Check Project.

Pat Klein, Director of Information Technology provided an update on the Self-Check Project. Last fall the Board was advised of and approved the project. All but two of the self-check kiosks have been installed, including three at the temporary Columbine lease space. There are three open issues and the Library is holding 15% of the payments until the open issues are resolved. In the final negotiation with Bibliotheca, the Library was able to realize almost \$100,000 in savings. The Library will continue to work with Bibliotheca on the open issues to ensure that all are satisfactorily completed before final acceptance. In response to a question regarding the picture on the kiosk screens, the Board was advised that currently IT staff has to “touch” each kiosk to make changes. One of the three issues is a control console which would allow IT to make changes from the one control console.

### **ENDS STATEMENTS**

#### Review of 1<sup>st</sup> Quarter Strategic Priorities

The Chair noted that as part of policy governance, the Board will be looking at the ends statements as they are the guide the staff uses for developing their objectives for the coming year.

The Executive Director advised the Board that the presentation will provide the highlights of the 1<sup>st</sup> quarter strategic initiatives and that the complete plan is provided in the Board report. The strategic plan aligns goals with the Board’s ends statements.

Donna Walker, Director of Public Services; Rebecca Winning, Director of Communications; Sandie Coutts, Director of Employee Relations and Development; Pat Kline, Director of Information Technology; Steve Chestnut, Director of Facilities and Construction Projects; Julianne Rist, Director of Public Services; and Richard Sosa, Director of Information Technology provided information on the goals, initiatives and first quarter progress.

**Ends Statement #1: All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using those resources.**

**Goal #1: Increase access, availability and awareness of library resources.**

Donna Walker, Director of Public Services Rebecca Winning, Director of Communications; Sandie Coutts, Director of Employee Relations and Development; and Pat Kline, Director of Information Technology provided information on the goals, initiatives and first quarter progress. Increasing awareness of library materials and resident engagement with the catalog is about creating relationships between residents, staff, online content and the library catalog. To that end, the Library has a strategic initiative focusing on Reader's Advisory (RA). Specifically the focus is on increasing RA skills of all staff providing service to customers in person and online in order to make that connection between customers and the materials the Library purchased for them. In 2017 JCPL wants to up its game in Reader's Advisory. JCPL will focus training on knowing the product line, RA tools and how to make that connection with reading, viewing and listening recommendations. This last quarter JCPL reviewed competencies for reader's advisory in teen materials and revised the training to meet those competencies. A new platform was created for training to reader's advisory for adult materials.

The Library is working on more effective marketing and promotions. In the first quarter, results of the Communications Audit were shared with staff and the Brand refresh initiative is underway. Progress on the initiatives will be reported back to the Board.

One of the ways we'll meet our goal to increase access, availability & awareness of library resources is by increasing knowledge of library materials and services through more informed staff and having better tools. One specific initiative to meet this goal is implementing and evaluating a yearly programming plan. In 2016 JCPL audited and entirely revamped the approach to programs at JCPL. The results of that work are reflected in the new yearly program plan for all of JCPL. The Library is now in the first phase of implementation, using the new calendar and training staff how to use new tools to analyze return on investment for each program they develop and deliver. A significant element of this yearly plan includes the concept of having big Signature events: The signature events planned for the next 12 months will be Summer Reading, Raise- A- Reader, Beer Fest, and Western Writer's week (Q1 2018).

Another way the Library will meet the goal to increase access, availability & awareness of library resources is by providing programs and services that reflect community needs and interests. One strategic initiative under this goal is the Library-2-You Master Planning – using data from the market analysis, stakeholder interviews, and extensive research into best practices, this initiative will bring forward new ideas for service for the future for residents who have barriers to using JCPL's physical services in its locations. The plan has

been drafted and recommendations reviewed by senior management and Public Services managers

**Goal #2: Attract, develop & retain a highly skilled, well qualified workforce.**

The Trustees were asked to “save the date” (Columbus Day), for the 2017 All Staff Conference which promises to be the biggest and best ever. The Library expects 350 employees to benefit from a full day of training, recognition and wellness at the Lakewood Cultural center. A cross functional project team was assembled in Q1, and they are working on agenda development. The pilot leadership program was a huge success last year with 84% of the participants graduating in February and the remaining 16% rolling over into the 2017 program which begins in May. JCPL has 12 new participants in 2017 and hope to garner a few more before classes start. One strategic initiative that was delayed in 2016 to focus on this year is wellness. This is a hugely popular topic with close to 200 employees responding to a system wide survey and wellness leaders stepping up at every location. The Library is creating exciting programs for launch later this year. JCPL is also working in close partnership with the Jefferson Center for Mental Health to wrap additional mental health wellness opportunities around our workforce, focusing particularly on those employees who do not have access to County benefits, which is around 50% of the Library’s workforce.

The Library made the decision to upgrade the current ticketing system to the more robust Information Technology Infrastructure Library (ITIL) version and that process has begun. The Records Management and Intranet projects have been combined into one and JCPL has received six proposals in response to the RFP. Staff is in the process of selecting from a screened list of four with interviews to be scheduled over the next two weeks.

**Ends Statement #2: All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.**

**Goal: Maintain and improve buildings, grounds, facilities and IT systems.**

The Columbine Library Remodel is progressing with permitting and approvals in process, construction underway and the storefront leased space is open. To meet the goal to expand services in underserved areas, JCPL is planning a new library space in Edgewater. The community meetings, schematic design, Owner’s Representative selection and the Intergovernmental Agreement were all accomplished in the 1st quarter of 2017. To meet the goal to improve critical IT systems, network upgrades were completed at Wheat Ridge, Edgewater and Arvada. Four switches were replaced in the ShoreTel phone system, the voice mail server was replace, 42 virtual servers were upgraded and monitors were replaced in Wheat Ridge, Belmar and Lakewood. Through the efforts of IT staff, the Library received \$186,940 in funding from eRate for the network project.

**Ends Statement #3: Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.**

**Goal: Promote a culture of reading and support early literacy.**

At JCPL, we will advance shared community outcomes by promoting a culture of reading & support early literacy. JCPL's strategic initiative to promote a culture of reading is Summer Reading. All programs are planned, the new events magazine printed, the new community component is ready which includes outreach to the Foothills Animal shelter, and an expanded school contest is in place. Two of the Library's strategic initiatives to support early literacy are 1000 Books Before Kindergarten (1000BBK) and Learning Ally. For 1000BBK staff is making improvements based on an evaluation of the pilot relating to feedback from staff and patrons to prepare for the launch to all locations in September with Raise a Reader. JCPL is collaborating with the R1 Schools Foundation to align JCPL's efforts for maximum impact. Learning Ally is software to support students with different learning abilities with access to better tools for success and training for their parents on how to use this tool. Stakeholder interviews began in Q1.

In response to a question, the Board was advised that the 1000BBK program is based on the number of books in the home and the number of minutes read (a book a day before the child goes to kindergarten). Additionally, a subset of the American Pediatric Association recommends reading aloud to children starting at birth.

**Ends Statement #4: All Jefferson County residents receive maximum return on their shared investment in library services.**

**Goal: Improve the effectiveness & efficiency of library services**

Part of the Library's long range planning includes an organizational analysis, 5-year plan and 10-year forecast. JCPL is a dynamic entity, evolving and expanding to meet the new and changing needs of our communities. In 2017 the Library is planning to bring an HR Consultant onboard to analyze JCPL's organizational structure and assess staffing needs. The Library expects to have detailed information on this initiative for the Board in May. An important part of ensuring that JCPL fulfills the promises made to the communities is to include continuous financial planning. JCPL is updating financial data including trend analysis and anticipated capital projects in the 5 year plan. The preliminary budget along with the 5 year capital plan will be presented to the Board in June. The Library is assessing community needs and interests through the information received from the market analysis. The final report to the Combined Management Team was completed as well as a Public Services Leadership retreat for further training on this industry tool and to investigate the findings. The report to the Board on key metrics and findings will be presented at the May study session.

**BOARD SCHEDULE – NEXT MEETINGS**

- May 11 – Study Session – 5:30 pm – Administration Conference Room
- May 18 – Board Meeting – 5:30 pm – Belmar Library Meeting Room
- June 8 – BCC & Library Board Quarterly Meeting – 11:30am-12:30pm – 5<sup>th</sup> Floor Conference Room
- June 8 – Study Session – 5:30 pm – Administration Conference Room
- June 15 – Board Meeting – 5:30 pm – Evergreen Library Meeting Room
- July 13 – Study Session – 5:30 pm – Administration Conference Room
- July 20 – Board Meeting – 5:30 pm – Golden Library Meeting Room

**ANNOUNCEMENTS/GENERAL INFORMATION SHARING****ADJOURNMENT**

The Board meeting was adjourned at 7:22 p.m.

Kim Johnson, Secretary

## **Operational Updates**

### **Executive Director Update**

administration  
10200 W. 20th Ave.  
Lakewood, CO 80215  
303.235.5275  
[jeffcolibrary.org](http://jeffcolibrary.org)



To: Library Board of Trustees  
From: Pam Nissler, Executive Director  
Re: Executive Director Update – May, 2017

This past month was a quiet one in terms of meetings. I took some vacation time so I was not in attendance at some of the monthly meetings.

The budget preparation and discussions have been the main focus for SMT and CMT. Proposed budgets for all business units have been prepared and business cases have been drafted for new expenditures and projects. Now the individual departmental discussion are beginning.

Here are the meetings that I attended;

- The Elected Officials Personnel Board meeting where the new County Manger, Donald Davis, was in attendance.
- An all-day CYLC strategic planning day
- The monthly meeting with Julia and Chic



**SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL  
UPDATES**

**Budget & Finance Department**

## memorandum

to: Pam Nissler, Executive Director  
from: Richard Sosa, Director of Finance & Budget  
re: Financial Report  
date: April 18, 2017

### A. **Financial Report**

#### **Introduction**

The year-to-date financial report through April 25, 2017, is presented in this narrative and in Tables 1-5 attached. The report improves tracking by showing the percent remaining budget-to-actual compared to percent-of-the-year remaining on Tables 1-5. Table 2 tracks the Fund Balance on a monthly basis and highlights the fund balance “floor” and “ceiling” as defined in the Fund Balance Policy. Monthly variations in our Fund Balance are primarily related to the timing of expected revenues and expenses and will be explained in the monthly summary section below.

#### **Summary Section**

- Year-to-date through April 25 the Library is on track with the 2017 budget. Year-to-date revenues total \$15,592,345 that are primarily from Property Taxes, mostly collected back in March. Year-to-date operating expenses of \$9,375,854 are tracking within budget, with 67% of budgeted amounts remaining. Year-to-date there are no debt structure payments and the Library has incurred \$460,209 in capital projects expenses. Total revenues exceed total expenses by \$5,756,282, resulting in a temporary increase in the Fund Balance. Expenses will match budgeted revenues as operating expenses occur through the year along with capital project expenses and debt service payments in December. The *Property Taxes Received 2016 and 2017* chart below is a comparative between 2016 and 2017 and confirms that most of the property tax revenue collected for the Library occurs by July. We project the revenue collection amounts will be generally similar to 2016.

#### **Financial Highlights**

- \$2,124,771 in property taxes was collected in April for a year-to-date total of \$15,193,582 so revenues continue to temporarily exceed expenses by \$5,756,282 at this point in the year.
- Year-to-date expenses are tracking within budgeted amounts and a payroll accrual entry of \$718,060 was made to account for the second pay period of April 28.
- Year-to-date expenses for capital projects total \$460,209 which include primarily Columbine remodel; RFID-Self Check implementation; and IT infrastructure and

computer replacement.

- The net increase to Fund Balance is \$5,756,282, primarily due to the early receipt of property tax revenue. Both revenues and expenses are anticipated to track to budget and year-end Fund Balance should be close to budget, approximately \$14.1 million.
- In April, \$770,542 in books and materials were purchased to equal a year-to-date total of \$2,301,014.
- Monthly changes to Fund Balance are interim data points and as long as revenues and expenses remain close to the budget, the projected ending budgeted Fund Balance of \$14,122,903 should hold. Due to the infusion of Property Tax revenue in the first quarter, the Library is \$11,850,362 above the minimum Fund Balance “floor” and \$2,384,822 over the maximum Fund Balance “ceiling”. These balances have shifted closer to projection by \$900,000 as of April 25. As expenses match revenues in the next quarter, this situation will equalize.
- Chart of Property Tax revenue by month:



Notes:

1. By April 2016, Property Taxes received totaled \$19,805,759
2. By April 2017, Property taxes received totaled \$15,193,582
3. Comparing the collection ratio from prior years and adjusting June and July projections after consulting with Treasury, most of the collection for 2017 property taxes should be posted before August, this pattern is consistent with prior years.
4. Data for the graph is in the table below.

FY 2016 - 2017 JCPL Fund 160  
Property Taxes Received by Month

Month	Actual - 2016	Actual - 2017
Jan	143,639	0
Feb	11,131,991	644,758
Mar	2,067,687	12,424,053
Apr	6,462,442	2,124,771
May	3,790,464	
Jun	8,646,473	
Jul	156,535	
Aug	143,043	
Sep	56,943	
Oct	137,088	
Nov	5,868	
Dec	0	
Property Tax Total	32,742,173	15,193,582

**TABLE 1**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**TOTAL FUND SUMMARY**  
**2017 BUDGET TO ACUTAL**  
**April 2017**

Remaining Months  
Percent Remaining in Year

8  
67%

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual 04/25/2017	Percent Remaining
<b>Sources of Funds</b>					
<b>Revenues</b>					
<b>Taxes</b>					
Property Tax (net of adjustments)	33,078,021	32,895,205	36,392,968	15,193,582	58%
<b>Total Taxes</b>	<b>\$ 33,078,021</b>	<b>\$ 32,895,205</b>	<b>\$ 36,392,968</b>	<b>\$ 15,193,582</b>	<b>58%</b>
<b>Federal &amp; State Grants</b>	\$ 126,734	\$ 132,787	\$ 130,000	\$ 131,272	-1%
<b>Fines &amp; Fees</b>	799,000	700,248	792,970	185,176	77%
<b>Other Revenue</b>	450,021	209,201	546,220	82,315	85%
<b>Total Other Revenues</b>	<b>1,375,755</b>	<b>1,042,236</b>	<b>1,469,190</b>	<b>398,763</b>	<b>73%</b>
<b>Sub Total Revenues</b>	<b>\$ 34,453,776</b>	<b>\$ 33,937,441</b>	<b>\$ 37,862,158</b>	<b>\$ 15,592,345</b>	<b>59%</b>
<b>Transfer from Fund Balance</b>	\$ -	\$ -	\$ 1,436,716		100%
<b>Transfer to Fund Balance</b>	(2,057,647)	-	-	-	
<b>Total Sources of Funds</b>	<b>\$ 32,396,129</b>	<b>\$ 33,937,441</b>	<b>\$ 39,298,874</b>	<b>\$ 15,592,345</b>	<b>60%</b>
<b>Uses of Funds</b>					
<b>Operating Expenditures</b>					
<b>Salaries &amp; Employee Benefits</b>					
Salaries	\$ 12,623,293	\$ 15,257,988	\$ 12,522,392	\$ 3,520,202	72%
Benefits	3,846,731	3,444,953	3,793,380	997,425	74%
Salary and Benefit Accrual				718,060	
<b>Total Salaries &amp; Benefits</b>	<b>\$ 16,470,024</b>	<b>\$ 18,702,942</b>	<b>\$ 16,315,772</b>	<b>\$ 5,235,687</b>	<b>68%</b>
Library Books & Materials	\$ 5,854,776	\$ 5,816,450	\$ 8,205,413	\$ 2,301,014	72%
Supplies	1,035,874	1,035,874	1,247,585	225,207	82%
Operating Capital	60,000	60,000	40,000	-	100%
Other Services & Charges	3,255,354	3,255,354	4,008,650	1,062,753	73%
Internal Transactions /Cost Allocation	1,450,848	1,420,995	1,571,551	551,193	65%
<b>Total Operating Expenditures</b>	<b>\$ 28,126,876</b>	<b>\$ 30,291,614</b>	<b>\$ 31,388,971</b>	<b>\$ 9,375,854</b>	<b>70%</b>
<b>Financing &amp; Debt Service</b>	<b>\$ 1,584,388</b>	<b>\$ 1,554,199</b>	<b>\$ 1,548,403</b>	<b>\$ -</b>	<b>100%</b>
<b>Capital Development Fund</b>	<b>\$ 2,684,865</b>	<b>\$ 1,805,250</b>	<b>\$ 6,361,500</b>	<b>\$ 460,209</b>	<b>93%</b>
<b>Total Uses of Funds</b>	<b>\$ 32,396,129</b>	<b>\$ 33,651,063</b>	<b>\$ 39,298,874</b>	<b>\$ 9,836,063</b>	<b>75%</b>
<b>Net</b>	<b>\$ -</b>	<b>\$ 286,379</b>	<b>-</b>	<b>5,756,282</b>	

**TABLE 2A**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**FUND BALANCE SUMMARY**  
**2017 BUDGET TO ACTUAL**  
**April 2017**

Remaining Months  
Percent Remaining in Year

8  
67%

	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual 04/25/2017	Percent Remaining
<b>Beginning Fund Balance</b>	<b>\$ 13,108,503</b>	<b>\$ 13,108,502</b>	<b>\$ 15,559,619</b>	<b>\$ 15,559,619</b>	
Revenues	32,933,778	32,457,454	36,197,327	\$ 14,908,657	59%
Capital Funding	1,519,998	1,479,988	1,664,831	683,688	59%
<b>Total Revenues</b>	<b>34,453,776</b>	<b>33,937,441</b>	<b>37,862,158</b>	<b>15,592,345</b>	<b>59%</b>
<b>Expenditures</b>					
Operating Expenditures	28,126,876	28,126,876	31,388,971	9,375,854	70%
Debt Service	1,584,388	1,554,199	1,548,403	-	100%
Capital Projects	2,684,865	1,805,250	6,361,500	460,209	93%
<b>Total Expenditures</b>	<b>32,396,129</b>	<b>31,486,325</b>	<b>39,298,874</b>	<b>9,836,063</b>	<b>75%</b>
<b>Ending Fund Balance</b>	<b>\$ 15,166,150</b>	<b>\$ 15,559,619</b>	<b>\$ 14,122,903</b>	<b>\$ 21,315,901</b>	<b>-16%</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>\$ 2,057,647</b>	<b>\$ 2,451,117</b>	<b>\$ (1,436,716)</b>	<b>\$ 5,756,282</b>	<b>501%</b>

Fund Balance Policy Calculation					
	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual 04/25/2017	
16% - Current Year Budgeted Revenues	\$ 5,512,604	\$ 5,429,991	\$ 6,057,945	\$ 6,057,945	
9% - Current Year Budgeted Revenues - Uncertainty	3,100,840	3,054,370	3,407,594	3,407,594	
<b>Total Minimum F/B Reserve Requirements (FLOOR)</b>	<b>\$ 8,613,444</b>	<b>\$ 8,484,360</b>	<b>\$ 9,465,540</b>	<b>\$ 9,465,539</b>	
50% of Current Year Budgeted Reserves	17,226,888	16,968,721	18,931,079	18,931,079	
<b>Total Maximum F/B Reserve Requirements (CEILING)</b>	<b>\$ 17,226,888</b>	<b>\$ 16,968,721</b>	<b>\$ 18,931,079</b>	<b>\$ 18,931,079</b>	
<b>Above/(Below) Minimum (FLOOR)</b>	<b>\$ 6,552,706</b>	<b>\$ 6,946,175</b>	<b>\$ 4,657,363</b>	<b>\$ 11,850,362</b>	
<b>Above/(Below) Maximum (CEILING)</b>	<b>\$ (2,060,738)</b>	<b>\$ (1,667,269)</b>	<b>\$ (4,808,176)</b>	<b>\$ 2,384,822</b>	

**TABLE 3**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**OPERATING EXPENDITURES**  
**2017 BUDGET TO ACTUAL**  
**April 2017**

Remaining Months  
Percent Remaining in Year

8  
67%

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual 04/25/2017	Percent Remaining	Year-End Projected
<i>Sources of Funds</i>						
<b>Revenues</b>						
<b>Taxes</b>						
Property Taxes	\$ 32,257,736	\$ 31,268,775	\$ 35,331,413	\$ 14,509,376	59%	\$ 35,331,413
Delinquent Taxes	45,241	122,018	50,124	-	100%	50,124
Prior Year Cancellations	(116,244)	-	(76,556)	-	100%	(76,556)
Urban Renewal	(667,853)	-	(606,610)	-	100%	(606,610)
Penalties & Interest	39,143	24,424	29,766	518	98%	29,766
<b>Total Taxes</b>	<b>\$ 31,558,023</b>	<b>\$ 31,415,217</b>	<b>\$ 34,728,137</b>	<b>\$ 14,509,894</b>	<b>58%</b>	<b>\$ 34,728,137</b>
<b>Federal &amp; State Grants</b>	\$ 126,734	\$ 132,787	\$ 130,000	\$ 131,272	-1%	131,272
<b>Library Fines</b>	650,000	585,214	639,500	148,746	77%	639,500
<b>Charges for Services</b>	149,000	115,034	153,470	36,430	76%	153,500
<b>Investment Income</b>	149,021	254,024	149,200	54,225	64%	149,200
<b>Contributions from Private Sources</b>	200,000	142,969	200,000	10,216	95%	200,000
<b>Other Revenue</b>	101,000	(187,792)	197,020	17,874	91%	197,000
<b>Total Revenues</b>	<b>\$ 32,933,778</b>	<b>\$ 32,457,454</b>	<b>\$ 36,197,327</b>	<b>\$ 14,908,657</b>		<b>\$ 36,198,609</b>
<i>Uses of Funds</i>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 11,222,688	\$ 10,300,739	\$ 11,398,213	\$ 3,034,735	73%	10,995,913
Awards & Bonuses	\$ 83,796	\$ 48,519	\$ 100,000	\$ -	100%	40,000
Termination Pay	-	3,444,953	-	7,338	0%	28,000
Temporary Salaries	1,806,537	1,462,528	1,876,245	477,092	75%	1,809,245
Overtime	8,900	1,249	13,900	1,038	93%	9,000
Vacancy Savings	(498,628)	-	(865,966)	-	100%	(865,966)
Benefits	3,846,731	3,444,953	3,793,380	997,425	74%	3,758,138
Salary & Benefits Accrual				718,060		-
<b>Total Salaries &amp; Benefits</b>	<b>\$ 16,470,024</b>	<b>\$ 18,702,942</b>	<b>\$ 16,315,772</b>	<b>\$ 5,235,687</b>	<b>68%</b>	<b>\$ 15,774,330</b>
Library Books & Materials	\$ 4,822,476	\$ 4,584,052	\$ 6,900,603	\$ 1,389,456	80%	6,900,600
Library Computer Materials	901,650	1,115,396	1,173,430	782,316	33%	1,173,400
Library Periodicals	130,650	117,002	131,380	129,242	2%	131,400
<b>Sub-Total Library Collections</b>	<b>5,854,776</b>	<b>5,816,450</b>	<b>8,205,413</b>	<b>2,301,014</b>	<b>72%</b>	<b>8,205,400</b>
Supplies	1,035,874	1,035,874	1,247,585	225,207	82%	1,247,600
Other Services & Charges	3,255,354	3,255,354	4,008,650	1,062,753	73%	4,008,600
Operating Capital	60,000	60,000	40,000	-	100%	40,000
Direct Internal Charges	127,061	97,208	150,688	30,144	80%	150,700
Indirect Cost Allocation	696,338	696,338	758,653	252,884	67%	758,600
Intra County Transactions	627,449	627,449	662,210	268,165	60%	662,100
<b>Total Operating Expenditures</b>	<b>\$ 28,126,876</b>	<b>\$ 28,126,876</b>	<b>\$ 31,388,971</b>	<b>\$ 9,375,854</b>	<b>70%</b>	<b>\$ 30,847,330</b>
Transfer to Capital	\$ 1,164,867	\$ 1,805,250	\$ 4,696,669			
<b>Total Uses of Funds</b>	<b>\$ 29,291,743</b>	<b>\$ 29,932,126</b>	<b>\$ 36,085,640</b>	<b>\$ 9,375,854</b>	<b>74%</b>	<b>\$ 30,847,330</b>

**TABLE 4**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**DEBT SERVICE DETAIL**  
**2017 BUDGET TO ACTUAL**  
**April 2017**

Remaining Months  
Percent Remaining in Year

8  
67%

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual 04/25/2017	Percent Remaining
<b>Debt Service</b>					
<b>Total Debt Service</b>	<b>\$ 1,584,388</b>	<b>\$ 1,554,199</b>	<b>\$ 1,548,403</b>	<b>\$ -</b>	<b>100%</b>

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

<b>Build America Bonds</b>
Total Issue \$6,293,000
Original Term 2011-2020
Refunding Term 2013-2024
Use - Lakewood HVAC
Energy Conservation
Book Sorters
Library Service Center Remodel

<b>Certificates of Participation (COP)</b>
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**  
**2017 BUDGET TO ACTUAL**  
**April 2017**

Remaining Months  
Percent Remaining in Year

8  
66.7%

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	YTD Actual 04/25/2017	Percent Remaining	Year-End Projected
<b>Sources of Funds</b>						
Property Tax - Capital - 4.5%	\$ 1,519,998	\$ 1,479,988	\$ 1,664,831	\$ 683,688	58.9%	\$ 1,664,831
<b>Total Property Tax</b>	<b>\$ 1,519,998</b>		<b>\$ 1,664,831</b>	<b>\$ 683,688</b>	<b>58.9%</b>	<b>\$ 1,664,831</b>
Transfer from Operating	\$1,164,867	\$1,805,250	\$4,696,669		100.0%	\$4,696,669
<b>Total Sources of Funds</b>	<b>\$ 2,684,865</b>	<b>\$ 1,805,250</b>	<b>\$ 6,361,500</b>	<b>\$ 683,688</b>	<b>89.3%</b>	<b>\$ 6,361,500</b>
<b>Uses of Funds</b>						
<b>Annual Replacement &amp; Maintenance Program (ARM)</b>						
ARM-01 Capital Maintenance	\$ 160,000	\$ 160,419	\$ 250,000	\$ 8,403	96.6%	\$ 250,000
ARM-02 Furniture & Equipment	64,550	58,930	56,000	-	100.0%	56,000
ARM-03 Computer Replacement Plan	250,000	218,476	250,000	16,949	93.2%	250,000
ARM-04 Book Sorter Sinking Fund	200,000	-	200,000		100.0%	200,000
ARM-05 IT Infrastructure Replacement	369,000	316,658	462,000	149,568	67.6%	462,000
<b>2016 Projects</b>						
16-01 Lakewood Parking Lot	\$ 288,975	\$ 274,922	\$ -	-		\$ -
16-02 LSC Parking Lot	69,000	67,699	-	-		-
16-03 Evergreen AHU Rebuild	140,000	54,204	-	19,579		-
16-04 Wheat Ridge HVAC Replacement	48,000	-	-	-		-
16-05 Standley Lake Boiler Replacement	62,800	62,781	-	-		-
16-06 Admin Space Plan/Reconfiguration	10,000	8,031	-	-		-
16-07 Belmar Carpet Repair	6,000	5,939	-	-		-
16-08 Columbine Tree & Sidewalk Replace	25,000	27,807	-	-		-
16-09 Implement Wireless Upgrade	35,000	8,221	-	-		-
16-10 Records Management Software	-	-	50,000	-	100.0%	50,000
16-11 Increase Wireless Access Points	60,000	16,614	-	-		-
16-12 IT Software Projects	71,000	26,499	-	11,809		-
16-13 ILL Database Server	56,000	92,780	-	5,560		-
16-14 High Availability Internet Redundancy	38,000	-	-	-		-
16-15 Replace DVD/Disk Washer	8,000	7,990	8,000	-	100.0%	8,000
16-16 Columbine Remodel	385,800	98,936	4,250,000	202,468	95.2%	4,250,000
16-17 South County - Phase 1 Planning	-	-	-	-		-
16-18 IT Erate Data Cabeling	-	26,344	-	-		-
<b>2017 Projects</b>						
17-01 Evergreen HVAC Rebuild	\$ -	-	\$ 135,000		100.0%	\$ 135,000
17-02 Entry Door Replacement	-	-	36,800		100.0%	36,800
17-03 Virtual Servers upgrades	-	-	91,000		100.0%	91,000
17-04 Encore Server	-	-	37,000		100.0%	37,000
17-05 Implement RFID/Self Check	337,740	272,000	250,000	40,125	84.0%	250,000
17-06 Belmar Remodel	-	-	-			-
17-07 Edgewater Library	-	-	80,000		100.0%	80,000
17-08 Large Format Printer	-	-	10,000	4,477	55.2%	10,000
17-09 JCPL Mobile Experience	-	-	15,700		100.0%	15,700
17-10 Mobility Solution	-	-	25,000	1,270	94.9%	25,000
17-11 Long-Range Facility Master Plan	-	-	75,000		100.0%	75,000
17-12 Current Year Facility Expansion	-	-	80,000		100.0%	80,000
<b>Total Capital Projects</b>	<b>\$ 2,684,865</b>	<b>\$ 1,805,250</b>	<b>\$ 6,361,500</b>	<b>\$ 460,209</b>	<b>92.8%</b>	<b>\$ 6,361,500</b>
<b>Book Sorter Sinking Fund Reserve</b>						
Beginning Balance	\$ -		\$ 200,000		100.0%	\$ 200,000
Source	200,000		200,000		100.0%	200,000
Use	-		-			0
<b>Balance</b>	<b>\$ 200,000</b>		<b>\$ 400,000</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 400,000</b>

**Operational Updates**

**Public Services**

## memorandum



TO: Pam Nissler  
FROM: Steve Chestnut  
DATE: May 9, 2017  
RE: Columbine Library Remodel Project - Humphries Poli Design Fees

At the April Study Session I advised the Board of Trustees that we had to modify the drive up at Columbine Library to address Jeffco Planning and Zoning concerns that would have caused them to recommend denial of our permit for the Columbine remodel. As a result of the required project site revisions, additional design fees were incurred. This information was also provided to the Board in the status report from NV5 at the April Board meeting. Humphries Poli provided a change order for increased fees totaling \$19,195. This includes costs for multiple meetings with planning and zoning, near complete revision of the civil design and associated plans, and coordination of revised drawings into the architectural set. I am recommending that the Library Board of Trustees authorize you to approve the disbursement of \$19,175 from our budgeted contingency to cover the cost of the additional services needed to accommodate the re-design.

## memorandum



to: Pam Nissler, Executive Director  
from: Julianne Rist, Director of Public Services  
re: Columbine Shelving Recommendation  
date: May 12, 2017

**Background:** A Request for Proposal (RFP) was released on April 4 asking for proposals for new shelving for the Columbine remodel. The proposal asked for three options of shelving, a base bid of standard components, a bid for custom slanted shelving on a "T" base, and a bid for custom slanted shelving on a standard base. These options allowed JCPL to compare the price differences between what was expected to be the least expensive options of standard shelving to angled (or custom) shelving would make it easier for the public to browse and see the material.

At the May 11 study session the Board of Trustees was informed about the results of the RFP. Five companies responded to the RFP. All three options had multiple vendors who presented bids within our project budget. Two finalists are being invited to set up sample sections of shelving on May 22. Staff will be able to evaluate the look and construction of the shelving and the custom options specified. Once this demonstration is completed the committee will make a final selection. Lead time for shelving is 8-10 weeks so a contract needs to be approved and the order placed by June 3.

**Recommendation:** Based on the discussion by the Board at the study session, the Columbine project budget has already been approved by the Board and the shelving bid is within the approved project budget. Staff is recommending that the Board of Trustees authorize the Executive Director to enter into a contract with the selected vendor for shelving as long as the bid is within the Columbine project budget and the vendor can meet the delivery date of August 21, 2017.

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## ***Columbine Library Renovation – Progress Reporting***

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**DATE:**      **May 2017**

### **I. PROJECT TEAM:**

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Jefferson County Public Library  
JCPL Steering Committee  
NV5  
Humphries Poli Architects  
Fransen Pittman

Owner  
Advisory Group  
Owner's Representative  
Architect/Design Team  
General Contractor

### **II. PROJECT PROGRESS / STATUS:**

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- A. Phase 2 of Fransen Pittman's contract has been executed and general construction has commenced. Demolition of the existing finishes and portions of the mechanical systems is in progress. The majority of the interior demolition work will be completed within the next 2-3 weeks.
- B. Site work is expected to commence by the end of May.
- C. Owner, Architect, Contractor (OAC) meetings are continuing to be held at the Columbine Library on a weekly basis.
- D. The initial push for submittal reviews and approvals is ongoing. The shop drawings for the new sorter are expected the first part of June for review and coordination with the renovation construction.
- E. Pricing for the AV systems has been received and reviewed. JCPL will be comparing pricing from two additional companies and a decision regarding next steps will be made from there.

### **III. CURRENT PROJECT RISKS &/OR OPPORTUNITIES:**

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- A. The initial permit for the interior renovation has been issued so that the interior scope of work could commence. FP will be obtaining additional permits for site grading and the new entrance canopy per instruction from Jefferson County.
  - i. Design Fee Increases: As a result of the required project site revisions by JeffCo Planning & Zoning Department, additional design fees will be incurred. HPA has provided a change order for increased fees totaling \$19,195.00. This includes cost required for multiple meetings with planning and zoning, near complete revision of the civil design and associated plans, and coordination of revised drawings into the architectural set. Any associated construction costs have been incorporated into the GMP number.

- B. Some long-term water damage has been discovered at some of the wood the south-facing window wall. FP will be performing some spray testing to determine if the water intrusion is still occurring. A correction to existing wood will be required; possible correction to stop water intrusion will be required. NV5 will work with Fransen Pittman to get a proposed solution and pricing.

#### **IV. UPCOMING KEY DECISIONS:**

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- A. All pricing has been received for both the shelving and FF&E scopes and is being reviewed by JCPL and Mary Gulash. Vendor selection and issuance of purchase orders is expected in the near future.
  - a. A Request for Proposal (RFP) was released on April 4 asking for proposals for new furniture, fixtures & equipment (FF&E) for the Columbine remodel. The proposal asked for chairs, benches, desks and other items. The proposal closed on May 3. Five companies responded to the RFP. JCPL will be ordering from all five vendors. This will allow us to utilize the best price for each item and ultimately save money.
  - b. We still have some items to purchase such as re-upholstering some of the furniture, the active learning environment, end panel signs and wayfinding signage. We are projecting that we will be within our budget for all the furniture and equipment needs.

#### **V. BUDGET:**

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- A. Project budget is maintained at a Not To Exceed amount of \$4 Million.
- B. Phase 2 of the Fransen Pittman contract has been executed with a current GMP amount of \$2,789,083.
  - a. This includes \$40,000 for the revisions to the site construction as required by Jefferson County Planning & Zoning.

#### **VI. MEETINGS:**

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- A. Every Thursday @ 9am. Weekly OAC (Owner-Architect-Contractor) meetings are held at Columbine.
- B. June 8 – Board Study Session
- C. June 15 – Board Meeting

#### **VII. MILESTONES PROJECTED FOR NEXT PERIOD:**

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- A. Interior demolition completed
- B. Commencement of exterior construction
- C. Selection and engagement of shelving and FF&E vendors

#### **VIII. PHOTOGRAPHS**

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Provided on the following pages



**General view of the library interior. Note extent of interior demolition**



**Previously installed hanging light fixtures have been removed, exposing the full barrel vault ceiling**





**Ceiling at old entry location has been removed, exposing HVAC ductwork**



**Bathroom fixtures have been removed for renovation**





**Damage at wood window sill**

## **Project Monthly Update Report**

**Project Name:**

Wember Inc. Project Number:

Issue Date:

**Purpose:**

**Name**

EPL (2017.08)

May 18, 2017

Project Update thru May 18, 2017

Dear Executive Director Pam Nissler

The purpose of this update is to report on the current status of the above Project.

**Summary**

At this time the City of Edgewater has moved forward with their selection of the design/build team comprised of Humphries Poli Architects (HPA) and Alliance Construction. Wember has worked with this team on the Green Valley Ranch Library for The Denver Public Library and believe this selection will benefit your project as they have solid experience on library projects and municipal buildings. D2C Architects is currently completing what is referred to as the bridging documents as their scope of work is completing. In the teams discussion with Edgewater and Humphries it is clear the current design, albeit beautiful, is not within the very tight budget to build the facility. Humphries Poli Architects and Alliance have modified the design to reduce cost through reducing square footage (not including the library space) and modifying the approach to utilize a premanufactured structure. Wember will continue to work with the team of HPA/Alliance, the City of Edgewater and others to enhance the design of the facility which includes potential relocation of the library to the south side of the site to allow for many improvements, including potentially adding a drive up book drop.

- Project Successes
  - Budget is complete
  - Space projections have been reviewed, next step will be to review with the design team.
  - Architect Request for Proposal is 95% complete
- Project Challenges
  - Nothing significant at this time.

**Pre-Design**

- Architect Request for Proposal is nearly complete with final components of confirming proposal questions, establishing interview dates and the attorneys review of the agreement and insurance.

**Schedule**

Work in Progress

- The team is establishing dates to run the Architects Request for Proposal process to bring a recommendation to the board in the month of July.

**Financial**

Budget

- The comprehensive project budget has been generated and is currently showing a total project cost of \$2.5 Million to complete the project. There are a few shared cost items (i.e. toilet room) that need to be finalized with the City of Edgewater.

**Next Steps**

- Finalize and Issue Architect Request for Proposal
- Finalize shared costs with City of Edgewater
- Complete the IGA and Lease agreement
- Design meetings with the City of Edgewater team

Please don't hesitate to contact me if you have any questions.



Paul D. Wember, President  
Wember

## **Operational Updates**

### **Employee Relations & Development**

## memorandum



TO: Pam Nissler  
FROM: Sandie Coutts  
DATE: May 9, 2017  
RE: Organizational Analysis – Contract Authorization

At the April 20, Board Meeting the Board was updated on one of the Library's strategic initiatives to improve the effectiveness and efficiency of library services through long range planning. The Organizational Analysis is an important part of the Library's long range plan.

At the May Study Session the Board of Trustees was advised about the Library's RFP process, evaluation and selection for the organizational analysis consultant. It is the recommendation of the team working on the Organizational Analysis project that the Library Board of Trustees authorizes you to enter into a contract with Government Performance Solutions Inc. in the amount of \$82,500.

## Additional information about Government Performance Solutions Inc.

### 1. Company Background

Government Performance Solutions, Inc. (GPS), is Denver-based small business that focuses on operational excellence in the Public Sector. Founded in 2013, our firm is dedicated to helping public sector leaders drive meaningful transformation in their organizations. Our engagements typically focus on increasing organizational effectiveness, utilizing a blend of analytics and facilitation to engage teams to drive meaningful changes to structures, processes and performance.

Our years of public sector experience have led us to focus on the most challenging issues facing the public sector today. We are well qualified within the strategic planning, organizational effectiveness and process analysis spaces, and we have relevant recent experiences in full-scale organizational transformation. Indeed, we believe our experience in the public sector is unmatched. Figure 1 below shows a short list of the social-sector clients our consultants have served in the last two years alone, and we have active engagements with eight of the listed organizations. As Colorado citizens, we're proud to play a role in helping improve the systems and structures that serve our citizen customers.



For more than 5 years, each of our consultants have assisted Colorado government agencies with conducting organizational analysis and business needs assessments to identify mission critical functions and build capacity to better meet the needs of Colorado citizens. Our years of public sector experience within the areas of organizational analysis include workload planning, capacity analysis, organizational effectiveness, organizational design, change management and continuous process improvement. This experience makes us well-qualified to fulfill JCPL's needs. Indeed, we believe our experience in the public sector is unmatched, and we are excited by the prospect of bringing this experience to bear for JCPL.

## 2. Consultant Resumes

Greg Bellomo, Managing Partner

Project Role: 2-3 times/week engagement leadership, client communications, recommendation development, quality control

Greg founded Government Performance Solutions (GPS) in 2013 to help public sector leaders address the unique challenges of leading mission-driven organizations. Greg brings 20 years of experience in organizational effectiveness, operations strategy, and continuous improvement. He regularly works with more than 20 of Colorado's largest public agencies. Specific areas of expertise include strategic planning and operational excellence (Lean, Six Sigma) with an emphasis on organizational transformation, leadership development and change management.

Examples of engagements showcasing Greg's skills include:

- Greg led an effort to establish a new operating model for an organization in crisis. He facilitated the development of mission, vision, and values to align employees to a common future. By conducting capacity analysis, redesigning processes and implementing performance metrics for each operating unit, the organization's productivity increased by 25 percent (25%).
- He also led the assessment and organizational transformation of the State's Division of Insurance (DOI). Greg performed a tops-down capacity analysis to identify opportunities to redeploy resources, and he engaged front-line staff and managers to streamline operations through 50+ enhancements. Greg worked with senior leadership to redesign the organizational structure, increasing collaboration and reducing administrative burden. The result created an additional capacity of seven percent (7%) within the current budget. The details of this project are outlined on pages 16 – 17.
- Greg also served as consulting leader for the State of Colorado's Lean Program where he designed a State-specific Lean model for assessing core business needs, project execution, and training. Greg engaged with more than 1,500 state employees and facilitated 50 process improvement projects in the program's first year. In addition, Greg coached 10 Lean Champions who were charged with leading deployment of Lean in their agencies. The documented savings for the first year exceeded \$2M.

Greg holds a Bachelor's of Mechanical Engineering from the University of Dayton. He is a certified Lean Six Sigma Black Belt and a PMI Project Management Professional (PMP®). Greg serves as Chair of the Denver Regional Board for Book Trust, a national literacy non-profit focus on helping kids fall in love with reading through choice and ownership of books.



Kate Newberg, Principal

Project Role: Daily data gathering, analysis, communications support

Kate brings more than 15 years of experience as an operational leader and consultant, including 6 years' experience in the public sector. During that time, she refined her skills for evaluating organizational design by identifying demand patterns, assessing skills sets for various positions, analyzing workloads, aligning work and programs, developing capacity models and identifying efficiency opportunities. She also has extensive experience helping clients develop mission, vision, values, strategic and contingency (risk mitigation) plans and creating culture change.

Examples of engagements showcasing Kate's skills include:

- Kate established a culture of improvement at the Colorado Department of Health Care Policy and Financing (HCPF). She developed strategies, procedures, training and coaching that focused on continuous improvement techniques and methods. Her "quick hit" process engaged individuals in making meaningful improvements in less than 4 hours. As a result of her efforts, she trained 260 Department staff and managers in Lean methods and tools, helped to document more than 100 processes and facilitated more than 200 improvements. In an employee engagement survey, more than 70% of employees said they "feel encouraged to come up with new and better ways of doing things."
- During the past two years, Kate has worked on three different organizational assessment projects, one for the Colorado Department of Regulatory Agencies and two for the Colorado Department of Human Services. Kate conducted research on best practices, developed surveys, and facilitated employee workshops to engage employees in identifying solutions and improvements for multiple issues. Results of her efforts include:
  - Her analysis identified 9 resources that could be redeployed to strategically significant positions that focused on mission-critical work.
  - She provided leadership training to more than a dozen mid-level managers on topics ranging from accountability to attention management and prioritization to problem-solving techniques to help change behaviors and culture.
  - She gathered data from more than 20 different sources, interviewed more than 20 people, identified 9 improvement themes and more than 25 best practices which informed her 20 recommendations.
- Kate also worked with the Colorado Department of Public Health and Environment (CDPHE) Office of Emergency Preparedness and Response on developing a process for strategic planning that engaged not only CDPHE staff but also key stakeholders. Results included:
  - Establishing a strategic planning framework that is proactive, able to meet changing conditions, enriched by two-way dialogue with stakeholders, informed by data-driven decisions, prioritizes the most important, deselects what cannot be resourced, aligns with the OEPR vision and other existing plans and federal regulations, identifies clear owners and includes mechanisms for measuring progress and gathering feedback.
  - Documented strategic planning processes with checklists and timelines that serves as a guide for future strategic planning and will help them navigate future changes.
- Kate led an effort to reduce workload on the Colorado Department of Local Affairs' grants contracting process. She worked with the steering committee to develop a project vision. Kate engaged the project team to gather relevant data, document the current state, identify waste, generate solution ideas that utilize best practices, develop a future state process with relevant performance measures and implementation plan. She also used change management and communications throughout the lifecycle of the project to increase buy-in and support from those impacted by the process changes.

Kate is a certified Lean Six Sigma Green Belt and holds a Bachelor of Arts degree from Grandview University.

Kevin Mindenhall, Principal

Project Role: daily interviewing, work planning, recommendation development, status reporting

Kevin has more than 20 years of management consulting experience with the past 10 years focused on developing future-based strategies and aligning organizations to deliver significant improvements for public sector clients. He is an innovative Lean Six Sigma Master Black Belt with in-depth facilitation, performance improvement and team building skills. He is adept at successfully identifying, facilitating and implementing change while overcoming significant time, technology, human and cost constraints.

Examples of engagements showcasing Kevin's skills include:

- Kevin served as the engagement leader for the Colorado Department of Human Services, Office of Behavioral Health organizational assessment and transformation. He provided day-to-day consultation with all levels of the organization while engaging all employees in identifying organizational priorities and gaps. He led efforts to develop a 3-year strategic plan, clarifying the mission, vision and values of the organization and facilitating multiple workshops to gain consensus. Kevin also coached and trained the project coordinator on process improvement and facilitated multiple improvement efforts. The results of this project are outlined on pages 17 – 19, and include:
  - 18 specific recommendations for implementation
  - A new, future-oriented organizational design focused on enhancing services while streamlining regulatory processes and providing proactive support to meet the needs of the behavioral health community
  - Better cross-divisional understanding of roles and responsibilities including a master calendar of core activities and deadlines.
- Kevin was a consulting leader for the Lean transformation of Denver International Airport's Peak Performance initiative. He performed operational analyses, coached on staffing models, and facilitate improvement projects. Kevin also developed options for redesigning the organizational resourcing of key finance processes to make use of new technologies. He trained and coached over 200 change agents and organizational leaders on "active supervision" methods and operational performance concepts and tools.
- Kevin was a key member of the Lean transformation team for the State of Colorado and conducted or co-facilitated over 30 specific improvement projects. He worked across common functions (operations, finance, HR, program development) in 11 organizations, engaging employees in bottoms-up change efforts that were aligned with each organization's strategic goals.

Kevin holds a BA in Mathematics from Boston University, and is a certified Lean Six Sigma Master Black Belt (The George Group).



Brian Pool, Partner

Project Role: on demand assessment advisor, facilitator, staffing plan development

Brian has over 20 years (7 of which include experience working with public sector organizations) of enterprise management consulting experience across a variety of government agencies and corporations facilitating transformational change, strategic alignment and complex project implementations. He is particularly adept at facilitating challenges and optimal operational efficiencies while managing change across complex, and often competing, stakeholder groups.

Brian has extensive first-hand experience facilitating strategic alignment agreement among executive decision makers, including a variety of elected and appointed officials from around Colorado, including Denver, Jefferson, and Eagle Counties. Specific public services qualifications include deep experience with facilitating & automating processes related to licensure, permitting, registration, inspection, and enforcement. His deep experience with process mapping and workload analysis has proven particularly valuable to public sector agencies balancing tight budgets and growing demands from stakeholders.

Examples of engagements showcasing Brian's skills include:

- He recently worked with the Colorado Department of Public Safety, Division of Fire Prevention and Control (DFPC) to develop a new three-year strategic plan that focused on engaging employees, educating stakeholders, and aligning existing plans and resources. Key elements of the strategy include a workload analysis and skills assessment of each position and employees, as well as an inventory assessment of equipment, supplies and facilities.
- Brian also facilitated a 3-part Workload Analysis review of procurement processes for CDOT, focusing on people, process and technology challenges related to Requests for Proposals, Intergovernmental Agreements Contracting and Personal Services Contracts. The case study is outlined on pages 19 – 23.
- Brian personally facilitated hundreds of innovations across a variety of critical state functions, including public safety, revenue collection, land use, public health, education, employment, environment and technology. These included The Governor's Office, Transportation, Economic Development, Energy Office, Education, Natural Resources, Labor & Employment, Public Safety, Local Affairs, Regulatory Agencies, and many others.
- He also facilitated more than 40 different projects to innovate and improve on the excellence of the Peak Academy across the City & County of Denver including Community Planning Development, Excise and License, Transportation, Parks and Recreation, City Attorney's Office, Public Works, Medical Examiner, Childhood Education, Budget Office to name a few.

### 3. Project Case Studies

#### Organizational and Operational Assessment and Transformation: Colorado Department of Regulatory Agencies – Division of Insurance 2015-2016

##### **Situation:**

DORA's Division of Insurance (DOI) is a large, complex organization divided into (14) Sections with approximately 100 staff, that provides a range of regulatory services to industry and consumers including investigations, examinations, complaints processing, licensing, rate reviews, etc. In 2014, a new Insurance Commissioner joined DOI. The change in leadership, new legislation and changes in the market made it the ideal time to examine DOI's alignment of resources (e.g. staff, etc.), processes and chart a fresh course forward.

##### **GPS Approach:**

GPS used a three-phase approach to move DOI through assessment to implementation of solutions and included change management and communications built into the whole process. Over the course of 7 weeks, GPS conducted a comprehensive operational assessment, with activities including:

- Conducted (11) kickoff workshops, engaging the personnel of each of the Sections to share the project's purpose and discuss "What's in it for Us"
- Released and compiled results from an employee survey completed by all front-line employees
- Held one-on-one interviews with 16 managers and 40 front-line employees, a total of more than 55% of the DOI employee base
- Conducted workshops with each Section to clarify sources of value, discuss recent dynamics, time spent on major activities (by group and by individual), and identify opportunities for improvement
- Conducted a SWOT analysis (see Exhibit B)
- Released and compiled individual summaries for each DOI front-line employees, including task inventory and **time study, plus individual employee data and preferences**

GPS facilitated the managers' retreat which helped identify and create DOI's new vision, mission, values and goals, which became the connecting force for improving buy-in of the new organizational structure. GPS also worked with DOI and DORA's Human Resources Division to begin implementing the new organizational structure.

##### **Impact/Results:**

As part of phase III, GPS facilitated workshops to streamline and improve outdated processes and introduced the Quick Hit/Quick Win idea to DOI managers and staff – 43 quick wins were completed within 6 weeks. GPS also facilitated four (4) rapid improvement projects that addressed core functions of the division including:

- Prioritizing and reducing the investigation case backlog
- Improving feedback mechanisms related to consumer complaints
- Identifying root causes associated with Rates & Forms historical backlog
- Helping managers reduce time spent in unnecessary meetings.

GPS facilitated the managers' retreat which helped identify and create DOI's new vision, mission, values and goals, which became the connecting force for improving buy-in of the new organizational structure. GPS also worked with DOI and DORA's Human Resources Division to begin implementing the new organizational structure.

## Organizational and Operational Assessment and Transformation: Colorado Department of Human Services – Office of Behavioral Health 2016-2017

### **Situation:**

The Office of Behavioral Health, Community Behavioral Health (CBH) function contains six work units with approximately 70 FTE that fund, license, support, and monitor a variety of contracted mental health and substance use services and programs in Colorado. The Affordable Care Act Medicaid expansion and the Governor's plan to strengthen Colorado's Mental Health system were just a few of the changes that impacted the population served by CBH. In 2015, a new Office Director started and wanted an analysis of the organization to reset structures to better meet future needs; and GPS began working with CBH in January 2016.

### **GPS Approach:**

GPS used a three-phase transparent approach that included change management and communications plans that involved extensive employee feedback, which was critical to the acceptance of the process and final recommendations. In Phase I, GPS conducted a comprehensive assessment of the organizational structure, operations and resource allocation to arrive at recommendations that guided CBH toward a future in which:

- Processes are centered around the value they provide for customers rather than historical conventions
- Resources are aligned in a way that meets the changing policy environment and customer needs
- People function in positions that make the most of their skills
- Workloads are distributed in a manner that is equitable to staff and beneficial to customers

GPS's comprehensive assessment was informed by an all staff survey followed by more than 60 individual interviews, identification of benchmarks/best-practices, workload analysis and findings to identify strengths, weaknesses and gaps that were used to distill a series of recommendations and related road map. The initial draft recommendations were socialized through a series of workshops with the entire CBH staff to gather additional feedback and increase buy-in. GPS also worked with managers and senior leaders to ensure a logical sequencing for implementing the recommendations and to develop related work plans.

The output of this work is contained in an organizational assessment report (see Appendix B, page 31 for an excerpt) with a description of the background and importance, key findings, relevant best- practices and benchmarking, quick-start action plan and suggested sequencing for each of the 18 recommendations.

### **Impact/Results:**

GPS worked with staff to streamline several processes such as the provider application process, improving the site visit, contract compliance monitoring and invoicing processes just to name a few. We created a CBH master schedule with start and due dates to improve time management and work planning. We also created an operational dashboard with key metrics to allow Directors an at-a-glance understanding of progress. We provided leadership training to more than 10 managers to enhance their abilities and skills around holding others accountable, using appropriate leadership-styles for the situation, prioritizing work, and using basic process improvement tools and techniques to successfully solve problems.

## Procurement Workload Analysis: Colorado Department of Transportation - Division of Accounting and Finance 2016-2017

### *Situation:*

The Colorado Department of Transportation has struggled to appropriately balance the number of FTEs allocated by the Division of Accounting and Finance (DAF) to administer various procurement and contracting processes across the Department. They felt they may be overstaffed in some areas, but were unsure how to gain organizational agreement on the degree and next steps. We were asked to help with the analysis to more effectively accomplish the DAF mission with available process options, skill alignments & technologies.

### *Approach and Solution:*

We began by defining the following project objectives and outcomes with Sr. Department leaders.

- Improve the speed and quality of producing procurement documents by 10% (of baseline) within 12 months.
- Improve CDOT customer experience by 10% (of baseline from 2016 Customer Satisfaction survey) within 12 months.
- Increase skill level of all Procurement team members and management to 70% proficiency by role within 18 months. (includes professionalism, culture, careers)
- Improve vendor experience by 10% (of baseline from 2016 Customer Satisfaction survey) within 12 months.
- Educate 50% of CDOT Project/Program Mgrs. at 70% proficiency level for procurement knowledge within 18 months.

### *Impact/Results:*

Each workshop followed a similar path of identifying pain points and then facilitating a consensus by presenting key changes and benefits (see Appendix B, pages 29 – 30) on the solutions to address the root causes. Specific to the RFP process, projects are now underway to address these.

In short, by evaluating how to most effectively accomplish the CDOT mission with available process options, skill alignments & technologies, CDOT determined how to best deploy the available resources. Specifically, this project delivered a variety of speed and quality improvements that will continue to benefit the customer experience across CDOT.



#### 4. Client References

##### Reference Questions for Government Performance Solutions (GPS)

Answers from: Marguerite Salazar, State Insurance Commissioner, Division of Insurance (DOI) DORA

☒ *What was the nature and length of your relationship with the vendor?*

Reorganization of division of insurance. Done work within DORA previously. Highly recommended. A 1 year project. Coaching retreat to finalize the organizations.

☒ *Did you have any major problems during the times of service?*

No, very positive

*If yes, describe the problems during the times of service.*

N/A

☒ *Have you had any problems since the work has been completed?*

None

*If yes, describe the problem and the vendor's resolution including response time.*

N/A

☒ *What were the vendor's key contributions or impact on the organization?*

Division structure was not looked at for a good amount of time. What jobs people were doing and the capacity to take up reorganize and restructure. Very positive. Leadership team with an outside look and go over suggestions to figure the new org structure. Fed grant was going away, so guidance on how to keep staff without the grant money. Kept those needed without adding money. Style is calm and delegated different coaching to get supervisors ready for success.

☒ *Was the service completed in the timeframe requested? Any delays? How were they handled?*

Finished project within 1 year.

☒ *How would you rate your overall experience with the vendor?*

Very positive. Has been recommended. Productivity and morale has improved at DORA.

**Reference Questions for Government Performance Solutions (GPS)**

Answers from: Tobin Follenweider, Chief Operating Officer, Colorado Department of Natural Resources

☒ ***What was the nature and length of your relationship with the vendor?***

Tobin has worked with Brian & Greg for many years on a # of projects. Typically, General Lean events.

☒ ***Did you have any major problems during the times of service?***

No major issues always felt like they have gone above and beyond.

*If yes, describe the problems during the times of service.*

N/A

☒ ***Have you had any problems since the work has been completed?***

NO. It has been a great business relationship for years.

*If yes, describe the problem and the vendor's resolution including response time.*

N/A

☒ ***What were the vendor's key contributions or impact on the organization?***

Greg worked with a division chair on a 3 day event, never had a manual on how they processed inspections. Dealt with a mineral and hard rock mining process. Documented the process and built from the ground up, before the event was even was done. Rehiring GPS to handle permit fees.

☒ ***Was the service completed in the timeframe requested? Any delays? How were they handled?***

Projects involve change management and Greg adjusts and knows what works and what doesn't work to get the outcome needed. It doesn't go on to a future to do list.

☒ ***How would you rate your overall experience with the vendor?***

Great! Good group of people. Brian and other staff are very professional and manage the project in way that gets staff involved and understanding the processes.

**Reference Questions for Government Performance Solutions (GPS)**

Answers from: Michael Skorupka, Deputy Director of the Office of Behavioral Health in place of Nancy VanDeMark, Ph.D., Director of the Office of Behavioral Health (OBH) CDHS

☒ ***What was the nature and length of your relationship with the vendor?***

Involved with GPS over 10 projects with 2 different state agencies.

☒ ***Did you have any major problems during the times of service?***

NO. Not even minor problems. Extremely impressed with the work done. Would like to use them even more but funding restrictions.

*If yes, describe the problems during the times of service.*

N/A

☒ ***Have you had any problems since the work has been completed?***

NO. If there were any issues after the project, they were based on the staff not implementing. Really good with following up.

*If yes, describe the problem and the vendor's resolution including response time.*

N/A

☒ ***What were the vendor's key contributions or impact on the organization?***

Recently, reorganized the office of behavioral health. There were two buckets of responsibility on a recent project. 1<sup>st</sup> GPS was responsible for realigning teams in the organization and restructuring to match current service delivery. 2<sup>nd</sup> GPS discovered thru work on about a dozen key project areas that needed to be done that weren't done in the past. They put in place project that transitioned the process seamlessly.

☒ ***Was the service completed in the timeframe requested? Any delays? How were they handled?***

Work was completed either within or ahead of schedule.

☒ ***How would you rate your overall experience with the vendor?***

Really comfortable giving them a 10 out of 10 top rating. Just how they distinguished themselves from other services by delivering work and results that were beyond conceptual reports. Actively involved from start to finish. Follow through and accountability, not only facilitate but they stay active.

**Consent Agenda**

**2018 Governance Budget**



**administration**

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

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TO: LIBRARY BOARD OF TRUSTEES

FROM: JULIA HILL-NICHOLS, CHAIR

DATE: April 20, 2017

RE: **PROPOSED 2018** GOVERNANCE BUDGET - POLICY 4.8.2

The Library Board will consciously invest in its ability to govern competently and wisely. Accordingly, costs will be prudently incurred, but sufficient to ensure the development and maintenance of superior governance, including funds sufficient for:

- A. Library Board training, including publications and dues.
- B. Library Board member travel/reimbursements to annually attend the Colorado Association of Libraries (CAL) annual conference, national conferences, and non-conference travel, as appropriate <sup>(1)</sup>.
- C. Auditing and other third party monitoring of organizational performance.
- D. Surveys focus groups and opinion analysis (included in Communications budget).
- E. Library Board-hosted ownership linkage/outreach events.
- F. Library Board meeting and retreat costs.

Account Category	Account Number	Account Description	<b>2018 Proposed 04-20-17</b>
426000 - Supplies	426100	General Supplies	100
	426137	Office Supplies	100
	426183	Recognition/Appreciation	300
	426390	Food Supplies	50
433090– Professional Services	433090	Professional Services	1000
435600 – Dues, Meetings, Training	435625	Food/Beverages	5000
	435630	Professional Dues	750
	435635	Business Meals	1000
	435640	Training and Education	4000
	435660	Conferences and Trade Shows	2400
435800 – Travel	435850	Mileage	1500
	435860	County Travel	12800
		<b>TOTAL</b>	<b>\$29,000</b>

State Conference: 7 @\$350.00 – CAL, Oct. 12-14, = \$2,450; National Conference(s): 5 @\$2560.00 (PLA, Philadelphia, PA, March 20-24; NLLD, Washington DC, Spring 2018; ALA Midwinter, Denver, February 9-13, ALA Annual Conference, New Orleans, LA, June 21-26 = \$12,800)

Membership Dues: ALA Trustee Annual Membership \$62 each; CAL Trustee Membership \$45 each.

**GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC  
LIBRARY  
BOARD OF TRUSTEES**

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: *GOVERNANCE BUDGET***

**POLICY 4.8**

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The Library Board will consciously invest in its ability to govern competently and wisely.

Accordingly:

1. Library Board skills, methods, and supports will be sufficient to assure governing with excellence.
  - A. Training and retraining will be used appropriately to orient new members and to maintain and increase existing Library Board member skills and knowledge.
  - B. Outside monitoring assistance, including fiscal audit, will be arranged as needed so that the Library Board can exercise confident control over organizational performance.
  - C. Outreach mechanisms will be used as needed to ensure the Library Board understands viewpoints and values of the residents of Jefferson County.
2. Costs will be prudently incurred, but sufficient to ensure the development and maintenance of superior governance, including funds sufficient for:
  - A. Library Board training, including publications and dues.
  - B. Library Board member travel/reimbursements to annually attend the Colorado Association of Libraries (CAL) annual conference, two national conferences, and non-conference travel, as appropriate.
  - C. Auditing and other third party monitoring of organizational performance.
  - D. Surveys focus groups and opinion analysis (included in PIO budget).
  - E. Library Board-hosted ownership linkage/outreach events.
  - F. Library Board meeting and retreat costs.
3. The Library Board will establish its governance budget for the next fiscal year on a schedule determined by the Library's budget officer in conjunction with the budget process.

**administration**

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**Governance Budget**

Organization	% of Operating Budget
Douglas County	.0014
Jefferson County	.0009

Organization	Travel & Conference
Arapahoe County	\$14,000
Jefferson County	\$15,200

administration

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