

BOARD MEETING

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

December 14, 2017



Jefferson County
PUBLIC LIBRARY

APPROVAL OF AGENDA

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, December 14, 2017 – LAKEWOOD LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2.	Pledge of Allegiance
3. Action	Approve Agenda Call for motion and second
4. Action	Approval of Minutes Call for motion and second <ul style="list-style-type: none"> November 9, 2017 Study Session Minutes November 16, 2017 Board Meeting Minutes
5.	Public Comment
6. Information	<ul style="list-style-type: none"> Foundation Report – Jo Schantz
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> Executive Director Update Employee Relations & Development Department – Sandie Coutts <ul style="list-style-type: none"> Organizational Analysis, Government Performance Solutions (GPS) <u>Action Item – Call For Motion:</u> Executive Director Recruitment Finance Department – Gloria Overholt <ul style="list-style-type: none"> Financial Reports <u>2018 Budget Adoption</u> <u>Action: Call for Motion:</u> Recommend that the Library Board of Trustees adopt the 2018 budget and authorize the Executive Director to implement the spending plan contained therein. Public Services Department <ul style="list-style-type: none"> Edgewater Update – Steve Chestnut & Julianne Rist Facilities Department – Steve Chestnut <ul style="list-style-type: none"> <u>Action Item – Call For Motion:</u> Edgewater Lease Agreement & Intergovernmental Agreement (IGA)
8. Action as Needed	Consent Agenda (4.3.4) <ul style="list-style-type: none"> <u>Action Item – Call For Motion:</u> Adopt 2018 Governance Process Calendar
9. Emerging Issues Action as Needed	

BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

10. Action as Needed	Ends <ul style="list-style-type: none">• No items
11. Action as Needed	Governing Policies: Management Limitations (Monitoring Reports) <ul style="list-style-type: none">• No items
12. Suggest Agenda Items	BOARD SCHEDULE – NEXT MEETINGS <ul style="list-style-type: none">• January 11 – Study Session – 5:30 pm – Administration Conference Room• January 18 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room• February 8 – Study Session – 5:30 pm – Administration Conference Room• February 15 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room• March 8 – Study Session – Administration Conference Room• March 15 – Board Meeting – Lakewood Library Meeting Room
13. Discussion	Board Questions or Comments Related to Items on the Meeting Agenda
14. Discussion	Evaluate Board Meeting (4.1.9)
15. Information	Announcements/General Information Sharing <ul style="list-style-type: none">• Report of the Chair – Correspondence, Other• Other Announcements
16. Adjournment	

APPROVAL OF MINUTES

Jefferson County Public Library Board of Trustees
Study Session
November 9, 2017 – 5:30 p.m.
Administration Conference Room

TOPICS:

- 2016 Benchmarking
- Kleen-Tech Contract Information
- CORA Policy Information

Call to Order

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

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

Trustees not present: All Trustees were present

Staff present: Pam Nissler, Executive Director; Rebecca Winning, Director of Communications; Gloria Overholt, Interim Director of Budget & Finance; Julianne Rist, Director of Public Services; Pat Klein, Director of Information Technology; Sandie Coutts, Director of Employee Relations & Development; Monica Rezac, Data Market Analysis Manager; Brigitte Lindner, Data Specialist and Amber Fisher, Executive Assistant, Office of the Executive Director.

2016 Benchmarking Study

Brigitte Lindner introduced the topic and presented 2016 benchmarking information.

Purpose

- To benchmark key performance indicators against a group of comparative peer libraries, and to monitor JCPL's progress towards performing at or above their median of the peers.
- To identify opportunities for improving library services and key areas of focus in the allocation of resources going forward.

2016 is the first year after the successful passing of the mill levy, which enabled JCPL to operate on a substantially higher budget than in previous years.

- Restoring hours
- Buying more materials
- Updating technology

- Capital maintenance

Increasing the public service hours was one of the most direct and immediate measures to improve access to library services for the community. It is themed throughout the benchmarking study, and will show how it affected use of the Jefferson County Public Library when compared to the peers.

The Board was presented with information on the study's methodology including ranking, comparison tables, trend graphs, percentiles, peer group, selection criteria and benchmarking parameters.

As in previous years, JCPL's peer group was selected on population size and revenue per capita, allowing for a 20 percent +/- deviation range from JCPL's annual values for benchmarking. For 2016, thirteen peers for comparison resulted from the selection process. As in past years JCPL's two most comparative local libraries, Pikes Peak Library District and Denver Public Library, are part of the benchmarking group, which allows for comparison with libraries local to Colorado. For the purpose of this study, the selection criteria "population" is defined as the number of people residing in the Legal Service Area (LSA) of the library. For JCPL this represents Jefferson County. Various measurements are based on population and calculated per capita or per 1,000 capita to factor in population size and growth when evaluating annual counts and use parameters. The selection criteria "revenue per capita" refers to the funds received for operating the libraries, broken down to reflect the available budget per county resident.

JCPL continued to rank low compared to the median in:

- number of branches
- square footage per capita
- collection size per capita
- public service hours per 1,000 capita
- FTE per 1,000 capita

The following parameters showed a high demand, especially when related to the public service hours.

- visits
- circulation & turnover
- program attendance
- market penetration

While the demand shows the community is excited about JCPL's library services, the facilities/hours/square footage show constraints for future improvement objectives.

In response to questions, the Board was advised that:

- Data on FTE per square foot would require subtracting the administrative FTE in order to compare the floor staff per square foot.
- In reference to the FTE, square footage and facility questions, the Board will be provided with more information at the December Board meeting with the presentation of the organizational assessment from GPS and information on the long-range facility assessment when that work is completed early next year.
- While there is no way to obtain information on the collection management practices of other libraries in the peer group, JCPL has taken steps to weed its collection and focus on high interest and high demand materials.
- JCPL's turnover rate of 7.4 is very high compared to industry standard and can translate into higher wear and tear on materials.

The Board expressed appreciation to Brigitte Lindner for her work on the 2016 benchmarking study. The Board will be provided with the PowerPoint presentation to accompany the complete study that was provided in the study session materials.

Kleen-Tech Contract Information

Gloria Overholt, Interim Director of Budget and Finance introduced the topic. On October 1, 2015 - The Library entered into a contract for janitorial services with Kleen-Tech Services for the period October 1, 2015 to September 30, 2016. Per the contract, the Library may extend the contract up to four additional one-year terms.

September 29, 2016 – 1st Amendment to Contract for the maintenance of the Sharp Containers in the amount of \$10,644 was approved.

During the next renewal period, the Library agreed to negotiate with Kleen-Tech for an increase to the base monthly fee. The State of Colorado increased the minimum wage for Colorado workers and Kleen-Tech requested an increase in the monthly fee to offset their increased costs. Negotiations between the Library and Kleen-Tech resulted in a 6% increase for the period October 1, 2017 to December 31, 2017, with the understanding that negotiations would continue in order to reach a beneficial result for the next three years - January 1, 2018 to December 31, 2020.

The Library requested detailed financial information from Kleen-Tech in order to determine if the requested price increase was reasonable. The requested information was provided and reviewed. The Executive Director, Finance Director and Facilities Director agreed to move forward with the increase requested from Kleen-Tech.

The Library is confident that this is the company that best serves the needs of the Library and they have provided excellent services. At the November 16, 2017 Board meeting, the Library will recommend that the Trustees authorize the Executive Director to sign a contract with Kleen-Tech Services

In response to a question, the Board was advised that all the libraries, including the administration facilities have sharps containers.

CORA Policy Information

Rebecca Winning, Director of Communications addressed the Board and provided information on the CORA policy. The proposed policy has been reviewed by the County Attorney's office and it is aligned with the county policy. The Library will ask the Board to approve the policy at the November Board meeting.

ADJOURNMENT

The study session was adjourned at 6:58 p.m.

Kim Johnson, Secretary

Minutes of the Meeting of the
JEFFERSON COUNTY PUBLIC LIBRARY
BOARD OF TRUSTEES
November 16, 2017

CALL TO ORDER – REGULAR MEETING

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on November 16, 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), Pam Anderson, John Bodnar and Brian DeLaet.

Trustees not present: Deborah Deal

Guests: Paul Wember, President, Wember, Inc.

Staff present: Pam Nissler, Executive Director; Donna Walker, Director of Public Services; Sandie Coutts, Director of Employee Relations & Development; Julianne Rist, Director of Public Services; Rebecca Winning, Director of Communications; Steve Chestnut, Director of Facilities and Construction Projects; Gloria Overholt, Interim Director of Finance Budget; Pat Klein, Director of Information Technology; 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 John Bodnar the motion passed by unanimous vote of all Trustees present.

APPROVAL OF MINUTES

MOTION: Charles Naumer moved approval of the minutes of the October 12, 2017 Study Session. Seconded by Brian DeLaet the minutes were approved by unanimous vote of all Trustees present.

MOTION: John Bodnar moved approval of the minutes of the October 19, 2017 Board meeting. Seconded by Kim Johnson the minutes were approved by unanimous vote of all Trustees present.

PUBLIC COMMENT

There was no public comment.

FOUNDATION REPORT

Jo Schantz, Executive Director of the Foundation provided an update on the activities of the Foundation. The Fall Whale sale raised \$64,000. Jo Schantz shared the brochure for the Royal Tea for Royalty event held last week where Tami Shrader received the legacy award. Holiday book sales are coming up next month as well as the end of year campaign. Two grants were received, \$1600 from the City of Wheat Ridge and \$2500 for general operating expenses from the Foundation at Rolling Hills.

SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES

Executive Director Update

Pam Nissler, Executive Director, provided an update to the Board. The Lunch Box Express program by Jewish Family Services was very successful. The Wheat Ridge Library served 504 lunches, the Lakewood Library served 1,118 lunches, the Belmar Library served 1,760 lunches and the Arvada Library served 1,236 lunches.

Steve Chestnut, Director of Facilities and Construction Projects advised the Board that the Library received notification that hail damage sustained at the Library Service Center, Lakewood/Administration and Belmar will be covered by insurance. The claim is being handled through County Risk and the amount of reimbursement has not yet been received. The Library will keep the Board advised.

Budget and Finance Department

Gloria Overholt, Interim Director of the Finance and Budget Department presented information on the activities of the Budget and Finance Department. The Board was advised that Section C in the report is in response to questions from the Board regarding the status of 2017 Capital Projects.

In response to questions, the Board was advised that:

- Most of the RFID pads Library staff uses are seven years old and failing. The Library is purchasing 80 RFID replacement pads. There are approximately 100 total RFID pads that staff use for checking in and checking out materials and other collection administration tasks.
- The placement of items in the Annual Replacement & Maintenance (ARM) budgets and items in the individual capital projects budgets is determined, in part, on the amount of the item. If an item is \$10,000 or more it is called out separately.
- The Sorter Replacement Sinking Fund will be replenished in 2018 by \$350,000 bringing the fund to approximately \$700,000; however, the Library is planning to replace two sorters in 2018.
- Debt Service is billed and paid at the end of the year.
- The fund balance at the end of October was \$26 million; however, that will be spent down by approximately \$9 million by the end of the year.

- The projected year-end 2017 contributions from private sources will be corrected to \$75,191.
- The Library expects to have final numbers for the carry forwards by February 2018.
- The 80 replacement RFID pads are not an additional purchase. They are included within the original project budget approved by the Board. No additional Board approval is expected.
- The Library will not purchase the two RFID self-check kiosks for Edgewater as noted in the report. The kiosks for the new Edgewater Library will be included in the budget for that project.

Public Services

Edgewater Library Project

Paul Wember, President, Wember Inc., provided an update to the Board. Paul Wember expressed appreciation to the Library's Edgewater team for their exceptional support and teamwork. The initial community meetings have been completed and communication with the City's Owners Representative and design team are going well. The design team is now involved in reviewing the community inputs and understanding what the community wants and needs in their library. The team is slowing down to make sure it gets everything right before moving on to the technical aspects of the project. This slowing down will not reflect on the budget or schedule. The team received a robust response from the community through both the online survey and in-person community meetings. There were more than 60 people at the last community meeting and discussion about the spaces (teen, children's, quiet area, etc.) provided a lot of information to incorporate into the plan in order to reflect the community. In response to a question, the Board was advised that a draft floor plan is being developed to incorporate the community information and will be shared with the Board at the December meeting.

Communications Department

Rebecca Winning, Director of Communications addressed the Board and provided information on the CORA policy.

Colorado Open Records Act (CORA) Policy

MOTION: Brian DeLaet moved that the Library Board of Trustees approve the Colorado Open Records Act (CORA) Policy as presented. Seconded by John Bodnar the motion was approved by unanimous vote of all Trustees present.

Facilities & Construction Department

Steve Chestnut, Director of Facilities and Construction Projects addressed the Board and provided an overview of the negotiations with Kleen Tech Services.

Kleen Tech Services Contract

MOTION: Charles Naumer moved that the Library Board of Trustees authorize the Executive Director to sign a contract with Kleen Tech Services to provide janitorial services for the period January 1, 2018 through December 31, 2018, in the amount of \$414,653, with the option for an additional 2 years, 2019 and 2020,. Seconded by Pam Anderson the motion was approved by unanimous vote of all Trustees present.

CONSENT AGENDA

Proposed 2018 Governance Process Calendar

The Trustees reviewed the proposed 2018 Governance Process Calendar for adoption at December 14, 2017 Board meeting. The Executive Director advised the Board that the proposed adjustments to the calendar reflect the new schedule for reporting progress on the strategic priorities from quarterly to six months.

BOARD SCHEDULE – NEXT MEETINGS

- December 14 – BCC & Library Board Quarterly Meeting – 11:30-12:30 – BCC Board Room, 5th Floor
- December 14 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- January 11 – Study Session – 5:30 pm – Administration Conference Room
- January 18 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- February 8 – Study Session – 5:30 pm – Administration Conference Room
- February 15 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- March 8 – Study Session – Administration Conference Room
- March 15 – Board Meeting – Lakewood Library Meeting Room

ANNOUNCEMENTS/GENERAL INFORMATION SHARING

Trustee DeLaet advised the Board that he visited the Lakewood Library on Sunday and could not find a parking place. He noted how great it was to see how popular the Library is with the community. Trustee Johnson noted that during a strategic planning meeting with Jeffco Schools, she received a comment that the schools could learn a lot from the Library in its interest in becoming a community hub.

CALL FOR EXECUTIVE SESSION

Pursuant to CRS 24-6-402(4)(f) Personnel Matters.

MOTION: John Bodnar moved to adjourn the regular meeting of the Library Board of Trustees at 6:11 p.m. and reconvene in Executive Session pursuant to CRS 24-6-402 (4)(f) Personnel Matters. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

The Chair called the Executive Session to order with the following Trustees present: Charles Naumer, John Bodnar, Brian DeLaet, Kim Johnson and Pam Anderson. Also present was Pam Nissler, Executive Director, Sandie Coutts, Director of Employee Relations and Development; Rebecca Winning, Director of Communications; and Amber Fisher, Executive Assistant. The Chair noted that the session would be recorded and that the recording would be retained for the required 90 days.

CALL FOR ADJOURNMENT OF EXECUTIVE SESSION AND TO RECONVENE THE REGULAR MEETING

MOTION: John Bodnar moved to adjourn the Executive Session at 6:18 p.m. and reconvene the regular meeting. Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

The Chair provided the following Executive Session Summary as required by Colorado Statute: The Library Board of Trustees met in Executive Session pursuant to CRS 24-6-402(4)(f) Personnel. The Trustees held that discussion and this summary is provided as required by Colorado Statute.

The Chair announced that Pam Nissler, Executive Director has submitted her notice of intent to retire effective August 31, 2018. The Library Board will appoint a formal search committee to manage the recruitment and comply with the legal requirements in the open meetings law. Part of the work will include developing the job description, recruitment timeline and providing for community input.

The Board reached consensus and directed Sandie Coutts, Director of Employee Relations and Development to begin the process and provide the Board with recommendations and options for moving forward with the recruitment at the December Board meeting.

The Chair advised the Board that she would send a notice to the Board of County Commissioners (BCC). In addition to the notice to the BCC, staff will be notified and a press release announcing Pam Nissler's retirement will be issued. The Board will be copied on all the communications.

ADJOURNMENT

The regular Board meeting was adjourned at 6:27 p.m.

Kim Johnson, Secretary

FOUNDATION

JEFFERSON COUNTY LIBRARY FOUNDATION

EXECUTIVE DIRECTOR REPORT

DECEMBER 2017 (NOVEMBER 17 – DECEMBER 14)

By Jo Schantz

1) Recent events

- a) ***Royal Tea with Royalty*** – This Foundation fundraiser was held at the elegant Briarwood Inn in Golden on Friday, Nov. 10, 3:30 to 5:30 p.m. We raised nearly \$8,000 from ticket sales, sponsorships and through our live auction.
- b) **Holiday Book Sales**
 - December 1-2 – 9 a.m. to 5 p.m. at the Standley Lake Library in Arvada – we have raised \$5,200 in sales from this event (as of 12/5/17)
 - December 8-9 – 9 a.m. to 5 p.m. at the Golden Library in Golden

2) Upcoming events

- a) **Friends Annual Meeting** – Friday, February 2, from 11:30 a.m. to 1 p.m. at the Wheat Ridge Recreation Center in Wheat Ridge. Our guest speaker is author Scott Gibson.

3) Donation appeals

- ✓ **Colorado Gives Day** – Tuesday, December 5
- ✓ **End-of-year campaign** – This year's theme for our direct mail solicitation is "Join the 100% Club." Donations gathered from this appeal will be matched "100%" by the Foundation (up to \$40,000), and those JCLF matching dollars will be funneled into the endowment. All 100% Club donors can designate their monies toward the following JCPL funding areas: general operating support; Early Childhood Literacy; 2018 Summer Reading; or STEM/STEAM programming.

Our goal is to raise \$28,000 from these two annual appeals.

4) Meetings and networking

On Friday, Nov. 17, the Foundation sponsored a table at the Celebrate Women breakfast hosted by the West Chamber. Library Trustee Julia Hill-Nichols was recognized as one of this year's honorees.

Our Foundation offices were closed in observance of Thanksgiving and the day after (Nov. 23 and 24). On Nov. 27, I met with Board member TJ Bowen (who heads our Fundraising committee and is part of the Nominating committee) to discuss fundraising plans for 2018. We also discussed new Board member nominations.

The Foundation hosted a quarterly meeting of Development Officers from Colorado Libraries statewide at the Arvada Library on Tuesday, Nov. 28. Ten Officers from various Library districts (including Pikes Peak, Arapahoe, etc.) attended the lunch meeting and enjoyed a behind-the-scenes tour of the Arvada Library.

I met with Julie Fendrich of Colorado Public Radio on Nov. 29 to discuss broadcast advertising on Denver-area radio as part of sponsor packages for 2018 Friends Community Partnerships. Earlier that day, Pam Nissler and I met for our regularly scheduled 1-1 meeting.

Dana Russell (from Westerra Credit Union) met with me on Dec. 5 to discuss our 2018 partnership opportunities and fundraising efforts. I also met that same day with Lindsay Reinert, Event Program Manager for Lutheran Medical Center, to review potential collaborations for this coming year.

I was pleased to provide a presentation to the Wheat Ridge Optimist Club on Wednesday, Dec. 6, as part of the Foundation's community outreach. That same afternoon, I met with the Finance Committee to discuss the 2018 Foundation budget and to prepare this for a presentation to the Board of Directors for approval at the December Board meeting.

Our monthly Library and Foundation Senior Management Team meeting took place on Thursday, Dec. 7. On Dec. 8, I participated in the holiday book sale held at the Golden Library.

I'm currently exploring an opportunity to partner with Friends of Dinosaur Ridge on a new fundraising event – a family walk/run – in 2019, and I met with Executive Director Jeff Lamontagne and the Dino Ridge Development Officer on Dec. 12 to determine how this activity might benefit both our nonprofit organizations.

5) Grants, Events and Sponsorships

Grant proposals submitted during this month:

- Edward Madigan Foundation -- \$5,000 for 2018 Summer Reading
- Grants and Sponsorship submissions in 2017 to date total \$264,508.
- Grants and Sponsorships received/approved to date total \$103,935, or a 39% positive return on requests submitted in 2017.

Operational Updates

Executive Director Update

MEMORANDUM



TO: Library Board of Trustees
FROM: Pam Nissler, Executive Director
RE: December 2017 Board Report

This month, I participated in the following activities and events:

- A conference call with the City of Westminster to prepare them for being contacted by our firm that is preparing our long range facility plan.
- A tour of Columbine and lunch with Patti Bateman, Director of the Aurora Library and Nancy Freed, the Deputy City Manager of Aurora
- The West Chamber annual board retreat
- The CYLC (Children and Youth Leadership Commission) monthly meeting of the Child Welfare Committee
- The monthly CYLC board meeting
- The monthly meeting of the Elected Officials Personnel Board

I sent out information on the annual National Library Legislative Day, May 8 –9. Please let Amber know if you wish to go and she will help you with arrangements.

I will be on vacation from December 15—26. My son, will be home on leave. Donna Walker will be Person in Charge in my absence.

Operational Updates

Employee Relations & Development Department

MEMORANDUM

TO: Library Board of Trustees

FROM: Pam Nissler, Executive Director

DATE: December 5, 2017

RE: Government Performance Solutions (GPS) – Organizational Analysis

Introduction

Here is the power point that our consultants, Government Performance Solutions, will be presenting to you at the December Board Meeting. In preparation for that meeting, I'd just like to recap the situation that brought us to the conclusion that the library needed an organizational study that looked at the structure of our organization and at the staffing needs that will allow us to move forward toward an optimal service model.

As you know, we've been understaffed for some time. During the recession, we eliminated 78 FTE positions (over 100 people) As a result, we've been ranking below the 25th percentile in FTE's per 1000 capita for four of the last five years.

When we passed the mill levy in 2015, we used the increased revenue to address patron services first. At your direction, we invested heavily in books and materials, technology, and capital projects. We also increased hours and hired additional staff to cover those hours; however, we did not restore all of the 78 FTE positions. We used the same lean staffing model that we've used since the recession.

While we saw significant improvements in nearly every service measure in 2016 (including service hours, library visits, circulation, and number of programs) our staffing levels remained below the 25th percentile in comparison to the staffing levels of our peers.

We know that this is not sustainable and it's unfair to the employees who work here. We're seeing the effects of stress in employee performance appraisals, exit interviews and turnover. We're also seeing it in our ability to meet our organizational objectives. Staff have been working beyond their capacity for years, and it must not continue.

We recognize that we need to restore staffing to more reasonable levels. We also know that we need to be data driven, intentional and strategic about how and when we add staff.

To that end, we hired Government Performance Solutions, Inc. (GPS) to take an objective look at our staffing—not only in terms of how many employees we need to meet our strategic objectives, but also how the library should be organized to maintain maximum efficiency and effectiveness as we grow.

We chose GPS for their expertise in organizational analysis, their broad experience in working with governmental agencies and their highly collaborative approach. They've been working since June to develop their recommendation and we've asked them to share it with you at the Board meeting on December 14th.

Confidential

JCPL Organizational Analysis

Board Update

December 14, 2017



Contents

- Overview
 - GPS Introduction
 - Background
 - Organization Assessment Process and Participation
- Executive Summary
 - JCPL Performance in relation to peers
 - Recommendation Summary
 - High Level Org Structure and Staffing
 - High level phased implementation plan (how many FTEs we plan to add by year)
- Recommendations
- Organization Structure
- Staffing and Implementation Considerations
- Appendices



Who is GPS?

Government Performance Solutions, Inc. (GPS) is:

- A Denver-based small business founded in 2013
- Focused on helping Public Sector leaders drive operational performance by:
 - Conducting organizational assessments
 - Identifying mission critical functions
 - Building capacity to better meet the needs of citizens

In the last 24 months, we have completed high-priority engagements with many of Colorado's largest public-sector agencies. The nine agencies outlined below involved organizational assessments.



The GPS Team

Ours is an all-senior team, each with at least 15 years experience in organizational design and performance.



Greg

Kate

Kevin

GPS Team Partnering with JCPL:

Greg Bellomo —Managing Partner, Engagement Leader

- 20 years of experience organizational effectiveness and operations strategy
- 6 years of public sector consulting with 5 operational assessments

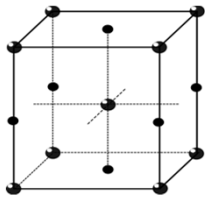
Kate Newberg — Principal, Analysis & Insights

- 15+ years in organizational effectiveness across consulting and operations
- 6 years of public sector experience with 3 organizational assessments

Kevin Mindenhall — Principal, Analysis & Insights

- 20+ years of quality and organization effectiveness consulting
- Led several organizational analysis projects in public and private sectors

How We Work



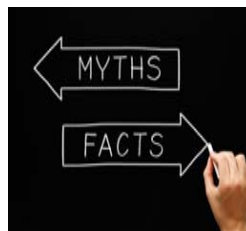
We provide structure by:

- Keeping the group on task
- Using proven constructs



We encourage collaboration by:

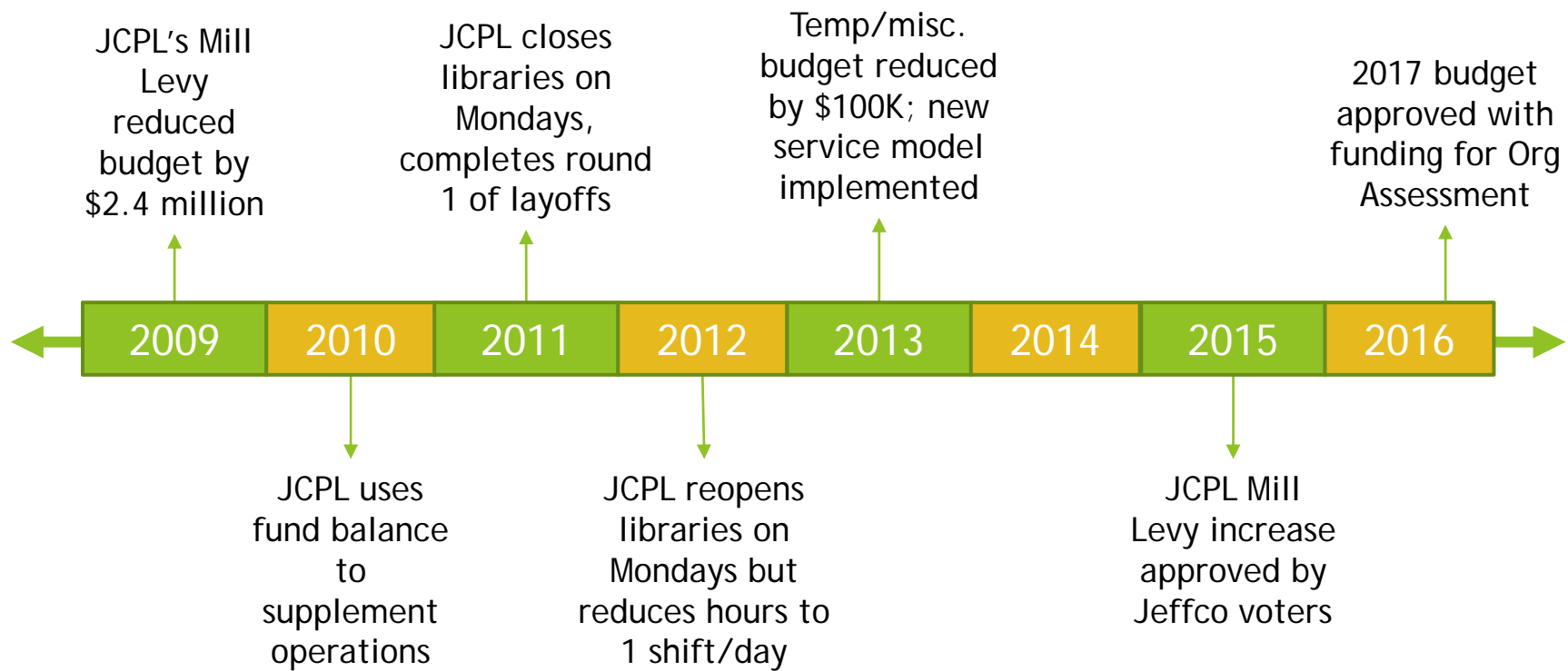
- Stimulating active participation
- Inspiring fun



We respectfully challenge by:

- Separating facts from myths
- Focusing on being effective

Background



Engagement Objectives

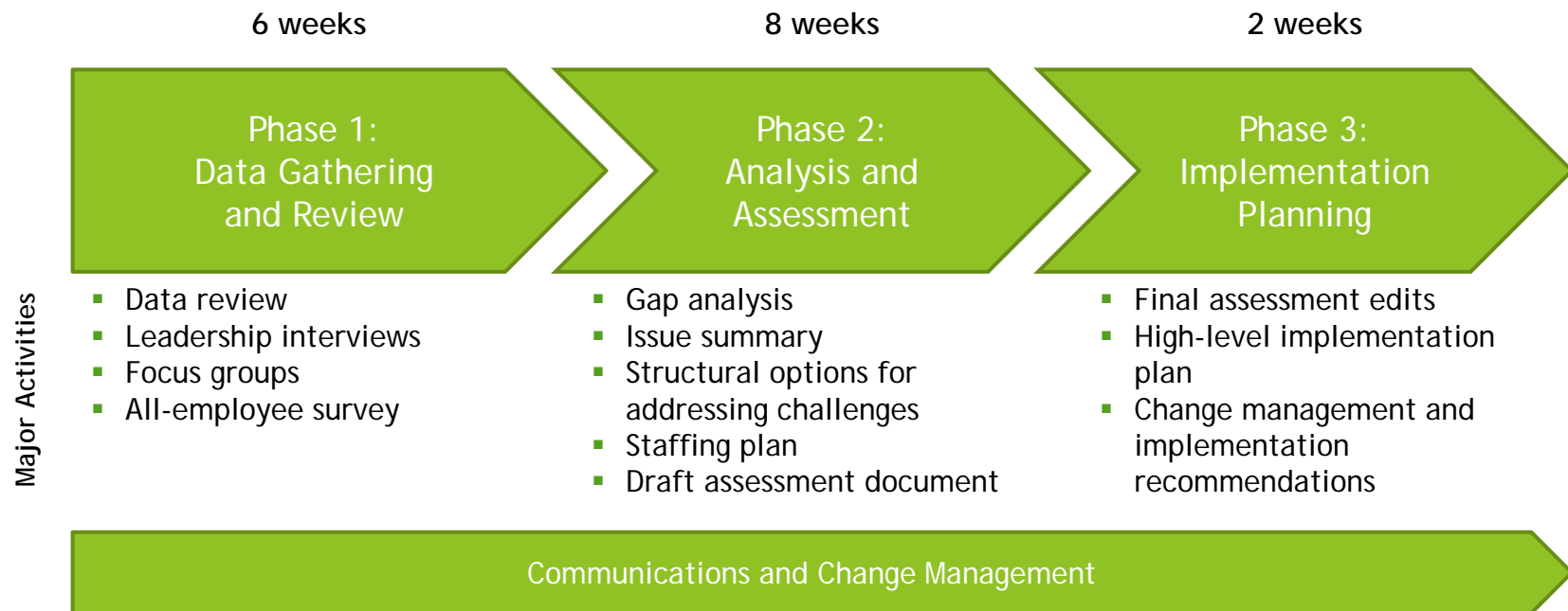
JCPL engaged GPS in June 2017 to conduct an organizational assessment with the following objectives:

1. Analyze and evaluate the effectiveness of JCPL's current organizational structure, distribution of functions, and staffing levels
2. Define future organizational structures that promote cross-collaboration and accelerate the achievement of strategic and operational goals
3. Establish staffing levels that allow JCPL to operate efficiently today and that can be quickly adjusted to meet future needs
4. Adjust roles/responsibilities to create meaningful, fulfilling jobs that are easy to source in today's employment market

Organization Assessment Process

GPS engaged JCPL in a collaborative, consensus-building process over 16 weeks

- Interviewed 30 leaders and key staff
- Facilitated 11 Focus Groups, engaging more than 100 employees
- Conducted an all-employee survey with 200 responses
- Held 5 SMT workshops and 3 CMT workshops
- Reviewed peer performance data and organizational designs



Executive Summary

- JCPL Performance in Relation to Peers
- Summary of Recommendations
- Organizational Structure and Staffing
- High-level Phased Implementation Plan for FTE Additions

JCPL's Performance Compared to Peers¹

Benchmarking Use and Staffing Parameters	JCPL Ranking 2016 ²
Circulation Per Capita	1
Circulation per public service hour	2
Library Visits Per public service hour	2
Staff Expenditures	12
Total Paid Staff Hours (calculated by PLDS)	10
FTE (Full Time Equivalent) Per Year	10
FTE Per 1,000 Capita	11
FTE Per 1,000 Circulation	13

..JCPL's circulation and visits are near the top of the peer group...

...while staffing levels rank near the bottom of the peer group.

1: Based upon 2016 peer group data with a 14-member group. 2: The peer group rankings are arranged from 1 (highest) to 14 (lowest).

JCPL Staffing Gap Compared to 2016 Benchmarking Peers

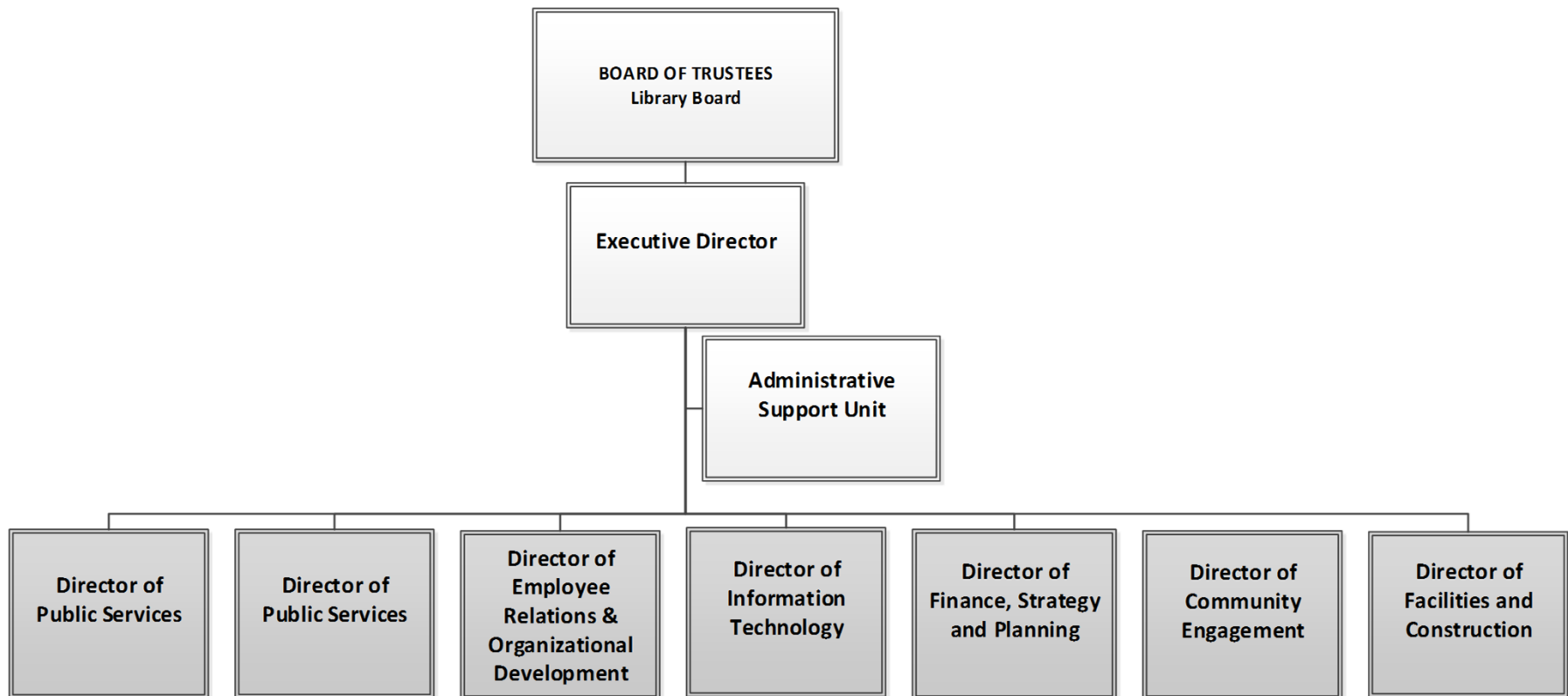
JCPL's staffing gap to the 50th - 75th percentile of the peer group is estimated to be **43 - 72 FTEs** and from **\$2,000,000+ to \$9,000,000+** in staff expenditures.

Staffing Levels:	Peers at 50th percentile (median)	JCPL	+ or - JCPL	Peers at 75th percentile	+ or - JCPL
FTE ¹	287	244	-43	316	-72
Staff Expenditures	\$17,552,463	\$15,371,707	-\$2,180,756	\$24,836,983	-\$9,465,276
Staff Expenditures as percent of operating	63.09%	58.43%		68.13%	

1: FTE used in benchmarking represents the number of 40-hour equivalents, as calculated by PLDS. This calculation includes all paid hours, including temporary staff, and is hence higher than the 208.5 budgeted (215 approved) FTE count.

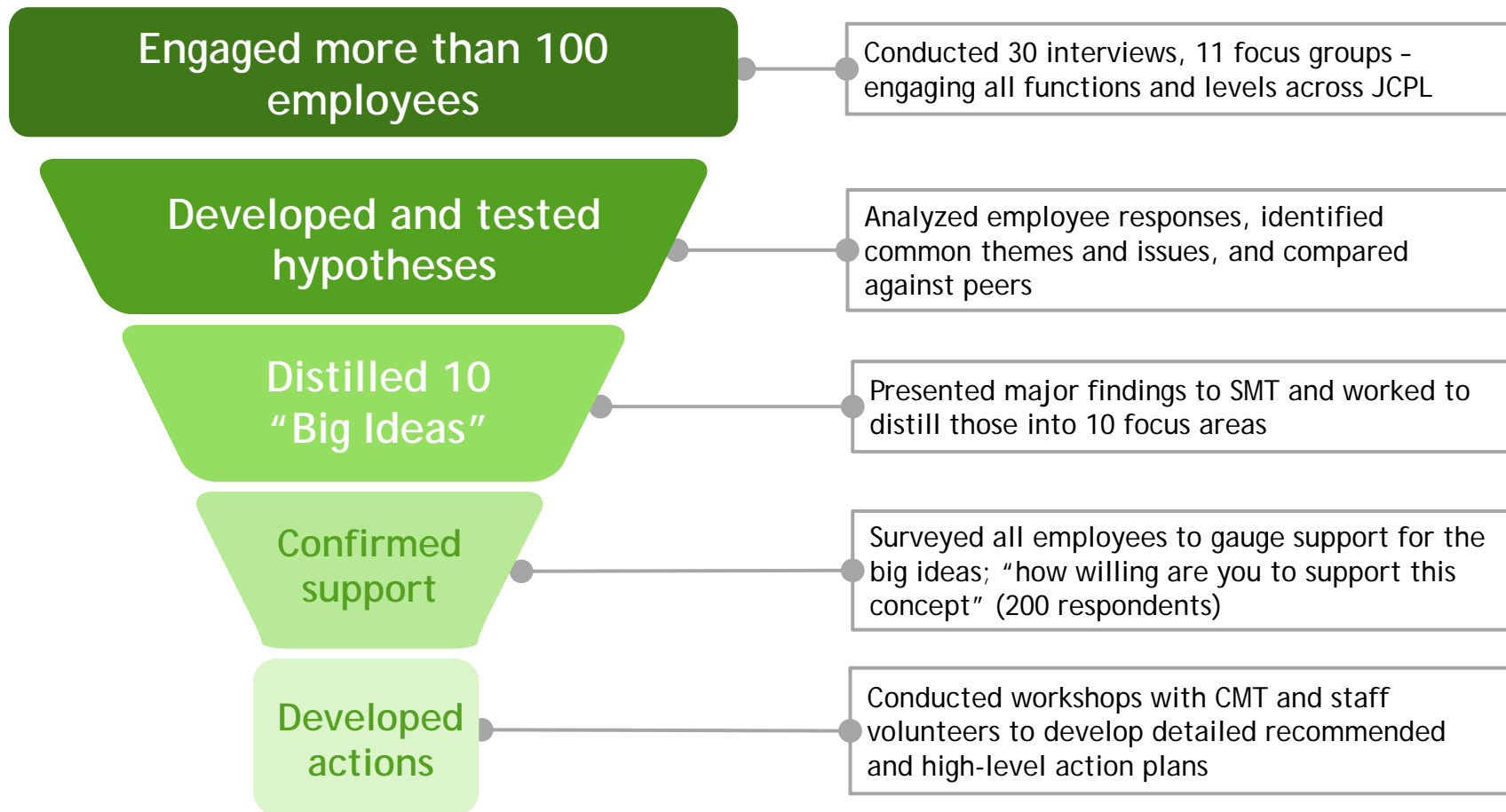
JCPL High-level Organizational Structure

GPS' conclusion is that the existing Senior Management Team (SMT) structure, with a few modifications, is more than adequate over the near term. The SMT works well together and has clear roles and responsibilities. Increasing staffing to the 50th percentile level of JCPL's peers will remove barriers to success, provide the ability to meet patron needs and improve staff work experience and morale. Options for organizational structural changes should be considered as senior leaders retire or leave the organization.



Note: Significant changes are proposed in the scope of each Director role which may result in reclassification of these positions.

Recommendation Development Process



Note: Focus group inputs that were not related to Organization Structure and Staffing were captured in a "Parking Lot" and provided to SMT members for further action. A number of suggestions are already in progress and those will be communicated to employees via *Green Sheets*.

Recommendation Summary (1 of 4)

GPS has developed 10 recommendations and related proposed actions, which are summarized below:

- 1: Increase Patron Experience (PX) staffing levels to provide desired experience while improving PX work experience and morale
 - 1a: Increase on-the-floor resources to provide desired patron service levels while allowing staff development and project time
 - 1b: Add FTEs per the PX staffing model for existing facilities and the new Edgewater library
 - 1c: Acquire expertise in areas such as technology and Spanish language when increasing staff
- 2: Revise the Operations model to enrich jobs, provide for employee development and meet entry-level market realities
 - 2a: Add additional Operations Pages and create part-time benefitted Page positions
 - 2b: Upgrade expectations and training for Operations staff to enhance merchandising, collection maintenance and customer service capabilities
- 3: Re-align core service functions and provide additional support for PS Managers and teams
 - 3a: Create full-time managers for several Core Services, including Kids and Families, Programming, Adult Services and Stats
 - 3b: Increase staffing in the select Core Services to fill existing gaps and unmet needs
 - 3c: Investigate the specific support required for individual managers, perhaps utilizing the services of a contracted organizational design consultant

Recommendation Summary (2 of 4)

Recommendations continued:

4: Implement changes to the current substitute model by providing a floating pool of PX staff

4a: Establish a centrally-managed PX Floater pool to provide absentee coverage and drive consistency across locations

- Staff the floater pool with 1 supervisor and 6 PX staff
- Maintain a smaller roster of existing Temp Subs to fill unplanned absences and cover peak demand periods

5: Realign roles and staffing to support the increased collections budget

5a: Evaluate the responsibilities and workload of the ILL/Acquisitions lead. Increase LSC staffing by 1 ILL/Acquisitions Associate and evaluate the need for additional staff

5b: Evaluate the responsibilities and workload of the Data Base Maintenance (DBM) lead. Increase receiver/processor by 1 FTE to meet demands while evaluating the need for additional staff

6: Enhance community engagement, partnerships and communications to achieve strategic goals

6a: Add a Manager of Community Engagement with system-wide responsibility for coordination of strategic partnership development (targeted) and opportunistic partnerships (responsive)

6b: Provide volunteer opportunities for Jeffco's highly-skilled citizens to participate in advancing Library programs and goals

6c: Move Volunteer Coordinator into Community Engagement unit to improve coordination and alignment

Recommendation Summary (3 of 4)

Recommendations continued:

7: Add a Safety and Security function to address increased numbers of incidents and staff concerns

7a: Add a Security Manager to the Facilities Division to oversee Safety and Security and coordinate system-wide training as well as to provide a more-consistent interface to the community and law enforcement

7b: Create a formal incident monitoring system to refine Security support as incidents ebb and flow

7c: Provide staff training on the JCPL Code of Conduct, de-escalation techniques and dealing with difficult patrons

8: Increase staff development and training functions and centralize these under ERD

8a: Add a Training Manager and Coordinator to ERD staff to develop and support a formal training program for various staff levels

8b: Utilize Library staff to teach selected specific training modules

8c: Add Masters of Social Work (MSW) Support Specialist to provide patron services, training and support for staff in dealing with patrons in need

8d: Take advantage of technology such as a Learning Management System (LMS) to enable some self-service training modules

Recommendation Summary (4 of 4)

Recommendations continued:

9: Add specific support functions (Communication, Finance, Facilities, ERD and IT) to support the planned growth in staff and facilities

9a: Increase support departments' specific staffing levels as outlined in the next section of this report, which includes:

- Providing a home for the Strategic Planning coordination function in the new Finance Director's role
- Adding a construction support and facilities staff to accommodate expansions
- Filling an existing gap by creating Patron Tech support roles to enhance technology training and support
- Increasing resources for accounting and contracting
- Adding capacity in graphics, production and marketing
- Increasing resources to support recruitment

10: Engage in succession planning and employee development to set up JCPL for future success

10a: Establish a succession plan by identifying a cadre of future leaders and providing coaching, mentoring and training support

10b: Develop options for consolidation and realignment that could be exercised in the event of an SMT retirement

High-level Implementation Plan: Estimated FTE and Budget Impact

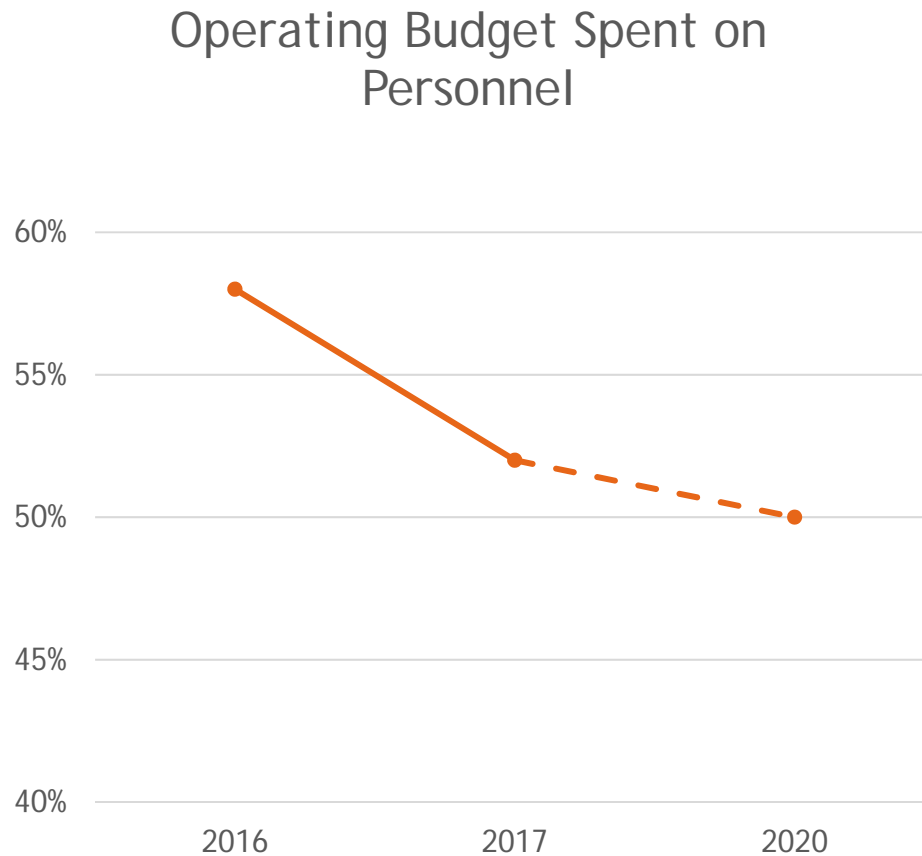
The table below summarizes the proposed FTE additions by functional unit and the budgetary implication of these changes¹. The changes will be phased in over several years as strategic initiatives and facilities changes take effect. Eighty percent (80%) of JCPL personnel are Public Services employees.

JCPL Department	Current FTE (including Temp hours)	Estimated New FTE	Temp to Standard	Budget Offset (\$000s) ³	Estimated Budget \$
Public Services	195.25	43	24.5	\$ 563	
ERD	6	2.5	1	\$ 31	
IT	14.5	6.5	2	\$ 67	
Finance, Strategy & Planning	6	3			
Facilities & Construction	10	3			
Communications	7.25	2.75	1.75	\$ 89	
ASU	5	2			
Total FTE	244	62.75	29.25	N/A	
Estimated Budget Impact (\$000s)		\$3,417	\$1,229	\$ 750	\$3,896

1: This analysis is confined to current locations and the new Edgewater facility. Any further expansion will require additional staff.

2: All figures rounded to the nearest thousand. Adding complete figures may result in a rounding error up to \$1,000.

Operating Budget Implication



- More than half of the current JCPL workforce is temporary (part time non-benefitted employees).
- In 2017, JCPL will spend 52% of the operating budget on personnel, a reduction of 6% from 2016.
- If the Board approves the full 4.5 mills in 2019-2020 and adds \$3.9 million in personnel costs over the same period, JCPL is projected to spend 50% of its total operating budget on personnel costs ¹.

1: This figure does not include debt service or capital projects.

Implementation Considerations

Based on our experience with the organization, GPS recommends the following guidelines be considered during implementation:

- The critical changes needed in 2018 are known, but JCPL must develop the plans to begin the hiring, onboarding and training for multiple new positions in 2019 and beyond
- Contracting for ERD, Safety and Security and MSW support services in 2018 will provide an opportunity to lay the groundwork for adding staff in these areas in 2019
- A number of planned changes can be piloted at one or more locations to prove and refine concepts prior to system-wide rollout
- Organizational needs and change options should be considered as SMT members retire or leave the organization, similar to adding the strategic leadership function to the new Finance Director's role
- Leaders must continue to engage staff deeply and secure sponsorship down a level from the SMT, considering these changes to be leadership coaching and development opportunities
- Leadership will need to provide thoughtful guidance, policies and procedures to allow staff additional decision-making authority and foster an atmosphere of innovation
- Change management, engagement and communications will continue to be required as change is implemented



Thank you

Government Performance Solutions, Inc. (GPS)

Greg Bellomo	greg@governmentperformance.us	303.601.7319
Kevin Mindenhall	kevin@governmentperformance.us	303.548.0552
Kate Newberg	kate@governmentperformance.us	720.515.9477

Appendix: Detailed Recommendations

1. Increase Patron Experience (PX) staffing levels to provide desired experience while improving PX work experience and morale

Situation and Issues

- Gaps in staffing exist for key PX needs such as Patron Tech Support, STEAM, Maker and Spanish language
- Approximately 50% of vacations, unplanned absences and unfilled vacancies result in staff shortages that must be filled by existing staff, resulting in employees stress and risk for the patron experience (See recommendation #4)
- Managers at some Library locations are stretched thin with responsibilities for Core Services and managing the Libraries (See recommendation #3)

Proposed Actions

- 1a: Increase on-the-floor resources to provide desired patron service levels while allowing staff development and project time
- 1b: Add FTEs per the PX staffing model for existing facilities and the new Edgewater library
- 1c: Acquire expertise in areas such as technology and Spanish language when increasing staff

Rationale

- While PX staffing has increased as library hours have expanded, the patron demand has exceeded initial expectations
- JCPL ranks at the bottom in staffing v. its peer library organizations in terms of staffing levels
- PX staff report sacrificing lunches, breaks and off-desk time to provide on-the-floor support
- Unanimous focus group support for increased PX staff
- Strongest all-employee survey support for this Big Idea

Benefits and Impact

- Increased staffing will enhance patron experience
- Improved ability to develop and deliver high-demand patron services
- Increased ability to cover unplanned absences
- Improved work/life balance and morale
- Enhanced ability to deliver innovative programs and services

2. Revise the Operations model to enrich jobs, provide for employee development and meet entry-level market realities

Situation and Issues

- Focus group participants indicate that Operations staff feel like “second-class citizens” compared to other Public Services staff
- Ops career development and advancement opportunities are limited
- Operations Supervisors can have 20+ direct reports, plus volunteers, which limits their ability to provide coaching, training and mentoring
- The TEMP category which limits employees to 12-16 hours per week, while providing a work-around to the JCPL FTE count limitation, may not be sustainable in the current entry-level employment market

Proposed Actions

- 2a: Add additional Operations Pages and create part-time benefitted Page positions¹
- 2b: Upgrade expectations and training for Operations staff to enhance merchandising, collection maintenance and customer service capabilities

Rationale

- Additional Operations Pages and part-time benefitted Pages provides a career ladder for Operations staff while providing flexibility to cover unplanned absences
- The statutory minimum-wage increase to \$12/hour in 2020 signals increased competition in the entry-level employment market
- The PT benefitted Page category will enable improved retention in the competitive entry-level employment market

Benefits and Impact

- Operations takes on additional value adding responsibilities for collection maintenance and merchandising
- Reduced turnover of Pages in tight entry-level job market
- Provides a career path for Operations staff
- Part-time benefitted Pages provide enhanced absentee/vacation coverage

1: Described in the revised Operations Model and 5-year staffing plan; PT benefitted Pages replace Temp Page hours one-for-one

3. Re-align core service functions and provide additional support for PS Managers and teams

Situation and Issues

- The core service model has worked well over the past several years to meet community needs while JCPL was financially constrained
- In some cases Library managers have been stressed by the demands of managing both the library and one or more core services
- Core service focus groups cited unmet needs particularly for elementary children, patron tech support, maker space and Spanish
- The model can be enhanced to improve coordination, alignment and fill existing gaps (elementary school ages)
- Focus groups indicate additional support is required, but it is not “one size fits all”

Rationale

- Creating single-focused core-services managers reduces stress while providing additional resources to address population critical focus areas
- The Core Service Coordinator (or Manager) position is a logical development position for future leaders and these individuals should be mentored to develop leadership skills and incorporated into succession plans

Proposed Actions

- 3a: Create full-time managers for several Core Services, including Kids and Families, Programming, Adult Services and Stats
- 3b: Increase staffing in the select Core Services to fill existing gaps and unmet needs¹
- 3c: Investigate the specific support required for individual managers, perhaps utilizing the services of a contracted organizational design consultant

Benefits and Impact

- Realigning core service responsibilities will provide improved coordination while adopting a more strategic, aligned approach
- Improved community engagement by providing high-value services targeted at known and emerging community needs
- Core service leaders provide a logical pool of future JCPL leaders

1: See staffing plan on pages 38-39 for details

4. Implement changes to the current substitute model by providing a floating pool of PX staff

Situation and Issues

- Patron Experience (PX) focus groups cited problems with absentee coverage for vacations, sick time and unfilled staff vacancies that keeps them from off-desk priorities
- PX staff cited stress to keep up with patron and program demands
- PX staffing is short by 15 FTEs over the past year due to unplanned absences, vacations and unfilled vacancies

Proposed Actions

- 4a:** Establish a centrally-managed PX Floater pool to provide absentee coverage and drive consistency across locations
- Staff the floater pool with 1 supervisor¹ and 6 PX staff
 - Maintain a smaller roster of existing Temp Subs to fill unplanned absences and cover peak demand periods

Rationale

- Vacancy analysis indicates that subs fill only half of all absences
- The PX staffing model is thoughtful and has been revised to update assumptions for increased patron demand, training and programs, but absentee coverage for 15 FTE explains the gap between focus group feedback and the model

Benefits and Impact

- The PX Floater pool relieves the stress experienced by PX staff due to absence and vacations
- PX Floaters, by virtue of their exposure to multiple facilities and engaging broadly with staff would also provide a pool of potential future leaders

1: The pool supervisor would possibly also manage the Temp Sub group and coordinate filling vacancies

5. Realign roles and staffing to support the increased Collections budget

Situation and Issues

- Collections staff indicate that they are behind schedule in certain tasks such as materials selection, receiving and processing
- Collections has a sustained backlog in receiving processing functions
- The increased collection volume requires the leads to perform daily maintenance and support which results in them being unable to perform their lead functions

Proposed Actions

- 5a: Evaluate the responsibilities and workload of the ILL/Acquisitions lead. Increase LSC staffing by 1 ILL/Acquisitions Associate and evaluate the need for additional staff
- 5b: Evaluate the responsibilities and workload of the Data Base Maintenance (DBM) lead. Increase receiver/processor by 1 FTE to meet demands while evaluating the need for additional staff

Rationale

- Collections budget has expanded as a result of the mill levy placing pressure on the staff's ability to acquire and process the increased volume in a timely manner
- Maintaining the collection volume and quality is critical to support patron goals and expectations

Benefits and Impact

- Improved quality control of collection and efficiency
- Roles aligned with job responsibilities promote accountability

6. Enhance community engagement, partnerships and communications to achieve strategic goals

Situation and Issues

- Community Partnerships lacks a home and this function must be intentional, strategic and focused
- Achieving JCPL's strategic goal of supporting shared community outcomes will require increased promotion, partnership, marketing and communications capability
- Focus groups report confusion on the process for establishing partnerships
- Partnerships have increased dramatically over the years but the methods are inconsistent, potentially reducing collective impact

Proposed Actions

- 6a: Add a Manager of Community Engagement with system-wide responsibility for coordination of strategic partnership development (targeted) and opportunistic partnerships (responsive)¹
- 6b: Provide volunteer opportunities for Jeffco's highly-skilled citizens to participate in advancing Library programs and goals
- 6c: Move Volunteer Supervisor into Community Engagement unit to improve coordination and alignment

Rationale

- Community engagement and partnerships are a critical lever to moving the organization's impact beyond the library walls
- Benchmarking reveals that national leaders and some of JCPL's peer group utilize volunteers to accelerate critical initiatives

Benefits and Impact

- System-wide coordination will yield consistency and maximize impact of partnerships
- Rationalizing existing partnerships will reduce the number of under-performing partnerships while providing opportunity to grow high-impact relationships and maximize shared community outcomes

1: This manager should consider inventorying and evaluating existing partnerships to determine strategic fit as well as identify gaps and opportunities. And, the manager may wish to create tools and structures to better support partnerships, outreach and volunteer utilization at every level.

7. Add a Safety and Security function to address increased numbers of incidents and staff concerns

Situation and Issues

- Focus groups cited a number of concerns regarding safety and security related to an increasing number of incidents particularly at Belmar and Arvada locations
- Incidents are handled inconsistently and staff report insufficient training to deal with the volume and type of incidents
- The effects of incidents may linger after the incident is over

Proposed Actions

- 7a: Add a Security Manager¹ to the Facilities Division to oversee Safety and Security and coordinate system-wide training as well as to provide a more-consistent interface to the community and law enforcement
- 7b: Create a formal incident monitoring system to refine Security support as incidents ebb and flow
- 7c: Provide staff training on the JCPL Code of Conduct, de-escalation techniques and dealing with difficult patrons

Rationale

- A number of peer libraries are responding to increased security needs by adding additional in-house or contract security resources

Benefits and Impact

- Improved staff and patron safety
- Reducing the number and severity of incidents enables staff to focus on service delivery

1: This manager should also evaluate technology enhancements aimed at increasing safety and security.

8. Increase staff development and training functions and centralize these under ERD

Situation and Issues

- Budget constraints caused JCPL to remove and/or reduce employee training and development functions
- The single resource dedicated to PS training is unable to meet the existing demand
- A JCPL Strategic Goal is to attract, develop and retain highly qualified staff and we need additional resources to do this well
- With half of JCPL's employees at or approaching retirement age, recruiting, training, developing and retaining people will be critical
- Changing demographics and increasing number of incidents requires professional MSW training and support for both staff and patrons

Rationale

- Four of six (4 of 6) benchmarking peers align specific responsibilities for training and development within the HR function
- HR currently coordinates all non-public services staff training and externally-sourced training
- The "Big Idea" survey NPS score of 20 indicates strong support for enhanced staff development and training

Proposed Actions

- 8a: Add a Training Manager and Coordinator to ERD staff to develop and support a formal training program for various staff levels¹
- 8b: Utilize Library staff to teach selected specific training modules
- 8c: Add Masters of Social Work (MSW) Support Specialist to provide patron services, training and support for staff in dealing with patrons in need
- 8d: Take advantage of technology such as a Learning Management System (LMS) to enable some self-service training modules

Benefits and Impact

- Improved efficiency, quality and consistency of training by virtue of alignment across JCPL
- Engaging Library staff as on-the-job trainers maximizes return on existing institutional knowledge base (reduced expenditure)

1: PX and Ops supervisors should continue to provide on-the-job training for new employees and the "Floater" pool described in recommendation 4 will provide additional training resource.

9. Add specific support functions (Communications, Finance, Facilities, ERD and IT) to support the planned growth in staff and facilities

Situation and Issues

- JCPL is beginning a period of growth as a result of the increased mill levy expressing voter confidence and expectations
- Increases in revenues and expenditures, facilities and staffing require additional resources from JCPL Support staff
- Ongoing construction and remodeling requires increased support from the facilities team
- Patron demand for technology support and new technologies are placing increasing demands on the IT team
- Expansion activities require additional finance, recruitment, facilities, marketing, and graphics support

Rationale

- JCPL's growth of facilities, staffing and increased patron demand for services requires additional support resources

Proposed Actions

9a: Increase support departments' specific staffing levels as outlined in the next section of this report, which includes:

- Providing a home for the Strategic Planning coordination function in the new Finance Director's role
- Adding a construction support and facilities staff to accommodate expansions
- Filling an existing gap by creating Patron Tech support roles to enhance technology training and support
- Increasing resources for accounting and contracting
- Adding capacity in graphics, production and marketing
- Increasing resources to support recruitment

Benefits and Impact

- Enhanced ability to attract, develop and retain new staff successfully
- Improved services to meet patron demand
- Improved ability to grow and maintain JCPL facilities and technology infrastructure
- Successful implementation of longer term facilities plans

10. Engage in succession planning and employee development to set up JCPL for future success

Situation and Issues

- Approximately half of JCPL's current employees are Baby Boom or Traditional generation members, indicating a need to prepare for a sustained pattern of retirements
- Several members of the SMT, CMT and Library Managers are in this group
- JCPL's current organization structure is adequate for the near term by adjusting staffing levels and implementing recommended changes, but the opportunity exists to re-evaluate organization structure as SMT members retire or depart

Proposed Actions

- 10a: Establish a succession plan by identifying a cadre of future leaders and providing coaching, mentoring and training support
- 10b: Develop options for consolidation and realignment that could be exercised in the event of an SMT retirement

Rationale

- While specific departures are not known, age and length-of-service data indicate a significant issue could arise in the next 5 years
- Centralized decision-making associated with limited resources necessitate limited a coordinated effort to develop future leaders

Benefits and Impact

- Near term retirements present an opportunity for advancement for high potential future leaders
- Solid succession planning provides assurance that JCPL will be able to perform as expected during the upcoming retirement wave

administration

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

jeffcolibrary.org



To: Pam Nissler, Executive Director
From: Sandie Coutts, Director of Employee Relations & Development
Date: December 1, 2017
RE: Executive Director Recruitment

At the November meeting of the Board of trustees, the Board instructed me to begin working on the recruitment of an Executive Director. I would like to present the following information to the Board:

Legal Considerations:

The recruitment of an Executive Director for JCPL must be conducted within certain specific legal parameters outlined in State Statute, namely the "Sunshine Law." This information has previously been provided to the Board.

Recruitment Strategy:

The Executive Director is our most important and mission critical position; I am recommending that we invest in the use of an executive search firm in order to ensure the acquisition of exceptional talent. After collecting and following up on several recommendations of suitable firms, scope of work proposals were received from Bradbury Miller Associates and Terry Black & Company. Following careful consideration, and conversations with neighboring library systems who have recently used the services of these firms, I am recommending that we secure the services of Bradbury Miller Associates for a fee not to exceed \$24,000.00. The proposal from Bradbury Miller Associates for Executive Director Search services is attached.

Compensation and Classification:

It is best practice ahead of a recruitment to ensure that the job description is current and correct and that the pay range is appropriate for the position. In order to attract exceptional candidates we want to be sure that we are offering a competitive compensation package.

JCPL's current Executive Director job description has not been updated in the past five years although the scope of the position has changed as our organization has expanded and our budget has increased. I have conducted a thorough review of JCPL's current Executive Director job description in comparison to those from similar public libraries and would like to recommend that the Executive Director job description is updated ahead of the recruitment. A draft Executive Director job description is attached for your consideration.

It is the responsibility of the Library Board of Trustees to determine the pay range for the Executive Director. I conduct regular market research to determine that our Executive Director pay range is competitive and compile that information to support the Board in the determination of Executive Director pay on an annual basis. I am attaching a 2017 Executive Compensation Study for your information. JCPL also participates in annual salary surveys and compensation studies to support the

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ongoing compensation and classification work of Jefferson County in ensuring that all of our positions are being paid within market ranges.

JCPL is able to offer a rich benefits package as part of the total compensation for an Executive Director, and this information will be an important piece of our recruitment marketing materials; please see attached for a summary of that Executive Director benefits package. Additionally, I have obtained current pay information from the following libraries: Pueblo, High Plains, Douglas County, Arapaho and Pikes Peak. Based on the information available I would like to recommend that the Board consider updating the executive Director pay range in conjunction with the annual performance review process in January of 2018.

Bradbury Miller Associates

4545 Wornall Road, Ste. 805 Kansas City, MO 64111

816.531.2468

November 30, 2017

Sandie Coutts, Director of Employee Relations and Development
Jefferson County Public Library
10200 W 20th Ave.
Lakewood, CO 80215

Proposal: Library Executive Director Search

Thank you for contacting us about the possibility of Bradbury Miller Associates assisting the Jefferson County Public Library and the Board in the search for your new Executive Director. We are pleased to submit the attached proposal for the Board's consideration.

We think you will find us a great match for your Executive Director search. To help you quickly evaluate our services and the services you are seeking, I have addressed key search components below. Our full proposal outlines our services much more completely.

Market your position, the Library, & the Jefferson County region

- Each search is tailored to the specific library and its communities-first site visit to meet with staff, Board, Search Committee & community constituents
- Recruit and build the candidate pool from scratch
- Design announcement and post position in 55+ professional sites
- Create a website on our page devoted to the Library and the area
- Develop a pool of 15-20 qualified candidates meeting criteria

Evaluate & Recommend the List of Qualified Candidates

- Candidates must submit a cover letter, resume and completed questionnaire
- Phone conversations with each qualified candidate
- Share all candidate documents on Dropbox with Board/Search Committee
- Meet with Board/Search Committee to discuss candidates/select 6-8 semifinalists for first round of interviews

Reference Checks & Background Check

- Three reference checks/finalist
- Phone conversations with each reference; full report to the Board/Search Committee
- Electronic/Internet searching
- "Street reconnaissance"
- Offer is contingent on successful background check

4545 WORNALL ROAD, SUITE 805 ♦ KANSAS CITY, MISSOURI 64111 ♦ PHONE 816.531.2468

Coordinate & Assist with Interview Process

- Bradbury Miller Associates is your staff team
- Facilitate logistics of semifinal interviews & final interviews
- Schedule interviews, prepare draft questions, evaluation tools
- Notify candidates of where they are in the process
- Media contact if needed

Coordinate & Assist with Offer & Negotiation

- Consultant fee is a flat fee; no conflict of interest
- Assist with establishing a hiring range at the beginning of the search
- Offer letter, background waivers, final acceptance

Coordinate & Assist with Post-Hire Support

Our proposal is intended as a starting point only. It summarizes our experience and qualifications, describes our typical services and methodology for a standard search, explains our fee structure, and includes recent references. We have outlined our full-service search, but we can usually tailor our services and fees to meet the needs and budget of most libraries. The search schedule outlined is an example to give you a sense of the time frame required to complete a successful search.

This proposal includes the quoted fee for the outlined scope of service including advertising costs and a single background check and is valid for a period of one hundred twenty (120) days from the date of this letter.

Thank you again for the opportunity to submit the attached proposal for your consideration. Please feel free to contact us at your convenience to discuss how our firm can best serve your needs.

Sincerely,

Jobeth and Dan Bradbury Electronic Signature ■

jobethbradbury@bradburymiller.com;
danbradbury@bradburymiller.com

Bradbury Miller Associates

4545 Wornall Road, Ste. 805 Kansas City, MO 64111

816.531.2468

LIBRARY EXECUTIVE DIRECTOR SEARCH – JEFFERSON COUNTY PUBLIC LIBRARY

FIRM BACKGROUND AND QUALIFICATIONS:

Bradbury Miller Associates (Bradbury Associates LLC dba Bradbury Miller Associates) is owned and operated by Dan and Jobeth Bradbury. The firm was originally established as Gossage Regan Associates in 1983 and later became Gossage Sager Associates under Don Sager. During the last quarter of 2006, Dan and Jobeth Bradbury assumed ownership of the firm and reorganized as a Missouri LLC—operating it as Bradbury Associates-Gossage Sager Associates. In 2016, the name was changed to Bradbury Miller Associates to reflect Karen Miller joining the firm. The firm legally qualifies as a WBE (Woman-owned Business Enterprise). Since 1983, the firm has successfully completed 200+ national executive searches for academic, special, and public libraries.

Current Clients:

- High Plains Library District (CO)
- Howard County Public Library (MD)
- Fremont Area District Library (MI)
- Grand Rapids Public Library (MI)
- Southwest KS Library System (KS)
- Rodman Public Library (OH)
- Akron-Summit Public Library (OH)
- Barrington Area Library (IL)

In each of these engagements, we have performed a scope of work like that which is proposed for the Jefferson County Public Library.

PARTIAL LIST OF RECENT PAST CLIENTS

The Enoch Pratt Free Library (MD)
Poudre River Public Library (CO)
Denver Public Library (CO)
Boulder Public Library (CO)
Charleston County Public Library (SC)
Las Vegas Clark County Library District (NV)
Metropolitan Library System (OK)
Hartford Library (CT)
Natrona County Public Library (WY)
Kent District Library (MI)
Kalamazoo Public Library (MI)
Muskegon Area District Library (MI)
Romeo District Library (MI)
Petoskey District Library (MI)
Branch District Library (MI)
St. Charles Public Library (IL)
Downers Grove Public Library (IL)
Cooperative Computer Services (IL)
York County Libraries (PA)
Providence Public Library (RI)
Public Library of Youngstown & Mahoning County (OH)
Stark County District Library (OH)
Crown Point Community Library (IN)
Ohio Township Public Library (IN)
Indianapolis-Marion County Public Library (IN)
Sonoma County Library (CA)
Des Moines Public Library (IA)
New Canaan Library (CT)

SCOPE OF SERVICES & METHODOLOGY:

If Bradbury Miller Associates is selected to assist you in your search for a new Executive Director, our first step is to understand your needs as thoroughly as possible.

- Board/Search Committee Attributes Survey
- Initial meeting on site with the Search Committee, Board, staff & key stakeholders to understand the Library's distinctive organizational culture, mission and present concerns
- Review and recommend updates/revisions to existing job description
- Self-directed tour of the libraries and the communities

SEARCH SCHEDULE:

Our second step is to review our process with you to determine whether any changes to our initial proposal may be needed to satisfy your specific requirements.

- Review & finalize a search schedule listing key tasks & completion dates
- Standard full search takes 3-4 months to complete

If selection of the search firm is finalized, a contract awarded in December and a preliminary meeting with the Library occurs in early March 2018, a realistic date for the successful completion of the process under the standard search process would be June 2018 with the new Executive Director reporting July/August 2018. However, we can generally customize the search schedule to have your new Executive Director "on board" at the appropriate time. A **sample schedule** illustrating the major steps conducted over the proposed time frame is attached.

MARKETING:

Once the search schedule is determined, we will finalize an advertising/marketing plan to stimulate greater awareness of the opening. We begin each search as a blank canvas and generate a fresh list of prospective candidates.

The **advertising/marketing plan** includes:

- Preparation of a detailed position announcement
- Strategies for using electronic media, social media and networking
- Advertising on 55+ professional library and nonprofit sites
- A dedicated page for the position on Bradbury Miller Associates with a supplemental page of links to library documents & information about the Jefferson County Public Library and the region
- Distribution to 1500+ library colleagues through our professional newsletter

RECRUITMENT STRATEGY:

More important than attracting candidates through electronic advertising, we will carry out a regional and national networking effort to identify outstanding candidates who do not normally respond to ads or announcements. Many excellent people in the library and non-profit professions ARE interested in challenging jobs when approached by a respected recruitment firm. We start with a network of outstanding members of the library profession whom we know; and based on their suggestions and nominations, we broaden our search.

DIVERSIFYING THE APPLICANT POOL

Bradbury Miller Associates knows the library profession and we realize that both females and minorities are under-represented in senior management positions. Consequently, we make strenuous efforts to assure that both females and minorities are represented in our candidate pools. We place announcements in several culturally diverse library-related websites and/or ListServes—BCALA (Black Caucus of the American Library Association) website, REFORMA, APALA (Asian Pacific American Librarians Association), CALA (Chinese American Librarians Association), etc. and actively seek leads and recruit both minorities and females. We are typically successful in producing a pool that includes both females and minorities.

For each engagement, we work very closely with the Affirmative Action Officer (or equivalent), participate in discussion of the importance of the EEO compliance requirements with the Board/Search Committee and cooperate with the Library or City's Equal Employment Opportunity/Affirmative Action Office as needed and distribute candidate intake forms for statistical reporting, if this is part of the Library's process.

If a prospective candidate declines our invitation to apply, we will ask him/her to identify other individuals who have the required qualifications. We have found this process is important regardless of the size or type of library organization—and it is particularly important for identifying and attracting culturally diverse candidates.

Announcements in the library media start the process, but the best candidates usually must be asked. In our previous searches, we have personally contacted 350+ potential applicants for positions resulting in at least 15-20 qualified candidates for each position.

COMMUNICATION:

Throughout the search—and especially during the candidate identification phase--we will send regular, complete updates on our progress to the Board/Search Committee. We'll share candidate feedback, adjust our search strategies as needed, convey challenges and share any additional information gleaned during the process.

PRELIMINARY INTERVIEW SCREENING:

- Bradbury Miller Associates interviews all qualified candidates via Skype or phone as part of the initial screening process.
- The results of these interviews shared with the Board/Search Committee—we consider it essential to being able to stand behind every individual we refer to you for a semi-finalist or finalist interview.
- All candidate documents (cover letter, resume, and questionnaire) are uploaded to Dropbox for the Board/Search Committee.
- Other documents include a complete candidate list and a qualifications comparison matrix for the Board/Search Committee's review.
- Bradbury Miller Associates meets with the Board/Search Committee (**second site visit by consultants**) and presents a list of recommended candidates and a discussion of each individual.
- Working with the Board/Search Committee, 6-8 semi-finalists are selected and invited to interview via Skype for the preliminary round of interviews.
- We advise our clients to see as many as feasible (generally 6 to 8) so that they have a sense of the scope and diversity of candidates actively interested in their position.

CANDIDATE ASSESSMENT—SEMI-FINALIST AND FINALIST INTERVIEWS:

As noted earlier, we recommend a two-step interviewing process; the first round usually consists of the Board/Search Committee interviewing six to eight semi-finalist candidates and then selecting three or four finalist candidates to be interviewed again by those involved in the final decision-making process. The finalist interviews usually occur two or three weeks following the semi-finalist interviews. The inclusion of two rounds of interviews represents our standard search process; however, if the Board/Search Committee wishes to move more quickly based on the strength of the pool, the semi-finalist round of interviews may be eliminated and only a single round of finalists' interviews can be held on-site.

Bradbury Miller Associates provides customized support during the semifinal (**third site visit by consultants**) and final interview (**fourth site visit by consultants**) sessions:

- Draft of interview questions for both sets of interviews
- Types of questions to avoid for legal or quasi-legal reasons and suggestions regarding approaches, techniques and possible pitfalls.

- We are present as technical search experts during interviews, contributing to discussion of candidate strengths and weaknesses relative to the client’s perceived needs and making suggestions from experience in respect to negotiating salary, benefits, and relocation expenses with the chosen finalist.

In short, we interact with you in whatever ways you find helpful during the critical time when key decisions need to be made. Selecting your new Executive Director is a crucial decision that could well affect the Jefferson County Public Library and its communities for many years to come.

CHECKING REFERENCES:

Once the finalists are selected to be interviewed by the final decision-making body, we conduct reference checks for the finalist candidates.

- We interview up to three references by phone for up to four finalist candidates. We believe that oral interviews with a candidate’s references are far superior to letters of reference.
- We prepare brief reports paraphrasing reference-derived information. Nuances and “reading between the lines” gives our clients more realistic impressions of the strengths, and possible weaknesses, of finalist candidates.
- Because we maintain active contacts within the profession and many of our associates are working professionals, we are often able to provide less formal assessments (street reconnaissance) of a candidate’s strengths and weaknesses and any areas still in need of development. Such informal reports are often vital to the decision-making process.

BACKGROUND CHECKS

If you wish to have a pre-employment background check conducted on a finalist, we will engage an experienced investigative firm to verify academic credentials, and review driving records, and research county and federal district court records for prior or current criminal or civil cases. This will require a release by the candidate(s). Typically, background checks cost \$350-\$450 per person, depending upon the period and the number of jurisdictions to be researched. We will work with the agency and provide a written report of the research findings for the Library. Our flat fee includes a single background investigation.

HANDLING THE DETAIL WORK:

Throughout the recruitment and selection process, Bradbury Miller Associates handles all the detail work—and there is a substantial amount, considering that there is a minimum of 20 to 30 potential candidates for an attractive position.

- We are your staff team throughout the process.
- We recommend that all application materials be addressed to Bradbury Miller Associates so that consistency and comparability can be established, and any omissions can be identified—we assume the responsibility to see that everything is done completely and correctly.
- We will acknowledge receipt of all applications and provide copies of all the documents to you at a scheduled time.
- As noted above, we will schedule and conduct screening interviews with all candidates who meet the basic requirements determined by the Board/Search Committee
- We coordinate with Library staff to plan for semifinalist and finalist interviews and are a part of that final process.
- We are also frequently asked to conduct final negotiations on behalf of the Library -- and we are pleased to do so.

We notify candidates not selected at the appropriate time(s) during the process and we keep in touch periodically with your designated contact person so that you know where we are in the process. We also submit written progress reports throughout the process and at the end of major stages in the search—after the intake closing date; after the interviewing/screening work has been accomplished and after a preliminary list of the most viable candidates is determined.

ABOUT THE CONSULTANTS AND OFFICE LOCATIONS:

One of the major advantages in engaging Bradbury Miller Associates is that we bring a team of library professionals with search firm expertise to the process. If selected to assist the Jefferson County Public Library in its search for a new Executive Director, the following consultants would be engaged in the project. Their roles and a summary of their qualifications follow:

Dan Bradbury, Managing Partner, serves as project co-director and primary contact for the engagement assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. Dan has worked as a search consultant for the past eleven years and previously has over 30 years of successful experience as a library director, including nineteen years as Director of the Kansas City (MO) Public Library District. During his tenure in Kansas City he reorganized/rebuilt the branch system, established two public/private partnerships for the creation of new facilities and initiated a successful capital campaign and construction projects for a new Central Library. Prior to coming to Kansas City, he served as Director of the Janesville (WI) Public Library and the Rolling Hills Consolidated Library (a two-county system) in St. Joseph, Missouri; he also served as Associate Director for Branch and Extension Services at the Waco-McLennan County Library in Waco, Texas. He received a Distinguished Graduate Award from Emporia's School of Library and Information Management in 1985; *Library Journal* named him as Librarian of the Year for 1991; the University of Missouri-Kansas City granted an Alumni Achievement Award to him in 2001; and the Greater Kansas City Council on Philanthropy named him Non-Profit Executive of the Year in 2003.

Jobeth Bradbury, President/Owner, serves as project co-director and primary contact for the engagement assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. She has worked as a search consultant for the past ten years, and was, most recently, the Library Director at the North Kansas City Public Library/High School Media Center. During her ten years at North Kansas City, she was the project co-lead in the Library's Building Project and one of the Project Managers in facilitating the Combined Public Library/High School Media Center Project. She also worked closely with elected officials and with the business community. Prior to coming to North Kansas City, she served as Library Consultant, Northeast Kansas Library System; Adult Services Department Chair, Kansas City, KS Public Library and Associate Director, Rolling Hills Consolidated Library, where she participated in a successful tax levy campaign. In addition to her public library experience, Jobeth taught for the University of Missouri's Masters in Library Science program—courses included Collections Management, Public Libraries, and Reference. Volunteer activities include Past President-North Kansas City Kiwanis Club; Kansas City Academy Annual Auction Chair, Community Treasures Annual Architectural Awards Co-Chair; and the Parkway Towers Condominium Homeowners Association Board.

Karen E. Miller, Managing Consultant, serves alternate contact for the engagement, developing the search proposal, identifying qualified candidates and conducting pre-screening interviews and participating in site visits. Karen most recently worked as Associate Director at Stark County (Ohio) District Library and served as Interim Executive Director for SCDL in 2012. Karen has over 20 years of wide- ranging public library experience, from rural library directorships to branch management to administrative responsibilities in a county district library and in an urban metro library. Karen has demonstrated excellence in strategic planning, staff management and development, successful levy campaigns, event planning, fundraising, and public speaking. She is an active member of the Ohio Library Council, serving on the Library Education Committee and as an annual presenter for the OLC's New Library Directors Workshop, serves on the American Library Association Committee on Membership Meetings, as well as being a member of the Public Library Association. Karen also serves as Mentor and Steering Committee member for the ILEAD USA-Ohio leadership program for Ohio librarians and is Chairman of the Pro Football Hall of Fame Enshrinement Festival Drum Corps Competition held each year in Canton, Ohio.

ASSOCIATE CONSULTANTS:

One or more of the following consultants (depending on the final schedule and availability) will be utilized to help support specific tasks during the project or utilize their special skills:

Thomas Dillie serves as **associate consultant** assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. Tom is currently Director of the Minerva Public Library (Ohio). Tom's earlier experience as a book store employee in Urbana, IL led to the completion of a Master's in Library Science at the University of Illinois at Urbana-Champaign. His first professional library position was as Adult Services Librarian, Wadsworth Public Library in Ohio. He was subsequently hired as a branch manager for the Greene County Public Library, Xenia, Ohio and became Assistant Director in 2006. Tom joined the Minerva Public Library in 2008 as Director. Tom is a member of the SEO (Serving Every Ohioan) Library Consortium Advisory Committee. He brings a variety of experience in both single-building and multi-branch libraries in both rural and urban settings.

Susan McBeth serves as an **associate consultant** assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. Susan has been the Library Director for eight years at the Nevada (MO) Public Library. Prior to that appointment, Susan had twelve years of progressively responsible experience as Executive Director of a large non-profit organization, The National Conference of Christians and Jews—currently known as The National Conference for Community and Justice. Susan has demonstrated excellence in executive board development, staff management and development, seminar design, grant writing, fund development, event planning, and public speaking. She has twenty years of experience in training and development in human relations.

OFFICE LOCATIONS AND CONTACT DETAILS:

Bradbury Miller Associates has consultants and offices in the following cities:

Bradbury Miller Associates
4545 Wornall Road, Suite 805; Kansas City, MO 64111

Bradbury Miller Associates
3513 E. Harvard Blvd.; Canton, OH 44709

OUR GUARANTEE

Once the new Executive Director is selected and appointed, if he or she leaves the position—either voluntarily or non-voluntarily—within the first year after appointment, Bradbury Miller Associates will, on a one-time basis, reactivate the search if you request it, and will screen at least three well-qualified finalist candidates. You will assume all direct expenses for a reactivated search (specifically advertising costs and background investigation), but we will expect no additional fee. Such a reactivation of the search must assume that the search firm will be allowed to pursue its own methodology to achieve the reasonable results that you want.

FEE PROPOSAL AND OPTIONAL BILLABLE EXPENSES:

Bradbury Miller Associates' total fee for executive search services (including all consultant expenses) in traveling to Columbia is a flat fee of \$24,000. A retainer of \$6,000, which helps defray our up-front expenses, will be paid to us upon approval of the agreement and subtracted from the invoice at the end of the search. This amount will be invoiced upon completion of the search, payable within 30 days of the selected candidate's acceptance of the client's offer. The fee includes all consultant travel, all advertising costs, and a single background check.

- **Optional billable expenses—Additional Consultant Services:** In some prior executive searches, Bradbury Miller Associates have been called upon to facilitate staff or community forums for candidates, conduct surveys or focus groups, coordinate informal meetings between candidates and Board/Search Committee members, participate in conducting tours, etc. Any and all such services are available, but to the extent that they are outside the normal scope of services as outlined in the proposal and/or cannot be accomplished within a scheduled overnight stay, such additional time is billable at a rate of \$1000 per day per consultant inclusive of travel expenses.
- **Adjustments/Discounts:** The proposed fee covers the outlined scope of services and deliverables contained in this proposal. If you do not wish to have Bradbury Miller Associates' participation in either the semi-final or finalist interviews, or if you decide not to conduct a semi-final round of interviews, then the final fee will be reduced by \$1,000 per interview round. We would, however, recommend that you include the full scope of services outlined, as this has proven to produce the most satisfactory results in previous engagements. Other modifications to the scope of services are possible and negotiable with fee adjustments being made accordingly.
- **Candidate expenses:** It shall be the client's responsibility to reimburse candidates they have selected for an interview(s) in Jefferson County for their travel expenses. Candidate expenses will vary considerably depending on point of origin, length of stay and the amount of lead time allowed for booking airfare—a reasonable estimate might be \$1,200-1,500 per candidate inclusive of airfare, meals, hotel expenses, and rental car.

ADDITIONAL INFORMATION

Bradbury Miller Associates is devoted exclusively to executive searches in the library field and utilizes library professionals with strong backgrounds in library administration and human resources. Five consultants are regularly engaged in the executive search work of the firm and special consultants are utilized to respond to the requirements of a specific engagement.

In all engagements, Bradbury Miller Associates works exclusively for the client library/system, never on behalf of a candidate. No known conflicts of interest exist with respect to the firm, management, agents of the firm, or other persons relative to the services to be provided. If any such actual, apparent, or potential conflicts arise, they will be immediately disclosed.

Bradbury Miller Associates carries Recruiters Professional Liability insurance, Business Liability (including Hired/Non-Owned Auto Liability) and Workers Compensation coverage sufficient to satisfy most municipal and state vendor requirements for executive search services.

We believe, by our site visits, learning about the community and the institution, and working closely with the key stakeholders, we bring value to the search process and have achieved a very high success rate. Our consultants remain active in the American Library Association and the Public Library Association and routinely work with ALA, PLA, and ACRL (American College and Research Libraries) leadership. Because our firm is known and respected—as are our consultants—our library colleagues respond and return our calls and emails when we start prospecting on behalf of a client. We have a specialized knowledge of libraries and an entrée to library leaders that generalist firms simply cannot provide.

FORM OF FINAL AGREEMENT:

When we receive word that an engagement has been awarded, we allow our proposal to stand as the basis of our agreement, and then amend any of the details that need to be changed with the simple agreement addendum (see Attachment III).

In addition to specifying any changes in scope or approach a client may desire, our professional liability insurance carrier requires us to include paragraphs 4, 5, and 6 in any agreements or contracts we execute—and paragraph 7 should give ample assurance to the client that the Library is in the driver's seat. (As a point of information, paragraphs 4-7 have never been invoked on any prior engagement.) *Our client's satisfaction is our bottom line—and we are willing to stake our reputation and our fee on ensuring that level of satisfaction.*

CONCLUSION:

We look forward to the possibility of working with the Jefferson County Public Library to help you find your next Executive Director. If you have questions or need clarification on any aspect of the proposal, please let us know.

BRADBURY MILLER ASSOCIATES

Daniel J. Bradbury (Electronic Signature■)
Managing Partner

Jobeth Bradbury (Electronic Signature■)
Owner

We hereby accept the foregoing proposal (pages 1 – 11).

By_____

Title_____

Date_____

**The final schedule and specific details of this engagement may be modified
by an addendum to this agreement.**

**ATTACHMENT I:
TENTATIVE SEARCH SCHEDULE TIMELINE
JEFFERSON COUNTY PUBLIC LIBRARY (CO)**

Please see below our estimated timeline for your Library Executive Director search process. If we are selected to help you find your next Executive Director, we will establish a firm search schedule during our first meeting with the Board/Search Committee. It is our intent to conduct the search within an appropriate timeframe to allow us to find high-quality candidates for you. Our standard search takes approximately 120 days once we begin the process.

The following timeline represents an illustrative search schedule based on approving the contract in December 2017 and starting the search in March 2018. The actual target dates will be determined and approved by the Jefferson County Public Library Board/Search Committee.

Activity	Target Date:
Consultants make first visit to Jefferson County; meet with Board, Search Committee and staff; establish definitive work schedule and marketing plan	Early March 2018 Dates TBD
Advertisement is approved by Board/Search Committee	March 9 2018
Post ads, actively recruit candidate pool	Mar. 10 – Apr. 29 2018
Applications Close	April 29 2018
All candidate documents sent to Board/Search Committee	May 2 2018
All pre-screening interviews (by consultants) completed	May 4 2018
Meet with Board/Search Committee and present the pool of candidates; select 6-8 semifinalists-2-hour meeting (consultants present in Jefferson County)	May 9 2018
Semi-final Interviews on Site or via Skype w/Board/Search Committee- (consultants present in Jefferson County)	May 21 & 22 2018
Reference Reports to Board	June 2 2018
Final Interviews on Site (consultants present in Jefferson County)	June 4 & 5 2018
Negotiations Completed	June 11 2018
New Executive Director Start Date	TBD

ATTACHMENT II-REPRESENTATIVE REFERENCES

Muskegon Area District (MI) Library (2015) 4845 Airline Road, Unit 5 Muskegon, MI 49444 Doug Hughes, Board Chair doughughes@williamshugheslaw.com Kelly Richards, Director krichards@madl.org	The Enoch Pratt Free Library (MD) (2017) 400 Cathedral Street Baltimore, MD 21201 Patricia Lasher, Board Chair pjlasher@comcast.net Sayra Meyerhoff, Search Chair swmbal@gmail.com
Cooperative Computer Services (CCS) (IL) (2016) 3355 North Arlington Heights Road Arlington Heights, IL 60004 Su Bochenski, CCS Board President sbochenski@lincolnwoodlibrary.org Rebecca Malinowski, Executive Director rmalinowski@ccslib.org	Charleston County (SC) Public Library (2016) 68 Calhoun Street Charleston, SC 29401 Andy Brack, Board President/Search Co-Chair acbrack@gmail.com Nicolle Davies, Executive Director nicolledavies@q.com
Kent District (MI) Library (2010) 814 W. River Center Dr NE Comstock Park, MI 49321 Shirley Bruursema, Search Chair LIBSABSARG@aol.com Lance Warner, Director lwerner@kdl.org	Poudre River Public Library District (CO) (2016) 201 Peterson Street Fort Collins, CO 80524 Linda Gabel, Board Chair/Search Committee Chair Lindagabel08@gmail.com David Slivken, Director, Booklover553@yahoo.com
St. Charles (IL) Public Library (2016) One South 6 th Avenue St. Charles, IL 60174 Victoria "Tory" Haines, Board President THaines@stcharleslibrary.org Edith Craig, Director edithcraig27@gmail.com	Ridgefield (CT) Library (2016) 472 Main St. Ridgefield, CT 06877 Dean Miller, Board President Dmiller933@aol.com Brenda McKinley, Director kbmckinley@charter.net
Hartford (CT) Public Library (2016) 500 Main Street Hartford, CT 06103 Gregory Davis, Chair, Transition Committee gregorycdavis@att.net Bridget Quinn-Carey, Incoming CEO quinnccarey@hotmail.com	Downers Grove (IL) Public Library (2016) 1050 Curtiss St. Downers Grove, IL 60515 Wendee Greene, Board Chair/Search Committee earle.wendee@sbcglobal.net Julie Milavec, Director juliemilavec@comcast.net
Las Vegas Clark County (NV) Library District (2014) 7060 West Windmill Las Vegas, NV 89113 Jerilyn Gregory, gregoryj@lvcld.org Ron Heezen, CEO bookdoc@gmail.com	Denver (CO) Public Library (2015) 10 W. Fourteenth Ave. Pkwy. Denver, CO 80204 Jay Mead, Commission President jaymead@yahoo.com Michelle Jeske, Executive Director emrj@me.com

ATTACHMENT III:

**SAMPLE ADDENDUM AGREEMENT BETWEEN BRADBURY MILLER ASSOCIATES AND
THE JEFFERSON COUNTY PUBLIC LIBRARY**

By signed proposal dated _____, 2017 and acceptance by the Jefferson County Public Library (hereinafter called Library), the Library has entered into an agreement with Bradbury Miller Associates (hereinafter called Consultant) to perform an executive search for a new Library Executive Director. That agreement is hereby amended to contain the following provisions, which shall, to the extent they are inconsistent with the terms of the _____2017 proposal, supersede the prior provisions:

1. All work performed under this contract shall be performed by or under the direct supervision and control of Dan Bradbury, Jobeth Bradbury, and Karen Miller as project co-directors.
2. The search schedule as outlined in the original proposal dated _____, 2017 will be superseded by a final schedule to be developed after the _____2018 meeting with the Library and mutually agreed to by both the Library and the Consultant.
3. (Add other relevant elements you wish to specify or change and adjust numbers accordingly.)
4. Regardless of which party hereto retains responsibility for conducting criminal and financial background checks on prospective candidates under the agreement, the Library and Consultant will defend and indemnify each other from all claims, lawsuits, administrative actions, and other causes of action arising from the negligence or misconduct of a party hereto in conducting such background checks and/or from the misuse of information obtained from such background checks by either party, its officers, directors, agents, servants, or employees.
5. The Library and Consultant each agree and warrant to each other that (1) any such background checks will be conducted solely for the purposes of evaluating prospective candidates' suitability for employment; (2) before a background check is conducted, the prospective candidate will be provided with and sign a clear and conspicuous written disclosure informing him/her that a criminal and/or financial report may be obtained for employment purposes; and (3) information obtained as a result of such background checks will not be used in a manner that violates any state or federal employment laws or regulations.
6. If a dispute arises between the parties relating to this Agreement, the parties agree to participate in good faith negotiations to resolve the dispute for a period of up to thirty (30) days. If the dispute is not settled during such period, the parties agree that the matter shall be settled by non-binding arbitration held in accordance with the commercial rules of the American Arbitration Association, by a panel of three (3) arbitrators. The parties shall each choose an arbitrator who will then agree on a neutral arbitrator.
7. The Library may terminate this contract at any time with 30 days of advance notice. If the Library terminates the contract as a result of being dissatisfied with the quality or amount of services provided by the Consultant, the Consultant will rely on the collective good judgment of the Library to determine what represents a fair and appropriate level of refund/rebate/discount for the work performed under the agreement.

WHEREFORE, the parties have set their hand this ____ day of _____2017.

BRADBURY MILLER ASSOCIATES

JEFFERSON COUNTY PUBLIC LIBRARY

By _____

By _____

Title: Executive Director

FLSA Status: Exempt

BRIEF DESCRIPTION:

The Executive Director is the key strategic leader of the Jefferson County Public Library (JCPL); he/she performs executive and administrative work directing all operations and activities of JCPL. The Executive Director plans, organizes, directs, evaluates and reviews the Libraries' resources, services and programs to support community outcomes and respond to community needs. Work includes providing vision and leadership for long range planning and implementing strategic goals plus developing and monitoring the budget. Work includes frequent contact with the Library Board, other County officials, local and State leaders, and other Library Directors regarding library services, funding and collaborative efforts. Other key duties include collaboration with the Jefferson County Library Foundation, oversight of marketing, and community outreach. Work is performed under executive direction of the Library Board of Trustees, in accordance with Board policies, and is evaluated annually by the Board for results obtained. This position directly supervises members of the Senior Management Team (SMT) and provides extended supervision to the entire staff of JCPL.

ESSENTIAL FUNCTIONS:

Note: This information is intended to be descriptive of the key responsibilities of the position. The list of essential functions below does not identify all duties performed by any single incumbent in this position. Additionally, please be aware of the legend below when referring to the physical demands of each essential function.

(S) Sedentary	(L) Light	(M) Medium	(H) Heavy	(V) Very Heavy
Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time.	Exerting up to 20 lbs. occasionally; 10 lbs. frequently; or negligible amounts constantly; OR requires walking or standing to a significant degree.	Exerting 20-50 lbs. occasionally; 10-25 lbs. frequently; or up to 10 lbs. constantly.	Exerting 50-100 lbs. occasionally; 10-25 lbs. frequently; or up to 10-20 lbs. constantly.	Exerting over 100 lbs. occasionally; 50-100 lbs. frequently; or up to 20-50 lbs. constantly.

#	Code	Essential Functions	% of Time
1	L	STRATEGIC LEADERSHIP: Works with Board and JCPL staff to ensure that the mission, vision and values of JCPL are fulfilled through programs, services and community outreach. Responsible for leading strategic planning efforts and creating a strategic plan in coordination with the Board of trustees to ensure that the Library can successfully fulfill its vision and long range plans. Responsible for implementation of the library's programs and services to achieve organizational goals and carry out the organization's mission. Maintains membership in professional organizations, attends seminars and conferences for professional development of self and organization, provides leadership and training; demonstrates a positive, cooperative, team-oriented	25%

		working relationship with Library staff.	
2	S	<p>FINANCIAL PERFORMANCE: Develops and manages resources to ensure the financial health of JCPL. Responsible for the fiscal integrity of the library including planning and operation of annual budget, direction of budget preparation and administration of budget; submission to the Board of a proposed annual budget and monthly financial statements which accurately reflect the financial condition of the organization. Responsible for fiscal management including operation of the Library within the approved budget, oversight of contract negotiation and execution, development of capital plans to ensure maximum resource utilization, and maintenance of the organization in a positive financial position. Ensures collaborative work with the Foundation for fundraising and developing other resources necessary to support the library's mission.</p>	20%
3	L	<p>COMMUNICATION: Represents JCPL and enhances the Library's image by being active and visible in the community and by working closely with other professional, civic and private organizations. Serve as the face of the Library to key stakeholders, the organization's constituents, the media and the general public. Represent JCPL at professional conferences, round tables and other events including public meetings; gives speeches and makes presentations. Establishes and maintains relationships with various organizations throughout the state and utilize those relationships to strategically enhance the Library's Mission. Attends and chairs various meetings including Elected Officials, Library Directors; works with State Library and State legislature on collaborative efforts to achieve progressive Library legislation and funding for public libraries. Oversees all marketing and other communications efforts for JCPL.</p>	20%
4	L	<p>ORGANIZATIONAL OPERATIONS: Oversees and implements appropriate resources to ensure that the operations of the organization are appropriate. Responsible for effective administration of Library operations. Oversees the hiring, development and retention of competent, qualified staff. Final authority on all personnel matters including promoting, transfer and termination of JCPL personnel in accordance with personnel policies, rules and regulations. Responsible for signing all contracts, agreements, and other instruments made and entered into and on behalf of the organization. Develops and oversees implementation of Library policies and procedures for all functions and for the day-to-day operation of JCPL. Oversees collection development, facilities and technology. Evaluates Library programs and services and determines future actions.</p>	20%

5	L	BOARD GOVERNANCE: Works with the Board so that they receive, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions. Responsible for leading the library in a manner that supports and guides the organization's vision, mission and values as defined by the Strategic Plan. Reports to and works closely with the Board of Directors to seek their involvement in policy decisions; recommend new policies and advise Board of new concepts, procedures, technology and tools. Responsible for communicating effectively with the Board and providing periodic reports, including advising Board on contract and budget issues and progress towards strategic goals.	15%
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JOB REQUIREMENTS:

-Description of Minimum Job Requirements-	
Formal Education	MLS/MLIS from a school certified by the American Library Association plus coursework in management or public administration is required
Experience	10 years of public Library leadership/management experience is required, or any combination of training and experience which provides the required knowledge, skills and abilities.
Certification & Other Requirements	Valid Colorado Driver's License. On call 24/7 in crisis situations; may work some evenings, weekends and holidays.

ESSENTIAL SKILLS:

-Description of Job Success factors-
Knowledge of public management principles as they relate to public library operations and administration.
Transparent and high integrity leadership.
High emotional intelligence.
Solid, hands-on, budget management skills, including budget preparation, analysis, decision-making and reporting.
Strong organizational abilities including planning, delegating, program development and task facilitation.
Strategic thinking plus the ability to convey a vision of the Library's strategic future to staff, board, volunteers and donors.
Knowledge of professional library literature, library technology and technology trends.
Knowledge of public library goals, policies, programs and services.
Knowledge of the methods and practices of professional library science, communication principles and theories.
Skills to collaborate with and motivate board members and other community leaders.
Strong written and oral communication skills.
Ability to interface with and engage diverse employee, patron and community groups.
Demonstrated ability to lead, manage and supervise staff and teams.
Strong public speaking ability.

OVERALL PHYSICAL STRENGTH DEMANDS:

-Physical strength for this position is indicated below with “X”-					
Sedentary	Light	X	Medium	Heavy	Very Heavy
Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time.	Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly OR requires walking or standing to a significant degree.		Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. constantly.	Exerting 50-100 lbs. occasionally, 10-25 lbs. frequently, or up to 10-20 lbs. constantly.	Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. constantly.

PHYSICAL DEMANDS:

C Constantly 2/3 or more of the time.	F Frequently From 1/3 to 2/3 of the time.	O Occasionally Up to 1/3 of the time.	R Rarely Less than 1 hour per week.	N Never Never occurs.
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Note: This is intended as a description of the way the job is currently performed. It does not address the potential for accommodation.

-Physical Demand-	-Frequency-	-Brief Description-
Standing	F	communicating with co-workers, making presentations, observing work duties
Sitting	F	desk work, driving, meetings
Walking	F	to other departments/offices/office equipment
Lifting	F	equipment, files, supplies
Carrying	O	equipment, files, supplies
Pushing/Pulling	F	equipment, file drawers, tables and chairs
Reaching	O	for files, for supplies
Handling	F	paperwork
Fine Dexterity	F	calculator, computer keyboard, telephone pad
Kneeling	O	filing in lower drawers, retrieving items from lower shelves/ground
Crouching	R	
Crawling	N	
Bending	F	filing in lower drawers, retrieving items from lower shelves/ground
Twisting	O	from computer to telephone, getting inside vehicle
Climbing	O	stairs, step stool
Balancing	O	step stool
Vision	C	computer screen, driving, reading
Hearing	C	communicating with co-workers and public and on telephone, listening to equipment
Talking	C	communicating with co-workers and public and on telephone
Foot Controls	O	driving
Other (specified if applicable)		

MACHINES, TOOLS, EQUIPMENT, SOFTWARE, AND HARDWARE:

PC/Laptop/General office equipment and computer software.

ENVIRONMENTAL FACTORS:

C	F	O	R	N
Continuously	Frequently	Occasionally	Rarely	Never

D	W	M	S	N
Daily	Several Times Per Week	Several Times Per Month	Seasonally	Never

-Health and Safety Factors-	
Mechanical Hazards	N
Chemical Hazards	N
Electrical Hazards	N
Fire Hazards	N
Explosives	N
Communicable Diseases	N
Physical Danger or Abuse	N
Other (see 1 below)	N

-Environmental Factors-	
Respiratory Hazards	N
Extreme Temperatures	N
Noise and Vibration	N
Wetness/Humidity	N
Physical Hazards	N

(1) N/A

PROTECTIVE EQUIPMENT REQUIRED:**NON-PHYSICAL DEMANDS:**

F	O	R	N
Frequently From 1/3 to 2/3 of the time	Occasionally Up to 1/3 of the time	Rarely Less than 1 hour per week	Never Never occurs

-Description of Non-Physical Demands-	-Frequency-
Time Pressure	O
Emergency Situation	R
Frequent Change of Tasks	O
Irregular Work Schedule/Overtime	O
Performing Multiple Tasks Simultaneously	O
Working Closely with Others as Part of a Team	F
Tedious or Exacting Work	F
Noisy/Distracting Environment	N
Other (see 2 below)	N

(2) N/A

PRIMARY WORK LOCATION:

Office Environment	X	Vehicle	
Warehouse		Outdoors	
Shop		Other (see 3 below)	
Recreation/Neighborhood Center			

SIGNATURE – REVIEW AND COMMENTS:

I have reviewed this description and understand the requirements and responsibilities of the position.

Signature of Employee

Date

Job Title of Supervisor

Signature of Supervisor

Date

Comments: _____

The above statements are intended to describe the general nature and level of work being performed by individuals assigned to this position. They are not intended to be an exhaustive list of all responsibilities, duties, and skills required. This description is subject to modification as the needs and requirements of the position change.



TULSA CITY-COUNTY LIBRARY

Executive Compensation Study

Participants' Report
January 2017

Survey Purpose

The Singer Group was retained by Tulsa City-County Library to conduct an executive compensation study.

Survey Participants

Libraries

- Austin Public Library
- Carnegie Library of Pittsburgh
- Central Arkansas Library System
- Dallas Public Library
- Dayton Metro Library
- Denver Public Library
- Fort Worth Public Library
- Jefferson County Public Library (CO)
- Lee County Library System (FL)
- Metropolitan Library System (OK)
- Nashville Public Library
- Pierce County Library System (WA)
- Pikes Peak Library District
- Richland Library (SC)
- Saint Louis Public Library
- Salt Lake County Library System
- Timberland Regional Library (WA)

Non-Libraries

- Jenks Public Schools
- Tulsa Area United Way
- Tulsa Public Schools
- University of Oklahoma

Participant Characteristics

- **17 libraries, 4 non-libraries, 6 unionized**
- **Number of branches (libraries) range from 10 – 27**
- **Population served from 340,000 – 2.5M**
 - Libraries: 340,000 – 2.5M
- **# of Employees range from 30 - 9000**
 - Libraries: 280 - 606
- **Budgets range from \$17M – \$164.3M**
 - Libraries: \$17M – \$58.4M
- **Time in position from <1 - 25.5 years**
 - Libraries: <1 – 25.5 years

Findings – Salary Data

Salary Practices

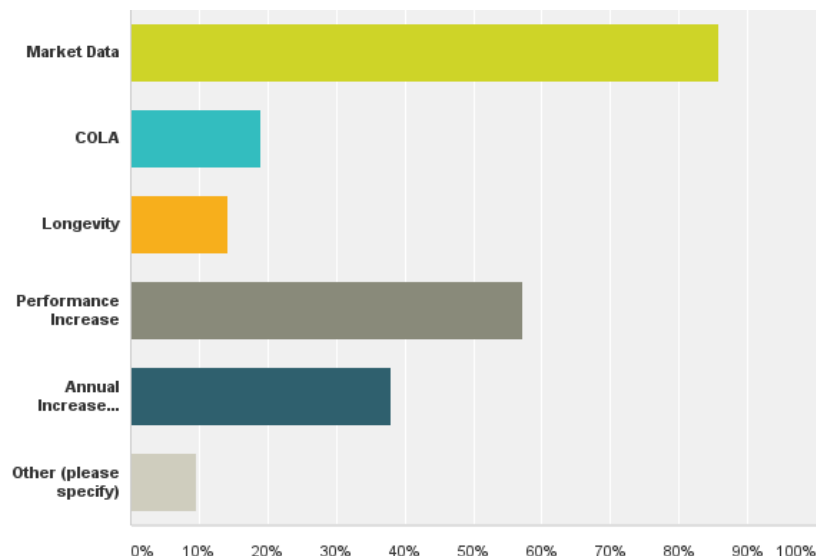
- Salary ranges
 - For CEOs are more common in libraries but not common overall
 - The lowest step reported is: \$ 71,543
 - The highest step reported is: \$211,360
 - Salary ranges for COOs are common
 - The lowest step (overall) reported is: \$ 58,175
 - The highest step (libraries) reported is: \$160,678
 - The highest step (non-libraries) reported is: \$175,000
- Salary Review
 - Annual is most common (90% of participants)
 - CEO increases ranged from 1.5 – 10% (average = 3.6%)
 - COO increases ranged from 1.5 – 5% (average = 2.7%)

Base Pay Considerations – CEO

Factors Influencing Base Pay

Survey participants:

- ✓ Market data (18)
- ✓ COLA (4)
- ✓ Longevity (3)
- ✓ Performance (12)
- ✓ Annual increase to all staff (8)
- ✓ Internal equity (1)
- ✓ Experience (1)



Note: The numbers in parentheses throughout indicate the number of organizations selecting the response.

Competitive Influences – CEO

Comparators Considered

- ✓ Public Libraries:
 - Local (6)
 - Regional (10)
 - National (11)
- ✓ Local Governments (7)
- ✓ Higher Ed Institutions (2)
- ✓ K-12 Ed Institutions (3)
- ✓ Non-Profit Orgs (4)
- ✓ Academic Libraries (5)
- None of the above (2)
- ✓ Other Local Department Heads (1)

Base Salary Data

CEOs

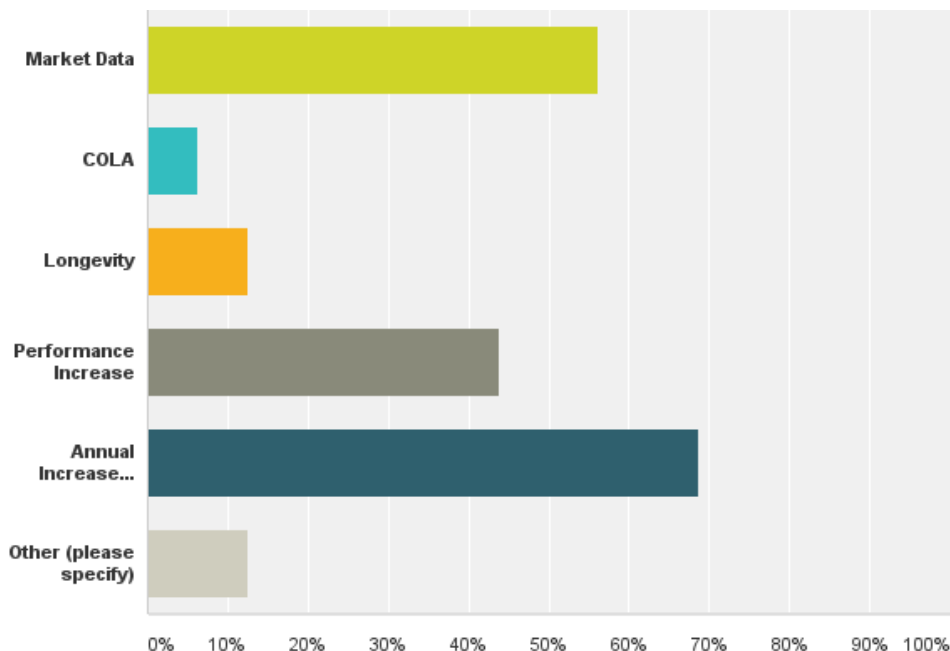
- All organizations
 - Range: \$105,147 – \$272,085
 - Average: \$168,042
 - Median: \$160,000
- Libraries only
 - Range: \$105,147 – \$206,000
 - Average: \$154,760
 - Median: \$157,500

Base Pay Considerations – COO

Factors Influencing Base Pay

Survey participants:

- ✓ Market data (9)
- ✓ COLA (1)
- ✓ Longevity (2)
- ✓ Performance (7)
- ✓ Annual increase to all staff (11)
- ✓ Internal equity (1)
- ✓ Experience (1)



Competitive Influences – COO

Comparators Considered

- ✓ Public Libraries:
 - Local (6)
 - Regional (10)
 - National (11)
- ✓ Local Governments(7)
- ✓ Higher Ed Institutions (2)
- ✓ K-12 Ed Institutions (3)
- ✓ Non-Profit Orgs (4)
- ✓ Academic Libraries (5)
 - None of the above (2)
- ✓ Other Local Dept Heads (1)

Base Salary Data

COOs

- All organizations
 - Range: \$101,000 – \$179,000
 - Average: \$124,957
 - Median: \$119,984
- Libraries only
 - Range: \$101,000 – \$145,225
 - Average: \$121,677
 - Median: \$119,984

Incentives and Deferred Compensation

- Reported bonuses are uncommon; reported only by 5 institutions (including 2 libraries), and range from \$1,000 to no maximum
- Two organizations offer bonuses to their COOs
- Additional incentives are uncommon; additional time off is the most offered incentive and ranges from two weeks' additional vacation to unlimited time off
- All offer pension plans, with contributions/matches ranging from 8% - 19.2%
- Deferred compensation plans are widely offered with no employer contribution

Benefits

- Health and Welfare Benefits
 - Most participants offer an array of standard health and welfare benefits, including medical, dental and vision
 - Some offer employer or employee-paid benefits, such as life, disability, or flexible spending accounts
- Time Off Benefits
 - Only one library (with one to come in 2017) offers PTO vs. vacation/sick
 - Average number of days off (vacation/sick/holiday/personal) is 47.5 days

Perks

Most Commonly Offered

- Conference fee reimbursement (15)
- PC/Laptop (15)
- Parking (14)
- Tablet (13)
- Relocation assistance (11)
- Smartphone (10)
- Additional life insurance (10)
- Tuition reimbursement (9)
- Club membership/dues (7)
- Long-term care (7)
- Tax-shelter annuities (5)
- Compensatory time (5)

Looking for Additional Information?

At The Singer Group, we work collaboratively with organizations in the private, social and public sectors to bridge the gaps between where they are now and where they want to be.

Our team members are sought-after educators and consultants, helping organizations achieve success by:

Managing Change

Creating an Effective Organization

Developing People and Performance

Designing Total Rewards Systems

For more information on how The Singer Group can help your organization, contact Dr. Paula Singer at pmsinger@singergrp.com or 410/561-7561.

Jefferson County's Executive Summary of Benefits for 2017

<p>Eligibility and Coverage</p> <p>Executive benefit-eligible employees are offered medical, vision and dental insurance at no cost with coverage beginning the first of the month following date of hire.</p> <p>Jefferson County offers coverage to benefit-eligible employees, their spouse (legal or common law), domestic partner (legally recognized or via an affidavit), civil union (certified under Colorado Law), domestic partner (registered in Colorado) and your/their child(ren).</p> <p>*Proof of spouse and dependent child(ren) status is required. *Child(ren) are eligible for coverage through the end of the year in which they turn age 26.</p>	<p>Medical Insurance</p> <p>You have the choice between four medical plans and two medical carriers at no cost. <i>Preventive care is covered at 100% on all plans.</i></p> <p><u>Kaiser Permanente:</u></p> <p>Pine Valley - \$750 deductible/\$4,250 OPM 25% coinsurance; \$30/\$50 office visit co-pays</p> <p>Deer Trail - \$500 deductible/\$3,000 OPM 15% coinsurance; \$10/\$30 office visit co-pays</p> <p><u>United Healthcare:</u></p> <p>Table Mountain Plan - \$750 deductible/\$4,250 OPM 25% coinsurance; \$30/\$50 office visit co-pays</p> <p>Elk Meadow Plan - \$500 deductible/\$3,000 OPM 15% coinsurance; \$10/\$30 office visit co-pays</p> <p>Charter Plan - \$750 deductible/\$4,250 OPM 25% coinsurance; \$30/\$50 office visit co-pays Smaller “Charter” network within UHC to utilize.</p>	<p>Dental Insurance</p> <p>You have the choice between two dental plans offered by Delta Dental Plan of Colorado at no cost.</p> <p>Pioneer Plan - \$50 deductible/\$1,000 coverage annually <i>*This plan does not have orthodontia coverage</i> Preventive Coverage – 100% Basic Restorative – 80% Major Restorative – 50%</p> <p>Reynolds Plan - \$50 deductible/\$2,000 coverage annually. <i>*Orthodontia Lifetime Max coverage \$1,500</i> Preventive Coverage – 100% Basic Restorative – 90% Major Restorative – 60%</p>		
<p>Flexible Spending Accounts</p> <p>Jefferson County offers you four flexible spending accounts for payroll tax savings:</p> <p>Health Care FSA - \$2,600 annual maximum</p> <p>Dependent Care FSA - \$5,000 annual maximum</p> <p>Transportation FSA - \$255 monthly maximum</p> <p>Adoption Assistance FSA - \$13,460 annually</p>	<p>Basic Life and AD&D and Voluntary Life Insurance</p> <p>Jefferson County provides you with Basic Life and Accidental Death & Dismemberment coverage in an amount equal to three times your annual salary, up to a maximum of \$400,000. Coverage begins on your <i>date of hire</i>. <i>You have the choice to purchase additional Voluntary Life Insurance for yourself, a spouse or domestic partner and/or child(ren).</i></p>	<p>Vision Insurance</p> <p>You have the choice to enroll in the vision plan offered by Vision Service Plan (VSP) at no cost. Benefits include annual eye exam \$10 co-pay, \$160 allowance Frames/Contacts, \$60 co-pay for Contact Lens Exam.</p>		
<p>Life Assistance Plan (LAP)</p> <p>You and members of your household may receive up to three (3) face-to-face counseling sessions, per incident, per year with unlimited telephone consultations as well as online support to help balance your work/life needs.</p> <p><i>Additional resources are available with Will Preparation, Secure Travel Assistance and Healthy Rewards Discounts.</i></p>	<p>Retirement Savings</p> <p>Jefferson County offers two Retirement Savings plans.</p> <p>401(a) Retirement Savings – Immediate/Mandatory Participation. Contribute 6%, 7%, or 8%; 100% match by the County. There is a six-year vesting schedule.</p> <p>457 Def. Comp Plan – Optional Participation. You can defer up to the IRS limit (\$18,000 in 2017) through two retirement companies. You also have voluntary Roth options available.</p>	<table><tr><td><p>Voluntary Benefits</p><p>You have access to group rates on Auto and/or Home Insurance through MetLife. Premiums are paid through payroll deduction.</p></td><td><p>Vehicle Allowance</p><p>You may choose to have the County provide Vehicle Allowance or Mileage Reimbursement (except Sheriff, Coroner, District Attorney, Public Health - other options as allowed by State statute or Elected/Appointed Official).</p></td></tr></table>	<p>Voluntary Benefits</p> <p>You have access to group rates on Auto and/or Home Insurance through MetLife. Premiums are paid through payroll deduction.</p>	<p>Vehicle Allowance</p> <p>You may choose to have the County provide Vehicle Allowance or Mileage Reimbursement (except Sheriff, Coroner, District Attorney, Public Health - other options as allowed by State statute or Elected/Appointed Official).</p>
<p>Voluntary Benefits</p> <p>You have access to group rates on Auto and/or Home Insurance through MetLife. Premiums are paid through payroll deduction.</p>	<p>Vehicle Allowance</p> <p>You may choose to have the County provide Vehicle Allowance or Mileage Reimbursement (except Sheriff, Coroner, District Attorney, Public Health - other options as allowed by State statute or Elected/Appointed Official).</p>			
<p>Wellness Programs and Fitness Centers</p> <p>Jefferson County has a variety of wellness events, classes and challenges offered through Live Well...Choose Well, the employee wellness program, in addition to offering onsite fitness centers at multiple locations. We encourage participation in a Biometric Health Screening, a Health Assessment, webinars, online wellness challenges and more, as offered on an annual basis.</p>	<p>Vacation Time/Holiday Hours</p> <p>Benefit-eligible employees working 40 hours a week earn 96 hours of vacation accruals annually. Vacation accruals increase with length of employment.</p> <p>Jefferson County observes 11 paid holidays (88 hours) annually.</p>	<p>Disability Benefits</p> <p>Jefferson County provides you with Long-Term Disability coverage. <i>*Income Replacement of 66 2/3 of salary in event of injury/illness (not work related) which prevents employees from working beyond 26 weeks. Limitations apply.</i></p> <p>Sick Time/Personal Time</p> <p>Executives do not accrue sick time; sick days are paid. Executives have 2 personal days available annually.</p>		

About this Summary: This is a summary of Jefferson County's benefits and does not constitute a policy. Jefferson County reserves the right to modify, amend or terminate any of the Benefit Plans, in whole or in part, with or without prior notice, at any time. This flyer does not serve as a contract or offer of employment. If you have any questions, please contact your Human Resources Benefits Staff. If there are any discrepancies between the information in this summary and the plan documents, the plan documents will prevail. Benefit plan details, limitations and restrictions can be found in the plan documents.

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

Finance & Budget Department



Jefferson County
PUBLIC LIBRARY

memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Interim Director of Finance & Budget
re: Finance Monthly Report - Budget to Actual Tables
Adoption of the 2018 Library Budget
date: December 14, 2017

A. **Budget to Actual Tables**

The Budget to Actual Tables for the period ending November 2017 will be forwarded as soon as accounting period 11 is closed and the analysis has been completed. The Tables will be available for the meeting, along with the analysis discussion.

B. **2018 Budget Summary Review and Approval**

On December 5th, the Board of County Commissioners adopted the County's and the Library's 2018 budget and certified mill levies for 2018. The Commissioners' adopted budget for the Library conforms to the Trustees' recommended budget. The 2018 Budget Tables are attached for your review. Table 1 is the summary of the total budget.

The approved Library mill levy of 4.000 will result in projected property tax net revenue of \$37,287,492. Fines and Fees are projected to be \$530,850, Grants at \$133,000 and Other Revenue at \$329,400. Total projected revenues for 2018 are \$38,280,742.

Total projected expenditures are \$41,166,035, which includes:

- Operating \$34,289,118
- Debt Service \$1,486,667
- Capital Projects \$5,390,250
- Funding the 6.50 FTE reserved positions to staff Edgewater Library
- Additional 3.50 FTE positions to staff Edgewater Library
- Total Authorized and funded positions: 218.50

The 2018 budget includes use of fund balance in the amount of \$2,885,293. Of this amount \$2.6 million will fund the Edgewater Library Project and the remainder will fund other capital project expenditures.

Action Item:

Staff recommends that the Library Trustees adopt the 2018 budget and authorize the Executive Director to implement the spending plan contained therein.

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2018 BUDGET

Sources and Uses of Funds	2016 Actual	2017 Amended Budget	2018 Budget	\$ Incr(Decr) 2017 to 2018 Budget	% Incr(Decr) 2017 to 2018 Budget
<i>Sources of Funds</i>					
Revenues					
Taxes 4.000 Mill Levy					
Property Tax (net of adjustments)	\$ 32,888,617	\$ 36,392,968	\$ 37,287,492	\$ 894,524	2%
Total Taxes	\$ 32,888,617	\$ 36,392,968	\$ 37,287,492	\$ 894,524	2%
Federal & State Grants	\$ 131,085	\$ 130,000	\$ 133,000	\$ 3,000	2%
Fines & Fees	700,219	792,970	530,850	(262,120)	-33%
Other Revenue	327,952	546,220	329,400	(216,820)	-40%
Total Other Revenues	\$ 1,159,256	\$ 1,469,190	\$ 993,250	\$ (475,940)	-32%
Sub Total Revenues	\$ 34,047,873	\$ 37,862,158	\$ 38,280,742	\$ 418,584	1%
Fund Balance Activity					
Transfer from FB - Capital Projects	-	2,173,025	2,885,293	712,268	NA
Transfer to Fund Balance	(4,383,466)	-	-	-	NA
Total Sources of Funds	\$ 29,664,407	\$ 40,035,183	\$ 41,166,035	\$ 1,130,852	3%
<i>Uses of Funds</i>					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 11,926,754	\$ 12,592,392	\$ 13,006,602	\$ 414,210	3%
Benefits	3,444,953	3,793,380	4,037,798	244,418	6%
Total Salaries & Benefits	\$ 15,371,707	\$ 16,385,772	\$ 17,044,400	\$ 658,628	4%
Library Books & Materials	\$ 5,816,450	\$ 8,349,727	\$ 9,493,119	\$ 1,143,392	14%
Supplies	974,281	1,299,625	1,460,309	160,684	12%
Operating Capital	-	12,000	120,000	108,000	900%
Other Services & Charges	2,758,004	3,800,879	4,422,776	621,897	16%
Internal Transactions /Cost Allocation	1,386,406	1,599,551	1,748,514	148,963	9%
Total Operating Expenditures	\$ 26,306,849	\$ 31,447,554	\$ 34,289,118	\$ 2,841,564	9%
Financing & Debt Service	\$ 1,554,199	\$ 1,548,403	\$ 1,486,667	\$ (61,736)	-4%
Capital Development Fund	\$ 1,803,360	\$ 7,039,226	\$ 5,390,250	\$ (1,648,976)	-23%
Total Uses of Funds	\$ 29,664,407	\$ 40,035,183	\$ 41,166,035	\$ 1,130,852	3%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2018 BUDGET

	2016 Actual	2017 Amended Budget	2018 Budget	% Incr(Decr) 2017 to 2018 Budget
Beginning Fund Balance	\$ 13,108,503	\$ 13,779,031	\$ 17,491,968	
Revenues	\$ 32,574,475	\$ 36,197,327	\$ 36,607,089	1%
Capital Funding	1,473,398	1,664,831	1,673,653	1%
Total Revenues	\$ 34,047,873	\$ 37,862,158	\$ 38,280,742	1%
Expenditures				
Operating Expenditures	\$ 26,306,849	\$ 31,447,554	\$ 34,289,118	9%
Debt Service	1,554,199	1,548,403	1,486,667	-4%
Capital Projects	1,803,360	7,039,226	5,390,250	-23%
Total Expenditures	\$ 29,664,407	\$ 40,035,183	\$ 41,166,035	3%
Increase/(Decrease) in Fund Balance	\$ 4,383,466	\$ (2,173,025)	\$ (2,885,293)	33%
Ending Fund Balance	\$ 17,491,968	\$ 11,606,006	\$ 14,606,675	26%

Fund Balance Policy Calculation				
		2017 Amended Budget	2018 Budget	
16% - Current Year Budgeted Revenues		\$ 6,057,945	\$ 6,124,919	
9% - Current Year Budgeted Revenues - Uncertainty		3,407,594	3,445,267	
Total Minimum F/B Reserve Requirements (FLOOR)		\$ 9,465,540	\$ 9,570,186	
50% of Current Year Budgeted Revenues		\$ 18,931,079	\$ 19,140,371	
Total Maximum F/B Reserve Requirements (CEILING)		\$ 18,931,079	\$ 19,140,371	
Above/(Below) Minimum (FLOOR)		\$ 2,140,466	\$ 5,036,489	
Above/(Below) Maximum (CEILING)		\$ (7,325,073)	\$ (4,533,696)	

TABLE 2B
JEFFERSON COUNTY PUBLIC LIBRARY
POSITION AUTHORIZATIONS (FTEs)
2018 BUDGET

Authorized Positions	2016 Actual	2017 Budget	2018 Budget	Incr(Decr) 2017 to 2018 Budget
FTE Positions - Active	207.50	208.50	218.50	10.00
FTE Positions - Reserved	7.50	6.50	0.00	(6.50)
Total Authorized Positions	215.00	215.00	218.50	3.50

POSITION AUTHORIZATIONS (FTEs) BY BUSINESS UNIT
2018 BUDGET

Business Unit	Business Unit Name	2016 Actual	2017 Budget	2018 Budget	Incr(Decr) 2017 to 2018 Budget
70001	Board of Trustees	-	-	-	-
70002	Executive Director	1.00	1.00	1.00	-
70003	Finance	6.00	6.00	6.00	-
70005	Employee Relations	5.00	5.00	5.00	-
70006	Facility Operations	9.00	10.00	10.00	-
70007	Administrative Support	5.00	5.00	5.00	-
70011	Public Services	3.00	3.00	3.00	-
70013	Public Services Operations	5.50	5.50	5.50	-
70014	Digital Experience	4.00	4.00	4.00	-
70016	Patron Education	2.00	2.00	2.00	-
70017	Kids and Families	3.50	3.50	3.50	-
70030	Graphics	2.50	2.50	2.50	-
70040	Communications	3.00	3.00	3.00	-
70060	Information Technology	11.50	11.50	11.50	-
70080	Collection Services	10.00	10.00	10.00	-
70081	Catalog Services	9.00	9.00	9.00	-
70110	Arvada Library	15.00	15.00	15.00	-
70120	Belmar Library	16.50	16.50	16.50	-
70130	Library 2 You	3.00	3.00	3.00	-
70140	Columbine Library	17.50	17.50	17.50	-
70150	Conifer Library	3.00	3.00	3.00	-
70160	Edgewater Library	3.00	3.00	13.00	10.00
70170	Evergreen Library	12.00	12.00	12.00	-
70180	Golden Library	13.00	13.00	13.00	-
70190	Lakewood Library	12.50	12.50	12.50	-
70200	Standley Lake Library	15.50	15.50	15.50	-

TABLE 2B, CONTINUED
JEFFERSON COUNTY PUBLIC LIBRARY
POSITION AUTHORIZATIONS (FTEs) BY BUSINESS UNIT
2018 BUDGET

Business Unit	Business Unit Name	2016 Actual	2017 Budget	2018 Budget	Incr(Decr) 2017 to 2018 Budget
70210	Wheat Ridge Library	4.50	4.50	4.50	-
70220	PS Staff Training	1.00	1.00	1.00	-
70221	Patron Experience	1.00	1.00	1.00	-
70222	Adult Services	3.00	3.00	3.00	-
70223	Programming & Partnership	2.00	2.00	2.00	-
70224	Special Populations	3.00	3.00	3.00	-
70225	Teen Services	2.00	2.00	2.00	-
Total		207.50	208.50	218.50	10.00
Total Active FTEs		207.50	208.50	218.50	10.00
Total Reserved FTEs		7.50	6.50	-	(6.50)
Total Authorized Positions		215.00	215.00	218.50	3.50

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2018 BUDGET

Sources and Uses of Funds	2016 Actual	2017 Amended Budget	2018 Budget	\$ Incr(Decr) 2017 to 2018 Budget	% Incr(Decr) 2017 to 2018 Budget
<i>Sources of Funds</i>					
Revenues					
Taxes					
Property Taxes	\$ 31,268,777	\$ 35,331,413	\$ 35,518,639	\$ 187,226	1%
Delinquent Taxes	122,018	50,124	96,167	46,043	92%
Prior Year Cancellations	-	(76,556)	(27,635)	48,921	-64%
Urban Renewal	-	(606,610)	-	606,610	-100%
Penalties & Interest	24,424	29,766	26,668	(3,098)	-10%
Total Taxes	\$ 31,415,219	\$ 34,728,137	\$ 35,613,839	\$ 885,702	3%
Federal & State Grants	\$ 131,085	\$ 130,000	\$ 133,000	\$ 3,000	2%
Library Fines	585,214	639,500	395,800	(243,700)	-38%
Charges for Services	115,005	153,470	135,050	(18,420)	-12%
Investment Income	100,072	149,200	241,400	92,200	62%
Contributions from Private Sources	142,969	200,000	30,000	(170,000)	-85%
Other Revenue	84,912	197,020	58,000	(139,020)	-71%
Total Revenues	\$ 32,574,476	\$ 36,197,327	\$ 36,607,089	\$ 409,762	1%
<i>Uses of Funds</i>					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 10,300,740	\$ 11,398,213	\$ 11,712,233	\$ 314,020	3%
Awards & Bonuses	48,519	100,000	120,000	20,000	20%
Termination Pay	113,718	-	-	-	0%
Temporary Salaries	1,462,528	1,946,245	2,060,789	114,544	6%
Overtime	1,249	13,900	14,130	230	2%
Vacancy Savings	-	(865,966)	(900,550)	(34,584)	4%
Benefits	3,444,953	3,793,380	4,037,798	244,418	6%
Total Salaries & Benefits	\$ 15,371,707	\$ 16,385,772	\$ 17,044,400	\$ 658,628	4%
Library Books & Materials	\$ 4,584,052	\$ 6,900,603	\$ 8,102,000	\$ 1,201,397	17%
Library Computer Materials	1,115,396	1,317,744	1,259,239	(58,505)	-4%
Library Periodicals	117,002	131,380	131,880	500	0%
Sub-Total Library Collections	\$ 5,816,450	\$ 8,349,727	\$ 9,493,119	\$ 1,143,392	14%
Supplies	\$ 974,281	\$ 1,299,625	\$ 1,460,309	\$ 160,684	12%
Other Services & Charges	2,758,004	3,800,879	4,422,776	621,897	16%
Operating Capital	-	12,000	120,000	108,000	900%
Direct Internal Charges	136,345	178,688	140,762	(37,926)	-21%
Indirect Cost Allocation	696,338	758,653	929,085	170,432	22%
Intra County Transactions	553,723	662,210	678,667	16,457	2%
Total Supplies and Other	\$ 5,118,691	\$ 6,712,055	\$ 7,751,599	\$ 1,039,544	15%
Total Uses of Funds	\$ 26,306,847	\$ 31,447,554	\$ 34,289,118	\$ 2,841,564	9%

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2018 BUDGET

Sources and Uses of Funds	2016 Actual	2017 Budget	2018 Budget	\$ Decrease 2017 to 2018 Budget
Debt Service				
Principal - Arvada (2005-2024)	\$ 507,411	\$ 516,095	\$ 528,501	\$ 8,684
Interest - Arvada (2005-2024)	119,285	107,157	94,823	(12,128)
Principal - Refunding Series 2013	632,690	632,740	608,264	50
Interest - Refunding Series 2013	119,125	116,772	91,544	(2,353)
Principal - COP - Capital Projects	142,143	142,143	142,143	-
Interest - COP - Capital Projects	33,545	33,496	21,392	(49)
Total Debt Service	\$ 1,554,199	\$ 1,548,403	\$ 1,486,667	\$ (61,736)

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

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

Certificates of Participation (COP)
Total Issue \$995,000
Term 2014-2020
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2018 BUDGET

Sources and Uses of Funds	2016 Actual	2017 Amended Budget	2018 Budget	\$ Incr(Decr) 2017 to 2018 Budget	% Incr(Decr) 2017 to 2018 Budget
Sources of Funds					
Property Tax - Capital - 4.5%	\$ 1,473,398	\$ 1,664,831	\$ 1,673,653	\$ 8,822	1%
Transfer from FB - Edgewater Library Project	-	-	2,600,000	2,600,000	100%
Transfer from FB - Capital Expenses	-	-	285,293	285,293	100%
Total Sources of Funds	\$ 1,473,398	\$ 1,664,831	\$ 4,558,946	\$ 2,894,115	174%
Uses of Funds					
Annual Replacement & Maintenance Program (ARM)					
ARM-01 Capital Maintenance	\$ 170,424	\$ 250,000	\$ 250,000	\$ -	0%
ARM-02 Furniture & Equipment	58,064	56,000	36,000	(20,000)	-36%
ARM-03 Computer Replacement Plan	218,476	250,000	250,000	-	0%
ARM-04 Book Sorter Sinking Fund	-	400,000	350,000	(50,000)	-13%
ARM-05 IT Infrastructure Replacement	316,658	497,665	321,650	(176,015)	-35%
2016 Projects					
16-01 Lakewood Parking Lot	274,922	-	-	-	NA
16-02 LSC Parking Lot	67,699	-	-	-	NA
16-03 Evergreen AHU Rebuild	54,204	42,979	-	(42,979)	NA
16-04 Wheat Ridge HVAC Replacement	-	41,600	-	(41,600)	NA
16-05 Standley Lake Boiler Replacement	62,781	-	-	-	NA
16-06 Admin Space Plan/Reconfiguration	8,031	-	-	-	NA
16-07 Belmar Carpet Repair	5,939	-	-	-	NA
16-08 Columbine Tree & Sidewalk Replace	27,807	-	-	-	NA
16-09 Implement Wireless Upgrade	8,221	-	-	-	NA
16-10 Intranet/Records Management	-	79,000	120,000	41,000	52%
16-11 Increase Wireless Access Points	16,614	-	-	-	NA
16-12 IT Software Projects	26,499	11,809	-	(11,809)	NA
16-13 III Database Server	81,660	5,560	-	(5,560)	NA
16-14 High Availability Internet Redundancy	-	-	36,000	36,000	NA
16-15 Replace DVD/Disk Washer	7,990	-	-	-	NA
16-16 Columbine Remodel	99,027	4,536,773	-	(4,536,773)	-100%
16-18 IT Erate Data Cabling	26,344	-	-	-	NA
2017 Projects					
17-01 Evergreen HVAC Rebuild	-	135,000	-	(135,000)	-100%
17-02 Entry Door Replacement	-	36,800	18,600	(18,200)	-49%
17-03 Virtual Servers upgrades	-	91,000	-	(91,000)	-100%
17-05 Implement RFID/Self Check	272,000	315,740	-	(315,740)	-100%
17-07 Edgewater Library	-	160,000	2,600,000	2,440,000	1525%
17-08 Large Format Printer	-	10,000	-	(10,000)	-100%
17-09 JCPL Mobile Experience	-	15,700	-	(15,700)	-100%
17-10 Mobility Solution	-	25,000	-	(25,000)	-100%
17-11 Long-Range Facility Master Plan	-	78,600	-	(78,600)	-100%
2018 Projects					
18-01 Belmar Remodel Planning	-	-	350,000	350,000	NA
18-02 Lakewood Fence Replacement	-	-	55,000	55,000	NA
18-03 Lakewood Public Restroom Expansion	-	-	120,000	120,000	NA
18-04 Lakewood Admin Restroom Remodel	-	-	48,000	48,000	NA
18-05 Golden Parking Lot	-	-	125,000	125,000	NA
18-06 Sorter Replacement - 2 sites	-	-	500,000	500,000	NA
18-07 LSC Garage & Loading Dock Planning	-	-	10,000	10,000	NA
18-08 Bookmobile Replacement Sinking Fund	-	-	200,000	200,000	NA
Total Capital Projects	\$ 1,803,360	\$ 7,039,226	\$ 5,390,250	\$ (1,648,976)	-23%
Book Sorter Sinking Fund Reserve					
Beginning Balance	\$ -	\$ 200,000	\$ 160,005	\$ (39,995)	-20%
Source	200,000	200,000	350,000	150,000	75%
Use	-	239,995	-	(239,995)	-100%
Balance	\$ 200,000	\$ 160,005	\$ 510,005	\$ 350,000	219%

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
5 -YEAR CAPITAL IMPROVEMENT PLAN
2018-2022

Project	2018	2019	2020	2021	2022	Total 2018-2022
Annual Replacement Plan						
ARM-01 Capital Maintenance	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
ARM-02 Other Capital Replacement Plan/Furniture & Equipment	36,000	36,000	36,000	36,000	36,000	180,000
ARM-03 Computer 5-year Replacement Plan	250,000	250,000	250,000	250,000	250,000	1,250,000
ARM-04 Book Sorter Sinking Fund	350,000	300,000	200,000	200,000	200,000	1,250,000
ARM-05 IT Infrastructure Replacement	321,650	200,000	200,000	200,000	200,000	1,121,650
Total ARM	\$ 1,207,650	\$ 1,036,000	\$ 936,000	\$ 936,000	\$ 936,000	\$ 5,051,650
5-Year Capital Improvement Plan						
16-10 Records Management Software / Intranet	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
16-14 High Availability Internet Redundancy - System-wide	36,000	36,000	36,000	-	-	108,000
17-02 Entry Door Replacement - Golden	18,600	-	-	-	-	18,600
17-07 Edgewater Library Tenant Finish	2,600,000	-	-	-	-	2,600,000
18-01 Belmar Library Remodel	350,000	4,712,000	-	-	-	5,062,000
18-02 Lakewood Fence Replacement	55,000	-	-	-	-	55,000
18-03 Lakewood Public Restroom Expansion	120,000	-	-	-	-	120,000
18-04 Lakewood Admin Restroom Remodel	48,000	-	-	-	-	48,000
18-05 Golden Parking Lot	125,000	-	-	-	-	125,000
18-06 Sorter Replacement	500,000	500,000	500,000	-	-	1,500,000
18-07 LSC Garage & Loading Dock Design & Construction	10,000	150,000	-	-	-	160,000
18-08 Bookmobile Replacement Sinking Fund	200,000	200,000	-	-	-	400,000
19-01 Belmar AHU	-	165,000	-	-	-	165,000
19-02 Belmar Chiller Replacement	-	145,000	-	-	-	145,000
19-03 Belmar Parking Lot Replacement	-	300,000	-	-	-	300,000
19-04 Evergreen Library Remodel	-	250,000	2,676,000	-	-	2,926,000
19-05 Standley Lake Clerestory Roof Replacement	-	70,000	-	-	-	70,000
20-01 Lakewood Library Remodel	-	-	250,000	3,681,000	-	3,931,000
20-02 South County Tenant Finish	-	-	3,780,000	-	-	3,780,000
21-01 Arvada Library Remodel	-	-	-	250,000	5,586,000	5,836,000
22-01 Standley Lake Library Remodel	-	-	-	-	250,000	250,000
Total CIP	\$ 4,182,600	\$ 6,528,000	\$ 7,242,000	\$ 3,931,000	\$ 5,836,000	\$ 27,719,600
Total 5-Year Capital Plan	\$ 5,390,250	\$ 7,564,000	\$ 8,178,000	\$ 4,867,000	\$ 6,772,000	\$ 32,771,250

memorandum



to: Pam Nissler, Executive Director
from: Gloria Overholt, Interim Director of Finance & Budget
re: Finance Monthly Report

- Budget to Actual Tables – November 2017
- Project-to-Date Information – November 2017 – Columbine Library, Edgewater Library

date: December 14, 2017

A. Budget to Actual Tables November 2017

Attached are the Financial Tables for the month of November 2017.

Property Taxes are projected to come in a little short by about \$96k. Library fines are not expected to meet budget as a recent analysis indicated. Estimates are that fines will fall short by \$23k. Contributions are also expected to fall short by \$125k.

Revenues earned on pooled investments are above total budget for the year. The Library's cash balance at the end of November is \$23 million. These funds are pooled with the funds from all County funds and invested in specific investment instruments. Interest is allocated to the funds based on their average daily balance. Until the final 2017 numbers are posted, the total investment income will fluctuate. Year- end adjustments of gain and loss on investments and adjustments for fair market value will determine the total investment income.

Expenditures for Salaries and Benefits are expected to be below budget, and the vacancy factor will be met. Projections through the month of November indicate that salaries and benefits will be below budget by about \$327k. Library Books and Material will be spent, as will the cost allocation budgets. Supplies are projected to be under budget by \$176k. Other Services and Charges are trending low, projected to be under budget by \$577k. This number includes a savings in contingency usage of \$232k.

Fund Balance Projection As of November the projection for fund balance is an increase at year end of approximately \$28k over the ending balance at December 31, 2016. The 2017 budget consisted of using \$2.7 million in fund balance, but projections indicate very little, if any, use of fund balance. Amended budget for capital projects is \$7,039,226, however projections indicate \$5,926,374 will be spent. The difference is \$1,112,852. A portion of this balance will be requested to carry forward into 2018 in order to complete some of the projects. Ending fund balance is projected to be \$17,520 million at year end.

memorandum



Encumbrances (purchase orders issued) for the Library operating accounts total approximately \$768k as of the end of November. Capital Projects purchase orders total approximately \$1.027 million as reported on Table 6. Total encumbrances for the Library as of November are \$1.795million

B. Project-to-Date Financial Information

Attached are the Project-to-Date reports for the Columbine Remodel Project and the Edgewater Tenant Finish Project. These reports contain detailed budget and actual numbers in a project-to-date format, as well as the timeline of when budgets were approved, transferred or amended.

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2017 ACTUAL TO BUDGET

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Amended Budget	YTD Actual 11/30/2017	\$ Variance 2017 Budget	Budget to Actual %
<i>Sources of Funds</i>						
Revenues						
Property Taxes 4.500 Mills						
Property Taxes - Operating	\$ 31,558,023	\$ 31,415,219	\$ 34,728,137	\$ 34,664,963	\$ (63,174)	99.82%
Property Taxes - Capital	1,519,998	1,473,398	1,664,831	1,631,758	(33,073)	98.01%
Total Taxes	\$ 33,078,021	\$ 32,888,617	\$ 36,392,968	\$ 36,296,721	\$ (96,247)	99.74%
Federal & State Grants	\$ 126,734	\$ 131,085	\$ 130,000	\$ 131,272	\$ 1,272	100.98%
Fines & Fees	799,000	700,219	792,970	637,165	(155,805)	80.35%
Other Revenue	450,021	327,952	546,220	695,680	149,460	127.36%
Total Other Revenues	1,375,755	1,159,256	1,469,190	1,464,117	(5,073)	99.65%
Sub Total Operating Revenues	\$ 34,453,776	\$ 34,047,873	\$ 37,862,158	\$ 37,760,838	\$ (101,320)	99.73%
Transfer from Fund Balance	\$ 2,057,647	\$ -	\$ 2,173,025	\$ -	\$ -	N/A
Transfer to Fund Balance	-	4,383,466	-	5,419,722	7,592,747	N/A
Total Sources of Funds	\$ 32,396,129	\$ 29,664,407	\$ 40,035,183	\$ 32,341,116	\$ (7,694,067)	80.78%
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 12,624,592	\$ 11,926,754	\$ 12,592,392	\$ 11,152,754	\$ (1,439,638)	88.57%
Benefits	3,845,432	3,444,953	3,793,380	3,250,196	(543,184)	85.68%
Sub-Total Salaries & Benefits	\$ 16,470,024	\$ 15,371,707	\$ 16,385,772	\$ 14,402,950	\$ (1,982,822)	87.90%
Collection: Library Books & Materials	\$ 5,854,776	\$ 5,816,450	\$ 8,349,727	\$ 7,672,747	\$ (676,980)	91.89%
Supplies	943,313	974,281	1,287,301	878,696	(408,605)	68.26%
Operating Capital	-	-	12,000	-	(12,000)	0.00%
Other Services & Charges	3,407,915	2,758,004	3,813,203	2,826,615	(986,588)	74.13%
Internal Transactions /Cost Allocation	1,450,848	1,386,406	1,599,551	1,494,535	(105,016)	93.43%
Total Operating Expenditures	\$ 28,126,876	\$ 26,306,848	\$ 31,447,554	\$ 27,275,543	\$ (4,172,011)	86.73%
Financing & Debt Service	\$ 1,584,388	\$ 1,554,199	\$ 1,548,403	\$ 126,368	\$ (1,422,035)	8.16%
Capital Projects	\$ 2,684,865	\$ 1,803,360	\$ 7,039,226	\$ 4,939,205	\$ (2,100,021)	70.17%
Total Uses of Funds	\$ 32,396,129	\$ 29,664,407	\$ 40,035,183	\$ 32,341,116	\$ (7,694,067)	80.78%

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE REQUIREMENTS
2017 ACTUAL TO BUDGET

	Final 2016 Budget	Final 2016 Actual	2017 Amended Budget	YTD Actual 11/30/2017	Year End Projected Fund Balance
Beginning Fund Balance	\$ 11,721,384	\$ 13,108,503	\$ 13,779,031	\$ 17,491,968	\$ 17,491,968
Revenues					
Operating Revenues	\$ 32,933,778	\$ 32,574,475	\$ 36,197,327	\$ 36,129,080	\$ 36,204,610
Capital Funding	1,519,998	1,473,398	1,664,831	1,631,758	1,631,758
Total Revenues	\$ 34,453,776	\$ 34,047,873	\$ 37,862,158	\$ 37,760,838	\$ 37,836,368
Expenditures					
Operating Expenditures	\$ 28,126,876	\$ 26,306,848	\$ 31,447,554	\$ 27,275,543	\$ 30,333,086
Debt Service	1,584,388	1,554,199	1,548,403	126,368	1,548,403
Capital Projects	2,684,865	1,803,360	7,039,226	4,939,205	5,926,374
Total Expenditures	\$ 32,396,129	\$ 29,664,407	\$ 40,035,183	\$ 32,341,116	\$ 37,807,863
Increase/(Decrease) in Fund Balance	\$ 2,057,647	\$ 4,383,466	\$ (2,173,025)	\$ 5,419,722	\$ 28,505
Ending Fund Balance	\$ 13,779,031	\$ 17,491,968	\$ 11,606,006	\$ 22,911,690	\$ 17,520,473
Above/(Below) Minimum	\$ 5,165,587	\$ 8,878,524	\$ 2,140,467	\$ 13,446,151	\$ 8,054,934
Above/(Below) Maximum	N/A	\$ 265,080	\$ (7,325,073)	\$ 3,980,611	(1,410,606)
Fund Balance Policy					
Minimum Fund Balance					
16% of Current Year Revenues	\$ 5,512,604		\$ 6,057,945		
9% of Current Year Revenues - Uncertainty	3,100,840		3,407,594		
Total Minimum F/B Reserve Requirement	\$ 8,613,444		9,465,540		
Maximum Fund Balance					
50% of Current Year Budgeted Revenues	17,226,888		18,931,079		
Total Maximum F/B Reserve Requirement	\$ 17,226,888		\$ 18,931,079		

TABLE 2B
JEFFERSON COUNTY PUBLIC LIBRARY
POSITION AUTHORIZATIONS (FTEs)
2017 ACTUAL TO BUDGET

	Adopted 2016 Budget	Actual 2016	Adopted 2017 Budget	Revised 2017 Budget	Change 2016 to 2017
FTE Positions - Active	207.50	181.50	207.50	208.50	27.00
FTE Positions - Reserved	7.50	33.50	7.50	6.50	-27.00
Total Authorized Positions	215.00	215.00	215.00	215.00	0.00

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

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Amended Budget	YTD Actual 11/30/2017	Projected Year-End 2017	Variance 2017 Budget
<i>Sources of Funds</i>						
Revenues						
Taxes						
Property Taxes - Operating	\$ 32,257,736	\$ 31,268,777	\$ 35,331,413	\$ 34,629,529	\$ 34,639,114	\$ (692,299)
Delinquent Taxes	45,241	122,018	50,124	15,408	15,408	(34,716)
Prior Year Cancellations	(116,244)	-	(76,556)	-	-	76,556
Urban Renewal	(667,853)	-	(606,610)	-	-	606,610
Penalties & Interest	39,143	24,424	29,766	20,026	20,026	(9,740)
Total Taxes	\$ 31,558,023	\$ 31,415,219	\$ 34,728,137	\$ 34,664,963	\$ 34,674,548	\$ (53,589)
Federal & State Grants	\$ 126,734	\$ 131,085	\$ 130,000	\$ 131,272	\$ 131,272	\$ 1,272
Library Fines	650,000	585,214	639,500	523,097	616,206	(23,294)
Other Fees	149,000	115,005	153,470	114,068	131,020	(22,450)
Investment Income	149,021	100,072	149,200	368,143	324,027	174,827
Contributions from Private Sources	200,000	142,969	200,000	75,194	75,194	(124,806)
Other Revenue	101,000	84,912	197,020	252,343	252,343	55,323
Total Revenues	\$ 32,933,778	\$ 32,574,476	\$ 36,197,327	\$ 36,129,080	\$ 36,204,610	\$ 7,283
<i>Uses of Funds</i>						
Operating Expenditures						
Salaries & Employee Benefits						
Salaries	\$ 11,222,688	\$ 10,300,740	\$ 11,398,213	\$ 9,587,552	\$ 10,718,300	\$ (679,913)
Awards & Bonuses	83,796	48,519	100,000	-	100,000	-
Termination Pay	-	113,718	-	41,359	41,359	41,359
Temporary Pay	1,806,537	1,462,528	1,946,245	1,522,612	1,652,013	(294,232)
Overtime	8,900	1,249	13,900	1,231	1,500	(12,400)
Vacancy Savings	(498,628)	-	(865,966)	-	-	865,966
Benefits	3,846,731	3,444,953	3,793,380	3,250,196	3,545,057	(248,323)
Total Salaries & Benefits	\$ 16,470,024	\$ 15,371,707	\$ 16,385,772	\$ 14,402,950	\$ 16,058,229	\$ (327,543)
Library Books & Materials	\$ 4,820,976	\$ 4,584,052	\$ 6,900,603	\$ 5,716,349	\$ 6,389,915	\$ (510,688)
Library Computer Materials	926,650	1,115,396	1,317,744	1,828,432	1,828,432	510,688
Library Periodicals	130,650	117,002	131,380	127,966	131,380	-
Sub-Total Library Collections	5,878,276	5,816,450	8,349,727	7,672,747	8,349,727	-
Supplies	943,313	974,281	1,287,301	878,696	1,110,622	(176,679)
Other Services & Charges	3,407,915	2,758,004	3,813,203	2,826,615	3,235,807	(577,396)
Operating Capital	-	-	12,000	-	-	(12,000)
Direct Internal Charges	127,061	136,345	178,688	143,949	164,894	(13,794)
Indirect Cost Allocation	696,338	696,338	758,653	695,432	758,653	-
Intra County Transactions	627,449	553,723	662,210	655,154	655,154	(7,056)
Total Operating Expenditures	\$ 28,150,376	\$ 26,306,849	\$ 31,447,554	\$ 27,275,543	\$ 30,333,086	\$ (1,114,468)
Total Uses of Funds	\$ 28,150,376	\$ 26,306,849	\$ 31,447,554	\$ 27,275,543	\$ 30,333,086	\$ (1,114,468)

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

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Amended Budget	YTD Actual 11/30/2017	Projected Year- End 2017	Variance 2017 Budget
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Debt Service						
Principal - Arvada (2005-2024)	\$ 507,411	\$ 507,411	\$ 516,095	\$ -	\$ 516,095	-
Interest - Arvada (2005-2024)	119,285	119,285	107,157	53,579	107,157	-
Principal - Refunding Series 2013	632,690	632,690	632,740	-	632,740	-
Interest - Refunding Series 2013	149,314	119,125	116,772	72,789	116,772	-
Principal - COP - Capital Projects	142,143	142,143	142,143	-	142,143	-
Interest - COP - Capital Projects	33,545	33,545	33,496	-	33,496	-
Total Debt Service	\$ 1,584,388	\$ 1,554,199	\$ 1,548,403	\$ 126,368	\$ 1,548,403	\$ -

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

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

Certificates of Participation (COP)
Total Issue \$995,000
Term 2014-2020 June & Dec
Use - Belmar Roof Replacement
Columbine HVAC
Columbine Parking Lot
Standley Lake Parking Lot

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL PROJECTS
2017 ACTUAL TO BUDGET

Sources and Uses of Funds	Final 2016 Budget	Final 2016 Actual	2017 Budget	2017 Amended Budget	YTD Actual 11/30/2017	Projected Year- End 2017	Variance 2017 Budget
Sources of Funds							
Property Tax - Capital - 4.5%	\$ 1,519,998	\$ 1,473,398	\$ 1,664,831	\$ 1,664,831	\$ 1,631,758	\$ 1,631,758	\$ (33,073)
Total Sources of Funds	\$ 1,519,998	\$ 1,473,398	\$ 1,664,831	\$ 1,664,831	\$ 1,631,758	\$ 1,631,758	\$ (33,073)
Uses of Funds							
Annual Replacement & Maintenance Program (ARM)							
ARM-01 Capital Maintenance	\$ 160,000	\$ 170,424	\$ 250,000	\$ 250,000	\$ 126,195	\$ 250,000	\$ -
ARM-02 Furniture & Equipment	64,550	58,064	56,000	56,000	30,342	42,644	13,356
ARM-03 Computer Replacement Plan	250,000	218,476	250,000	250,000	143,610	250,000	-
ARM-04 Book Sorter Sinking Fund	200,000	-	200,000	400,000	159,837	248,791	151,209
ARM-05 IT Infrastructure Replacement	369,000	316,658	462,000	497,665	395,106	497,665	-
2016 Projects							
16-01 Lakewood Parking Lot	288,975	274,922	-	-	7,355	7,355	(7,355)
16-02 LSC Parking Lot	69,000	67,699	-	-	-	-	-
16-03 Evergreen Condensing Unit	140,000	54,204	-	42,979	31,848	31,848	11,131
16-04 Wheat Ridge HVAC Replacement	48,000	-	-	41,600	41,599	41,599	1
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 Intranet/Document Management	-	-	50,000	79,000	18,928	68,098	10,902
16-11 Increase Wireless Access Points	60,000	16,614	-	-	-	-	-
16-12 IT Software Projects	71,000	26,499	-	11,809	11,809	11,809	-
16-13 III Database Server	56,000	81,660	-	5,560	5,560	5,560	-
16-14 High Availability Internet Redundancy	38,000	-	-	-	-	-	-
16-15 Replace DVD/Disk Washer	8,000	7,990	8,000	-	-	-	-
16-18 IT Erate Data Cabeling	-	26,344	-	-	-	-	-
2017 Projects							
17-01 Evergreen AHU Rebuild	-	-	135,000	135,000	-	57,536	77,464
17-02 Entry Door Replacement	-	-	36,800	36,800	-	29,605	7,195
17-03 Virtual Servers Upgrades	-	-	91,000	91,000	-	18,351	72,649
17-04 Encore Server	-	-	37,000	-	-	-	-
17-05 Implement RFID/Self Check	337,740	272,000	250,000	315,740	264,736	264,736	51,004
17-08 Large Format Printer	-	-	10,000	10,000	4,477	4,477	5,523
17-09 JCPL Mobile Experience	-	-	15,700	15,700	-	-	15,700
17-10 Mobility Solution	-	-	25,000	25,000	1,300	1,300	23,700
17-11 Long-Range Facility Master Plan	-	-	75,000	78,600	5,790	25,000	53,600
17-12 Current Year Facility Expansion	-	-	80,000	-	-	-	-
Multi-Year Projects Construction Projects							
16-16 Columbine Remodel	385,800	99,027	4,250,000	4,536,773	3,653,823	4,010,000	526,773
17-07 Edgewater Library	-	-	80,000	160,000	36,890	60,000	100,000
Total Capital Projects	\$ 2,684,865	\$ 1,803,360	\$ 6,361,500	\$ 7,039,226	\$ 4,939,205	\$ 5,926,374	\$ 1,112,852
Book Sorter Sinking Fund Reserve							
Beginning Balance	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	
Source	200,000	200,000	200,000	400,000	-	400,000	
Use	-	-	-	-	(159,837)	(159,837)	
Balance	\$ 200,000	\$ 200,000	\$ 400,000	\$ 600,000	\$ (159,837)	\$ 440,163	

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2017 BUDGET TO ACTUAL

Project	2017 Amended Budget	YTD Actual 11/30/2017	YTD Encumbrances 11/30/2017	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 250,000	\$ 126,195	\$ 152,476	\$ 278,671	\$ (28,671)
ARM-02 Furniture & Equipment	56,000	30,342	12,302	42,644	13,356
ARM-03 Computer Replacement Plan	250,000	143,610	-	143,610	106,390
ARM-04 Book Sorter Sinking Fund	400,000	159,837	88,954	248,791	151,209
ARM-05 IT Infrastructure Replacement	497,665	395,106	156,309	551,415	(53,750)
16-01 Lakewood Parking Lot	-	7,355	-	7,355	(7,355)
16-03 Evergreen Condensing Unit	42,979	31,848	-	31,848	11,131
16-04 Wheat Ridge HVAC Replacement	41,600	41,599	-	41,599	1
16-10 Intranet/Document Management	79,000	18,928	49,170	68,098	10,902
16-12 IT Software Projects	11,809	11,809	-	11,809	-
16-13 III Database Server	5,560	5,560	-	5,560	-
17-01 Evergreen AHU Rebuild	135,000	-	57,536	57,536	77,464
17-02 Entry Door Replacement	36,800	-	29,605	29,605	7,195
17-03 Virtual Servers upgrades	91,000	-	18,351	18,351	72,649
17-05 Implement RFID/Self Check	315,740	264,736	-	264,736	51,004
17-08 Large Format Printer	10,000	4,477	-	4,477	5,523
17-09 JCPL Mobile Experience	15,700	-	-	-	15,700
17-10 Mobility Solution	25,000	1,300	-	1,300	23,700
17-11 Long-Range Facility Master Plan	78,600	5,790	72,810	78,600	-
Multi-Year Projects Construction Projects					
16-16 Columbine Remodel	4,536,773	3,653,823	194,002	3,847,825	688,948
17-07 Edgewater Library	160,000	36,890	195,719	232,609	(72,609)
Total Capital Projects	\$ 7,039,226	\$ 4,939,205	\$ 1,027,234	\$ 5,966,439	\$ 1,072,787

**Columbine Library Remodel
Project to Date - Budget to Actual**

November 30, 2017

Remodel of Columbine Library to include:

- Move main library entrance to the eastside to improve handicap access
- Provide drive-up book drop
- Modifications to exterior drive to provide new exit and landscaping
- Enhanced noise reduction through acoustic panels
- Enclosed children's area
- Significantly enhanced IT systems in the building
- Replaced furniture and fixtures, and shelving
- Installed a maker space
- Enclosed staff space to increase efficiencies and provide security

Project Budget

\$4,250,000	2017 Construction Budget
385,800	2016 Phase 1 Planning Budget
<u>\$4,635,800</u>	<u>Total Project Budget</u>

2016 Timeline

Budget

\$90,000	Columbine Phase 1 Planning Budget Approved by BOT December 10, 2015
295,800	Budget Transfer
<u>\$385,800</u>	<u>2016 Project Budget</u>

Contracts

\$107,735	NV5 - Owners Representative - Contract Approved by the Board June 16, 2016
290,775	Humphries Poli Architect - Contract Approved by the Board August 18, 2016
<u>\$398,510</u>	

Actual Expenditures

\$47,190	NV5 - Owners Rep
49,871	Humphries Poli - Architect
1,875	Fransen Pittman - General Contractor
91	Miscellaneous, Food/Beverages
<u>\$99,027</u>	

\$385,800	2016 Budget
<u>(\$99,027)</u>	<u>2016 Actual Expenditures</u>
<u>\$286,773</u>	<u>Carry Forward from 2016 to 2017</u>

2017 Timeline

	2017 Budget of \$4,250,000 Approved by BOT on December 8, 2016 *see breakout of
\$4,250,000	construction below
286,773	Carry Forward from 2016
<u>\$4,536,773</u>	<u>2017 Project Budget</u>

* Detail of Construction Budget

\$490,766	Design Engineering and Consulting
21,515	Site Survey, Geotech and Materials Testing
2,823,228	Construction
52,627	Security
509,560	Furniture Fixtures and Equipment
99,099	Contingency
3,205	Other Misc.
<u>\$4,000,000</u>	
250,000	JCPL Contingency
<u>\$4,250,000</u>	

Columbine Library Remodel
Project - Budget to Actual
Inception-to-Date
November 30, 2017

	Phase 1 - Planning	Design, Engineering and Consulting	City & Planning Fees/Utilities	Site Survey, Geotech and Materials Testing	Construction	IT/AV/Security	FF&E	Contingency	Other Misc	NV5 Total	JCPL Contingency	Total
NV5 Budget 12/28/2016	\$ 385,800	\$ 413,510	\$ 31,000	\$ 16,000	\$ 2,749,490	\$ 10,000	\$ 580,000	\$ 200,000		\$ 4,000,000	\$ 250,000	\$ 4,635,800
Dec-16		30,565						(30,565)				-
Jan-17		25,000			73,642		(75,000)	(23,642)				-
Apr-17			(15,000)		(6,324)	44,876	10,000	(33,552)				-
May-17		19,195			(1,726)			(17,469)				-
Jun-17					(1,030)	(7,576)		8,606				-
Jul-17				(1,096)	9,176	1,096		(9,176)				-
Aug-17		11,696		(189)		70,622		(82,129)				-
Sep-17		(10,000)		(9,200)		(66,390)	(5,440)	87,825	3,205			-
unknown date		800	(16,000)	16,000				(800)				-
Revised Budget	\$ 385,800	\$ 490,766	\$ -	\$ 21,515	\$ 2,823,228	\$ 52,627	\$ 509,560	\$ 99,099	\$ 3,205	\$ 4,000,000	\$ 250,000	\$ 4,635,800
Subtotal of transfers		77,256	(31,000)	5,515	73,738	42,627	(70,440)	(100,901)	3,205	-		
2016 Actual												
September	\$ 91	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91
October	36,411											36,411
November	22,382											22,382
December	40,143											40,143
Total 2016	99,027	-	-	-	-	-	-	-	-	-	-	99,027
2017 Actual												
January		79,843		4,800								84,643
February	388	21,381		6,450	1,875							30,094
March		56,033			(1,875)							54,158
April		22,387		9,310	1,875							33,572
May	99	65,792			112,533		405				386	179,213
June		51,290			216,898	10,686	11,288					290,162
July		18,225		3,247	550,051	15,728	77,950				6	665,206
August		18,093		1,553	786,468	50,615	12,000					868,729
September		19,863			443,695	663	13,662					477,883
October		4,694			458,841	7,906	123,707					595,148
November		20,257		85	190,788	27,190	135,784				910	375,014
December												-
Total 2017	487	377,859	-	25,445	2,761,149	112,787	374,795	-	-	-	1,302	3,653,823
Total Project-to-Date	99,514	377,859	-	25,445	2,761,149	112,787	374,795	-	-	-	1,302	3,752,850
Remaining Budget	\$ 286,286	\$ 112,907	\$ -	\$ (3,929)	\$ 62,079	\$ (60,160)	\$ 134,765	\$ 99,099	\$ 3,205	\$ -	\$ 248,698	\$ 882,950

**Edgewater Library Remodel
Project to Date - Budget to Actual**

November 31, 2017

Project Description

In collaboration with the City of Edgewater, JCPL will provide a new 10,000 sq ft library. The City of Edgewater will pay for the land and the construction of their new Civic Center. JCPL will provide the tenant finishes of the Library space and operate the new Library. This library will align with JCPL's vision of a 21st Century Library.

Project Budget

	2017 Phase I Planning Budget - Board approved transfer of \$80k from Project 17-12 Current
\$160,000	Year Facility Expansion to Edgewater Project - Sept 21, 2017
2,600,000	2018 Tenant Finish Budget
<u>\$2,760,000</u>	<u>Total Project Budget</u>

2017 Timeline

Contracts

\$117,803	Wember - Owners Rep 04/10/2017
94,750	Humpries Poli - Architect 07/27/2017
	Frans & Pitman Construction
<u>\$212,553</u>	

\$160,000	2017 Budget
<u>\$36,890</u>	2017 Actual
<u>\$123,110</u>	Remaining 2017 Budget

2018 Timeline

**Edgewater Library Project
Project - Budget to Actual
Inception-to-Date
November 31, 2017**

	Design & Engineering	Owner's Requirements (Rep)	Construction	Permits, Utility Fees, Impact Fees & Resource Rights	FFE	Technology	Contingencies & Escalation	Total
Budget - Wember 4/12/17	\$ 210,900	\$ 205,403	\$ 1,343,500	\$ 23,693	\$ 319,500	\$ 387,703	\$ 268,700	\$ 2,759,399
								-
								-
Revised Budget	\$ 210,900	\$ 205,403	\$ 1,343,500	\$ 23,693	\$ 319,500	\$ 387,703	\$ 268,700	\$ 2,759,399
2017 Actual								
May	\$ -	\$ 4,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,480
June		2,953						2,953
July		1,316						1,316
Aug		978						978
Sept	5,104	6,881						11,985
Oct	4,965	5,498			3,368			13,830
Nov					1,346			1,346
Dec								-
Total 2017	10,069	22,107	-	-	4,714	-	-	36,890
Total Expenditures	10,069	22,107	-	-	4,714	-	-	36,890
Remaining Budget	\$ 200,831	\$ 183,296	\$ 1,343,500	\$ 23,693	\$ 314,786	\$ 387,703	\$ 268,700	\$ 2,722,509

Operational Updates

Public Services

Project Monthly Update Report

Project Name:**Edgewater Public Library**

Wember Inc. Project Number:

EPL (2017.08)

Issue Date:

December 5, 2017

Purpose:

Project Update thru December 5, 2017

Dear Executive Director Pam Nissler

The purpose of this update is to report on the current status of the Edgewater Public Library.

Summary

Since the following report issued in November the project team has been focused on the interior design and layout of shelving and furniture at the interior of the library.

- Project Successes
 - Design meetings and refinement
 - Cost modeling meeting with General Contractors, consultants and their subcontractors.
- IGA has advanced
- Project Challenges
 - The team is working to advance the design of the library to align the installation of the main buildings infrastructure.

Schedule**Work in Progress**

- Wember is tracking the detailed project schedule that was generated. The schedule is being updated to shift the design to allow for more time to develop the design and coordinate key items with the Civic Building. These changes are not anticipated to impact the coordinated opening date.
- Price Modeling updates are being generated as a deliverable from the cost modelling update meeting with the general contractor and team. Upon wrapping up the meeting the project was within the proposed budget.

Design

- Per the Community Meeting Report located at the end of this document the library has completed two sets of open house meetings for the library. Thirty-five residents attended the first set of meetings in September, 60 attended the second set of meetings in November, and 67 responded to the online survey. The first set of meetings sought input on how people use and think about the library. The second set of meetings gave people a chance to offer input on a proposed floorplan. The floor plan presented and discussed at this second community meeting has been inserted below for reference. Ongoing discussion and design iterations continue as the Design team proposes refinements and input is provided from the staff related to operations. Note that this floor plan will continue to be updated and refined as the furniture and interior design evolves.

Financial**Budget**

- The comprehensive project estimate has been generated and is currently showing a total project cost of \$2.6 Million to complete the project. The initial design cost evaluation indicates that the project budget is sufficient to meet the needs of the library goals.

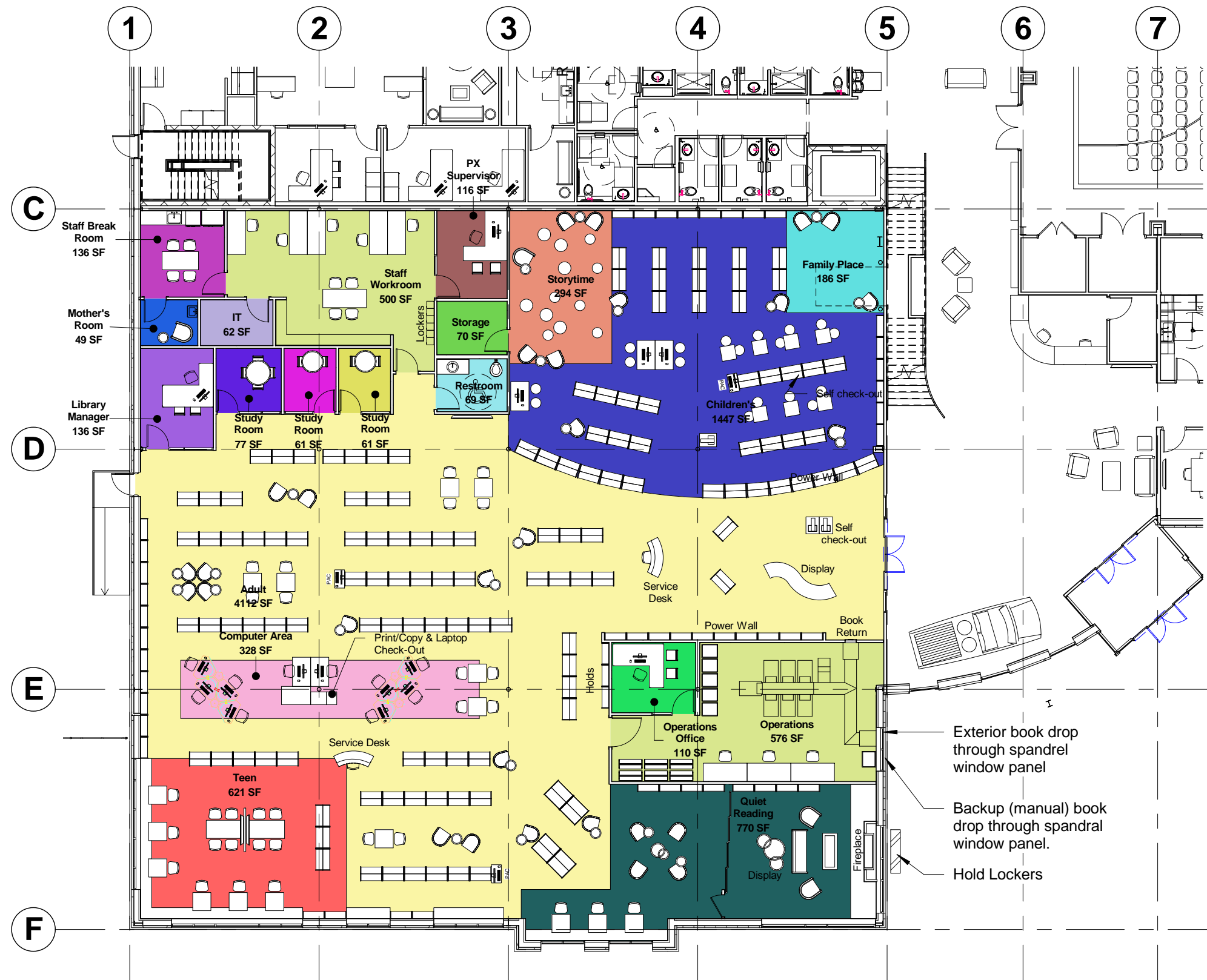
Next Steps

- Continue with Design with a focus on the interior layout
- Finalize shared costs with City of Edgewater
- Complete the IGA and Lease agreement

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

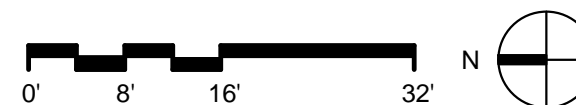


Paul D. Wember, President, Wember



Level 1

1/16" = 1'-0"



October 25, 2017

Operational Updates

Facilities Department

administration

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

jeffcolibrary.org



To: Pam Nissler, Executive Director
From: Steve Chestnut, Director of Facilities and Construction
Julianne Rist, Director of Public Services
Date: November 30, 2017
RE: EDGEWATER LEASE AND IGA

History

We have been working with Edgewater to define the scope of a construction IGA and also an operational lease that would allow us to develop a new library into the Edgewater Civic Center currently under construction. We've met with the City Manager, HJ Stalf and we feel we have reached agreement on both of those documents that meets the needs of the community, benefits both the Library and the City of Edgewater and reflects a prudent and responsible use of taxpayer dollars. It should be noted that both of these documents have been through a legal review with our attorney and we have received no cautionary or negative feedback from him.

Both of these agreements will require readings and adoption by the Edgewater City Council as well as authorization by our Board of Trustees. They will be approved to form by our attorney prior to any authorizing signature by Jefferson County Public Library.

The following is an executive summary of each of the documents;

Construction IGA

The purpose of this document is to reach an agreement on what the Library's costs are to support the construction of the common spaces such as the public restrooms, meeting rooms, and atrium. In addition, it also provides financial support for construction of systems that are needed by the Library as a tenant in the building. Specifically this would include items such as HVAC systems and controls, electrical systems, emergency generator circuits, fire protection systems, boiler heat, water and sewer. The fee requested by the City is \$204,000. This number was calculated from the cost per square foot for common areas, cost of a roof top HVAC for the libraries exclusive use and cost of expanding the emergency generator capacity so that there were circuits available for Library use. Steve has looked at those costs and considers them fair market costs. In addition, the costs are already contained within the construction estimates and will not exceed the budget that was presented to the Board.

Lease Agreement

This document is a very minor revision to the Agreement already signed by the City and the BOT and solidifies some of the execution dates for construction and opening. In addition it defines how utility and service fees will be broken out between the Library and the City. In essence, the lease agreement has us paying 25% of all utilities and managing the janitorial contract for the entire facility with the City reimbursing us 50% of that monthly janitorial cost. I would estimate the janitorial costs for the entire Civic Center at \$5k per month and approximately \$6k per month for the utilities. That would put our share of the percentage of costs at about \$4000 per month. From what I can find about metro lease rates they average around \$23 per square foot in the Denver metro area. So our monthly rate lease rate

administration

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

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for a commercial property would be around \$19,300 per month if we were looking for a lease to expand services. If we add in other cost such as security and trash we still come out at least \$11,000 per month ahead of where we would be if we weren't in this partnership. It is our view that this agreement is financially prudent and in the best interest of all.

Total Cost:

Lease \$1 per year + approximately \$5000 per month facility ops/utilities

Construction
IGA \$204,000

Budget:

Lease Multiple operations line items under 70006 Account

Construction 770032.433090 17-07

Action Requested:

We would request that the Library Board of Trustees authorize the Executive Director to sign the Lease Agreement Between Jefferson County Public Library and the City of Edgewater and the Construction Intergovernmental Agreement between the Jefferson County Public Library and the City of Edgewater.

INTERGOVERNMENTAL AGREEMENT

BETWEEN THE CITY OF EDGEWATER AND THE JEFFERSON COUNTY PUBLIC LIBRARY CONCERNING SHARED CONSTRUCTION COSTS IN CONNECTION WITH THE JEFFERSON COUNTY PUBLIC LIBRARY AT THE EDGEWATER CIVIC CENTER

THIS AGREEMENT, dated for reference purposes only this _____ day of _____, 201_, is made and entered into by and between the CITY OF EDGEWATER, a Colorado home-rule municipality (the “City”), and the JEFFERSON COUNTY PUBLIC LIBRARY, a Colorado body corporate and politic (the “Library”).

WITNESSETH

WHEREAS, Part 2 of Article 1 of Title 29, C.R.S., permits and encourages governments to make the most efficient and effective use of their powers and responsibilities by cooperating and contracting with other governments; and

WHEREAS, Part 2 of Article 1 of Title 29, C.R.S., authorizes governments to contract with one another to provide any function, service, or facility lawfully authorized to each of the contracting units; and

WHEREAS, pursuant to C.R.S. Section 30-11-107(1) the parties are authorized to enter into agreements for the joint use and occupation of public buildings; and

WHEREAS, the City has identified and desires to use a certain portion of Walker Branch Park within the City of Edgewater as the location for a new civic center and has contracted for and begun construction of the civic center to include various municipal offices, including a police department facility; a fitness center, including a gymnasium; and a public library facility; and

WHEREAS, pursuant to a lease agreement with the City, the Library currently leases approximately 1,600 square feet of space from the City and operates a library at 5845 W. 25th Avenue in Edgewater, Colorado (the “existing library”); and

WHEREAS, the Library desires: (i) to lease approximately ten thousand (10,000) square feet of space from the City within the new civic center; (ii) to construct all tenant-finish library improvements within such space at its sole cost and expense; (iii) to share in certain costs of construction as set forth herein; and (iv) to operate a public library within such space as a replacement for the existing library; and

WHEREAS, on or about March, 2017, the Library and the City entered into an intergovernmental agreement to provide assurance that the City desires that the Library construct and operate a public library within the new civic center, that the City will construct the core and

shell of the space and make said space available for library purposes, and that the Library will construct any necessary tenant-finish improvements and operate a library in said space; and

WHEREAS, the City and the Library desire to share in certain costs of construction of the civic center and library space as set forth herein.

NOW, THEREFORE, in consideration of the mutual covenants and agreement of the parties hereinafter contained, the receipt and sufficiency of which are hereby acknowledged, it is understood and agreed as follows:

I. GENERAL PROVISIONS

- A. **SHARED CONSTRUCTION COSTS:** At such time as the City has provided written notice to the Library that the Library space within the Civic Center is available for the Library's Tenant-finish construction activities, the Library shall pay to the City the sum of TWO HUNDRED FOUR THOUSAND DOLLARS (\$204,000.00). Said sum is for the purpose of reimbursing the City, in part, for the costs of construction of certain areas and equipment that are located outside of the premises to be leased by the Library, but that are used by or in connection with the library facility, in whole or in part, pursuant to the Library Lease Agreement entered into or to be entered into between the parties hereto. Said areas and equipment include the atrium area and the public restrooms to be constructed in the atrium area of the Civic Center, the 200 square foot kitchen area on the ground floor of the Civic Center, the 200 square foot conference room on the ground floor of the Civic Center, the RTU for the tenant space with the necessary power and controls, DDC access or tie in and related ducting for the Library, the upgrade of the emergency electrical generator for the Civic Center building to include 2 (two) 120v 20 amp circuits for Library use, a primary boiler feed and return for Library FPB and reheats, plumbing supply stubbed into premises by City for library restroom and a 225 amp, 208/120 volt 120 circuit electrical panel installed in tenant space.

II. TERM, RENEWAL AND TERMINATION OF AGREEMENT

- A. **TERM AND RENEWAL OF AGREEMENT.** This Agreement shall be in full force and effect until each obligation of each party has been fully performed, or this Agreement is terminated pursuant to subsection B below, whichever shall first occur.
- B. **TERMINATION BY WRITTEN NOTICE.** This Agreement, or any party's participation in this Agreement, may be terminated by written notice from one party to the other party that is based upon a material breach of this Agreement. Upon and after any such termination, each party shall be fully discharged from any, all and each obligation under this Agreement, and each party shall bear solely and make no claim against the other for any costs or

expenses incurred in connection with its performance of its obligations under this agreement. The provisions of this subsection B shall survive the termination of this Agreement.

III. COUNTERPARTS

This Agreement may be signed in counterparts, and each counterpart shall be deemed an original, and all the counterparts taken as a whole shall constitute one and the same instrument. The Agreement shall not be effective until executed by all parties.

IV. NO THIRD PARTY BENEFICIARIES

Except as otherwise stated herein, this Agreement is intended to describe the rights and responsibilities of and between the parties and is not intended to, and shall not be deemed to, confer rights upon any persons or entities not named as parties, limit in any way governmental immunity and other limited liability statutes for the protection of the parties, nor limit the powers and responsibilities of any other entity not a party hereto. Nothing contained herein shall be deemed to create a partnership or joint venture between the parties with respect to the subject matter hereof.

V. NO GENERAL OBLIGATION INDEBTEDNESS; OBLIGATIONS SUBJECT TO ANNUAL APPROPRIATION

Because this Agreement will extend beyond the current fiscal year, the parties understand and intend that the obligation of the parties to pay any costs hereunder constitutes a current expense of the parties payable exclusively from the parties' funds and shall not in any way be construed to be a general obligation indebtedness of the parties within the meaning of any provision of Article XI of the Colorado Constitution, or any other constitutional or statutory indebtedness. None of the parties has pledged the full faith and credit of the state, or the parties to the payment of the charges hereunder, and this Agreement shall not directly or contingently obligate the parties to apply money from, or levy or pledge any form of taxation to, the payment of any costs. Each of the parties' obligations hereunder is conditioned on the annual appropriation by each party, in its sole and absolute discretion, of funds sufficient to meet the party's obligations hereunder.

IN WITNESS WHEREOF, the parties have executed this Agreement.

ATTEST:

JEFFERSON COUNTY PUBLIC LIBRARY,
a body corporate and politic

By: _____
Printed Name: _____
Title: _____

By: _____
Printed Name: _____

Title: _____

APPROVED AS TO FORM:

Printed Name: _____

Title: _____

ATTEST:

CITY OF EDGEWATER, a Colorado municipal
corporation

Lenore Pedroza, City Clerk

Kris Teegardin, Mayor

APPROVED AS TO FORM:

Thad Renaud, City Attorney

LIBRARY LEASE AGREEMENT

THIS LIBRARY LEASE AGREEMENT (this "Lease") is made this _____ day of _____, 20__, by and between the CITY OF EDGEWATER, COLORADO, a Colorado home rule municipal corporation, with an address of 2401 Sheridan Boulevard, Edgewater, Colorado, 80214 ("Landlord") and the JEFFERSON COUNTY PUBLIC LIBRARY, a Colorado body corporate and politic, with an address of _____ ("Library" or "Tenant").

The City desires to have a regional branch of the Library within the City, and the Library desires the use of suitable facilities for regional branch library within the City. In consideration of the premises, the parties under this Lease, Landlord and Tenant agree as follows:

1. Premises. Landlord by this Lease leases to Tenant, and Tenant leases from Landlord that certain area within the Edgewater Civic Center located at 1810, Harlan Street, Edgewater Colorado, (hereinafter the "Premises" or "Leased Premises") that is depicted on Exhibit A hereto as the "Leased Premises." Exhibit A is hereby incorporated in this Lease.

Containing approximately 10,000 square feet.

For so long as this Lease shall be in effect, Tenant and its guests and invitees shall have common use, with Landlord and others, of the areas depicted as "Common Area" on Exhibit A hereto (the Atrium and Restroom areas). For so long as this Lease is in effect, the Landlord shall cooperate with Tenant in providing the Tenant with permission to use from time to time, without charge, the areas depicted on Exhibit A hereto as "Common Access Area" (the kitchen, meeting room and Council chambers); provided, however, that Tenant understands and agrees that the Landlord's use of said areas shall take priority over Tenant's use of said areas.

2. Use and Occupancy.

A. Tenant covenants and agrees:

- (i) to occupy and use the Premises for the purposes of operating a public library (and all activities incident to that use, including but not limited to use as a community or educational gathering space and a repository of assorted informational materials and public resources including computers, audio, visual, and office equipment) in accordance with this Lease and all applicable laws, ordinances, orders, rules, regulations and other governmental requirements relating to the use, condition or occupancy of the Premises, and for no other purpose;
- (ii) to use the Premises in a careful and safe manner; and

- (iii) To complete all Tenant Finish Work (as defined in Section 6.A below) within 120 days of notification from the Landlord that building construction is sufficient to begin the tenant improvement. The move in activities are anticipated to begin September 1, 2018.
- (iv) To begin use of the Leased Premises as a public library on or before the day the Landlord officially opens the building for business. It is anticipated that will be September 28, 2018

3. Term, Possession and Termination. The initial term of this Lease shall commence on May 1, 2018, or such earlier date upon which Landlord may provide notice to Tenant that the Leased Premises is available for Tenant to begin its Tenant Finish Work (as defined in Section 6.A below) and shall continue, unless earlier terminated in accordance with this Lease, until May 1, 2038 (the "Lease Term"). Tenant's taking possession of the Premises shall be conclusive evidence against Tenant that the Premises as of the date of taking possession were in good order and repair, excepting the need for interior finish work as described in Section 6.A. below. Tenant may terminate this Lease upon ninety (90) days' written notice to the Landlord.

4. Rent. Rent for the Lease Term shall be Twenty Dollars (\$20.00), the receipt and sufficiency of which Landlord hereby acknowledges. All payments required under this Lease shall be paid without notice, demand, setoff or deduction, in lawful money of the United States of America, at Landlord's address as set forth in the first paragraph hereof or at such other place as Landlord may from time to time designate in writing.

5. Expenses of Operating the Premises.

A. Utilities.

- (i) Landlord. Landlord shall provide the necessary mains, conduits and facilities in order that water and sewer, electricity, and natural gas service may be furnished to the Premises, provided, however, that it is understood and agreed that the City shall provide public restrooms (water and sewer facilities) for the library's use outside of the leased Premises.
- (ii) If separately metered or arranged, Tenant shall pay, prior to delinquency, all charges for utilities and similar items used on the Premises, including, but not limited to, water and sewer, electricity, natural gas, trash removal, telephone and internet charges. If separately metered, Tenant shall arrange to have all utility and similar accounts for the Premises in its name, and any deposit required to bring any utility service or similar item to the Premises shall be paid by Tenant. If water, sewer, electricity, natural gas, and/or trash removal is not separately metered or arranged for the Premises, Tenant shall pay to the City monthly upon invoice, an amount equal to 25% of the charges for such item(s) incurred by the City for the Edgewater Civic Center as a whole.

B. Maintenance, Repairs and Custodial Work.

- (i) Landlord. Landlord shall keep the foundations, exterior walls, roof, electrical, heating, cooling and water systems of the Premises in good repair, except that Landlord shall not be required to make any additions or repairs to such systems that are necessitated by Tenant's finishing of the interior of the building located on the Premises, nor any repairs which become necessary or desirable by reason of any negligent or willful act or omission of Tenant, its agents, servants, employees, invitees or licensees. Landlord shall keep all areas outside of the Premises in good repair and condition.
- (ii) Tenant. Tenant shall keep the interior of the Premises, including, but not limited to, windows, doors, plate glass, interior walls, floors, ceilings, and lighting fixtures, in good repair and condition at its sole expense and cost excluding ordinary wear and tear. Tenant shall not be required to make any repairs which become necessary or desirable by reason of any negligent or willful act or omission of Landlord, its agents, servants, employees, invitees, licensees or other tenants. Tenant shall be solely responsible for the custodial and janitorial costs of the Edgewater Civic Center. Landlord will pay Tenant, upon presentation of a monthly invoice, 50% of the Tenants' costs for custodial and janitorial costs.
- (iii) Other. Any necessary maintenance or repairs not contemplated by this subsection B and identified by Landlord or Tenant shall be brought to the attention of the other party for discussion of a mutually-agreed upon course of action.

C. Taxes.

- (i) Personal Property, Leasehold Estate, Etc. Tenant shall be responsible for and pay before delinquency any and all (if any) taxes and assessments levied or otherwise charged by any governmental entity on the personal property of Tenant, on Tenant's privilege of doing business, on Tenant's sales, on Tenant's leasehold estate or otherwise resulting from Tenant's conduct of operations on or at the Premises.
- (ii) Real Property. Landlord shall be responsible for and pay before delinquency any and all (if any) general and special real estate taxes, special assessments, assessments for improvements, special district or improvement district assessments, water taxes, and all other taxes, charges, rates, levies and assessments of whatever nature levied, assessed or collected by any governmental or quasi-governmental authority (whether now existing or hereafter created) upon or with respect to Landlord's ownership of the Premises, and all taxes or charges imposed in lieu of (or in lieu of any increases in) any such tax.

D. Reimbursement; Proration. If either party deems it necessary to pay any expenses described in this Section 5 as to be paid by the other party, the obligated party shall reimburse the party making payment promptly upon demand, and the

obligation to pay such amount shall survive the expiration or earlier termination of this Lease.

6. Condition of Premises, Alterations and Modifications.

- A. Tenant understands and agrees that the Premises is, as of the date first set forth above, completely unfinished, and not currently suitable for any use, including but not limited to use as a library. Tenant acknowledges that the interior finish work needed in the Premises includes but is not limited to a distribution system for internal electricity, water supply and wastewater drain plumbing systems. Subject to the provisions of Section 6.B. below, Tenant agrees that, prior to its occupancy of the Premises or any part thereof as a library, Tenant shall have completed such interior improvements, alterations and changes to the Premises as may be necessary under applicable law and desirable to the Tenant for its library use (collectively, the "Tenant Finish Work"). Tenant agrees that, as a condition of this Lease, Tenant and Landlord shall agree in writing as to the exact nature of the Tenant Finish Work on or before January 31, 2018.
- B. Tenant covenants and agrees not to make any construction or renovation in and to the Premises beyond the Tenant Finish Work ("Modifications") without the prior written consent of Landlord in each instance. Changes or additions to interior carpeting, painting, window coverings, furniture, equipment and wall hangings shall not be considered construction or renovation. Unless otherwise agreed, all Modifications approved by Landlord shall be at Tenant's expense. Tenant acknowledges that Landlord's consent will be conditioned upon, at Landlord's option, among other things, Landlord's approval of plans, specifications, contractors, insurance and hours of construction. Tenant's compliance with City of Edgewater ordinances and regulations relative to the issuance of building permits shall not satisfy the requirement that written approval from Landlord be obtained before installation or construction of Modifications is begun, and the City of Edgewater hereby reserves to itself the contractual right, as Landlord, to review and evaluate Tenant's plans for all Modifications and that this reserved contractual right is in addition to, independent of, and distinct from the City of Edgewater's authority as a home rule city to review plans prior to issuance of a building permit. Landlord's consent to Tenant's Modifications shall not be unreasonably withheld, but any approval or denial shall be based on Landlord's best judgment as a landlord, not on the standards by which building permits are issued or denied.
- C. All Modifications installed by Tenant shall become and remain the property of Landlord, unless otherwise agreed in writing. All trade fixtures and equipment installed by Tenant and removable without structural injury to the building may be removed by Tenant before or at (but not after) the expiration of this Lease, and shall remain the property of the Tenant, provided that Tenant shall repair, and shall remain responsible for repairing, any damage done to the Premises in removing such trade fixtures or equipment. Tenant agrees to protect, indemnify and save harmless Landlord on account of any injury to persons or property by

reason of any Modification by Tenant, and to protect, indemnify and save harmless Landlord from the payment of any claim of any kind or character on account of bills for labor or materials in connection with any Modification by Tenant.

7. Liability and Insurance.

- A. Each party shall be solely responsible for any and all claims, liability and court awards, including cost, expenses and attorney fees, incurred as a result of its actions or omissions or any action or omission of its officers, employees, and agents in connection with this Lease.
- B. At all times during the Lease Term, Tenant shall carry, at Tenant's sole expense, with insurance companies and on forms satisfactory to Landlord, "all risk" insurance (including sprinkler leakage, if applicable) covering all leasehold improvements, equipment; fixtures, appliances, furniture, furnishings and personal property from time to time installed or placed in, on or upon the Premises by or for Tenant, in an amount not less than the full replacement cost of all insured items. Landlord shall be named as an additional insured on said policy. Any casualty or fire policy proceeds shall be used for the repair or replacement of the property damaged or destroyed. Tenant shall maintain such coverage throughout the Lease Term. Certificates of insurance evidencing all insurance required by this Lease or, at Landlord's request, certified copies of the policies, shall be delivered to Landlord at the time the policies are obtained. Such insurance shall provide that Landlord and any other additional insured, although named as insured, shall nevertheless be entitled to recover under such policy for any loss occasioned to it, its agents or its employees, notwithstanding any act or omission of Tenant. All such policies shall provide that they may not be terminated or amended except after thirty (30) days' written notice thereof to Landlord and all other additional insureds. All such insurance shall be written as primary policy, not contributing with and not in excess of coverage that Landlord may carry.

8. Default. Each of the following events shall be an event of default (an "Event of Default") by Tenant under this Lease:

- A. Tenant shall desert, abandon or vacate the Premises or shall fail to use it as a public library as described in Section 2 for ninety (90) consecutive days;
- B. Tenant shall have failed to begin its use of the Leased Premises as a library on or before -the date identified in Section 2.A. (iv) of this agreement.
- C. Tenant shall have failed to meet any other of its obligations under this Lease after having been given thirty (30) days written notice of the failure and a reasonable opportunity to cure the failure.

9. Landlord's Remedies. Upon the occurrence of any Event of Default, Landlord shall have the following rights and remedies, in addition to all other remedies at law or

equity, and none of the following, whether or not exercised by Landlord, shall preclude the exercise of any other right or remedy whether herein set forth or existing at law or equity:

- A. Landlord shall have the right to terminate this Lease by giving Tenant written notice at any time. No act by or on behalf of Landlord, such as entry of the Premises by Landlord to perform maintenance and repairs and efforts to relet the Premises, other than giving Tenant written notice of termination, shall terminate this Lease. If Landlord gives such notice, this Lease and the Lease Term as well as the right, title and interest of Tenant under this Lease shall wholly cease and expire in the same manner and with the same force and effect (except as to Tenant's liability) on the date specified in such notice as if such date were the expiration date of the Lease Term without the necessity of reentry or any other act on Landlord's part. Upon any termination of this Lease, Tenant shall quit and surrender to Landlord the Premises as set forth in Section 17. If this Lease is terminated, Tenant shall be and remain liable to Landlord for damages as hereinafter provided and Landlord shall be entitled to recover forthwith from Tenant as damages an amount equal to the total of all sums accrued and unpaid at the time of termination of the Lease.
- B. Landlord may, without demand or notice, reenter and take possession of the Premises or any part thereof, and repossess the same as part of Landlord's former estate and expel Tenant and those claiming through or under Tenant, and remove the effects of any and all such persons (forcibly, if necessary) without being deemed guilty of any manner of trespass and without prejudice to any remedies for preceding breach of covenants.
- C. Landlord shall have the right to recover from Tenant the damages provided for above by suit or suits brought from time to time without Landlord being required to wait until the expiration of the Lease Term, or if this Lease is terminated, the date on which such expiration would have occurred. If Tenant shall default in making any payment required to be made by Tenant (other than payments of rent) or shall default in performing any other obligations of Tenant under this Lease, Landlord may, but shall not be obligated to, make such payment or, on behalf of Tenant, expend such sum as may be necessary to perform such obligation. All sums so expended by Landlord shall be repaid by Tenant to Landlord on demand. No such payment or expenditure or other action by Landlord shall be deemed a waiver of Tenant's default nor shall it affect any other remedy of Landlord by reason of such default. As used in this Lease, the terms "reenter," "reentry," "take possession," "repossess" and "repossession" are not restricted to their technical legal meaning.

10. Quiet Enjoyment. Landlord shall warrant and defend Tenant in the quiet enjoyment and possession of the Premises during the Lease Term so long as Tenant complies with the provisions of this Lease.

11. Force Majeure; Failure to Perform. Anything in this Lease to the contrary notwithstanding, neither Landlord nor Tenant shall be in default with respect to the

performance of any of the terms, covenants or conditions of this Lease if such default is due to any strike; lockout; civil commotion; riot; invasion; rebellion; sabotage; governmental regulations or controls, except those imposed by the City of Edgewater; inability to obtain any material, service or financing; an act of God; or any other cause beyond the control of Landlord or Tenant; provided that such cause is not due to the willful or grossly negligent act or omission of Landlord or Tenant or their representatives, agents or employees. Further, neither Landlord nor Tenant shall be deemed to be in default in the performance of any of its obligations unless and until it has failed to perform such obligation within 30 days after written notice from Tenant specifying Landlord's failure to perform; but if the nature of Landlord's obligation is such that more than 30 days are reasonably necessary for its performance, then Landlord shall not be deemed to be in default if it shall commence such performance within such 30-day period and thereafter diligently prosecutes the same to completion.

12. Signs. Tenant shall not place or paint any signs or other similar materials (collectively "Signage") at, on, or above the Premises, or on windows or doors of the Premises except in conformance with the provisions of Section 6 of this Lease, nor shall Tenant paint any exterior surface of the Premises without Landlord's prior approval, and Landlord shall have the right to temporarily remove any Signage in order to paint the Premises or to make any other repairs or alterations to the Premises. Subject to the provisions of this section, Tenant shall place at least one property identification sign on the Premises.

13. Relationship of Parties. Landlord and Tenant agree that nothing in this Lease shall be deemed, held or construed as creating any relationship between them other than that of Landlord and Tenant.

14. Assignment and Subletting. Tenant shall not assign, sublet, encumber or otherwise transfer its interest under this Lease without the written consent of the Landlord, which consent may not be unreasonably withheld. Landlord shall not assign or transfer its interest under this Lease without giving Tenant 180 days' notice.

15. Eminent Domain. If the entire Premises or so much thereof as shall render the balance untenable shall be taken by right of eminent domain or sold under threat of the exercise of such right, this Lease shall terminate as of the date the condemning authority takes physical possession. If only part of the Premises is so taken or sold and as a result thereof Landlord decides that substantial alteration or reconstruction of the Premises is desirable or Landlord decides to demolish or discontinue operating the Premises, Landlord may, at its option, terminate this Lease by written notice to Tenant given within forty-five (45) days after such taking or sale. Nothing in this paragraph shall prevent Tenant from pursuing compensation for a taking of a portion of its leasehold interest.

16. Casualty.

- A. If, during the Lease Term, the Premises shall be damaged by fire, explosion, windstorm or other casualty (a "Casualty"), Tenant shall give Landlord prompt notice in writing of the Casualty (the "Casualty Notice").

- B. If it reasonably appears to Landlord that the damage caused by the Casualty is insured and can be repaired with reasonable diligence within one year from the date of Landlord's receipt of the Casualty Notice, Landlord shall proceed promptly to repair such damage, so as to restore the Premises to its condition prior to the Casualty. If, however, the damage caused by the Casualty is not insured, or if it does not reasonably appear to Landlord that the damage can be repaired within one year from the date of the Landlord's receipt of the Casualty Notice, then this Lease shall terminate as of the date of the Casualty Notice.
- C. Landlord's election to repair, or Landlord's commencement of any repairs, shall not constitute a waiver by Landlord of any of its rights to proceed against Tenant for damage resulting from the Casualty to the extent the Casualty is due to the negligent or willful act or omission of Tenant, its agents, servants, employees, and invitees or licensees.

17. Delivery of Premises and Holding Over.

- A. Upon the expiration or termination of this Lease, Tenant shall deliver the Premises in good repair and condition, excepting only normal wear and tear since the last required repairs. If Tenant is not then in default hereunder, Tenant may remove from the Premises any trade fixtures and moveable equipment and furniture placed therein by Tenant subject to the terms of Section 6.C. Whether or not Tenant is in default hereunder, Tenant shall remove such alterations, additions, improvements, trade fixtures, equipment and furniture as Landlord shall require, and Tenant shall fully repair any damage occasioned by such removal. If Tenant fails to remove such items requested by Landlord, such items shall conclusively be deemed to have been abandoned, and Landlord shall have the right to sell or otherwise dispose of such items without obligation to account to Tenant therefor. Tenant shall be responsible for all costs connected with such sale or disposal of such items.
- B. In the event of any unauthorized holding over, Tenant shall reimburse Landlord for all claims for damages by any person to whom Landlord may have leased all or any part of the Premises effective after the termination of this Lease. Tenant's obligations to observe and perform the covenants in this Section 17 shall survive the expiration or the termination of this Lease.

18. No Implied Surrender or Waiver. No provisions of this Lease shall be deemed to have been waived by Landlord unless such waiver is in writing signed by Landlord. The failure of Landlord to seek redress for violation of, or to insist upon the strict performance of, any covenant or condition of this Lease shall not prevent a subsequent act, which would have originally constituted a violation, from having all the force and effect of an original violation.

19. Access to the Premises. Landlord, its agents and employees shall have the right to enter the Premises at all times to examine it, to have access to those areas reserved hereunder for Landlord's use, to post notices as Landlord deems necessary or desirable for the protection of Landlord or the Premises, and to make such repairs, alterations, improvements

and additions to the Premises as Landlord may be required to perform under this Lease or as Landlord may deem necessary or desirable, and may for such purposes bring and keep upon the Premises all necessary materials, supplies and equipment, without the same constituting an eviction of Tenant in whole or in part or entitling Tenant to any abatement of rent or damage, by reason of loss or interruption of business, or otherwise nor shall the same affect Tenant's obligations under this Lease in any manner whatsoever. Landlord shall take all reasonable steps to coordinate such access with Tenant and notify Tenant of any planned entry to the Premises or, if prior notice is not reasonably possible, as soon thereafter as is reasonably possible. If Tenant shall not be present to open the Premises for any such entry, Landlord may gain entry by use of a master key or card, and in an emergency by any means (including breaking any doors or windows), without rendering Landlord, its agents or employees liable therefor. In exercising its rights under this Section 19, Landlord shall attempt to minimize interference with Tenant's use and enjoyment of the Premises.

20. Notice. Key Notices” under this Lease are notices regarding any Lease renewals, default, termination, or changes in the notice address. Key Notices shall be given in writing and shall be deemed received if given by (A) certified mail, return receipt requested, postage prepaid, three (3) business days after being deposited in the United States mail, or (B) overnight carrier service or personal delivery, when received. All other daily communications or notices between the parties that are not Key Notices may be done via electronic transmission. Notice shall be given to the parties at the following addresses:

If to the City: City Manager
 City of Edgewater
 2401 Sheridan Boulevard
 Edgewater, CO 80214

If to the Library: _____

 Golden, CO 80401
 Tel: (303) 271-5000
 Email: _____

With a copy to: Jefferson County Attorney
 100 Jefferson County Parkway, #5500
 Golden, Colorado 80419
 Tel: (303) 271-8900
 E-mail: CAOContracts@jeffco.us

All Key Notices to the Library shall include a reference to the Lease and the date.

21. Estoppel Certificate. Tenant shall, from time to time, upon request from Landlord, deliver to Landlord a statement certifying as to certain facts regarding this Lease, including without limitation, that this Lease is in full force and effect, that Tenant has no defenses or offsets to this Lease and that Landlord is not in default under this Lease together with any other facts Landlord may reasonably request. Tenant's failure to deliver such

certificate shall be a material default hereunder. Tenant hereby acknowledges that such certificates may be relied upon by third parties.

22. Miscellaneous.

- A. Benefits. This Lease shall bind and inure to the benefits of the heirs, legal representatives, successors and permitted assigns of the respective parties hereto.
- B. Amendments. No amendment, alteration, modification of or addition to this Lease shall be valid or binding unless expressed in writing and signed by the party or parties to be bound thereby.
- C. No Representations by Landlord; Entire Agreement. Landlord and Landlord's employees and agents have made no representations, warranties, agreements or promises with respect to the Premises except such as are expressed herein. The entire contract of the parties with respect to the Premises is contained herein, and there are no promises, agreements, representations, warranties, conditions or understandings, either oral or written, between them, other than as are set forth herein.
- D. Jury Trial Waiver. Landlord and Tenant hereby mutually waive trial by jury in any action, proceeding or counterclaim brought by either of them against the other on any matters whatsoever arising out of or in any way connected with this Lease, the relationship of Landlord and Tenant, Tenant's use or occupancy of the Premises, or any claim of injury or damage.
- E. Construction. The language in all parts of this Lease shall be in all cases construed according to its fair meaning, and not strictly for or against Landlord or Tenant. The caption of each Section is added as a matter of convenience only and shall be considered of no effect in the construction of any of the provisions of this Lease.
- F. Governing Law. This Lease shall be governed by and interpreted in accordance with the laws of the State of Colorado. Venue for any and all legal actions arising hereunder shall lie in the District or County Court in and for the County of Jefferson, State of Colorado.
- G. Counterparts. This Lease may be executed in two or more counterparts, using manual or facsimile signature, each of which shall be deemed an original and all of which together shall constitute one and the same document.
- H. Proper Execution. Each party represents that all procedures necessary to authorize such party's execution of this Lease have been performed and that the person signing for such party has been authorized to do so.
- I. Existing Lease Termination. The parties agree that 30 days after such time as the Tenant shall begin operation of the Premises as a public library, the Amended and

Restated Library Lease between the parties concerning the premises at 5845 W.
25th Avenue shall be terminated and of no further force or effect.

IN WITNESS WHEREOF, the parties have executed this Lease the day and year first written
above.

LANDLORD:
City of Edgewater
A Colorado municipal corporation

By: _____
Mayor, Kris Teegardin

ATTEST:

By: _____

TENANT:
Jefferson County Public Library, a Colorado
body corporate and politic

By: _____
Title: _____

ATTEST:

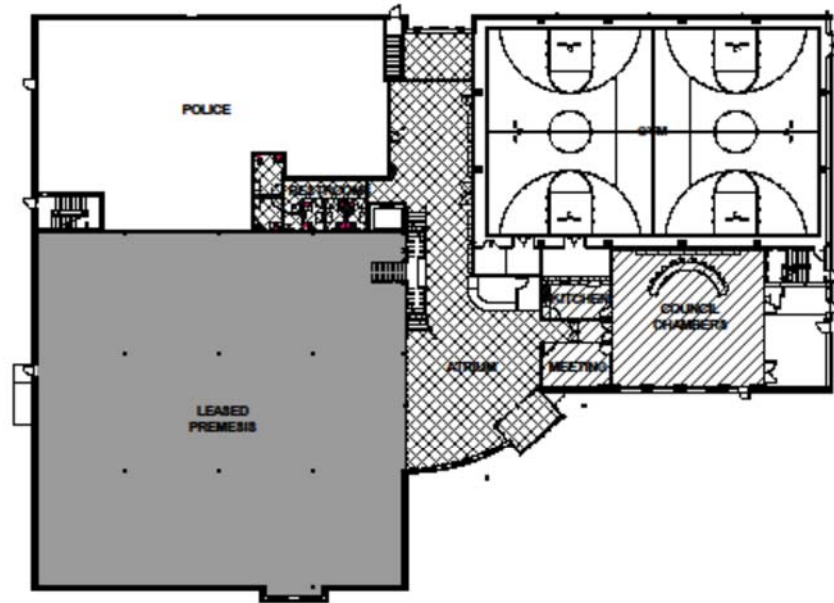
By: _____

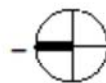
EXHIBIT A




TO

LIBRARY LEASE AGREEMENT

(See next page.)




1 Level 1 Floor Plan
 1" = 40'-0"

LEGEND		
 Leased Premises	 Common Area	 Common Access Area



EDGEWATER CIVIC CENTER 1810 Harlan Street, Edgewater, CO 80214		SCALE: As indicated ISSUED: 10/18/17
Floor Plan		Drawing Number Exhibit #

Consent Agenda

PROPOSED 11-16-17

2018 GOVERNANCE PROCESS CALENDAR

JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

Month	Governance Process	Monitoring & Ends	Board Action
January	Begin Trustees planning cycle (4.3.2) Chair presents tentative agenda plan (4.3.2.B) Chair appoints committee to review Board Bylaws (4.4.2D) Chair appoints nominating committee for Board officers (4.4.2D) Trustees review Executive Director's performance and compensation (4.3.6)	1.0 - 1.4 Ends Statements <ul style="list-style-type: none"> Review of Final 2017 Strategic Priorities Review of 2018 Strategic Priorities 	Trustees approve the "Sunshine Resolution" Trustees approve budget transfer requests from the previous calendar year Chair appoints Trustee representative to Foundation Board
February		2.0 General Management Constraints 2.1 Treatment of Patrons 2.2 Treatment of Staff 2.3 Financial Condition and Activities 2.4 Asset Protection	Trustees review, amend as needed and approve Board Bylaws. Nominating Committee Reports to Board
March			Trustees elect Board officers
April		Ends Statements <ul style="list-style-type: none"> Review of 1st Quarter 2017 Strategic Priorities 	
May	Trustees enlist external audit, as needed Trustees set Governance Budget for next year (4.8.2)	Trustees review Global Ends Statements	
June	Executive Director presents the annual budget to the Trustees (4.2.5.A). May be rescheduled based on the budget development schedule provided by the County.		
July	Trustees authorize the Executive Director to submit the annual budget request to the BCC (4.2.5.C). May be rescheduled based on the budget development schedule provided by the County.	Ends Statements <ul style="list-style-type: none"> Review of 2nd Quarter 1st Half 2018 Strategic Priorities 	
August		2.5 Financial Planning, Budgeting 2.6 Compensation and Benefits 2.7 Emergency Executive Director Succession 2.8 Board Awareness and Support 2.9 Materials Selection	
September			
October		Ends Statements <ul style="list-style-type: none"> Review of 3rd Quarter 2017 Strategic Priorities 	
November	Trustees review 2018 governance process calendar		
December	Trustees adopt 2018 governance process calendar (4.3.2 and 4.3.2.B) Trustees adopt the annual budget (4.2.5.A) End Trustees planning cycle (4.3.1)		

Ongoing Board Decisions

Adopt and amend the Board Governance policies
Adopt and amend Ends policies
Approve all supplemental appropriations
Approve fund transfers above the policy limitation
Approve all property changes

Directs the Executive Director to sign certain contracts and agreements
Make determinations regarding naming and recognition requests
Adopt resolutions of support for local election issues
Approve mill levy proposals
Approve annual request from the Pine Library

administration

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

jeffcollibrary.org

