



Jefferson County
PUBLIC LIBRARY

BOARD STUDY SESSION

DATE: April 12, 2018

TIME: 5:30 P.M.

PLACE: Administration Conference Room
10200 W. 20th Avenue
Lakewood, CO 80215

Topics:

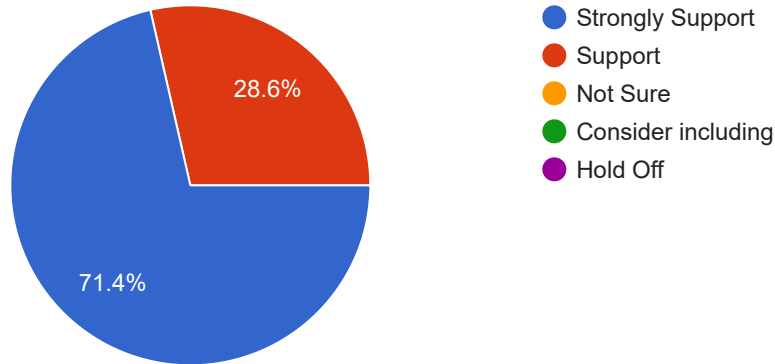
- 2019 Strategic Planning Board Visioning
- Facility Master Plan 5-Year Recommendations
- Value Added Services Contract Information
- Security Camera Contract Authorization
- Landscape Management Services Contract Information
- Financial Review

NEXT BOARD STUDY SESSION

opportunity to access information resources, ideas and technology, and they are supported in using these resources.

1(a). What is your level of support for this statement

7 responses



1(b). Please suggest any changes to the statement.

4 responses

and they are "ENCOURAGED" to access these resources.

I feel like the organization of Ends 1 and Ends 2 are so closely related the individual elements could be interchanged. Not a criticism- just an observation. I had difficulty "ranking" these.

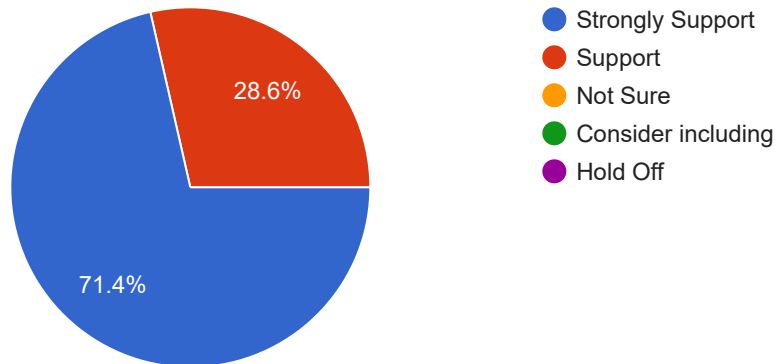
All Jefferson County residents have unlimited opportunity to access information, resources, ideas and technology supported by a robust system of support, committed to life-long learning.

In general, I support all the ends statements but think the devil is in the detail as to how we measure success. The statements are all broad and I believe our priority and more granular definition will be embedded in our measures of success.

2. CREATE GREAT SPACES AND PLACES: All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

2(a). What is your level of support for this statement

7 responses



2(b). Please suggest any changes to the statement.

2 responses

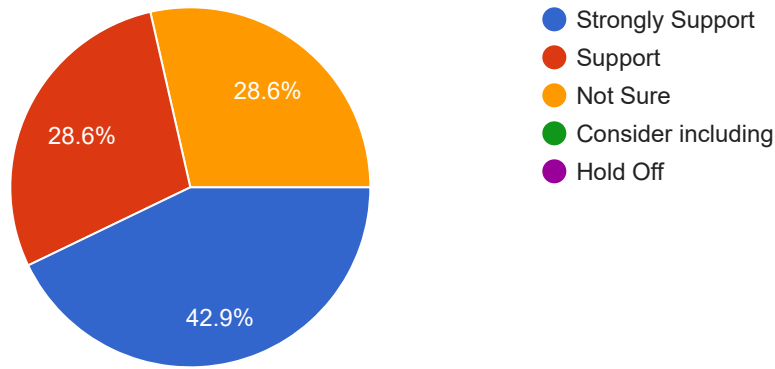
Good. We're not there, but it will always be a work in progress

All Jefferson County residents have safe, convenient and inviting places that represent both centers of community as well as outlets that champion state-of-the-art access to information and resources.

3. ADVANCE SHARED COMMUNITY OUTCOMES: Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

3(a). What is your level of support for this statement

7 responses



3(b). Please suggest any changes to the statement.

4 responses

Jefferson County library strives to understand community needs and provide support with the goal of advancing positive community outcomes.

add: the library works successfully with other community organizations to advance positive community outcomes.

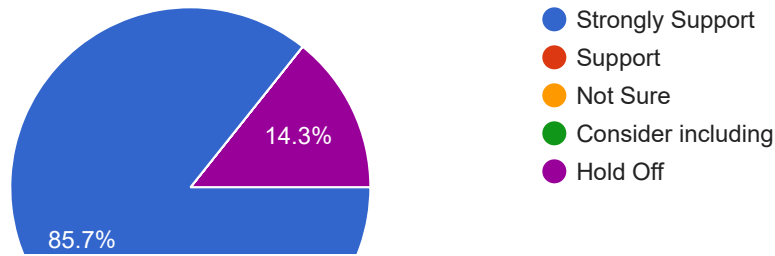
I'd like to better understand the purpose of this End - community aspirations such as? Unique to local communities served by each branch or general for all of Jefferson County?

Jefferson County will thrive as the library engages and supports community aspirations with the goal of advancing positive community outcomes.

4. BE GOOD STEWARDS: All Jefferson County residents receive maximum return of their shared investment in library services.

4(a). What is your level of support for this statement

7 responses



4(b). Please suggest any changes to the statement.

3 responses

Please note that first page of survey is coming to you in a pdf via email. The first page froze on me and wouldn't allow me to go backwards or forwards

I feel like I could select "Strongly Support" for each of these statements, which may speak to the quality of the selections as a whole. May also mean we may need to pay attention to "mission creep"? Are we well positioned for success?

Jefferson County receives optimum public value of the investment in library services made by its residents.

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Google Forms

1. What trends in library service are important to consider as part of our strategic planning process?

Smaller foot print for buildings with more digital use and less paper books. Further I see the buildings as more community centers and places for Story time, literacy help, access to internet and search help.

Flexible maker & gathering spaces, access to an ever-increasing set of requested

Growth, alternative service delivery methods and locations, future potential economic downturn

I feel like the end statements are very interlinked, but both End #4 and End #2 are a priority. The good financial state is a trust by the citizens that supported the election issue and I think the data-driven approach to prioritization and needs assessment AND connecting to outcomes is vital. As a new trustee, I appreciate the information collected to inform the prioritization. The facilities plan is also key and a priority to fulfill the trust. Paying attention to the infrastructure (building, security and people capital/human resources) needs to be fulfilled.

"Library will be viewed more strongly as a center of community.

Need to multiple access in creative ways, beyond facilities - but - facilities are important as centers of community.

Libraries will become more active leaders of collaboration within communities - working outside the walls, facilitating actions to pressing community needs.

Demographic shifts within the county, expanded population in the south, north and west."

Increased use of digital services. "distributed" libraries - kiosks, store fronts instead of larger facilities

I see trends in creating new more cost-effective ways to fulfill the functions of the library. I think the use of physical library spaces is changing as libraries become more of a gathering place and place to deliver services rather than as a means of strictly distributing material. I see new cost-effective value adding processes of distributing material through lockers and other Alternative Service Delivery methods very promising and a way to greatly increase the value we are providing to our constituents.

2(a). In the next 1-5 years?

build another South County location to serve the underserved and the growing areas of our county. In don't see the need to remodel any further buildings until we have reached the goal of a South Branch and relocation of the Admin bldg.

"Providing gathering spaces for people to learn and exchange ideas. Fostering forums for the debate of changes in society perpetuated by technological advancements, the increase in population, the slow destruction of our environment and its resources. 2.) The creation of meaningful and productive alliances with other organizations that serve the community in order to maximize the total services offered to the community. JCPL must not be afraid to work, coordinate, or communicate with other entities, and must find the time to do so in order to create positive working relationships that produce tangible results. In the next 1-5 years the library is under no outside threat that I can see. It has nothing to fear by being more collaborative, co-producing events, and working on dualpurpose projects with other organizations. 3.) Continuing point 2 - there is an opportunity to work with more diverse audience segments - illiterate adults, physically or mentally-challenged adults, different religious beliefs, the homebound, etc."

1) facilities growth and improvements; 2) alternative service delivery method exploration; 3) growth and opportunities for personnel; 4) expansion of library reach to currently under-served populations and those populations who are unaware of the variety of services offered; 5) Executive Director transition - while this will be a challenge as well, finding the right person would present a major opportunity.

On-boarding new leadership to promote and continue to support a positive culture for staff and citizens and also explore the new models in service provision- technology, following your clients to where they are and a teaching environment on how to navigate in a tech-dependent world. Invest in people internally and externally.

"Re-tooling the workforce

Partnering with schools and parents to positively impact student retention

Viewed as a highly valued partner of parents in their role of providing a healthy, nurturing family environment. Focus on all ages of children - innovative programming for raising teens.

Act as a conduit for seniors to thrive and engage as active members of the community.

As a learning organization, dedicated to constant improvement - determining what can be further automated, eliminated and added.

"

Provide easier and more access to materials through digital access and providing store fronts in underserved areas. alliances the total services offered to the community. JCPL must not be afraid to work, with other organizations that serve the community in order to create positive working relationships that produce tangible results. In the order to maximize next 1-5 years the library is under no outside threat that I can see. It has nothing to fear by being more collaborative, co-producing events, and working on dualpurpose projects with other organizations. 3.) Continuing point 2 - there is an opportunity to work with more diverse audience segments - illiterate adults, physically or mentally-challenged adults, different religious beliefs, the homebound, etc

- Continuing the great progress we have made.
- Getting the hiring of a new Exec Director right and onboarding the new executive director. • Maintaining a strong SMT team.
- A continued shift to electronic media. However, I think print material will always be important and not for everyone.
- A continued need to support users make the transition from print to electronic media.
- Development of new approaches to media distribution – electronic as well as physical means such as lockers, mail, easy pickup systems, etc.
- Continuing outreach and involvement with county goals such literacy, workforce training, etc.
- A focus on our value proposition to constituents.

2(b). What do you see as major opportunities for JCPL in the next 5-10 years?

A new Branch in North county, partnership with city of Westminster to serve its population in our county.

"See 2(a.) response. The library, in part due to its relationship with the county and as a tax-payer-based organization, has the opportunity to become THE leader in local services, and in turn, results delivered to the community. But, it must reach out to collaborate with other entities, and provide honest and open communication with those entities."

1) facilities improvements; 2) continued exploration of the populations we serve; 3) planning for next economic downturn - be prepared to weather the storm with a plan, leader in innovative delivery methods, personnel planning

I respect the current and past leadership's value of responsible management of resources and responsiveness to the community. Continued evaluation and data driven analysis as well as preparing for times with scarce resources is vital.

"Key driver in the development of county-wide policies and services addressing the needs of those marginalized by economic, physical and/or mental variables.

Educating and providing resources that enhance community volunteerism and the value of contribution that can be made individually and collectively - dedicated to building an awe-inspiring county.

"

Create strategic presence in underserved communities while continuing to renew and revamp existing locations.

- "• Redefine way materials are distributed
- Enhanced services
- Continued evolution of library as an integral place and force in our community
- Continued development of linkages to larger goals of county - workforce training, literacy, school district efforts, etc.
- Continued work to define what a library is in this day and age - how we continue make a difference in our community (our relevance)

"

3(a). in the next 1-5 years?

I feel there will be desire and ideas that will try to expand programming and services based on the increase in budget we are experiencing due to mill levy increase and property value increase. I fear such an expansion in services will could outpace funds in the future and lead to cut backs as we saw in the last downturn. JCPL needs to stay in its lane and provide the services the community wants: Material, clean functional locations, safe locations, services close to home.

"1.) Addressing physical threats to the patrons and library property as the

population increases and with it, the number of people frustrated enough with their situation to want to turn to crime or property destruction.

2.) The library also has the challenge of evolving within itself to be more open to collaboration with outside entities, to entrusting staff with decision-making and relationship-building, and to creating a more Yexible and eZcient approval process within its ranks. Today there is still a fear of going beyond the perceived or actual limits of one's job. This has a hobbling effect. It prevents the library from achieving as much, or as fast, as it can. I think this will continue to present a challenge.

3.) Funding will continue to present a challenge as the library expands its goals and aspirations. We just have to deal with it, and to explore every possible source of funding growth including private and public grants."

1) Maintaining momentum; 2) Executive Director transition, personnel growth - allowing for personal growth for existing staff while also meeting additional staffing needs as identified; 3) navigating our relationship/partnerships with Jefferson County - determining where the relationship is beneficial to JCPL and taxpayers and where it is not

Responsible growth and project scope creep.

"Human Resources (paid staff and volunteers) constraints in delivering on our promises.

Relationship with Library Foundation - we can do better.

Effective on-boarding of new Executive Director

Quality of change management skills at all levels of the organization will significantly impact results.

Security - physical and internet/intranet.

Aging existing facilities and effectively executing on capital initiatives and improvements."

Combating the "we have money now" attitude. Continuing to innovate and make best use of the funds the taxpayers have entrusted us with. Is it bad to have a lean staff? I agree it needs to grow but I don't think we should aspire to be in the top percentiles for staffing. This is but one area where "having money" can lead to adding expense without necessarily adding value

"* Bringing on a new Executive Director and maintaining strong SMT Team

* Making smart choices regarding facilities

* Evaluating our value proposition to our community

* Aligning measures with strategic objectives and ends statements"

3(b). the next 5-10 years?

Controlling costs and rising wages and benefits. With new locations, more employees will be needed.

"Keeping up with advancements in technology, an expanding population, and population segments with their own distinct needs. Primarily just keeping up with the needs of the community - not just for ""traditional"" library resources, but some ""nontraditional"" services as well to fill in the gaps left by other organizations that are not keeping up or have been eliminated."

1) Maintaining facilities planning; 2) as economies are cyclical, we should expect to see a future downturn - addressing this would be a major challenge, but being prepared would be a major opportunity - managing reserve funds will be critical and balancing conservative planning with over saving will be necessary

Maintain an eye for innovation and changing demographics.

Shifting of population density centers impacting existing facilities and services.

Staying attuned to user needs and trends enough that we can be ahead of the curve as to what people need.

"* Proactively creating a library that maximizes the value and ROI provided to our community

* Understanding the changing needs of our constituents and how we can serve them.

* Continuing to strongly pursue and make the case for the importance/relevance of libraries in our community"

4. How should we measure success going forward?

"Use statistics. Many in the public will have ideas on what a Library is or should be. I feel it best to count those who ""vote with their feet""! Use data from the public that uses the services and locations, will be our best judge of success. I don't feel number of library cards is a good stat as I many have free loyalty cards to certain stores, but if they never go in the store, what good is counting them as a customer?"

"

"As we have been, but also by exploring other avenues for measuring success that are available to us. I'm not an expert on measurement. Also, By the number of ongoing cooperative relationships with other entities."

1) patron experience scores; 2) usage data (frequency, quantity, attendance, etc.), comparison to peers - stabilize our peer group as much as possible; 3) staff feedback; 4) external evaluators

I appreciate the data-driven approach and that should continue. Wise investment. Continue that.

"Dash boards, Ends Statements and related actions viewed monthly, overall expansion of services to even greater number of individuals, communities and institutions with defined outcomes."

Would it be feasible to re-align the monthly agenda with each of the Ends Statements acting as a section with reports, motions, etc falling under the respective Ends Statement.

While the Ends Statements should be broad and far reaching, How we deliver on the Ends Statements need to be flexible and responsive to external and internal variables."

1. Making sure that where there is growth in the budget it is warranted by the express needs of our citizens. 2. Comparisons to peers as we have been

I think I primary measurement of success needs to focus on value provided to the citizens of Jefferson County. This entails understanding our constituents and identifying ways in which we can provide value including both library users and non-library users. I think we need to move beyond some of the benchmark measures and focus on value based measures of success. For example, headcount and square feet I don't believe are very good measures of success. In my mind, these our outputs not outcomes/impact measures and could run counter to our goal of maximizing ROI to taxpayers.

MEMORANDUM

TO: Pam Nissler, Executive Director

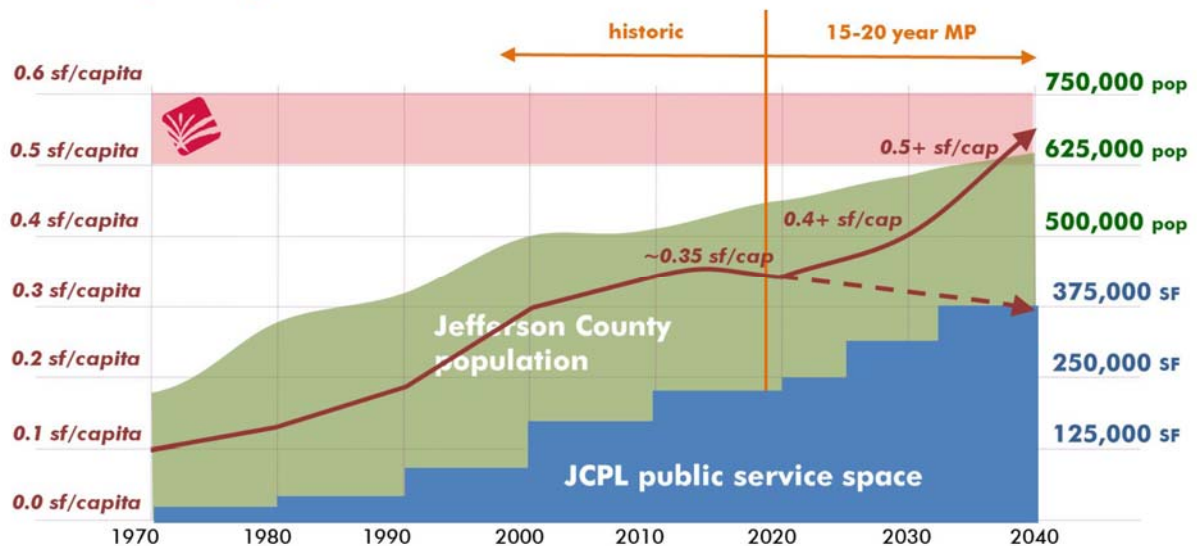
FROM: Julianne Rist, Director of Public Services & Steve Chestnut, Director of Facilities and Construction Projects

RE: Facility Master Plan Recommendations

DATE: April 2, 2018

The Board was presented the Facility Master Plan in February. It does not come as a surprise that the population of Jefferson County has outgrown the current facilities of JCPL. The report recommends that to adequately provide services to the community, JCPL should be aiming for 0.5 -0.6 square foot public space per capita. JCPL currently has .35 square feet of branch library space per capita. In order to simply catch up to the current population JPCL would need to add 100,000 additional square feet. Even more space will be needed to accommodate future growth.

Build capacity over time



The report compliments JCPL on its destination library service model and recommends that future expansions continue as larger library buildings, and in fact the report recommends only adding 1-2 new libraries. In addition, it recommends we evaluate the expansion of current buildings and alternative services opportunities. David Schnee and Jill Eyres from Group 4 gave JCPL a clear set of recommendations to begin using immediately. The report is a flexible, “living” document that will enable us to easily adjust and update capital facilities planning as

MEMORANDUM

circumstances evolve and opportunities arise over time. We have taken that same flexible approach to our recommendations. We have overlaid the five-year capital plan needed for budgeting with phases 1 & 2 in our recommendation.

Listed below are the projects we recommend in priority order.

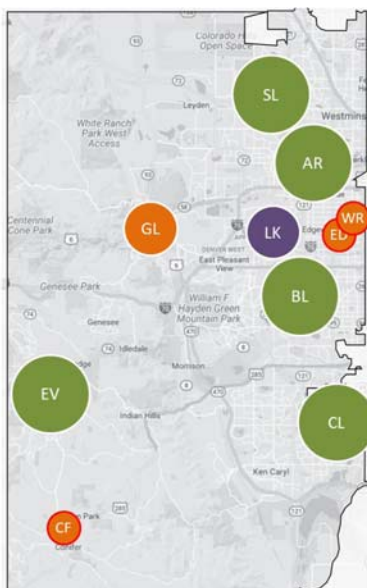
Phase 1 (2018-2023)

Belmar 2018-2019

A Belmar remodel will require more extensive work for a remodel because the library hasn't been updated since 2007, and its supporting systems and structures have reached the end of their serviceable life and are due for replacement. The Belmar remodel will include replacing the chiller, the boiler, air handler, some of the air boxes, the parking lot and the parking area lighting. Based on our Columbine experience we may need to replace the data cabling as well.

In terms of outputs (circulation, visits, program attendance), Belmar is one of our top two performing libraries. The building has the potential for another Columbine-like remodel in creating more useable public space without an expansion in square footage.

South County Expansion 2019-2020



South county was identified as an underserved area. It is our recommendation that this be the first place for expansion and that we build a destination library of 30,000 square feet. We know that open land is in short supply, so we are suggesting that in 2019 we hire a commercial real estate agent to look for several options; land, a vacant building that could be remodeled as a library, or a leased space. You will see in the chart that the costs associated with this project vary greatly as do the the options that need to be investigated. The site criteria has already been developed in the Facility Master Plan report.

The large destination library model is one that has proven successful for JCPL. Destination libraries offer the potential for larger and more diverse selections of seating, technology and



MEMORANDUM

collections. Larger libraries provide economies of scale of space for these core services. They also can offer opportunities for unique, high value signature services such as the maker space at Columbine.

Evergreen Remodel 2021-2022

The Evergreen Library is showing its age in furnishings, carpet and layout. The front area has a large built-in circulation desk from when it opened in 1993. There is great potential in adapting this building to the new service model. With the exception of the boiler itself the supporting systems of the building have all been recently replaced due to wear and/or reaching the end of serviceable life.

Alternative Service Delivery 2021

Between now and 2021 staff would have time to research alternative service delivery. This would involve looking for partnerships, shared spaces and evaluating the services needed by the community. Alternative services could take several forms, such as a hold pick and book return, and/or providing programming, resources or staff to a location we do not own or maintain

Standley Lake Library 2022 – 2023

Standley Lake library sits on a large piece of property that would allow us to expand the building from at least 15,000 square feet to almost double the current size. We have placed this remodel four years out for several reasons;

- to make an informed decision on expansion or remodel
- if we expand the building decide if it should be done in phases or all at once
- both the City of Westminster and Candelas have reached out to the library about possible opportunities for library services. We would want to know what those might be, before planning a Standley Lake remodel or expansion
- all major support systems have been replaced recently

MEMORANDUM



Phase 2 (2023-2028)

Administration Building 2023 -2024

We have placed the planning for consolidating administration at the beginning of phase 2. The consolidating of administrative services will have a direct impact on the decision of what to do with both the LSC building and the Fehring Ranch property. In addition, before the Lakewood library can be planned, we need to know what administrative space might be able to be converted to public space. Finally, the report speaks to the increased efficiency and effectiveness of having administration services in one location.

Conclusion

These recommendations cover the time frame needed for the 2019 budgeting cycle and give a broad road map for implementing phase one of the Facility Master Plan. In addition the recommendations have the flexibility to take advantage of offers to partner, such as we are doing with the City of Edgewater for the new library in their community center. We know that there are currently four possible partnerships for the library, Candela, City of Westminster, City of Wheat Ridge, and, City of Golden.

The recommendations take into account both staff's ability to support these projects as outlined, and the ability to pay for them. Funding is identified in the ten-year forecast from both annual revenue and fund balance. The projects are lined up with revenue projections, ensuring we have the funds to pay for each project (both construction costs and ongoing operating costs) in the recommended timeframe. The design and construction costs for the recommended projects total between \$43,080,000 and \$51,780,000. The 10 year projections estimate that there will be \$52,078,329 above the minimum required fund balance available to pay for these capital projects. Operating costs for the additional South County location have been factored into the 5 and 10 year plans.

The following page has a chart for the recommendations proposed. The chart shows the amount of fund balance still available when the capital costs are factored into the budget. We will be asking for the Board's approval of these recommendations as part of the 2019 budget and five year capital plan. The recommendations will be reevaluated each year as part of the annual budget and five year capital plan.

	Phase 1						Phase 2
	2018	2019	2020	2021	2022	2023	2024
Project	Belmar Planning \$350k	Remodel Belmar \$6.76 million	Design & Construction South County \$10 - \$16 million, 2 year project \$8 million each year	Complete & Open South County (3) \$8million	Remodel Evergreen \$3.17 million	Remodel or expand Standley Lake \$5.8 - 8.3 million	Construct Admin Building \$16 million
Project		Begin South County Search (Find Agent, RFP)		Planning for Evergreen Remodel \$250- 300K	Planning for Standley Lake remodel or expansions \$250-300K	Planning Admin \$250-300 k	Planning Lakewood \$250-300 K
Project				Implement Alternative Service Delivery Option			
Estimated annual costs (1)	\$350,000	\$6,760,000	\$8,000,000	\$8,300,000	\$3,470,000	\$8,600,000	\$16,300,000
Above Minimum Available funds in Fund Balance (2)	\$7,084,759	\$3,622,553	\$1,925,025	\$279,453	\$6,224,971	\$8,261,879	\$3,148,329
Below Maximum Available funds in Fund Balance (2)	\$0	\$0	-\$9,996,357	-\$11,650,621	-\$6,877,072	-\$4,848,295	-\$11,250,702

(1) The maximum estimated cost is assumed for annual construction costs

(2) Available fund balances are calculated to the floor and ceiling of the Board approved Fund Balance Policy

(3) Estimated operating costs for the additional South County has been figured into the 5 & 10 year forecast starting in 2021: not shown with capital construction.

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



jeffcolibrary.org

TO: Pam Nissler, Executive Director Jefferson County Public Library

FROM: Debbi Mikash, Collection Services Manager

DATE: April 2, 2018

RE: Contract for Primary Print Vendor

JCPL sought a vendor that could deliver books in a cost effective and timely manner as well as provide value added services. These services need to be fully functional with our Integrated Library Service provider and our catalog utility. Value added services may include but are not limited to: automatic order plans, opening day collections, Spanish print materials, web based bibliographic resources, selection lists, and physical processing. Services should also include a dedicated project coordinator/manager.

JCPL sought proposals from qualified companies to become its primary source (minimum of 70%) for print materials (including, but not limited to books, large print, board books), and related services.

History of Primary Print Contract Vendor:

In July 2014, the Board of Trustees authorized JCPL to sign a contract with Baker & Taylor for print material and value added services. Value added services include but not limited to catalog records, processing of materials, collection development support, opening day collection assistance, etc. The contract allowed JCPL three annual renewals and expires in July of 2018. There are currently three vendors in the United States that can handle the volume of print materials that JCPL is currently purchasing. In the fall of 2017 Franca Rosen, Interlibrary Loan and Collections Services Supervisor, and myself met with all three of these vendors. We discussed JCPL's needs and the upcoming RFP.

We published the RFP for print materials on February 9, 2018. Two of the three companies responded: Brodart and Baker & Taylor. A team that includes selection librarians, a cataloger, the lead receiver processor, the two collection services supervisors and myself evaluated the proposals.

Total Cost:

The Board of Trustees annually sets the Books and Materials budget for JCPL. The cost of this contract will not exceed the annual Books and Materials budget authorized by the Jefferson County Public Library Board of Trustees. To understand the volume that 70% could represent, in 2017 our print budget was \$3.5 million.

Budget:

70082.426430 Books and Materials Budget The cost of this contract will not exceed the annual Books and Materials budget authorized by the Jefferson County Public Library Board of Trustees.

Next Actions:

On April 3rd this team will come together to discuss, review and rate the criteria of each submitted proposal and will have a final recommendation for the Library Board of Trustees at their April 19 meeting. We will be asking the Board to authorize a contract to one vendor who will be our primary supplier of print material and related value added services which include processing and catalog records.

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TO: Pam Nissler, Executive Director

FROM: Patrick Klein, IT Director

DATE: April 3, 2018

RE: Inteconnex Security Camera Contract

History of Contract: Inteconnex Security Camera Contract – Replacement for Avant

Description of service/ project: Inteconnex will provide camera installation and maintenance

Short history of RFP – In 2016 JCPL went through the RFP process and selected Avant to install and maintain the library security camera system. Approximately half of the project was been completed in 2017. On February 27th, we were informed by Avant that they have filed for bankruptcy and would not be able to continue the project.

We contacted Panasonic, the equipment vendor and asked for their recommendation for a local vendor to complete the project and provide maintenance. They recommended Inteconnex, a company that we used for some work on our current, older systems. We have contacted them and they have provided all the necessary documentation and a quote that is slightly less than our original quote from Avant.

Total Cost:

The initial cost of the contract will be to complete installation in 2018. That cost is estimated to be \$151,927.87. Ongoing maintenance services will be addressed in a separate contract at a later date.

Budget:

The budget for the installation is included in the IT Capital Projects budget for 2018.

Next Actions:

The next step is for the Board of Trustees to authorize the Executive Director to sign the contract with Inteconnex.

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jeffcolibrary.org

TO: Pam Nissler, Executive Director

FROM: Kurt Jungwirth, Facilities Operations Manager

DATE: March 28, 2018

RE: 2018 JCPL Landscape Management Service, Study Session Memo

History of Contract: JCPL Landscape Management Service Study Session

At the October 12, 2017 Study Session of the Library Board, information was presented on the Landscape Management Service RFP. The Board was advised that the contract for landscaping services with CoCal Landscape Services expired on October 31, 2017 and that 2017 was the final year of the 4-year contract, which started April 2013.

The Library received three responses to the RFP and has selected Environmental Designs Inc. for its Landscape Management Service of its 9 separate buildings and 6.75 acres of undeveloped land at Fehringer Ranch. The recommendation from the team working on this project is for the Director of Facilities and Construction to request Board authorization for the Executive Director to enter into a one-year contract with Environmental Designs Inc., with up to four additional years with contract renewal, with the base cost of \$82,080 per year.

Total Cost:

A base cost of \$82,080 is requested, as irrigation repair cost has not been determined at this time.

Budget:

\$79,000 is budgeted in the proposed 2018 budget. Gloria Overholt (Finance Director) has been consulted and has identified money in the library's contingency budget, which can be used to fund the additional \$3,080 needed for this project.

Next Actions:

I anticipate bringing the contract authorization request to the Board at the April 19th board meeting. We will be asking the Library Board of Trustees to authorize the Executive Director to sign a contract with Environmental Design Inc. for the base amount of \$82,080.