



**Board Report
February 10, 2022**

AGENDA

JOHNSON COUNTY LIBRARY BOARD OF DIRECTORS REGULAR MEETING, FEBRUARY 10, 2022 4:00 p.m.

The public can view the broadcast of the meeting on the Johnson County Library [Facebook page](#) for a live feed or later when the video is posted to the Library's website.

If you have information or comments related to any item on our agenda that you would like to have presented to the Library Board, we encourage you to submit that information in writing. If you wish to submit information, please email comments or statements to kangethep@jocolibrary.org before noon on the Wednesday before the Thursday Library Board meeting. Comments received by noon will be shared with the entire Board prior to the meeting.

- I. Call to Order
- II. Citizen Comments will be accepted in writing and made part of the record of the meeting.
- III. Remarks
 - A. Members of the Johnson County Library Board of Directors
 - B. Board Chair, Bethany Griffith
 - a) Welcome to Commissioner Liaison
 - b) Appointment of the Nominating Committee
 - c) 2022 Board Conferences
 - d) County Librarian Announcement
 - C. Friends of the Library; written report presented by Shanta Dickerson.....4
 - D. Johnson County Library Foundation: written report presented by Stephanie Stollsteimer.....6
 - E. Liaison, Board of County Commissioners, Janeé Hanzlick
- IV. Reports
 - A. Board Counsel – Andrew Logan and Fred Logan
 - a) Kansas Cash Basis Law and Contract Review
 - B. County Librarian Report – Sean Casserley, County Librarian
 - 1. Finances and Statistics – Dave Vratny, Finance Director.....7
 - a) Personnel Review Committee Review
 - b) Core statistics and Annual Report, Adam Wathen, Associate Director for Systemwide Services.....14
 - 2. Comprehensive Library Master Plan – Scott Sime, Project Coordinator
 - a) Central Staff Space Consolidation (CSSC).....19
 - i. Central: Security systems implementation; Cheryl Sickels, Web Interface Design.....25
 - b) Antioch Replacement.....32
 - c) DeSoto, Spring Hill and Edgerton Renewal Study.....36
 - d) Overall Timeline.....40
 - 3. Updates – Sean Casserley, County Librarian
 - a) Central Staff Space Consolidation (CSSC) Budget Update.....43
 - b) Strategic Plan Update for Trimester Three of 2021.....47
 - c) Succession Plan Report – 2nd Presentation.....75
- V. Consent Agenda
 - A. Action Items:
 - 1. Minutes of the January 13, 2022 Regular Library Board meeting.....92

B. Information Items

1. Financial and Personnel

- a) The County Librarian and the Finance Director certify those payment vouchers and personnel authorizations for December 2021 were handled in accordance with library and County policy.
- b) The December 2021 Revenue and Expenditure reports produced from the County's financial system reflect the Library's revenues and expenditures.

C. Gift Fund Report

- 1. Treasurer's Report.....100

VI. New Business

- A. Action Item: Consideration of MOU with the American Public Square.....101

VII. Old Business

- A. Action Item: Consideration of approval of the 2023-2027 Capital Improvement Plan (CIP).....104

VIII. Adjournment



January 2022: Monthly Report
of the
Friends of Johnson County Library
to the
Board of Directors of Johnson County Library

Good afternoon, Madame Chair, and thank you and members of the Board, and Commissioner Hanzlick, and Mr. Casserley for this time to report on Friends progress on behalf of the Executive Committee. There are two subjects in our report today, detailing recent activities:

- A Warm Welcome to New Board Members

- Friends HQ Progress Report

- A Warm Welcome to New Board Members

Please join us as we welcome two new board members to Friends leadership: Stacy Bunck and Karen O'Mara! Both women will also serve on our Finance Committee and have already begun to review policies and help us prepare for our triennial review of agreed-upon financial procedures. No time is wasted when it comes to the work of the Friends.

Stacy Bunck brings a wealth of experience to her new role. She studied political science at Trinity University, TX, and earned her JD at KU/Lawrence. She also served as an editor of the Kansas Journal of Law and Public Policy while there. She practices employment law with Ogletree Deakins, an international law firm that specializes in labor and employment law. She has worked at Ogletree Deakins for 15 years, and has served as the Managing Shareholder of the Kansas City office for the last four years.

Karen O'Mara is an accounting professional with 15 years of experience serving clients in a variety of industries. She studied Business and Communications at Oregon State University, Corvallis. She's currently with BKD, LLP of Kansas City as a supervisor and assurance services project leader.

- Friends HQ Progress Report

Construction continues at the Friends sorting center as we prepare the space as a place to hold periodic pop-up sales. It's looking lovely – walls have been patched and painted, new flooring is laid in the restrooms and break room, and concrete floors have been thoroughly scrubbed. Next up: shelving! We are extremely grateful for the Library's generosity in loaning us metal shelves to use as we move forward in testing our new sort-to-sell business model. For our wonderful community supporters who keep us well supplied with gently-used books and audiovisual items to sell, we thank you for your patience and ask that you hold onto those treasures just a bit longer. Anyone eager to be notified as soon as donation acceptance resumes, please send a quick note to book@friendsofjcl.org. You may also keep an eye on our website, <https://www.friendsofjcl.org/>, or follow us on Facebook for notice of when our Saturday morning donation drop-off events are back on.

Lastly, let's take a moment to remind our listeners to join or renew membership at <https://www.joinjclfriends.org/>. When you become a Friend, you increase our visible community support. It's one of the easiest ways to let everyone know how much you value Johnson County Library. Join us!

Respectfully submitted,

Executive Committee, Friends of Johnson County Library

To: Library Board of Directors
From: Stephanie Stollsteimer
Date: February 10, 2022
Re: Johnson County Library Foundation update

Good Afternoon!

As we closed out 2021, the Foundation wrapped up the celebration of its 25th anniversary.

- We are amazed and grateful for the ongoing support from donors and volunteer leadership!

The Annual Appeal, “Making a difference for 25 Years,” wrapped up with year-end donations continuing through New Year’s Eve!

- We received 151 donations totaling \$36,640.

In addition, we track total donors for the entire year and the total amount.

- This report isn’t quite finalized, but those numbers are trending higher than 2020 which means donors may have spread their giving over the year.
- I’ll have those totals soon and will report on them in March.

We do have the Impact Statement totals I can share with you. What we call the Impact Statement is a report on the total dollars the Foundation provided to the Library.

In 2021, the Foundation provided \$355,392 to the Library with a few notable highlights.

- \$123,000 for the collection
- \$51,000 for online programming
- \$26,000 for a children’s interactive unit for Central
- \$22,000 for new children’s furniture at Cedar Roe
- \$56,000 to the MakerSpace thanks to Black & Veatch.
- \$60,000 for Race Project KC
- We will post the full report on the Foundation website.

As we kicked off 2022, we hosted a virtual appreciation event, January 16, with Johnson County Library’s own Gregg Winsor, Readers’ Advisory Librarian, who shared his “Must Reads” for winter and spring.

- The guest list included loyal and longtime donors to the Foundation, Volunteers and Friends.
- We had 127 unique emails register for the event and nearly 90 attended.
- Gregg gave a lively presentation and there was plenty of demand for recording of the event and the actual list of “Must Reads.”
- That was easy enough to accommodate so we posted those to the Foundation’s website home page: jocolibraryfoundation.org.

Finally, in early this year we have begun reviewing the Strategic Plan working with a consultant from the Northeast Kansas Library System.

Thank you!

JOHNSON COUNTY LIBRARY: Summary of Expenditures by Cost Category (.75 Increase Only)
December 2021
100% of Year Lapsed

OPERATING FUND

| | 2021 Budget |
|---|---------------------------------|
| Programs | |
| Revenue | 3,913,449 |
| Administrative Services | |
| Information Technology | |
| Collection Development | 871,789 |
| Branch/Systemwide Services | 278,960 |
| Transfer to Capital Projects | 2,777,596 |
| Interfund Transfers | |
| TOTAL OPERATING FUND EXPENDITURES | <u>\$3,928,345</u> |
| TOTAL .75 INCREASE FUNDS REMAINING OPERATING | <u><u>(\$14,896)</u></u> |

SPECIAL USE FUND

| | 2021 Budget |
|---|-------------------------------|
| Revenue: | 3,138,526 |
| Expenses: | |
| Contractual Services (General Maintenance) | |
| Commodities (Capital Equipment) | |
| Transfer to Debt Payment | |
| Transfer to Debt Payment - CLMP | 3,107,383 |
| Transfer to Capital Projects | |
| TOTAL SPECIAL USE FUND EXPENDITURES | <u>\$3,107,383</u> |
| TOTAL .75 INCREASE FUNDS REMAINING SPECIAL USE | <u><u>\$31,143</u></u> |
| TOTAL .75 INCREASE FUNDS REMAINING ALL FUNDS | <u><u>\$16,247</u></u> |

Expenditure of Friends of the JCL Donations 2021

| <i>Expenditure Details</i> | <i>December</i> | <i>YTD</i> |
|--|------------------------|-------------------|
| Volunteer Recognition | \$0.00 | \$75.00 |
| Advertising/Promotion | 0.00 | 0.00 |
| Collection Materials | 0.00 | 0.00 |
| Professional Development/Staff Recognition | 0.00 | 0.00 |
| Technology/Recruitment Consulting & Expenses | 0.00 | 0.00 |
| Strategic Planning meeting supplies | 0.00 | 0.00 |
| GEM Award/Staff Recognition | 0.00 | 53.37 |
| Homework Help and Tutor.com | 0.00 | 0.00 |
| Summer Reading Club/Elementia | 0.00 | 0.00 |
| Other Library Programming | 0.00 | 0.00 |
| MidAmerica Regional Council | 0.00 | 0.00 |
| Joint Board Meeting Expense | 0.00 | 49.12 |
| Board Travel Expenses | 0.00 | 0.00 |
| Board Retreat Expenses | 0.00 | 0.00 |
| Miscellaneous | 80.94 | 80.94 |
| Total Expenditures | \$ 80.94 | \$ 258.43 |

JOHNSON COUNTY LIBRARY TOTAL REVENUE REPORT

December 2021
100% of Year Lapsed

| REVENUE ALL FUNDS | 2021 Year to Date | 2021 Budget | % Budget Year to Date | % Budget YTD Prior Year |
|--------------------------------------|----------------------|-------------------|--------------------------|----------------------------|
| Ad Valorem | 36,258,079 | 36,717,284 | 99% | 99% |
| Ad Valorem Delinquent | 80,854 | 288,773 | 28% | 69% |
| Motor Vehicle | 3,334,264 | 3,170,344 | 105% | 96% |
| Library Generated - Copying/Printing | 64,081 | 104,359 | 61% | 50% |
| Library Generated - Overdues / Fees | 323,737 | 768,271 | 42% | 38% |
| Sale of Library Books | 50,000 | 50,000 | 100% | 25% |
| Misc Other | 15,211 | 18,703 | 81% | 5% |
| Reimbursement | 664,702 | 330,043 | 201% | 212% |
| Library Generated - Other Charges | 0 | 3,641 | 0% | 0% |
| Investment | 60,826 | 58,404 | 104% | 72% |
| Unencumbered Balance Forward | 0 | 10,000 | 0% | 0% |
| Recreational Vehicle Tax | 21,188 | 12,325 | 172% | 155% |
| Commercial Vehicle Tax | 56,169 | 57,421 | 98% | 95% |
| Heavy Trucks Tax | 5,166 | 4,841 | 107% | 132% |
| Rental Excise Tax | 32,244 | 45,873 | 70% | 110% |
| State and Federal Grants | 171,285 | 265,638 | 64% | 50% |
| TOTAL REVENUE | 41,137,805 | 41,905,920 | 98% | 98% |

Expenses ALL FUNDS with Collection Encumbrance

| Categories | 2021 Year to Date | 2021 Budget | % Categories Expended |
|--------------------------------|----------------------|-------------------|--------------------------|
| Salaries and Benefits | 20,661,900 | 21,735,915 | 95% |
| Contractual Services | 4,469,592 | 6,300,506 | 71% |
| Commodities | 4,124,700 | 4,173,766 | 99% |
| Risk Management Charges | 194,224 | 195,074 | 100% |
| Capital / Maintenance / Repair | 3,506,390 | 3,338,526 | 105% |
| Transfer to Debt Payment | 0 | 10,000 | 0% |
| Transfer to Capital Projects | 2,777,596 | 2,777,596 | 100% |
| Grants | 236,047 | 265,638 | 89% |
| Interfund Transfer | 3,108,899 | 3,108,899 | 100% |
| TOTAL EXPENDITURES | 39,079,348 | 41,905,920 | 93% |

Revenue - Expenses as of December 31, 2021 2,058,457

| | |
|----------------------------------|---------------------------------|
| RESERVES ALL FUNDS | As of 12/31/20 |
| Reserves Operating Fund | 11,832,474 |
| Reserves Special Use Fund | 1,702,168 |
| Total JCL Reserves | <u><u>13,534,642</u></u> |

Scheduled Replacement Plan Funding

| | |
|----------------------------------|--|
| - | <u>REVENUE RECEIVED TO DATE</u> |
| 2015 Fund Transfer | 350,000 |
| 2016 Fund Transfer | 699,000 |
| 2017 Fund Transfer | 1,130,250 |
| 2018 Fund Transfer | 1,147,850 |
| 2019 Fund Transfer | 1,131,100 |
| Total Revenue | <u>4,458,200</u> |
| | 2021 |
| Contractual Services | 1,584,927 |
| Building Repair | 585,616 |
| Architectural Services | 68,820 |
| Furnishings and Office Equipment | 73,032 |
| HVAC | 178,193 |
| Sorter Parts and Labor | 4,113 |
| Security System Maint & Repair | 33,549 |
| Vehicles | 119,310 |
| AED Equipment | 9,613 |
| Interfund Transfer | 1,767,934 |
| | <u>4,425,107</u> |
| Budget Remaining | <u>33,093</u> |

JOHNSON COUNTY LIBRARY: Summary of Expenditures by Cost Category
December 2021
100% Year Lapsed

OPERATING FUND

| Programs | 2021 Year to Date | 2021 Budget | % Program Expended |
|------------------------------|----------------------|----------------|-----------------------|
| Administrative Services | 3,864,433 | 4,765,784 | 81% |
| Information Technology | 2,789,447 | 3,632,726 | 77% |
| Collection Development | 3,807,707 | 3,593,153 | 106% |
| Branch/Systemwide Services | 18,026,557 | 20,128,760 | 90% |
| Risk Management Charges | 195,176 | 195,074 | 100% |
| Grants * | 236,047 | 265,638 | 89% |
| Transfer to Capital Projects | 2,777,596 | 2,777,596 | 100% |
| Interfund Transfer | 3,067,358 | 3,067,358 | 100% |

| | | | |
|--|-------------------|-------------------|------------|
| TOTAL OPERATING FUND EXPENDITURES | 34,764,321 | 38,426,089 | 90% |
|--|-------------------|-------------------|------------|

SPECIAL USE FUND

| | 2021 Year to Date | 2021 Budget | % Budget Expended |
|--|----------------------|----------------|----------------------|
| Contractual Services (General Maintenance) | 87,007 | 176,305 | 49% |
| Commodities (Capital Equipment) | 106,626 | 155,000 | 69% |
| Transfer to Debt Payment | 0 | 10,000 | 0% |
| Transfer to Capital Projects | 3,170,987 | 3,138,526 | 101% |

| | | | |
|--|------------------|------------------|------------|
| TOTAL SPECIAL USE FUND EXPENDITURES | 3,364,620 | 3,479,831 | 97% |
|--|------------------|------------------|------------|

| | | | |
|---------------------------|-------------------|-------------------|------------|
| TOTAL EXPENDITURES | 38,128,941 | 41,905,920 | 91% |
|---------------------------|-------------------|-------------------|------------|

JOHNSON COUNTY LIBRARY: Summary of Expenditures by Type
December 2021
100% Year Lapsed

ALL FUNDS

| Categories | 2021 Year to Date | 2021 Budget | % Categories Expended |
|--------------------------------|------------------------------|------------------------|----------------------------------|
| Salaries and Benefits | 20,661,900 | 21,735,915 | 95% |
| Contractual Services | 3,962,925 | 6,300,506 | 63% |
| Commodities | 3,680,008 | 4,173,766 | 88% |
| Risk Management Charges | 195,176 | 195,074 | 100% |
| Capital / Maintenance / Repair | 3,112,999 | 2,977,596 | 105% |
| Transfer to Debt Payment | 0 | 10,000 | 0% |
| Transfer to PBC Capital Leases | 3,170,987 | 3,138,526 | 101% |
| Grants | 236,047 | 265,638 | 89% |
| Interfund Transfer | 3,108,899 | 3,108,899 | 100% |
| TOTAL EXPENDITURES | 38,128,941 | 41,905,920 | 91% |

| GRANTS* | Expenditures through 12/31/2021 | Source | Received | Expenditures | Grant Award | Budget Remaining |
|-----------|---------------------------------|----------------|-----------|--------------|--------------|------------------|
| 285000086 | 2021 State Aid | State | 3/22/2021 | \$131,284.90 | \$131,284.90 | \$0.00 |
| 285000087 | On 24 2021-2022 | JCL Foundation | 6/11/2021 | \$103,538.00 | \$103,538.00 | \$0.00 |

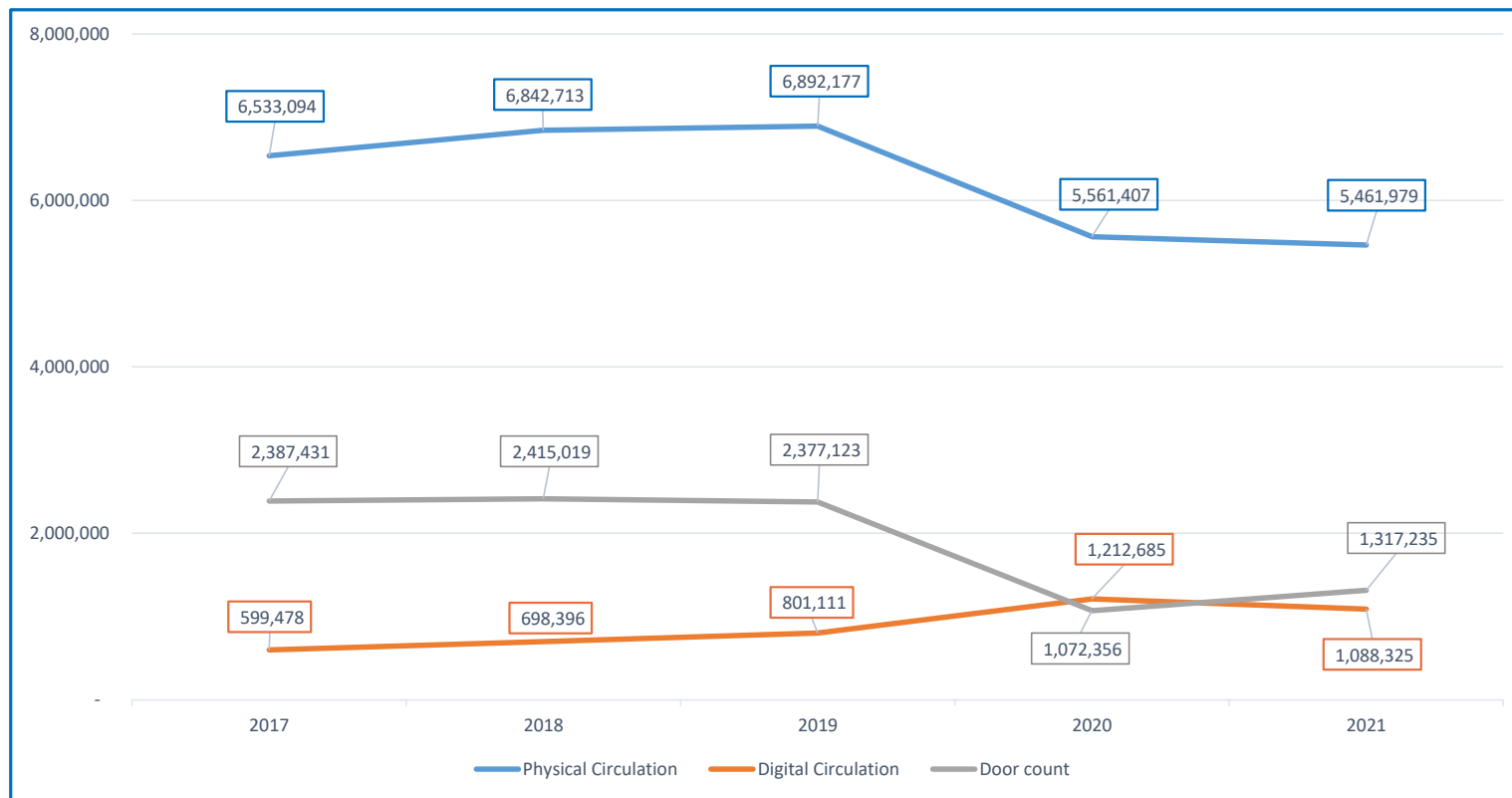
*Includes all expenditures and revenues over the life of the grant.

Monthly Statistical Report

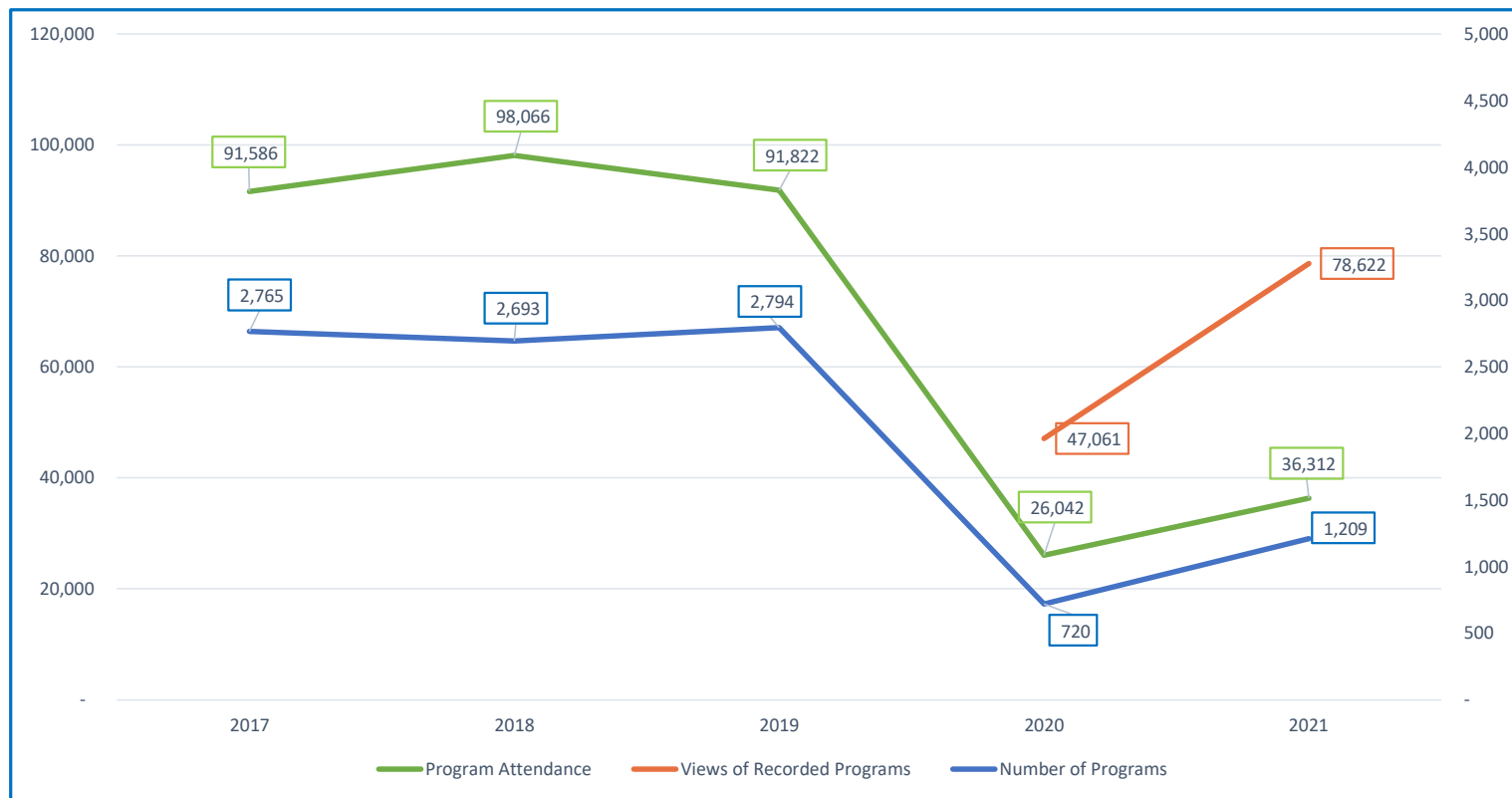
February 2022



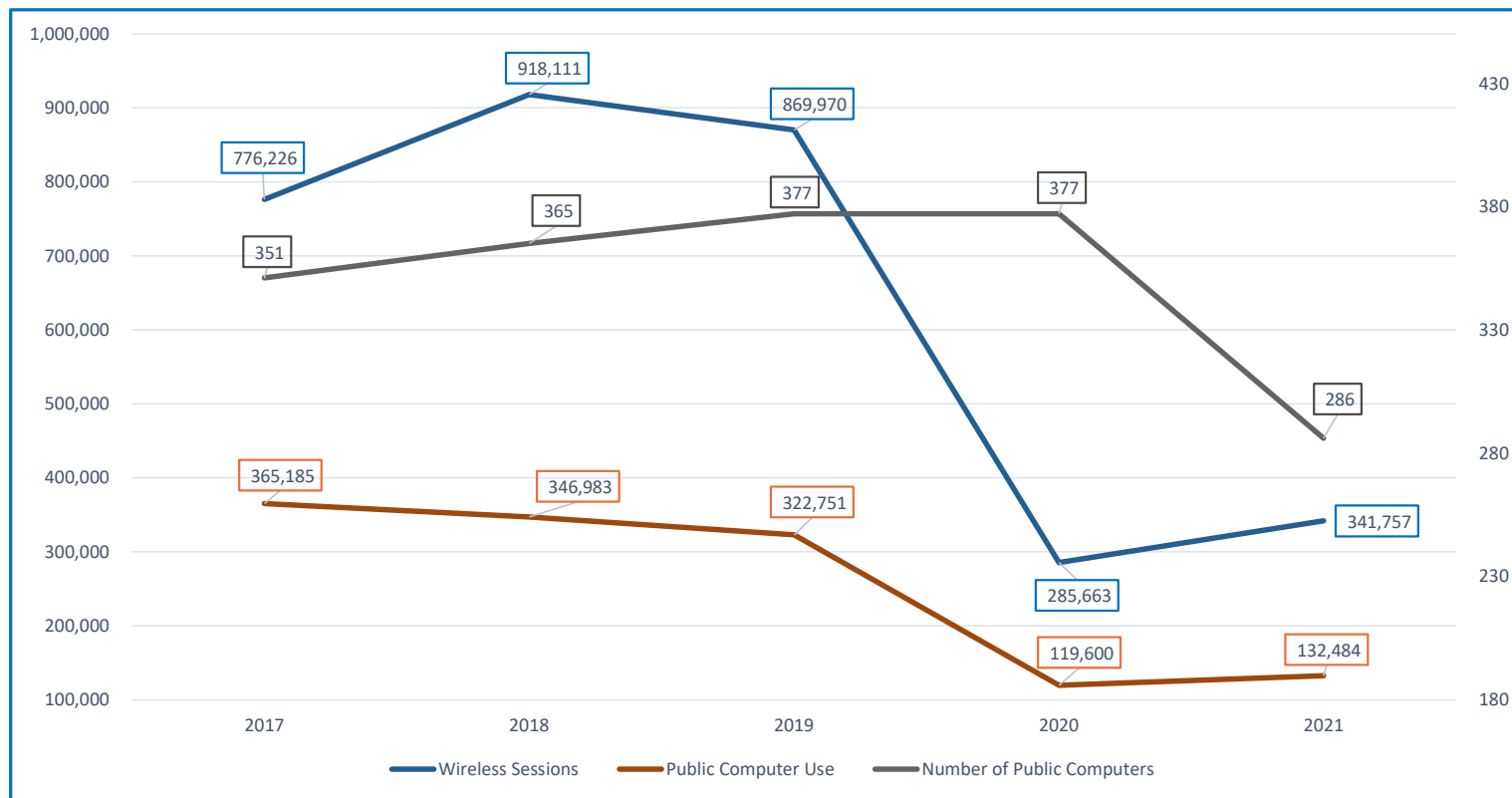
Annual Report – 2021 Circulation and Door Count



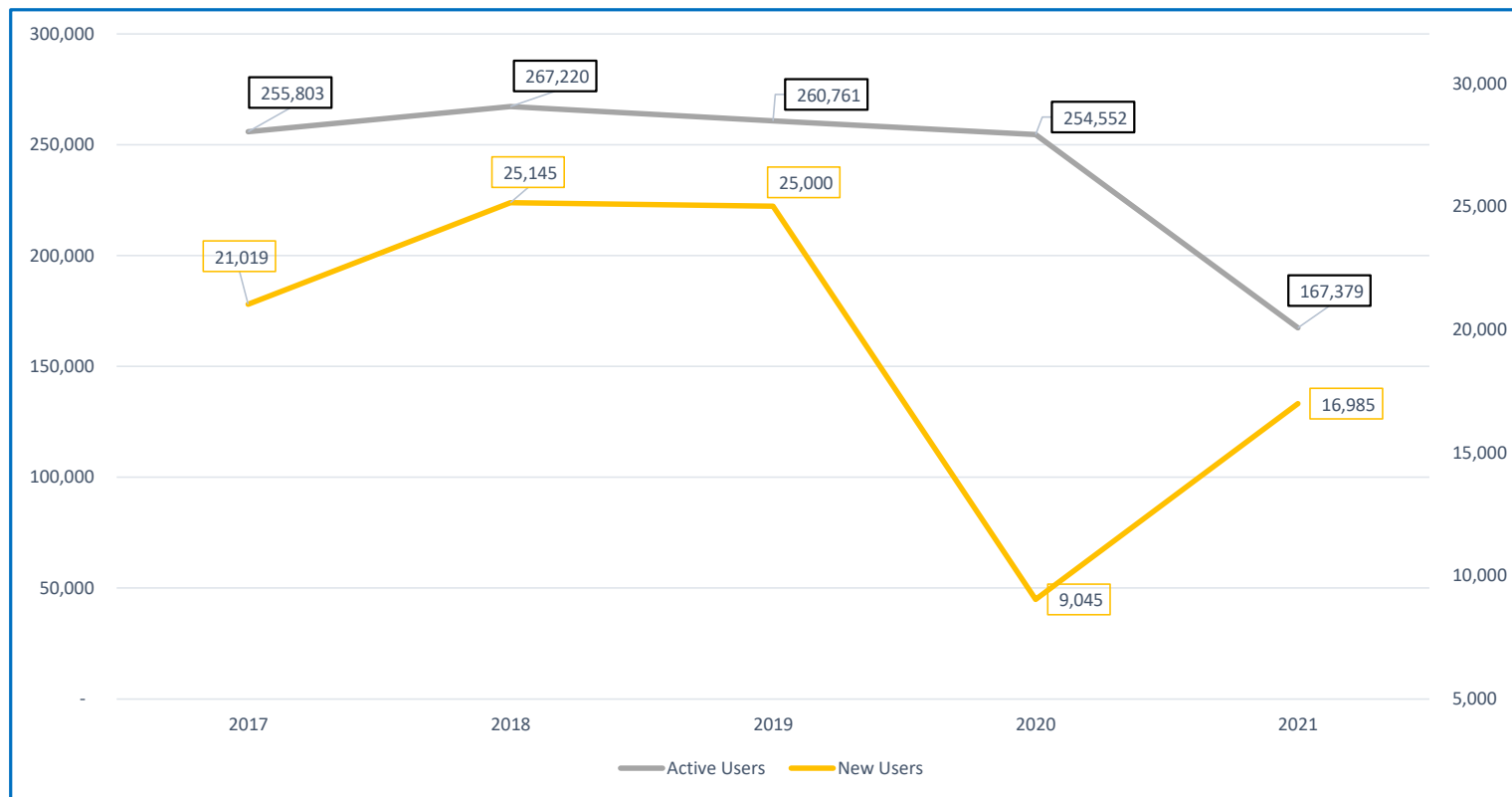
Annual Report – 2021 Programming



Annual Report – 2021 Technology Use



Annual Report – 2021 Users



Central Building Upgrade, Part 2

Update – February 2022

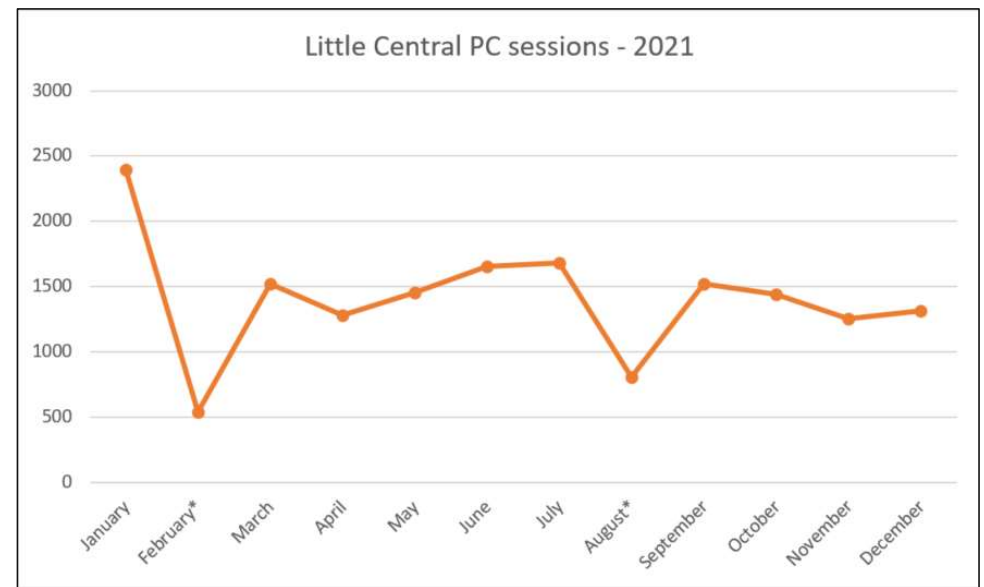
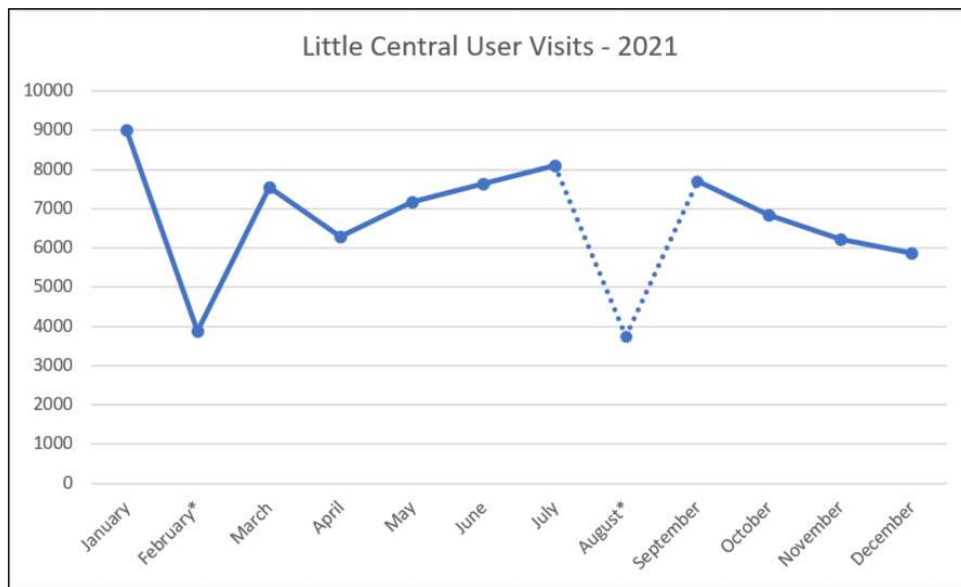


Updates

- Little Central update
- Move-In update
- Next Steps
- Timeline



Little Central update



Move-In update

- Activities this month

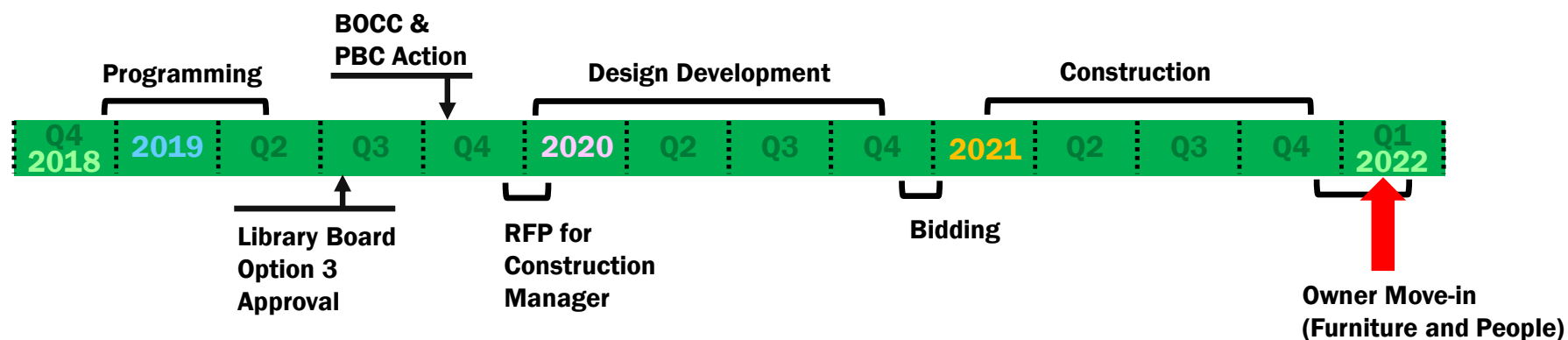


Next Steps

- **February:** Phase 1 staff return, partition removal, transition back to Big Central
- **March and after:** Phases 2 and 3 staff return



Central Building Upgrade, Part 2: Anticipated Timeline

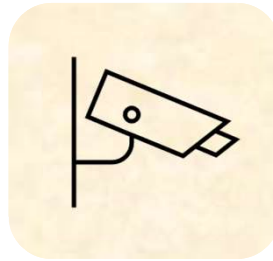


CBU2 Physical Security Project

February 2022



What goes into Physical Security?



- Updating technology throughout for access control system, security cameras, and intrusion system
- Transitioning to new security systems for Central Resource Library
- Equipping Library staff with building access and security
- Refreshing physical security procedures to align with best practices County-wide



Our Team – A County Partnership

PROJECT MANAGER

Cheryl Sickels

COUNTY FACILITIES

Abby Mencanin
Brad Morgan

SHERIFF'S OFFICE

Dave Stutheit
Tad Twidwell

ADMIN & MANAGERS

Jared Harper
Scott Sime
Adam Wathen

CX-IT

Michelle Beesley
Kevin Chacey
Tom Erdman
Spencer Zelle

LEARNING & DEVELOPMENT

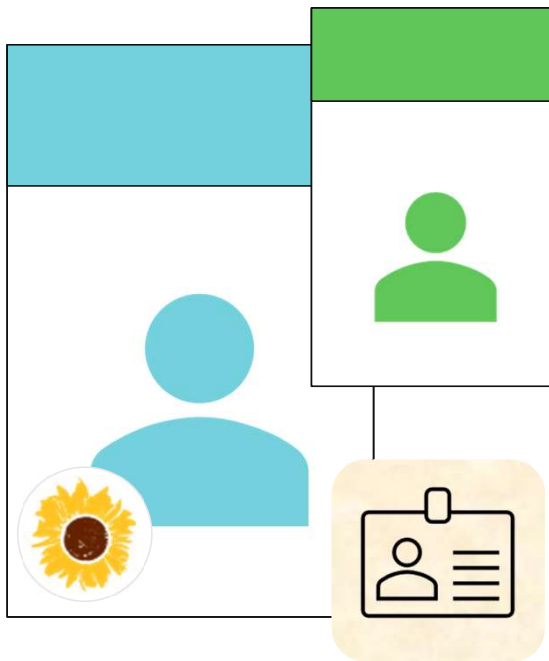
Laura Blair
Lucas Kirkendoll
Shannon Tierney

CX-COMMUNICATIONS

Amy Field
Laura Hunt



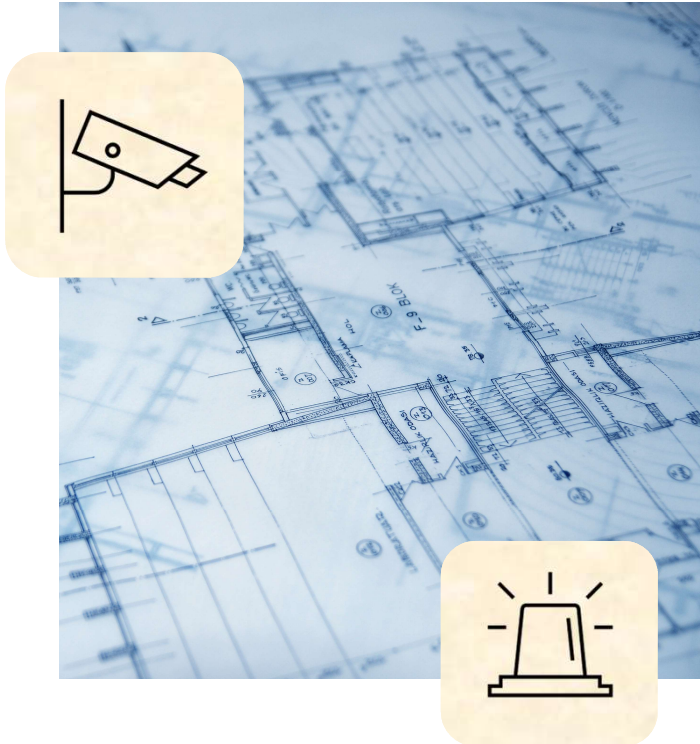
Updated Staff ID Standards



- Revised with colorful designs from CX-Creative Services to clearly identify Library Staff, County partners, vendors and volunteers



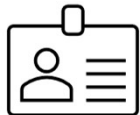
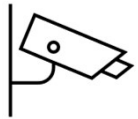
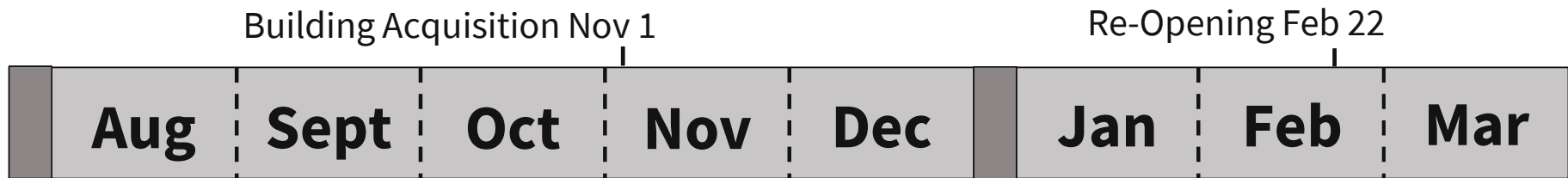
New Security Hardware



- New cameras with improved controls, software and configuration options
- Integrated intrusion system
- Additional security tools to provide role-based levels of access to different areas of the building



Move-In and Construction Timing



Thank You!

The CBU2 Physical Security Project Team



Antioch Library Replacement Project

Update – February 2022



Updates

- Design update



Next Steps

March 2022:

- Design update to Library Board

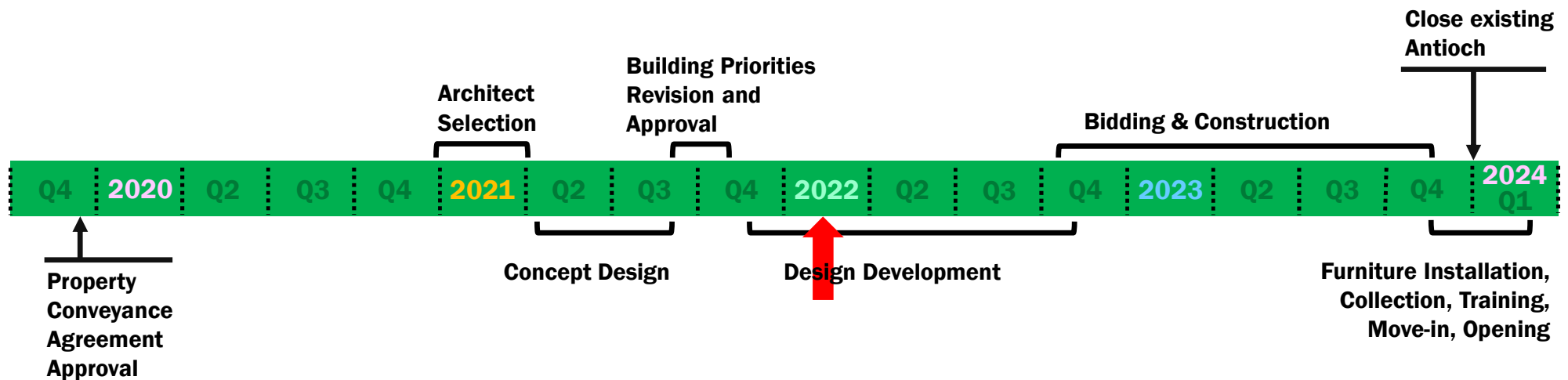
Further out:

- Final Development Plan to City of Merriam
- Property Transfer
- Bond Sale



Antioch Replacement:

Anticipated Project Timeline



DeSoto, Spring Hill, and Edgerton Renewal Study

Update – February 2022



Updates

- Staff and Public engagement
- Next steps
- Timeline



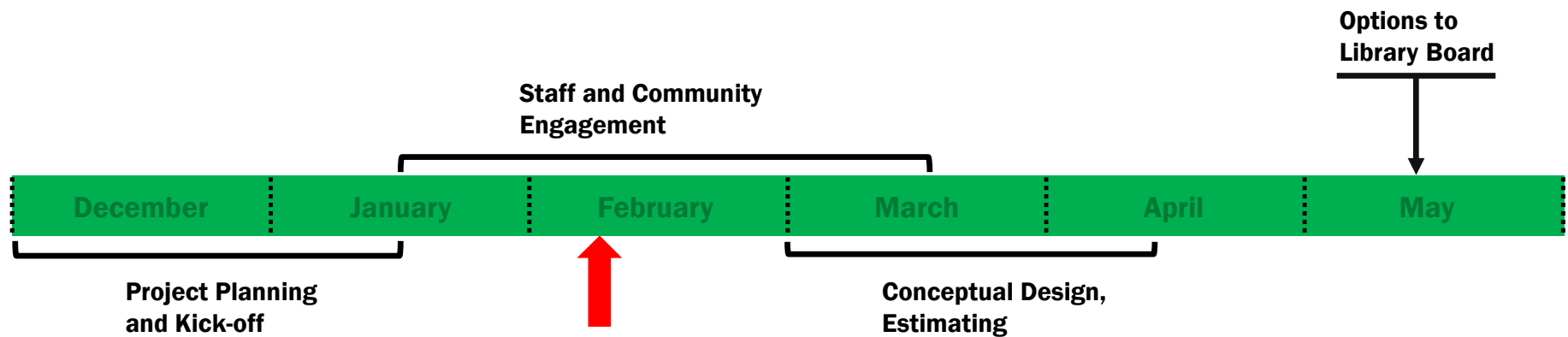
Next Steps

- Conduct Community Engagement
 - Virtual Public Session – Thurs 3/3, 5:30pm
- Engagement debrief
- Develop concept design options



DeSoto, Spring Hill, and Edgerton Renewal Study

Anticipated Project Timeline

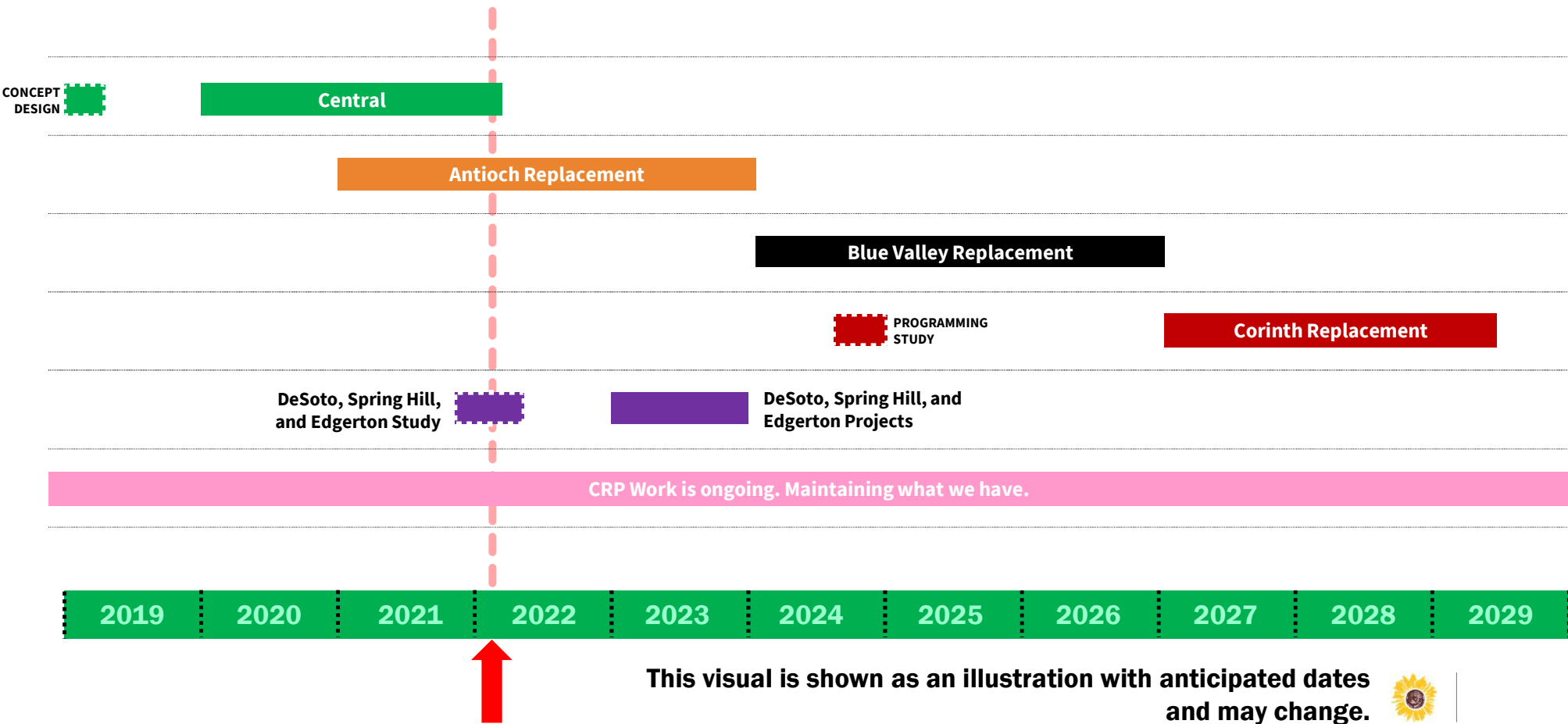


Capital Improvement Projects 2022 Timeline Summary

October 2021

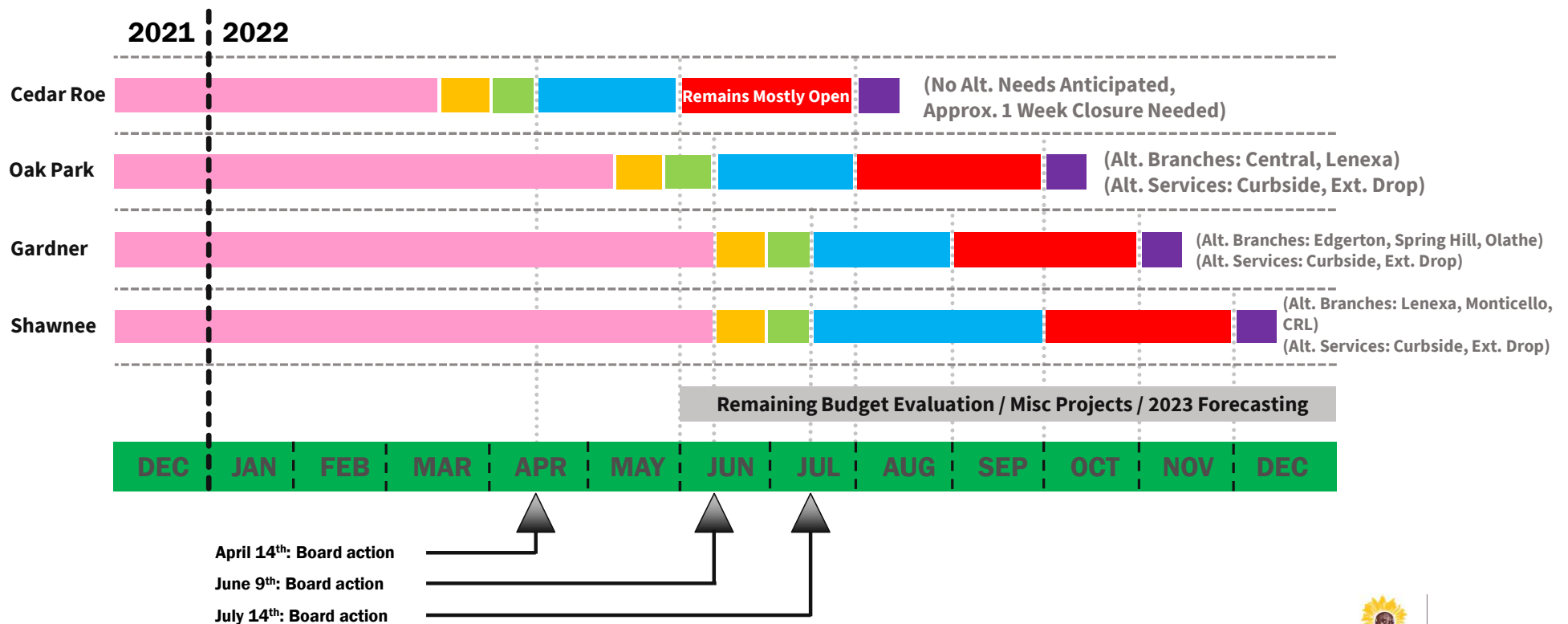


Capital Improvement Projects: Anticipated Timeline



2022 CRP Proposed Timeline (Staggered Closures)

- Proposals / Design
- Bidding
- Contracts / Board Action
- Product/Material Submittals
- Construction / Building Closure
- Substantial Completion / Move-in / Punch List Completion



Central Building Upgrade, Part 2

Financial Update – February 2022



| | |
|------------------------------|-------------------------------------|
| Overall Project Budget: | \$11,107,000 |
| GMP Amount for construction: | \$8,173,911 |
| Architectural fees: | \$954,850 |
| Owner Contingency: | \$286,000 |
| Owner FFE: | \$1,692,239 |
| Total dollars remaining: | \$270,000 (approximately) |

Plans for remaining funds: ~\$125,000 on Furniture replacement:
lounge seating, study tables and chairs for the public.
Remaining dollars will be saved to deal with future challenges.



How Contingencies and Allowances Were Used (Part 1)

Unforeseen Conditions

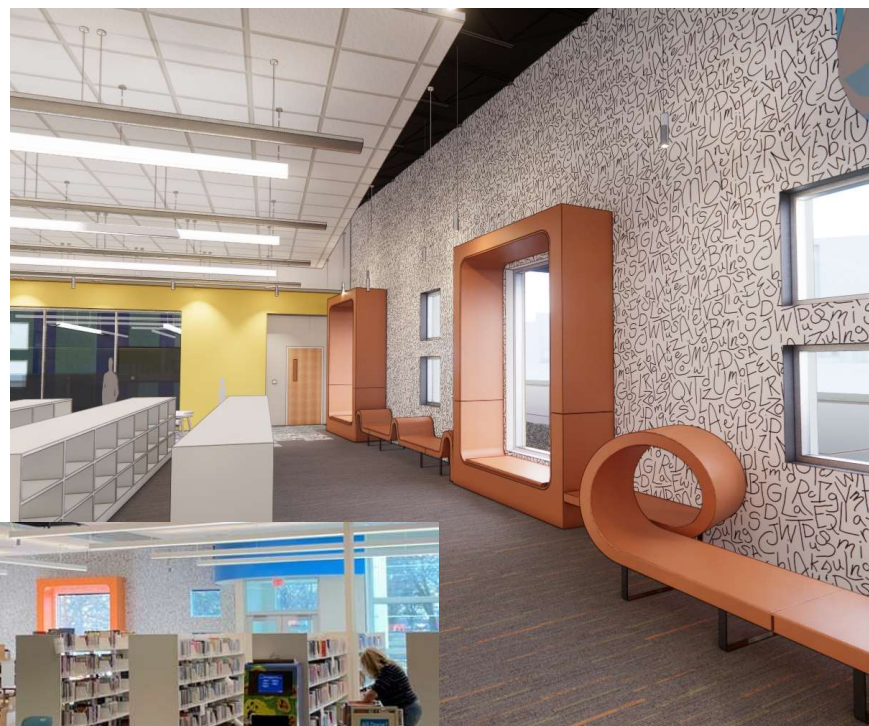
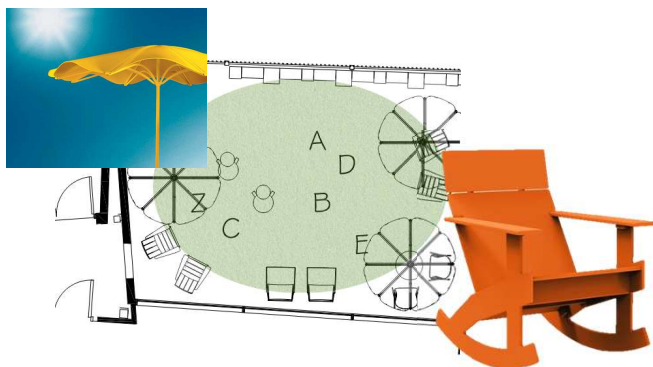
- Slab on grade thickness issues
- Steel modifications
- Ductwork and ceiling conflicts
- Electrical and data changes
- Breakroom window roofing
- Return Air modifications
- Mail room changes
- Replace backflow preventer
- Water Intrusion issues
- Drain replacement in Penthouse



How Contingencies and Allowances Were Used (Part 2)

Design Alternates and Value-Added Options Taken

- Kid's window seats
- Outdoor patio
- Wireless AV in public meeting rooms
- New Scuffmaster paint in all public meeting rooms
- New furniture in all public meeting rooms
- New shelving in KIDS
- New paint in Makerspace and touch up paint throughout building



Strategic Plan Update

Third Trimester
September- December 2021



Key Performance Areas

Education

Operations

Community

Communication

Convenience



Education

Goal 9 Annually identify, review and recommend standards for professional skills necessary to deliver programs, outreach and information services in collaboration with other Library departments.

- Branch Systemwide Scheduling Support
- Summer 2022 Programming Operational Plan



Education

Goal 13 Prioritize, plan, implement and evaluate high-quality learning experiences that engage, inform and connect our patrons on a tri-annual schedule while remaining responsive to community needs and requests.

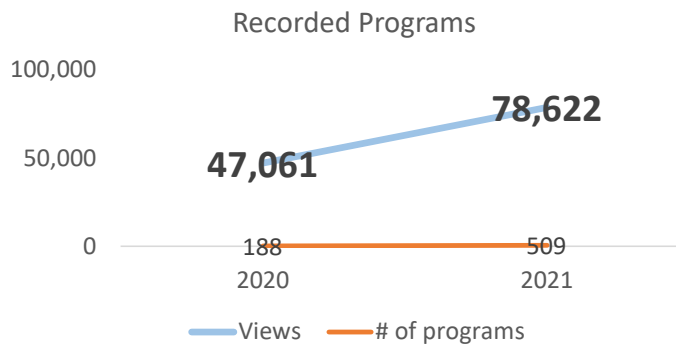
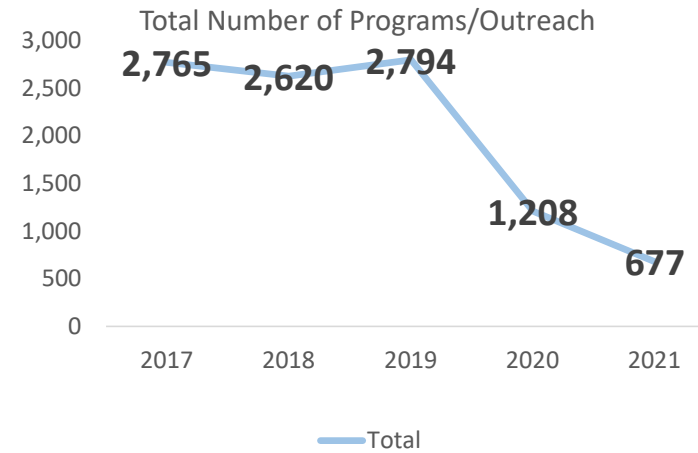
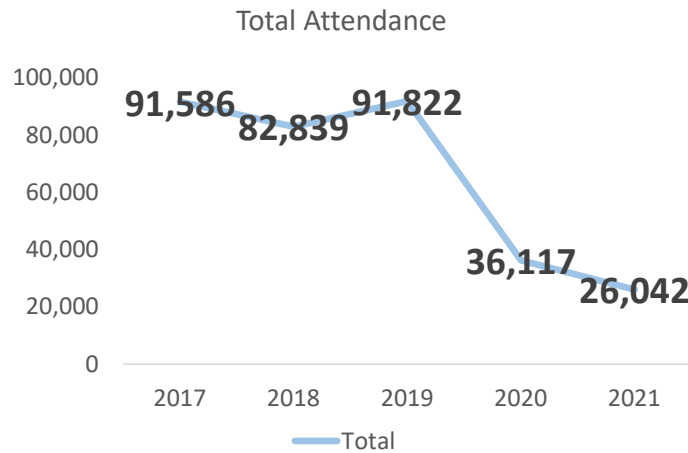
- Race Project KC Outcome

| | Cohort 1 | Cohort 2 | Cohort 3 |
|---------|---|---|---|
| Schools | Blue Valley Northwest Crossroads Olathe East Olathe Northwest Shawnee Mission Northwest Shawnee Mission South Wyandotte | Blue Valley West Harmon Kauffman Olathe North Piper Shawnee Mission East | Blue Valley North Olathe West Paseo Schlagle Shawnee Mission West St. Teresa's |

- Writers' Conference Spotlights

| | 2020 | 2021 |
|-------------------------|-------|-------|
| Live Attendance | 682 | 796 |
| OnDemand Attendance | 142 | 147 |
| Total Attendance | 824 | 896 |
| Unique emails | 482 | 613 |
| Website (content views) | 1,641 | 1,099 |
| Website (page views) | 1,825 | 1,548 |

Trends in Programs & Outreach

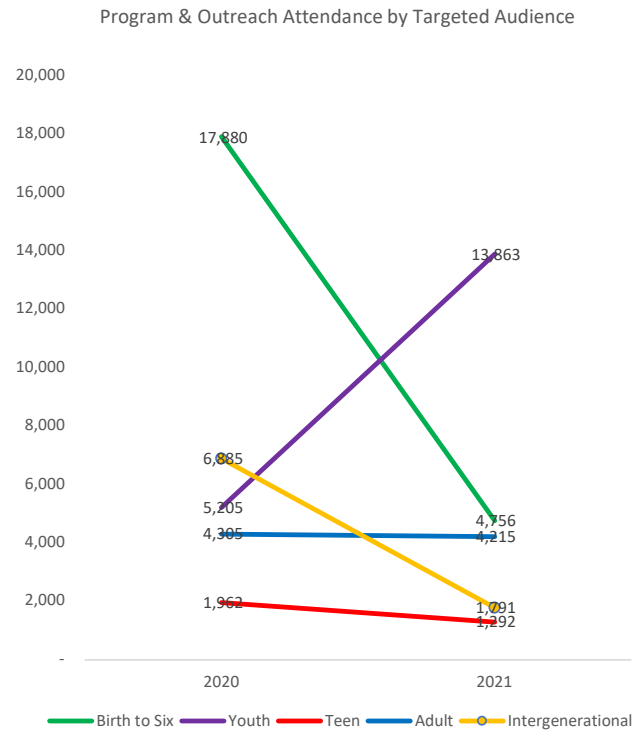
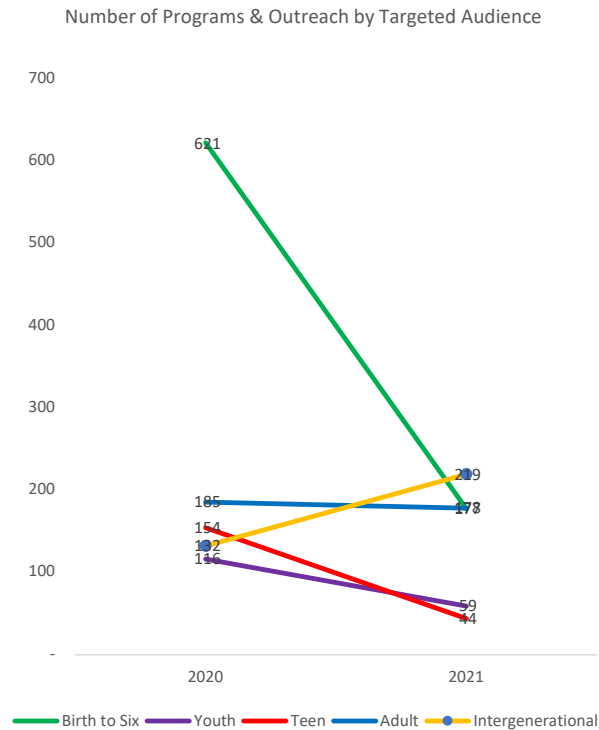


TOTAL REACH

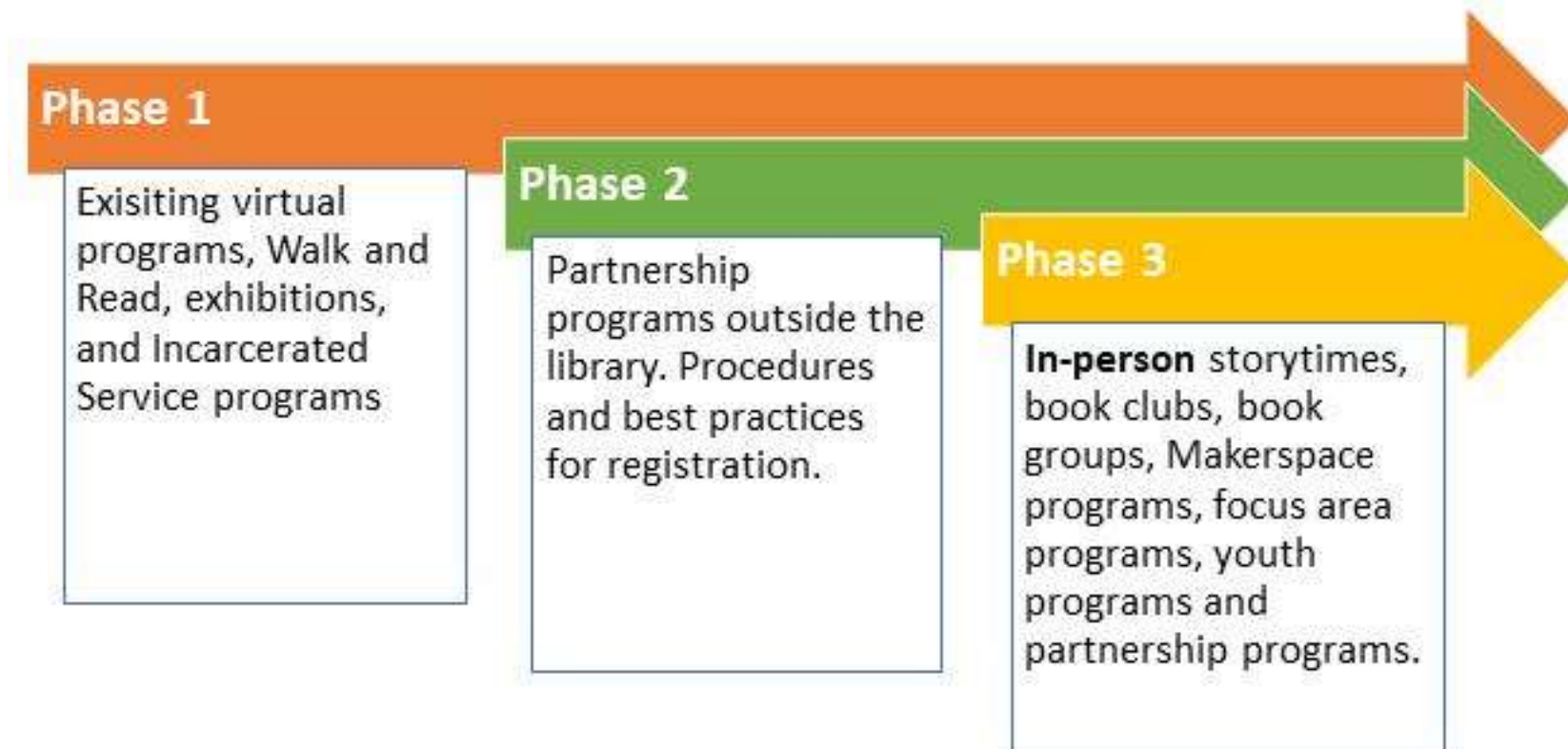
104,544



Trends in Programs & Outreach



Transition to In-Person Programming



Operations

Goal 1 Develop and review the annual budget, allocating resources to align with strategic goals and tactics.

Library Board Budget Committee FY 2023

Collection Spend Down -\$72.51

Payroll Equity Phase II

Cost Center Analysis

Warehouses Coordinator integration

Goal 6 Annually Review and ensure public service staff have the knowledge skills and ability to handle patron code of behavior and emergency situations.

- Physical Security Specialist Integration
- Coordinating with Physical Security Specialist to determine County expectations re: emergency preparedness



Operations

Goal 12 Assistant Branch Managers ensure their staff have the same understanding of management expectations and receive consistent foundational training at all locations to be reviewed annually.

- Relunched Circulation Services systemwide meetings virtually.
- Continued utilizing and refining growth paths, circulation training, and procedures.

Goal 17 Learning and Development annually reviews, designs and prioritizes Adult Learning based on assessed needs so that learning meets performance gaps.

- Streamlined conference requests
- Focus area video production



Community

Goal 4 Annually review and align the 2019-2023 strategic partnerships to continue to support the mission of Johnson County Library

- Central renovation VIP TOURS
- Teamwork on the 2020 annual report
- Support entities through social media coordination



Communication

Goal 3 Set and annually review the communication vision and mission for Johnson County Library

Goal 10 To ensure continual improvement, annually audit and analyze existing communication delivery, process and procedures with key stakeholders.



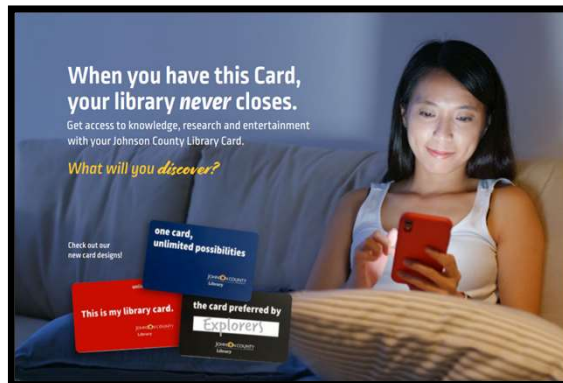
“Discover” Marketing Campaign

KPA

Communication

Strategic Plan Goal 3

Set and annually review the communication vision and mission for Johnson County Library.



- Launched campaign officially on 11/1
- Black library cards launched
- Postcard delivered to approx. 190,000 households
- Advertising in several channels across Johnson County and KC metro area

Improving Communication Processes

KPA

Communication

Strategic Plan Goal 10

To ensure continual improvement, annually audit and analyze existing communication delivery, process and procedures with key stakeholders.

- Department strategy meetings
- Social media committee refinement and growth
- Email newsletter audit
- Website content refresh underway

Communication

Goal 11 To unify and maintain consistency across internal and external communication channels, triannually review library messaging.

- Launched Onboarding email campaign
- Leadership in Action (LIA) Award – **Laura Hunt!!!**

Goal 16 Support, coordinate, and implement, with Building Project Teams and stakeholders, the Comprehensive Library Master Plan (CLMP) following the prioritization and timeline set by the Library Board and as resources are available

- Branch & Assistant Branch Managers act as Project Leads for smaller building Capital Replacement Projects (CRP), coordinating communication, staff resources, patron concerns and troubleshooting service impacts.
- Central Building Upgrade 2 (CBU2) – six internal projects similar to opening a new building
 - CBU2 Collection Move
 - CBU2 Communication
 - CBU2 Move
 - CBU2 Office Etiquette & Training
 - CBU2 Security Implementation
 - CBU2 Staff & Public Technology



Expansion of Email Marketing

KPA

Communication

Strategic Plan Goal 11

To unify and maintain consistency across internal and external communication channels, triannually review library messaging.

- Launched Onboarding email workflow on 10/13
- Refined Kids & Family and Career & Finance formats
- Exploring Patron Point platform for efficiencies and new capabilities

Current Strategic Projects* †

* current through end of T3 (Sept-Dec 2021)

† does not include Capital projects – those are included in FAC report

| Project | Project Lead | Status |
|--|--------------------|-------------------------------------|
| Antioch Replacement: Communication | Hunt | Active, Departmental with dashboard |
| CBU2: Collection Move, Removal, Put-back | Griffin | Active, Departmental with dashboard |
| CBU2: Communication | Hunt | Active, Departmental with dashboard |
| CBU2: Moves Team | Hohl | Active |
| CBU2: Office Etiquette and Training | Madrigal | Active |
| CBU2: Security Implementation | Sickels | Active |
| CBU2: Staff and Public Technology | Beesley | Active, Departmental with dashboard |
| Fine Options | Werne | Suspended – Q4 2020 |
| Library Lets Loose | Stollsteimer | Departmental, no dashboard |
| Merit Framework | Jordan | Active, no dashboard this time |
| Mobile Learning Program | Suellentrop, Smith | Active |
| Pine Ridge Sorter | Sime | Active through T3 2021 |
| ReSource - Sharepoint Migration | Keogh | Active |



Communication

Goal 21 Within the next 18 months Assistant Branch Managers will improve communication and create a systemwide approach to decision making.

- This work of this goal has been operationalized and continues.



Convenience

Goal 2 Lead and administer the twenty-year Comprehensive Library Master Plan with provided resources.

- CBU2 Communication
- Central Building Upgrade
- Department Moves
- ADA Assessment
- ADA Transition plan
- Central Collection un-shuttering
- Mailroom configuration and security
- FY 2022 CRP (Capital Replacement Plan) analysis and forecast
- Oak Park Staff Area Re-fresh

Goal 14 Evaluate, prioritize and address interior and exterior conditions of our properties on a trimester schedule to continue to minimize maintenance costs

- Roofing – Corinth & Cedar Roe
- Oak Park Staff Area Re-fresh





Before



After



Corinth and Cedar Roe – New Roof



Before



After



Oak Park - Arc Flash Upgrades / Support Area Refresh

20



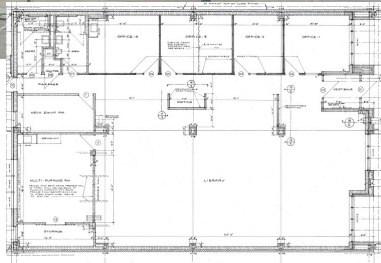
RRI

Johnson County Library
Desoto, Spring Hill, & Edgerton Branch Studies

DeSpringErton

CLARK &
ENERSEN

Kick off!

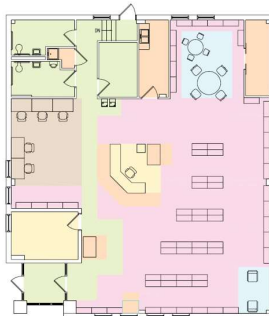


DeSoto Branch



- 1,132 SF AREA - COLLECTION
- 390 SF AREA - SEATING
- 137 SF AREA - PUBLIC NETWORK STATIONS
- 191 SF AREA - STAFF
- 172 SF AREA - SPECIAL USE
- 237 SF AREA - PROGRAMMING/MEETING
- 723 SF AREA - NON-ASSIGNABLE

EDGERTON BRANCH
First Floor Plan

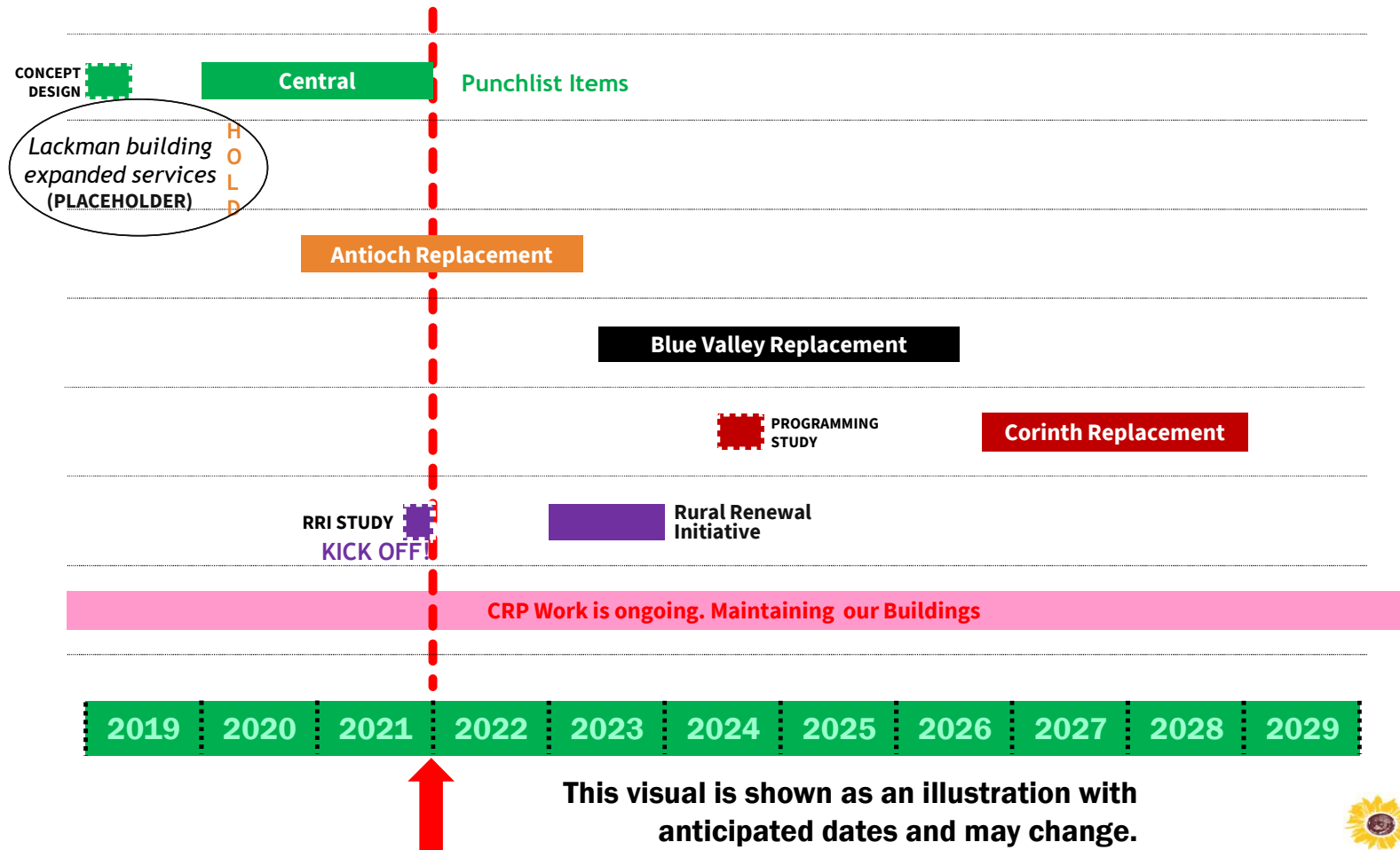


- 1,181 SF AREA - COL
- 178 SF AREA - SEA
- 228 SF AREA - PUB
- 193 SF AREA - STA
- 270 SF AREA - SPE
- 0 SF AREA - PRO
- 954 SF AREA - NON

SPRING HILL BRANCH
First Floor Plan



Capital Improvement Projects: Proposed Timeline

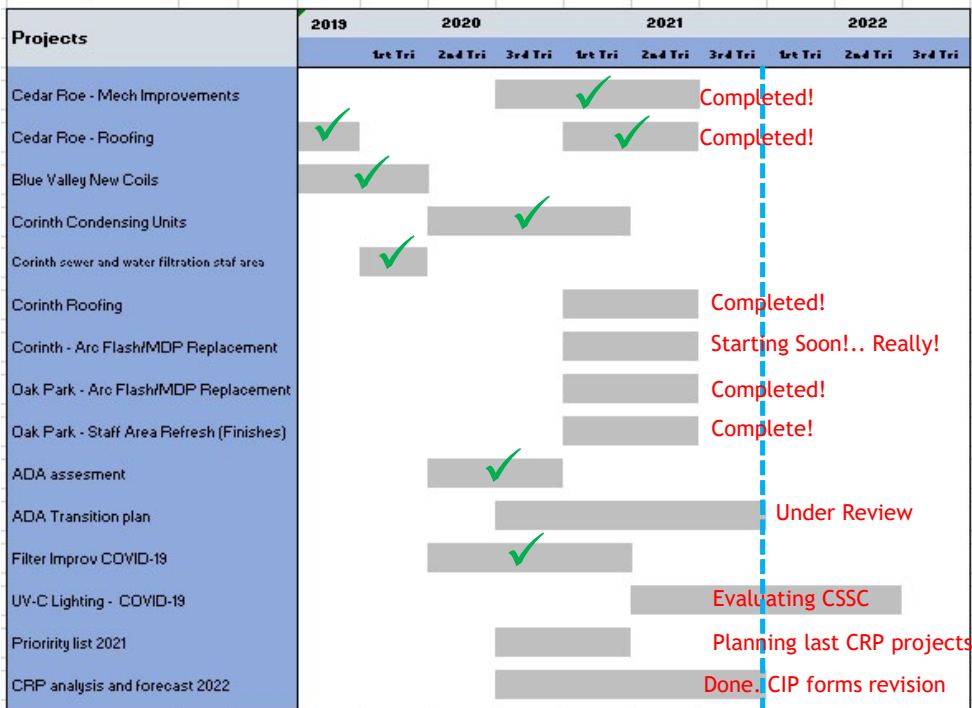


Project Title: Capital Replacement Program (CRP)

Portfolio: Convenience

CRP is lead by FAC-PDC (Planning, Design, and Construction) and working very closely with the Maintenance Team identifying areas where funds need to be applied. Forecast Based on VFA

| | |
|--|--|
| Synopsis: <i>(concise overview - 1-2 sentences)</i> | On-going capital project account set up to address maintenance needs at all the Library facilities, updated every year according with assesments, field inspections and work request in Archibus |
| Outputs: <i>(tangible, products)</i> | Maintian JCL building in the best shape possible, minimize affectation to operations and improve preventive maintainance. |
| Outcomes: <i>(results and accomplishments)</i> | Building improvements overall , protect or extend the lifetime of the buidling with a dedicated plan of action |



Convenience

Goal 7: Ensure collection management, handling and content delivery methods and processes are reviewed annually and improvements are implemented for efficiency and effectiveness.

- Materials Handling
 - Review of System-wide Materials Handling Processes and Procedures
 - Review of OPL MOU
 - Antioch Replacement
 - CBU2 –Department moves, reorganized Adult Fiction & Graphic, Kids reconfigured
- Collection Development
 - iCurate inClusive Diversity Audit
 - Library Board Presentation
 - Roll out of staff communication
 - New Collection Item Type: Wonderbooks
 - Roll out to branches
 - Review & update of ILL procedures
- Circulation Services
 - CCT
 - Disc Buffer Rollout & Training
 - Friends of the Library Materials Handling Project (Donations)
 - Emergency COVID Procedures
 - COVID Testing Logistics
- Tech Services / Acquisitions
 - Reclamation for OPL and JCL has been completed
 - Acquisitions Database Clean-up (Removing fiscal cycles from Workflows)



Collection Expenditures as of 12/31/2021

\$3,989,797.90 – Allocated (including Friends and State Aid)

\$3,989,725.75 - Expended (amount paid)

\$72.15 – Remaining

100% expended

100% into the year

100% into the purchasing year (physical)



Convenience

Goal 8 To meet current and changing technology needs for patrons and staff, annually review, analyze and prioritize library technology

Physical Access Controls

- Support security cameras
- Onboard Physical Security Specialist (PSS) – COMPLETED!
- Support PSS's development of new and refreshed policies and procedures
- See the CBU2 Physical Security Systems project for additional updates

Systems

- Support for KU PUPs study at AN –meetings, testing, and frequent coordination to ensure devices work well in public computers

A/V Support

- Support for combination in-person and online participation and streaming Library Board meetings
- Owl meeting room cameras for hybrid online/on-prem meetings – evaluation completed – working to add to most meeting rooms at Central



Convenience

Goal 8 To meet current and changing technology needs for patrons and staff, annually review, analyze and prioritize library technology - continued...

Web

- Interlibrary Loan service (ILLiad 9.0) web interface upgrade departmental project – Complete!
- Extensive support for Dividing Lines web development project including repeated quality checks on contractor code, plan for migrating into Drupal/jocolibrary in place- MIGRATION COMPLETED!

Network

- CBU2!
- Support for physical security systems install
 - Intrusion
 - Access controls (door keycards)
 - Security cameras
- Integrate Physical Security Specialist (PSS)



Convenience

Goal 8 To meet current and changing technology needs for patrons and staff, annually review, analyze and prioritize library technology - continued...

Staff planning

- Building updated JEQ for IT Clerk (changed from Applications Administrator)
- Continued support for temporary technician (from TGS), started May 25
- Refresh ILS Admin JEQ
- Built plan to work with IT Consultant – Info-Tech – to review IT team roles and processes, starting in Jan 2022
- Hiring process for Security Analyst II started, expect possible start date in March 2022
- LIA Award to **Ryan Dolan!**

Integrated Library System (ILS)

- Begin process to fill position for retiring ILS Administrator
- Work with stakeholders to build new administrative roles within the ILS

Desktop & Support

- Continue to be on target for updates for staff and public computers – hitting target compliance rate consistently
- Staff computer refresh on schedules
- Public computer software updates (Envisionware and updates to Win 10)



Leadership Development and Succession Management

Enhancing a culture of leadership
and development at Johnson County Library

February 2022



Goals and Objectives

Johnson County Library
Succession Planning and
Leadership Development Project

Goals:

- Establish a leadership succession plan.
 - First, to mitigate business disruption.
 - Second, to prepare next generation talent.
- Align the succession plan to leadership development efforts.

Project Objectives:

- Review and make recommendations for the Library's succession planning strategy and hiring practices.
- Assess Library's organizational culture for inclusion in recommended hiring practices and leadership development.

Project Observations & Recommendations

Succession and Leadership Development

Comprehensive observations and recommendations on next steps

OBSERVATIONS

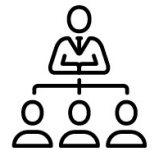
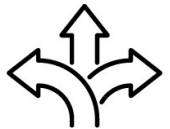
STRENGTHS:

- The Library is in a strong position in terms of Manager perspectives on career development and performance management, and leadership interest in organizational talent management.



STRATEGY AND OWNERSHIP:

- There is an opportunity to align Library Talent Management efforts to optimize delivery and enhance employees' experiences. As examples:
 - Hiring is managed by managers and County HR, onboarding and training is managed by L&D, compensation is governed by County but executed at the Library.
 - There is a need to established go-forward ownership of Succession Management.
 - Employee career development opportunities and recognition programs exist but can be further refined into a pathway experience.
- Although resourcing has been a challenge in the last 18-24 months, the Library L&D Department is now better positioned to be a strategic leader in this space.



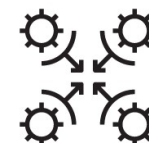
Succession and Leadership Development

Comprehensive observations and recommendations on next steps

OBSERVATIONS

PERFORMANCE MANAGEMENT:

- Several performance management enhancement opportunities exist that can help optimize how employees and managers engage in career conversations.
 - There are 111 statements that reference employee behavior expectations; framing these appropriately and/or retiring outdated content is important.
 - Roles often require MLS degrees and/or existing management experience and do not always account for relevant work experience or proven performance.
 - Oracle, the performance management system, does not track information that can feed succession management, nor does it have functionality that would track succession planning information.



UNMET NEEDS:

- While managers do want leadership development opportunities, they more urgently need “basics of management” training.



Succession and Leadership Development

Comprehensive observations and recommendations on next steps

RECOMMENDATION #1

Allocate a resource in L&D to manage JCL Manager and Leadership Development strategies.

Responsibilities relevant to this project include:

- Assisting in the clean up and adoption of clear performance expectations for employees.
- Working with L&D Manager, Admin and HR to align performance management, manager training, leadership development and succession management into a pathway strategy.
- Integrating tools and processes that enable ongoing succession management.
- Facilitating new manager training and leadership development experiences.

Of note: New manager training is a known need by the L&D team and some work has been done; a focused resource would support a more timely implementation, program success and scalability.

JCL Succession Planning - 2021

This information is for JCL executive leadership only and should be treated as strictly confidential.

Department:
Completed by:
Date:

Succession Plans

Ready or near-ready to elevate
Identify strong talent within team (max of 5)

| Employee Name | Role | Ready or Near-Ready | Current Team |
|---------------|------|---------------------|--------------|
| 1) | | | |
| 2) | | | |
| 3) | | | |
| 4) | | | |
| 5) | | | |

Departure risk

Identify employees whose departure would be a risk

| Employee Name | Role |
|---------------|------|
| 1) | |
| 2) | |

| POTENTIAL | High | Medium | Low/Well-Placed |
|-----------|--|---|--|
| | Unrealized Talent Ability to progress must be directly tied to improved performance; potential exists but there may be external factors that are impacting performance. <i>Enigma</i> | Up-and-Coming Leader Potential for rapid growth to key leadership positions. Development needs focus on skills needed to prepare them for the next move. <i>Growth employee</i> | Rising Leader Highest performing current, and future leader. Ready to take on higher role with strong potential to excel. <i>Next generation leader</i> |
| | Inconsistent Performer Potential for expanded responsibility exists only with improved contributions. Role misalignment may be a factor. <i>Dilemma</i> | Foundational Contributor Effective performer with future potential to take on expanded role within the same level and/or advancement based on demonstrated performance. <i>Core Employee</i> | Stand-out Contributor Consistently exhibits high performance. Displays high potential to progress in the organization when the time is right. Targeted development will position them well for next role. <i>High-impact employee</i> |
| | At Risk Performer Inconsistent or poor performer with limited advancement potential. Requires more coaching/support than is typical. <i>Underwhelm</i> | Steady Performer Well-placed and effective. In the right role for now but may assume greater expansion in the future based on performance, interest, and development. <i>Effective</i> | Reliable Expert Well-placed, strong performer. Key subject matter expert. May move laterally, but generally a good fit for where they are. <i>Trusted</i> |
| | Low | Medium | High |
| | PERFORMANCE | | |

Rating Scales

| | | | | |
|--|---|---|---|--|
| | PERFORMANCE: The extent to which an individual can deliver results, demonstrate competencies, and act in the spirit of Library values. | | POTENTIAL: The ability to assume increasingly broad or complex responsibilities and effectively support the organization as business needs change. *Generally within the next 12 to 18 months. | |
| 3 | Exceeds Expectations | Surpasses standard expectations of job requirements with little to no coaching. Is an achiever and influences others to perform better. | High | <i>Immediate succession candidate.</i> Proven aspiration to rise to a more senior role; ability to be effective in with expanded or advanced responsibilities; committed to the organization and its long-term success. |
| 2 | Meets Expectations | Is consistent in performance and meets expectations; sometimes exceeds expectations. Occasionally needs direction and coaching to achieve core job expectations. | Medium | <i>Future succession candidate.</i> Strong performance, capable of growing into a more complex role in time, yet lacks full competence or experience to advance in the near-term. Strong leadership development candidate. |
| Rising Leader Highest performing current, and future leader. Ready to take on higher role with strong potential to excel. <i>Next generation leader</i> | Not Meeting Expectations | Is inconsistent in their performance and generally does not meet expectations. Needs frequent coaching and direction. May be willing to improve, but often fails to give results. | Low | <i>Not a succession candidate.</i> Either doesn't have the capability or the interest to move into roles with expanded or advanced responsibilities. |
| | | | | |
| | | Ready or Near-Ready (choose from drop down) | Current Team | Current Manager |
| Stand-out Contributor | | | | |

Succession and Leadership Development

Comprehensive observations and recommendations on next steps

RECOMMENDATION #2

Establish clear expectations for managers and leaders.

Setting clear expectations about employee performance is:

- A fundamental role of leaders
 - Critical to the success of training and development.
 - A foundational tool for employee hiring, onboarding, training and growth.
-

Pillars of Performance
Leadership Philosophy

LEADERSHIP PHILOSOPHY

Leadership is a responsibility shared by all. We trust & empower each other to do the right thing for the right reason for the public good.

Committed to shared values, we provide excellent public service, seeking always to improve ourselves and the organization.

Together, we will leave our community better than we found it.

Rewards for Performance
(abbreviated)

TEAMWORK

JOB PROFICIENCY

LEARNING & DEVELOPMENT

LEADERSHIP PRACTICES

The Johnson County Library embraces the County philosophy that “leadership is for all people.” Within the Library organization, we expect employees to exhibit leadership through their **commitment** to the organization, **competency** in their profession and **character** in their interactions with colleagues and customers.

COMMITMENT

COMPETENCY

CHARACTER

Individual contributor leaders

- Embodies organizational vision, mission and core values
- Honors diversity, equity and inclusion
- Prioritizes service to customers *
- Dedicated to Johnson County *

- Exhibits proficiency in all basic job requirements
- Engages in job training and development
- Understands and adheres to all organizational safety and security requirements.

- Accountable *
- Communicative *
- Cooperative *
- Takes initiative*

Subject matter leaders

- Advocates for and delivers new and innovative approaches to processes and services.
- Shares and advocates for integrating best practice learnings into Library culture and operations.

- Engages consistently in skills-based development (consumer behavior research, industry best practices, peer networking, professional training, continuing education, specialized skill development, et al.)
- Directs and guides operations in alignment with goals and objectives; maximizes resources

- Receptive to feedback **
- Passion for results **
- Conceptual thinker **
- Learning agility **

People leaders

- Delivers an engaging employee experience

- Clearly defines roles and responsibilities; delegates work effectively; applies consistent performance standards and handle performance problems decisively and objectively. *
- Determines the strategic direction of team in alignment with goals and objectives. *

- Navigates ambiguity **
- Propensity to lead **
- Value fit **
- Authentic **
- Brings out the best in others **

*JoCo PPD | ** DDI Factors of High Potential

Succession and Leadership Development

Comprehensive observations and recommendations on next steps

RECOMMENDATION #3

Prioritize and initiate the development of a “Manager Basics” training program.

- A manager onboarding experience should focus on basic managerial functions (examples above) and expectations of managers; some soft skill development included.
- Comparatively, leadership development would largely focus on soft skill and executive competency development (leading people, leading change, communicating, coalition building, business judgment, results-focused, et al.)

Interviewing, hiring
and onboarding new
employees

Performance
Management and
Coaching

Work-Life
Management: Time
off, Leaves, etc.

Employee
Relations: Truancy,
performance, etc.

HR Compliance and
Fair Labor practices

Delegation

Time Management

Management
authority and
escalation

Communication

Succession and Leadership Development

Comprehensive observations and recommendations on next steps

RECOMMENDATION #4

Implement the stop-gap leadership development experience in 2022,

2022+ L&D Program Development

*Not an exhaustive list.

“Manager Basics” Training

Complete and implement new manager training experience.

Leadership Dev Program

Complete and implement new leadership development experience.

Stop Gap Leadership Dev Program

Facilitate a stop-gap leadership development experience for succession candidates; leverage them in the creation of a new Leadership Dev program.

Succession and Leadership Development

Comprehensive observations and recommendations on next steps

RECAP

1. Allocate a resource in L&D to manage JCL Manager and Leadership Development strategies.
2. Establish clear expectations for managers and leaders.
3. Prioritize and initiate the development of a “Manager Basics” training program.
4. Implement a stop-gap leadership development experience in 2022

Succession and Leadership Development

Next steps

NEXT STEPS

- 1. Meet with leadership succession candidates and discuss interest in leadership development.**
- 2. Share high-level overview with the organization.**
- 3. Hold alignment and transition meetings with L&D resources.**



APPENDIX



Project Overview

Goals and Objectives

Project Overview



Project Approach

Johnson County Library
Succession Planning and
Leadership Development Project

Stakeholder Engagement

- County Librarian
- Administrative Team
- L&D Manager/Team
- County HR Director & Manager
- Manager Surveys & Focus Groups

Research & Inquiry

- County culture documentation
- Library culture and performance documentation and tools
- Industry resources: SHRM, Bersin and DDI, primarily

OF NOTE:

- Engagement with L&D was delayed while the new L&D Manager was hired and onboarded.
- The project was managed by the County Librarian and Project Manager; a Core Team was not leveraged given staff capacity challenges as branches re-opened after COVID closures.

Talent Management

Understanding the interconnectivity of leadership development and succession management and their roles in talent management strategies



**MINUTES JOHNSON COUNTY LIBRARY BOARD
REGULAR MEETING**

January 13, 2022

via Zoom

4:00 p.m.

BOARD: Bethany Griffith, Ali Seeling, Brandy Butcher, David Sims, JR Riley, Kelly Kilgore, and Mitra Templin

BOARD ATTORNEY: Fred and Andrew Logan

BOCC: Commissioner Hanzlick

STAFF: (All JCL, FAC staff) Adam Wathen, Amber BourkeSlater, Ben Sunds, Christopher Leitch, David Vratny, Elissa Andre, Laura Hunt, Patti Kangethe, Sean Casserley, Sean Hendrix, Scott Sime, Shanta Dickerson, Stephanie Stollsteimer, and Tricia Suellentrop, Chris Madrigal, Abby Giersch, Juan Lopez-Tamez, Nancy Hupp, Ted Clemons, Tina Pederson, Joe Connor

Board Chair Bethany Griffith called the meeting to order at 4:00 p.m.

CITIZENS COMMENTS: None.

REMARKS FROM THE LIBRARY BOARD OF DIRECTORS:

Board Chair Bethany Griffith shared we'd rather be in person, but we're meeting remotely, and we'll decide closer to February Board Meeting based on numbers and board recommendation.

DEVELOPMENT DEPARTMENT

FRIENDS OF THE LIBRARY:

Shanta Dickerson, Operations Director for the Friends of the Library, presented on behalf of the Friends of the Library. Their written report is included in the January Library Board Report.

Financial Support to Johnson County Library

Mrs. Dickerson with fourth and final weeds payment, provided \$50,000 financial resources to Johnson County Library in 2021. Recycle all unsellable materials.

December Pop-Up Sale at Friends Headquarters

Mrs. Dickerson reported on the December Pop-Up sales, net sales exceeded \$1,200. This amount is comparable to a full month of sales at either of our Library Bookstore locations. The Friends look forward to more sales in Spring of 2022. If you have not received notice of the previous sales, that may mean you're not a member, so consider joining or renewing your membership today at <https://www.joinjclfriends.org/>.

JOHNSON COUNTY LIBRARY FOUNDATION:

Stephanie Stollsteimer, Development/Foundation Director, presented on behalf of the Johnson County Library Foundation. The written report is included in the January Library Board Report.

Annual Appeal

Annual Appeal started in November and wraps up around this time. Year-end donations included \$3,000 to elementia from Henderson Engineers and \$1,000 for the Lauffer Civic Engagement Fund, \$1,500 to the Joan Berkeley Writers Fund. Report on Annual Giving response will be given that the February Board Meeting.

Gifts of Note

Two other gifts of note, for two separate individual donors are \$10,000 for Large Print Books and \$10,000 for Audio and downloadable books.

Kicking-Off 2022

A virtual appreciation event will be held January 16th with the library's own Gregg Windsor, Readers' Advisory, who will share his "Must Reads" for 2022. This event is held as an appreciation event for our most loyal and generous supporters, volunteers, Friends, and donors.

Ms. Stollsteimer updated that the next tour of Central Resource Library has been canceled and the Tri-Bord event will be rescheduled.

COUNTY COMMISSIONER REPORT:

Commissioner Hanzlick gave an update on behalf of the Board of County Commissioners (BOCC).

Commissioner Hanzlick reported that the BOCC voted to meet virtual through February 17th, due to the community spread and affects of positivity rates on staff. As of last Thursday, the Board chose to continue the masking of kids in K – 6th Grade and will revisit this in 5 weeks.

Commissioner Hanzlick shared facilities update for other projects in the county. There has been a ribbon cutting for the County Square, located where the former Johnson County Courthouse was. Rotary Clubs in Johnson County have donated to a tree growth for the Square and look forward the continuing development of that area. The new Tomahawk Wastewater Treatment Plant should be 100% complete in the next few months. This plan completion will allow Johnson County to treat 100% of our wastewater and will no longer need to send water to Kansas City MO for treatment. Johnson County has one of the lowest wastewater rates in the metro area. The next big wastewater project is the Nelson Wastewater Treatment facility replacement; this will include moving the Hazardous Household Waste facility to a more central location. This should provide a more central one-stop recycling area. Lastly, Meadowbrook Park is undergoing another phase including an accessible playground and accessible restrooms.

Commissioner Hanzlick is currently reading *In the Garden of Beasts* by Eric Larson. This is a book about love, terror, and an American family in Hitler's Berlin, a true story of the ambassador Dodd, who was the ambassador to Germany during Hitler's rise.

Chairperson Griffith is also a fan of World War II history and recommends Steven Ambrose, who has a similar style to Eric Larson, reads like a novel. He wrote *Band of Brother*, a fascinating one on Custer and Crazy Horse about how the transcontinental Railroad was built, and others for anyone that likes this style.

BOARD COUNSEL REPORT

Role of the Friends and Foundation and relationship with the Library.

Fred Logan, Board co-counsel, reported on the role of the Friends and Foundation. This relationship is defined in the Internal Revenue Code. Both of those organizations are defined as what the Code calls supporting organizations of the library, meaning that they have a very specific mission of supporting the work of the Johnson County Library. The Friends support the Library through book sales and the Foundation supports the Library through its many fundraising efforts. The sole purpose for those organizations is to support the Johnson County Library in different ways.

Relationship with Olathe Public Library

Fred Logan, Board co-counsel, shared information regarding the relationship with the Olathe Public Library. The relationship with the Olathe Public Library is reflected in the interlocal cooperation agreement addendum, which will be considered for approval later this evening. Discussions began with Olathe to establish a cooperative relationship in late 1980's, to benefit patrons in both library districts. The initial agreement was approved May 17th, 1989, and it has been renewed annually since then. This has evolved over the past almost 33 years, but this has been maintained and continues to exist today. This very early cooperative relationship among Kansas libraries, was a leader in that regards, and it continues to exist today. Today you're being asked to reapprove this agreement with amendments reflected in the amendment document.

COUNTY LIBRARIAN REPORT

Sean Casserly, County Librarian, thanked the Friends for the \$50,000 contribution that we put towards the collection and the Foundation for the end of year giving and all the innovation these organizations did in 2021 to continue fundraising and support the Library.

Finance Report

Dave Vratny, Finance Director, presented the financial report to the Board, this report is included in the January Board Report.

End of November marked 92% through the year, with a little over \$40.6 million, about 97% of projected revenues. Expenses are at nearly \$35 million or about 83% encumbered. We are tracking to have significantly less expenses than the amount of revenue that we may be short.

Budget Calendar

Dave Vratny shared our budget process timeline. Today we are going to discuss an informational item regarding the 2023 to 2027 Capital Improvement Plan. In February we are planning on covering our 2023 personnel requests that we plan to make. The Library budget committee has met twice and plan to meet again next week. The Library Budget Committee will review our multi-year forecast and then bring back a balance budget summary as we get closer to our April board meeting. The April Board Meeting is when the Library Board would act on a 2023 budget proposal. The Library budget presentation to the Board of County Commissioners is yet to be scheduled but is typically sometime mid to late May or early June. Then in August the public budget hearing is conducted by the Board of County Commissioners and adoption of the 2023 budget by the Board is slated for September.

Mr. Casserley commended Dave Vratny and the entire management staff at the Library for the monitoring of expenditures with the goal of building our reserves, even during our 3rd year of COVID has allowed for healthy reserves.

Statistics

Adam Wathen, Associate Director of Systemwide Services, presented monthly Statistical Report, this report is included in the January Board Report. The Physical Circulation and Digital Usage still lag slightly below this time last year, with Visitation trends continuing to pace with the previous year, but still below 2019 levels.

Amber BourekSlater, Volunteer Services Coordinator, shared trends in volunteers, this report is included in the January Board Report.

Currently we're celebrating 70 years of volunteers. Ms. BourekSlater shared that there are 575 volunteers that have served 22,317 hours of service in the past year in about 58 areas, that translated to about \$637,000 worth of service provided last year. Most volunteers are assisting in circulation and Friends of the Library Sorting. The return on volunteer investment is equal to receiving almost four dollars (\$3.92) for every dollar invested or the equivalent of 10.73 full time employees. In 2022 looking forward to welcoming back Genealogy volunteers and hopefully Teen volunteers to the Central location. Ms. BourekSlater is currently working with our Kansas Volunteer Commission on how we can make changes to make our volunteer program even better.

Mr. Casserley thanked Ms. BourekSlater and everyone that has helped connect volunteers.

Commissioner Hanzlick asked about the digital usage trend and if that includes placing digital holds. Mr. Wathen shared that if someone places a digital hold on a physical book then it is still tracked within physical circulation. Digital usage includes all our digital materials, books, classes, etc.

COMPREHENSIVE LIBRARY MASTER PLAN

Scott Sime, Project Coordinator, presented on the Comprehensive Library Maser Plan, this report is included in the January Board Report.

Central Staff Space Consolidation (CSSC)

Mr. Sime reviewed statistics for use of Little Central and current move-in work. Shared current work, including training on a new sorter. Shared timeline and confirmed that Central Resource Library is still planning to open on February 22, 2022. Mr. Sime shared photos of new kids space and the staff spaces being built out.

CBU2 Office Etiquette and Training

Christian Madrigal, Branch Manager of the Monticello and De Soto branches and the Project Lead for the CBU2 Office Etiquette and Training Project, presented on this project, this report is included in the January Board Report. Mr. Madrigal reviewed the goals of this project, to provide staff with methods, tools, and pathways to be successful while aligning with county best practices. He also reviewed the timeline and topics covered in with this project. Next steps include phase two and phase three.

Moving back to Central will happen over three phases to focus on patron areas and bringing staff back gradually.

Mr. Casserley spoke about the open office design and how the Library has considered how people will need to learn appropriate behavior for this new office design.

Antioch Replacement Project

Mr. Sime reported a design update, working with Dake Wells on a one-story building and look forward to bringing this to the Board in the coming months. The last, more virtual report, public engagement is planned to complete recording soon and release that to the public in the Spring.

Next steps include reviewing plans with Board and City. Mr. Sime reviewed the timeline, which has no changes from last meeting.

DeSoto, Spring Hill and Edgerton Renewal Study

Mr. Sime reported on the Staff and public engagement and timeline. Currently planning to meet with staff from those branches as well as shared department support, like IT and collections. For public engagement we are planning to send an email survey to stakeholders, people that live in those branch service areas. Virtual listening sessions are planned for early March. These engagement sessions are shifting to virtual due to staffing needed to reopen Central and due to current Covid concerns.

Next steps included community engagement and developing concept design options. Design options and budget estimates will come back to Administration Team and then the Board in late spring, with an anticipated start to this work in 2023. Mr. Sime shared the timeline for this study and that we are currently early in this process, doing lots of planning and will have a kickoff with the architect soon.

Ms. Templin asked if virtual notices would be made public on the Johnson County website.

Mr. Sime confirmed that notices will be in-person at each three locations, on Johnson County Library website and emails will all have a link to join those sessions.

Overall Timeline

Mr. Sime reviewed the Capital Improvement Plan (CIP) timeline and Capital Replacement Plan (CRP) 2022 timeline. DeSoto HVAC is complete, and Leawood Painting is scheduled to reopen

Ms. Kilgore asked about the Corinth Arc Flash work at Corinth.

Mr. Sime confirmed that this material has been a long time coming, since it is a material supply issue. We are hoping to complete this work this winter. If that is not possible, we will bring an action back to the Library Board to extend the period of closure.

Mr. Casserley reported that he has reached out to the City of Overland Park and City of Prairie Village. We will be meeting with them in the coming weeks to discuss updates on projects and will bring information back to the Board. Mr. Casserley also reported that the Grand opening of Central Resource Library will be slightly downsized, Board is invited, but the event is planned currently to be cozier.

UPDATES – Sean Casserley, County Librarian

Mr. Sean Casserley, County Librarian, reported to the Board.

Leadership in Action (LIA) award winners

Mr. Casserley shared a little background on the Leadership In Action (LIA) awards and recognized the two winners from the Johnson County Library had.

1. Ryan Dolan, IT Analyst within the IT department, has been a linchpin on CBU2 team and under his own initiative chose to take Agile project management training and brought that information back to that project. Mr. Dolan has invigorated this team and continued to bring a great energy to his work.
2. Laura Hunt, Internal Communication Manager with Internal Communications department, joined the Library in March of 2020 right at the start of the Coronavirus, so she was thrown into helping us message to staff what was going on. Ms. Hunt also stepped up and took over duties of the External Communication Manager for about three months. Overall, Laura has done tremendous work with the Book Report, bringing staff together and crafting messages to the community and internally.

Chairperson Bethany Griffith thanked both LIA winners, as well as all staff, that keep everything going at the library.

Lenexa Library Award – 2020 Lighting Design Award, Kansas City Illuminating Engineering Society (IES) Chapter

Lenexa Library won in the Category of Illumination Award for Interior Lighting Design, from the Illuminating Engineering Society KC chapter. If you have visited this library, the lighting enhances that experience.

Succession Plan

Sean Casserley presented the Succession Plan Report, this report is included in the January Board Report. Robin Smith with the Howe Street Group came along side us to work extensively with Mr. Casserley through 2021 on this project. Mr. Casserley shared the plan to bring the Succession Planning Report to the board in three segments: interim solutions in January 2022, Leadership Development in February 2022, and next steps in March of 2022. He reviewed how this aligns with the Strategic Plan, what the goals were and what the project approach was for this project. Learning and development department reviews, designs, and prioritizes adult learning based assessed needs. Our trainings are a way for people to become engaged, interact, and take what they're learning and can actualize that, able to put it into practice of everyday work. Learning development measures the effectiveness of learning resources and will adjust them if we find that trainings are not being implemented. This is how the library explores, ideates, designs, develops, implements, and then measures the effectiveness of learning and how we're creating the next generation of leaders.

As part of this work, we did a tremendous amount of stakeholder engagement, working with myself, the administrative team, the learning, and development team. We also reached out to the county HR department and our liaison, and then we did manager surveys and focus groups. After looking at the county's cultural documents around this topic, the Library's culture and performance documentation and tools, we began to assess where there are gaps. Ultimately when you come into our organization, you should have a good understanding of the development paths that will be available to you, what areas you're going to be looking at, how that's going to be scored, what resources are available to eye, and then what pathways that you have.

A Succession Plan is to mitigate business disruption, so an interim succession plan has been determined for the following roles Director, Deputy Director and Assistant Directors. Mr. Casserley reviewed specific recommendations of what roles would step in to fill those responsibilities while the position is open and being filled. We will continue to work with leadership and share a high-level overview with the organization. Sean

and Robin Smith will be back in February to discuss the leadership development opportunities that the Library is working on.

Mr. Sims asked what the Board's responsibility is, specifically regarding hiring.

Mr. Casserley confirmed that the Board hires the County Librarian, typically by a panel with a commissioner, liaison, or member from the County. Everything else falls to the County Librarian and is considered operational.

Chairperson Bethany Griffith thanked Mr. Casserley for doing this work, knowing that ended up being a larger project than expected, but this will be a benefit for the whole organization. Investing in leadership and the whole person is innovative. Thank you for taking a practical business operation and turning it into something cool.

Mr. Casserley thanked the Logan Leadership Learning Fund and Library Foundation that matched that gift.

That financial support is being put towards these leaders and investing in employees with high potential.

Mr. Sims also appreciates this approach, training great leaders is important even if they leave, they could be brought back.

CONSENT AGENDA

A. Action Items:

1. Minutes of the December 9, 2021 Regular Library Board meeting
2. Minutes of the December 20, 2021 Special Library Board meeting.
3. 2022 renewals of Memoranda of Understanding (MOUs)
 - a. Johnson County Department of Technology & Innovation – Automated Information Mapping System ("DTI-AIMS") and Johnson County Genealogical Society

B. Information Items

1. Financial and Personnel
 - a) The County Librarian and the Finance Director certify those payment vouchers and personnel authorizations for November 2021 were handled in accordance with library and County policy.
 - b) The November 2021 Revenue and Expenditure reports produced from the County's financial system reflect the Library's revenues and expenditures

C. Gift Fund Report

1. Treasurer's Report

Motion: Mr. Sims moved to approve the consent agenda.

Second: Ms. Seeling seconded this motion.

Motion was approved unanimously

NEW BUSINESS

Consideration of MOU with the Johnson County Election Office.

This MOU solidifies the partnership between the Library and the Election Office to provide space and cameras for voting drop boxes and early voting locations.

Mr. Sims can you confirm that staff does not do anything with these, we are just providing the space.

Mr. Casserley confirmed that the Library does not do anything, but staff will notify the Election Office if there is anything needed, i.e., when a ballot drop box was full staff notified Election Office and it was emptied by their staff.

Motion: Ms. Kilgore moved that the Johnson County Library Board of Directors approves the Johnson County Election Office memorandum of understanding for the year 2022.

Second: Ms. Butcher seconded this motion.

Motion was approved unanimously.

Consideration of Addendum to the Olathe Public Library Interlocal agreement.

This addendum is to continue the current interlocal agreement with the Olathe Public Library.

Mr. Sims asked how the 23% and 77% was determined.

Mr. Casserley confirmed that this is based on population, Olathe makes up 23% of the Johnson County residents.

Motion: Ms. Butcher moved that the Johnson County Library Board of Directors approves the 2022 Addendum to the Olathe Public Library Interlocal agreement.

Second: Ms. Kilgore seconded this motion.

Motion was approved unanimously

Consideration of closure of Little Central to transition to full access of Central Resource Library.

Forecasting this closing the week of February 14th through until February 21st.

Motion: Ms. Kilgore moved that the Johnson County Library Board of Directors approves a temporary closure of Central Resource Library for a period of one week in February to allow for the transition of the building back to full service.

Second: Ms. Templin seconded this motion.

Motion was approved unanimously

Consideration of closure of Central Resource Library for Library Lets Loose; September 17th, 2022.

Motion: Ms. Templin moved that the Johnson County Library Board of Directors approves the closing of the Central Resource Library on September 17, 2022.

Second: Ms. Butcher seconded this motion.

Motion was approved unanimously

2023 – 2027 Capital Improvement Plan (CIP) Submission

Dave Vratny, Finance Director, presented the Capital Improvement Plan (CIP) report to the Board, this report is included in the January Board Report.

Mr. Vratny reviewed the requests for 2023 CIP and 2023 CRP.

Projections are seeing increases to these amounts due to inflation. Hoping to have the DeSoto, Spring Hill and Edgerton Study proposed this Spring. We are currently seeing about a 20% increase to the Blue Valley project projections due to estimates and construction inflation. Likewise, the Corinth Library Replacement has shown approximately 28% increase. Will bring this back to the Budget Committee including how we expect to be able to pay for these, even with these increases.

Mr. Casserley shared that he will be meeting with Assessor's Office about commercial real estate and hope to be able to share a financial outlook with the Board. There is also the risk of Dark Store theory and a possible \$1.5 million liability. We still look to maintain 10-15% of our expenses in reserve.

Chairperson Griffith commended staff for being fiscally cautious to weather any storm, including unprecedented rise in construction materials.

ADJOURNMENT

Motion: Ms. Kilgore moved to adjourn the meeting.

Second: Mr. Riley seconded this motion.

Motion approved unanimously.

Meeting adjourned at 5:32p.m.

SECRETARY _____
David Sims

CHAIR _____
Bethany Griffith

SIGNED _____
Sean Casserley

**JOHNSON COUNTY LIBRARY
GIFT FUND
TREASURER'S REPORT**
Period: DEC-2021

| | | | Receipts | Payments | Balance |
|--|---------------------------------|------------------|----------|-------------|---------------------|
| | Opening cash balance | | | | \$195,979.70 |
| | | Add Receipts | \$0.00 | | |
| | | Less Payments | | \$50,897.63 | |
| | Ending Cash balance | | | | \$145,082.07 |
| | | Less Liabilities | | \$1,709.15 | |
| | Unobligated cash balance | | | | \$143,372.92 |

APPROVED: _____

DATE: _____

Briefing Sheet

To: Johnson County Library Board of Directors
From: Sean Casserley, County Librarian
Date: February 10, 2022

Suggested Motion: I move that the Johnson County Library Board of Directors approves the American Public Square at Jewell & Johnson County Library memorandum of understanding for the year 2022.

Issue: Formalize the ongoing partnership between American Public Square at Jewell and Johnson County Library to convene the community to address the issues of the day through a free programming event.

Background: Johnson County Library has partnered with American Public Square in years past to bring opportunities for deliberative dialogue on topics of local, regional and/or nation importance to the entire Kansas City Metro.

Alternatives: Continue an informal relationship with American Public Square on a year-by-year basis or completely discontinue the partnership.

Legal Review: Reviewed by counsel.

Budget Approval: No budget implications.

Recommendation: To approve the memorandum of understanding with American Public Square at Jewell.

Suggested Motion: I move that the Johnson County Library Board of Directors approves the American Public Square at Jewell and Johnson County Library memorandum of understanding for the year 2022.

**Memorandum of Understanding
Between American Public Square at Jewell and Johnson County Library**

Effective Date: February 10, 2022

This Memorandum of Understanding (MOU) establishes a collaborative partnership between American Public Square at Jewell and Johnson County Library.

I. MISSION

American Public Square at Jewell (“APS”), with offices at 300 E. 39th Street, Kansas City, Missouri 64111, whose mission is to convene non-like-minded people to improve the tone and quality of civil discourse to find paths toward actionable common ground, and Johnson County Library (the “Library”), with its main offices at 9875 W 87th Street, Overland Park, Kansas 66212, whose mission is to provide access to ideas, information, experiences and materials that support and enrich people's lives, (individually, a “Party;” together, the “Parties”) commit to a collaborative partnership

Together, the Parties enter into this MOU to mutually promote their organizations, their audiences, and the Greater Kansas City Metropolitan community.

II. PURPOSE AND SCOPE

As the Kansas City Metropolitan area is rich with a seeming unlimited number of media outlets, community organizations, academic institutions, government agencies, and others seeking to bring people together while bringing powerful change to our city, there is some downside as many of these entities are serving the same purpose and, with limited funds available to support all of these efforts, the overlap and duplication of effort is costing KC more than it can bear in the long run.

Together, APS and the Library are well-situated to and convene the community to address the issues of the day while simultaneously achieving each Party’s individual objectives.

The beneficiaries of this effort include the Greater Kansas City Metropolitan community, regional funders, and prospective collaboration partners as, if successful, it will drive collaboration, more efficient use of funds, and more resources for the community.

Each Party is responsible for its own expenses related to this MOU. Unless specifically negotiated, there will not be an exchange of funds between the Parties for tasks associated with this MOU. As necessary, the Parties may jointly contribute to and/or seek funding for their collective efforts under this MOU.

III. RESPONSIBILITIES

Each party will appoint one representative to serve as the official contact person who will coordinate the activities necessary to carry out this MOU. The initial appointees are:

For APS:
Alana Muller
Community Development Director
(913) 481-3566
Alana@AmericanPublicSquare.org

For the Library:
Ashley Fick
Civic Engagement Librarian
(913) 826-4407
ficka@jocolibrary.org

The organizations agree to the following responsibilities for this MOU:

APS will:

- List the Library on its website as a community partner. Listing will, at a minimum, include a logo and link to the Library's website.
- As possible, promote events hosted by the Library through APS marketing channels which may include any or all of email newsletters, social media, and/or other media.
- Appoint a representative from the Library to serve on its Program Committee.

The Library will:

- Contribute research and other related resources for APS Fact Sheets, as needed and relevant.
- As possible, promote events hosted by APS through the Library's marketing channels which may include any or all of email newsletters, social media, and/or other media.

Together, APS and the Library will, at a minimum:

- Jointly organize at least one event that is free and open to all on a topic of local, regional and/or national importance (note: gatherings may be virtual and/or in-person) which will be dedicated to uncovering and discussing multiple perspectives of those issues.
- Jointly promote the event(s) through their various marketing channels.
- Jointly fund the effort(s) and, as necessary, raise sponsorship dollars to cover expenses.

IV. TERMS OF UNDERSTANDING

The term of this MOU is for a period of one (1) year from the effective date of this agreement and may be extended upon written mutual agreement. It shall be reviewed at least annually to ensure that it is fulfilling its purpose and to make any necessary revisions.

Either organization may terminate this MOU upon thirty (30) days written notice without penalties or liabilities.

V. Authorization

The signing of this MOU is not a formal undertaking. It implies that the Parties will strive to reach, to the best of their abilities, the above-stated objectives.

American Public Square at Jewell:

Johnson County Library:

Signature

Signature

Claire Bishop
Executive Director, COO

Sean Casserley
County Librarian

Date

Date

Briefing Sheet

To: Johnson County Library Board of Directors
From: Sean Casserley, County Librarian
Date: February 10, 2022

Issue: 2023-2027 Capital Improvement Program (CIP) Submission

Background: County agencies and departments are annually asked to put forth their Capital Improvement Program (CIP) requests for the coming budget season in the form of a 5-year capital planning look ahead.

This upcoming 2023 budget plan will cover the 5-year capital planning period of FY 2023 to FY 2027. The attached CIP submission information has changed as the inflation estimates for years FY 2024 to FY 2027 are lower than what was presented in the January Library Board packet. Those lower inflation numbers were presented at the January 2022 Budget Committee Meeting as part of the budget planning for the FY 2023 budget and the financing for the projects were discussed and the impacts of these projects outlined in the Library's multi-year forecast. The amounts projected for the 2023 projects remain unchanged from what was presented to the Library Board in January.

After Johnson County Library Board action, the CIP requests will be presented to the County CIP Committee, who will review and forward these recommendations on to the County Manager for inclusion in the County Manager's 2023 budget proposal that will be put forth to the Board of County Commissioners (BOCC) in May of 2022. The BOCC will vote on their final budget for 2022 in September of 2022.

Alternatives: None currently.

Review: Requests will have been reviewed by JCL Board Budget Committee, JCL Administration, JCL Facilities and Johnson County Budget prior to formal submission.

Budget Approval: The 2023 capital project requests consist of \$1,949,485 in funding for the 2023 Capital Replacement Plan (CRP) funded from JCL operating budget and \$1,000,000 for the Rural Renewal Initiative (De Soto, Spring Hill, and Edgerton Renewal) to be financed with Use of Library Operating Fund Reserves.

Recommendation: To approve the 2023-2027 Capital Improvement Program (CIP) proposal as presented for submission.

Suggested Motion: I move the Library Board of Directors approve the proposed 2023-2027 Capital Improvement Program (CIP) submission.

Department Request Summary
Capital Improvements Program 2023-2027
Johnson County, Kansas

[illegible]

Capital Improvement Program - Capital Project Expenses

| | | | |
|-------------|---------------------------------|----------------|----------------|
| Department: | Library | Submitted by: | Sean Casserley |
| Project: | Capital Replacement Plan (CRP) | Priority # | 0 |
| | | Year Requested | 2023 |

| Capital Expenditures | Prior Year | 2023 | 2024 | 2025 | 2026 | 2027 | Project Total |
|---|------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Building Envelope / Roofing / Exterior Building Signage | | 532,548 | 744,711 | 39,603 | 652,300 | 652,138 | 2,621,301 |
| Parking Lots / Site Repair / Irrigation / Landscaping/ADA | | 165,240 | 242,028 | 237,601 | 94,878 | 28,342 | 768,088 |
| Interior Work / Finishes / ADA | | 413,100 | 877,894 | 1,173,700 | 1,037,322 | 356,569 | 3,858,585 |
| Subtotal | 0 | 1,110,888 | 1,864,632 | 1,450,904 | 1,784,500 | 1,037,049 | 7,247,974 |
| Equipment Expenditures | | | | | | | |
| Building HVAC / Electrical Equip Replacement | | 838,597 | 168,962 | 438,900 | 142,286 | 1,028,916 | 2,617,661 |
| | | | | | | | 0 |
| Subtotal | 0 | 838,597 | 168,962 | 438,900 | 142,286 | 1,028,916 | 2,617,661 |
| Start-Up Capital | | | | | | | |
| | | | | | | | 0 |
| | | | | | | | 0 |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Capital | 0 | 1,949,485 | 2,033,594 | 1,889,804 | 1,926,786 | 2,065,965 | 9,865,635 |

DEPARTMENT/AGENCY: LIBRARY

PROJECT NAME: JCL CAPITAL REPLACEMENT PROGRAM (CRP)

Submitted By: Sean Casserley

Project Type (Check box that best represents this project request):

Replacement ☒ Enhancement/Upgrade ☐ Growth ☐ New Service Provision ☐

OVERVIEW

1. Describe the project request

i Describe how this project came about, who is involved, and the purpose.

The purpose of the Capital Replacement Program (CRP) is to: investigate and evaluate the condition of major building components and systems in Library facilities, establish a repair/replacement schedule for those components, and implement the projects. This systematic approach allows the ongoing care and maintenance of existing assets to be prioritized in a holistic manner.

Examples of building systems contained in the CRP include: heating, ventilation and air conditioning (HVAC), e.g. remote terminal units, air handling units, etc.; exterior building envelope, e.g. roofs, building skin, windows, doors, exterior signage, etc.; vertical systems, e.g. stairs, elevators, etc.; mechanical, electrical and plumbing (MEP) systems, e.g. restrooms, sewers, panels, switchgear; dock lifts, life safety systems, e.g. fire sprinklers, alarms, etc.; structural systems, e.g. foundations, slabs, roof framing, etc.; interior construction, e.g. partition walls, ceilings, doors, finishes, etc.; site work, e.g. sidewalks, grading, parking, stormwater systems, etc.

2. Explain the project need

i Describe why this project is needed and what, if any of these needs are currently being met.

Building component and system replacement grows in scope and cost the longer it is deferred. Projects that are deferred can lead to higher energy costs, increased staff time in dealing with problematic systems, safety hazards, and lower satisfaction and/or comfort for the public and staff who use the facilities every day.

The CRP ensures that the useful life of Library buildings is maximized and new construction and/or major remodeling projects are deferred. CRP supports a quality environment for the public and for our staff. This need is currently being met by annual funding of the CRP. The CRP database is continually updated to prioritize expenditure of funds and projects.

3. Strategic Priorities or Goals?

i Describe how this project helps meet strategic organizational needs, Board of County Commissioners' Strategic Priorities or if it helps fulfill department or agency goals.

The CRP enables the Library to pursue their Strategic Priorities by properly maintaining the facilities that house the Library functions.

4. Summary of Preliminary Studies

i Summarize and attach any preliminary studies that have been conducted related to this request.

In 2019, a comprehensive study of the systems in each Library facility was completed by VFA/Accruent and that has been used to determine budget forecast, scope of work, and timing of CRP requests for 2023 to 2027.

This study is in constant evolution learning with the experience on-site of FAC maintenance group, Archibus reports, and the changing conditions of the building systems and mechanical components.

5. Project Timeline

i Provide a detailed timeline beginning from project approval, through design, construction, fully occupied, and operational.

CRP projects are generally implemented during the fiscal year that they are funded. A portion of the projects carry over to subsequent years before being completed.

6. Financing Capital Costs

i What is the requested source of project funding? Is it increased property tax support or reallocation of existing resources or some sort of other revenue source? Please be specific.

Funding for this on-going capital replacement plan comes from Johnson County Library's Operating Fund.

7. Alternatives Considered

i What alternatives have been considered to this project, i.e. lease vs. purchase, outsourcing, and cooperative or shared purchasing? Please elaborate.

Funding reflects the cost of repairs or replacement of components or systems that are not performing well or have reached the end of their usable life. Reduction of funding would necessitate lower quality repairs or solutions that will not last as long and typically lead to higher repair/replacement costs in future years. No alternatives available as these properties are owned and maintenance is a Library responsibility.

8. Services Provided with Request

i Describe in detail the nature of the services provided with this capital request.

Services provided differ as CRP projects occur at a variety of buildings throughout the Library system

9. Operating Impact (Non-Personnel)

- i** Provide in detail any non-personnel operating costs and what, if any of the anticipated out year growth (inflationary costs) might be for this project.

N/A

10. Operating Impact (Personnel)

- i** Please provide a brief summary of the personnel requests with a list of titles and grades associated with this request. Also, please attach an organizational chart with any major staffing plans with this request if FTEs are being requested.

N/A

11. Financing Operating Costs

- i** Explain if there are currently FTEs or operating costs associated with this request and performing this activity and how those existing FTEs and operating costs are financed. How will these new FTEs or operating costs be financed? Is there any state funding, grant funding, or other self-generated revenues involved with this request?

N/A

12. Operating Expense Timeline

- i** Provide a timeline for the phasing in of all operating expenses, including new FTEs and explain any additional operating requests needed to support the new position(s) and or the operating expenses related to this project.

N/A

Capital Improvement Program - Capital Project Expenses

| | | | |
|-------------|--|----------------|----------------|
| Department: | Library | Submitted by: | Sean Casserley |
| Project: | De Soto, Spring Hill and Edgerton Renewal (Formerly Rural Renewal Initiative) | Priority # | 1 |
| | | Year Requested | 2023 |

| Capital Expenditures | Prior Year | 2023 | 2024 | 2025 | 2026 | 2027 | Project Total |
|---|---------------|------------------|----------|----------|----------|----------|------------------|
| Preliminary Studies | 96,000 | | | | | | 96,000 |
| Land Acquisition | | | | | | | 0 |
| Design/Consulting | | 100,000 | | | | | 100,000 |
| Construction | | 600,000 | | | | | 600,000 |
| Public Art | | | | | | | 0 |
| Subtotal | 96,000 | 700,000 | 0 | 0 | 0 | 0 | 796,000 |
| Equipment Expenditures | | | | | | | |
| Furnishings, Fixtures and Equipment (FFE) | | 300,000 | | | | | 300,000 |
| Subtotal | 0 | 300,000 | 0 | 0 | 0 | 0 | 300,000 |
| Start-Up Capital | | | | | | | |
| | | | | | | | |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Capital | 96,000 | 1,000,000 | 0 | 0 | 0 | 0 | 1,096,000 |

DEPARTMENT/AGENCY: LIBRARY

**PROJECT NAME: DE SOTO, SPRING HILL AND EDGERTON RENEWAL
(FORMERLY RURAL RENEWAL INITIATIVE)**

Submitted By: Sean Casserley

Project Type (Check box that best represents this project request):

Replacement ☐ Enhancement/Upgrade ☒ Growth ☐ New Service Provision ☐

OVERVIEW

1. Describe the project request

i Describe how this project came about, who is involved, and the purpose.

The Comprehensive Library Master Plan is a twenty-year plan. Currently, the DeSoto and Spring Hill branches are not scheduled to be renovated within this timeframe. The DeSoto and Spring Hill branches were each built in 1982 and serve Johnson County's small rural communities. They are well-maintained and have not received a major renovation since they were originally constructed almost 40 years ago. In addition to De Soto and Spring Hill, the Edgerton branch (although currently leased from the city of Edgerton) will also be included in the scope of this project.

This project is to refresh the physical space along with explore and implement innovative solutions to extend library services for our rural communities while maintaining level staffing costs. The goal is to provide the public with enhanced libraries that better meet the needs of the communities.

In 2019, the Library Board approved a study to explore the possibilities at these rural branches. This 2023 request is written as a maximum expenditure amount to implement the findings from the study that will occur in 2022.

2. Explain the project need

i Describe why this project is needed and what, if any of these needs are currently being met.

See above.

3. Strategic Priorities or Goals?

i Describe how this project helps meet strategic organizational needs, Board of County Commissioners' Strategic Priorities or if it helps fulfill department or agency goals.

This project aligns with the JCL Strategic Priority of: Education, Operations, Community, Communication and Convenience.

4. Summary of Preliminary Studies

i Summarize and attach any preliminary studies that have been conducted related to this request.

The study for this initiative will take place in 2022.

5. Project Timeline

i Provide a detailed timeline beginning from project approval, through design, construction, fully occupied, and operational.

The following timeline is anticipated and may change:

| | | |
|--|------|------|
| Design and Documentation | Q1-2 | 2023 |
| Bidding/Approvals/Construction | Q2-4 | 2023 |
| Furniture Installation/Move In/Opening | Q4 | 2023 |

6. Financing Capital Costs

i What is the requested source of project funding? Is it increased property tax support or reallocation of existing resources or some sort of other revenue source? Please be specific.

This project would be funded from Library Reserves.

7. Alternatives Considered

i What alternatives have been considered to this project, i.e. lease vs. purchase, outsourcing, and cooperative or shared purchasing? Please elaborate.

An alternative is to continue to maintain the current level of building and services for these rural communities.

8. Services Provided with Request

i Describe in detail the nature of the services provided with this capital request.

The goal is to expand/enhance services without adding to the staffing levels.

9. Operating Impact (Non-Personnel)

i Provide in detail any non-personnel operating costs and what, if any of the anticipated out-year growth (inflationary costs) might be for this project.

N/A

10. Operating Impact (Personnel)

- i** Please provide a brief summary of the personnel requests with a list of titles and grades associated with this request. Also, please attach an organizational chart with any major staffing plans with this request if FTEs are being requested.

N/A

11. Financing Operating Costs

- i** Explain if there are currently FTEs or operating costs associated with this request and performing this activity and how those existing FTEs and operating costs are financed. How will these new FTEs or operating costs be financed? Is there any state funding, grant funding, or other self-generated revenues involved with this request?

N/A

12. Operating Expense Timeline

- i** Provide a timeline for the phasing in of all operating expenses, including new FTEs and explain any additional operating requests needed to support the new position(s) and or the operating expenses related to this project.

N/A

Capital Improvement Program - Capital Project Expenses

| | | | |
|-------------|---------------------|----------------|----------------|
| Department: | Library | Submitted by: | Sean Casserley |
| Project: | Blue Valley Library | Priority # | 2 |
| | | Year Requested | 2024 |

| Capital Expenditures | Prior Year(s) | 2023 | 2024 | 2025 | 2026 | 2027 | Project Total |
|---|----------------|----------|------------------|-------------------|-------------------|----------------|-------------------|
| Preliminary Studies | 120,000 | | | | | | 120,000 |
| Land Acquisition | | | | | | | |
| Design/Consulting | | | 3,861,000 | 1,608,750 | 965,250 | | 6,435,000 |
| Construction | | | 403,590 | 19,775,910 | 20,179,500 | | 40,359,000 |
| Public Art | | | 450,000 | 50,000 | | | 500,000 |
| Subtotal | 120,000 | 0 | 4,714,590 | 21,434,660 | 21,144,750 | 0 | 47,414,000 |
| Equipment Expenditures | | | | | | | |
| Furnishings, Fixtures and Equipment (FFE) | | | | | 7,419,500 | 390,500 | 7,810,000 |
| | | | | | | | |
| Subtotal | 0 | 0 | 0 | 0 | 7,419,500 | 390,500 | 7,810,000 |
| Start-Up Capital | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Capital | 120,000 | 0 | 4,714,590 | 21,434,660 | 28,564,250 | 390,500 | 55,224,000 |

Capital Improvement Program - Project Operating Expenses

| | | | |
|-------------|---------------------|-----------------------|-------------------------------|
| Department: | Library | Submitted by: | Sean Casserley |
| Project: | Blue Valley Library | Department Priority # | 2 Year Project Requested 2023 |

| Personnel Expenditures (Position Title) | Grade | FTE | Hourly Amount | Start Date | 2023 | 2024 | 2025 | 2026 | 2027 | Estimated Annual Cost |
|--|---------------------|-------|------------------|------------|------|------|------|---------|-----------|--------------------------|
| Assistant Branch Manager | 16.16 | 1.00 | 35.33 | 7/1/2026 | 0 | 0 | 0 | 53,092 | 106,184 | |
| Youth Services Librarian | 15.15 | 1.00 | 31.16 | 7/1/2026 | 0 | 0 | 0 | 47,888 | 95,775 | |
| Information Services Librarian | 15.15 | 1.00 | 31.16 | 7/1/2026 | 0 | 0 | 0 | 47,888 | 95,775 | |
| Information Specialist | 14.14 | 4.00 | 27.91 | 7/1/2026 | 0 | 0 | 0 | 175,327 | 350,653 | |
| Information Specialist | 14.14 | 0.50 | 27.91 | 7/1/2026 | 0 | 0 | 0 | 17,416 | 34,832 | |
| Youth Information Specialist | 14.14 | 4.00 | 27.91 | 7/1/2026 | 0 | 0 | 0 | 175,327 | 350,653 | |
| Youth Information Specialist | 14.14 | 0.50 | 27.91 | 7/1/2026 | 0 | 0 | 0 | 17,416 | 34,832 | |
| Clerk II | 12.12 | 3.00 | 21.00 | 7/1/2026 | 0 | 0 | 0 | 105,624 | 211,248 | |
| Clerk II (6 Part-Time) | 12.12 | 3.00 | 21.00 | 7/1/2026 | 0 | 0 | 0 | 78,624 | 157,248 | |
| Building Engineer | 16.17 | 1.00 | 37.00 | 4/1/2026 | 0 | 0 | 0 | 82,764 | 110,352 | |
| Senior Maintenance Tech | 14.14 | 1.00 | 27.91 | 7/1/2026 | 0 | 0 | 0 | 43,832 | 87,663 | |
| Custodial Level II | 12.11 | 2.00 | 20.00 | 7/1/2026 | 0 | 0 | 0 | 67,920 | 135,840 | |
| Custodial Level I | 11.11 | 1.00 | 18.00 | 7/1/2026 | 0 | 0 | 0 | 31,464 | 62,928 | |
| Subtotal | | 23.00 | | | 0 | 0 | 0 | 944,580 | 1,833,984 | 0 |
| Contractual (On-Going) | Account Code | | Date | | | | | | | |
| Contractual (On-Going) | Various | | 7/1/2026 | | 0 | 0 | 0 | 40,000 | 80,000 | 160,000 |
| Subtotal | | | | | 0 | 0 | 0 | 40,000 | 80,000 | 160,000 |
| Commodities (On-Going) | Account Code | | Date | | | | | | | |
| Commodities (On-Going) | Various | | 7/1/2026 | | 0 | 0 | 0 | 40,000 | 80,000 | 160,000 |
| Subtotal | | | | | 0 | 0 | 0 | 40,000 | 80,000 | 160,000 |
| Capital Outlay (On-Going) | Account Code | | Date | | | | | | | |
| Subtotal | | | | | 0 | 0 | 0 | 0 | 0 | 0 |
| Start-Up (One-Time) | Account Code | | Date | | | | | | | |
| Subtotal | | | | | 0 | 0 | 0 | 0 | 0 | 0 |

Capital Improvement Program - Capital and Operating Expense Summary

| | | | |
|-------------|---------------------|----------------|----------------|
| Department: | Library | Submitted by: | Sean Casserley |
| Project: | Blue Valley Library | Priority # | 2 |
| | | Year Requested | 2024 |

| Category | Prior Year | 2023 | 2024 | 2025 | 2026 | 2027 | Total Project Cost |
|-----------------------------|----------------|----------|------------------|-------------------|-------------------|------------------|--------------------|
| Capital | 120,000 | 0 | 4,714,590 | 21,434,660 | 21,144,750 | 0 | 47,294,000 |
| Equipment | 0 | 0 | 0 | 0 | 7,419,500 | 390,500 | 7,810,000 |
| Start-Up Capital Expenses | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Personnel Expenses | | 0 | 0 | 0 | 944,580 | 1,833,984 | |
| Contractual | | 0 | 0 | 0 | 40,000 | 80,000 | |
| Commodities | | 0 | 0 | 0 | 40,000 | 80,000 | |
| Capital Outlay | | 0 | 0 | 0 | 0 | 0 | |
| Start-Up Operating Expenses | | 0 | 0 | 0 | 0 | 0 | |
| Total | 120,000 | 0 | 4,714,590 | 21,434,660 | 29,588,830 | 2,384,484 | 55,104,000 |

| | | | | | | | |
|------------------------|----------------|----------|------------------|-------------------|-------------------|------------------|-------------------|
| Total Capital | 120,000 | 0 | 4,714,590 | 21,434,660 | 28,564,250 | 390,500 | 55,104,000 |
| Total Operating | | 0 | 0 | 0 | 1,024,580 | 1,993,984 | |

DEPARTMENT/AGENCY: LIBRARY

PROJECT NAME: BLUE VALLEY LIBRARY REPLACEMENT

Submitted By: Sean Casserley

Project Type (Check box that best represents this project request):

Replacement ☒ Enhancement/Upgrade ☐ Growth ☐ New Service Provision ☐

OVERVIEW

1. Describe the project request

i Describe how this project came about, who is involved, and the purpose.

Create a new ~64,000 square foot library at the NE corner of 151st and England Street, in the park area adjacent to the current library. This new facility will replace the existing 24,000 square foot library and will expand the current square footage by an additional ~40,000 square feet to meet the needs of the community. The City of Overland Park plans to create a literary park where the existing library facility is located.

2. Explain the project need

i Describe why this project is needed and what, if any of these needs are currently being met.

Currently, the patrons of the Blue Valley area are being served by a 24,000 square foot facility. This facility has become inadequate due to high demand from the surrounding area. In the summer months, the material circulation rate of the Blue Valley Library (24,000 sf) is greater than that of the Central Resource Library (90,000 sf).

3. Strategic Priorities or Goals?

i Describe how this project helps meet strategic organizational needs, Board of County Commissioners' Strategic Priorities or if it helps fulfill department or agency goals.

This project aligns with the JCL Strategic Priorities of: Education, Operations, Community, Communication and Convenience.

This project is also aligned with the BOCC's Strategic Priority 1) Complete or advance existing projects approved by voters and the Board of County Commissioners with efficiency and effectiveness.

4. Summary of Preliminary Studies

i Summarize and attach any preliminary studies that have been conducted related to this request.

The Library's Comprehensive Library Master Plan (CLMP) was completed in 2015 and the BOCC subsequently increased the mill levy to provide funding for the implementation of the CLMP.

The Blue Valley Library study was completed in 2018 and reported the costs between renovating/adding on and building are very similar. The study assumed that a good-sized lease space would be needed to continue to serve the high traffic and material circulation at the branch while work occurred on the existing facility. JCL and the city of Overland Park (OP) had a public input session and the public is in favor of the new facility option. When the time comes to go through the planning processes, FAC and JCL will work closely with OP's planning department. JCL, FAC and the OP worked closely together during the study process and OP's Community Development Committee is in support of the new facility as well.

5. Project Timeline

i Provide a detailed timeline beginning from project approval, through design, construction, fully occupied, and operational.

The following timeline is anticipated and may change:

| | | |
|--|------|---------|
| Architect Selection | Q4 | 2023 |
| Program Verification/Design & Documentation | Q1-4 | 2024 |
| Bidding/Approvals | Q1 | 2025 |
| Construction | Q2-4 | 2025-26 |
| Furniture Installation/Collection/Training/Move in | Q1 | 2027 |
| Opening | Q1 | 2027 |

6. Financing Capital Costs

i What is the requested source of project funding? Is it increased property tax support or reallocation of existing resources or some sort of other revenue source? Please be specific.

This project is to be part cash and part debt financed. The current plan estimated about \$7.1m cash for the project with the remaining amount to be debt financed.

7. Alternatives Considered

i What alternatives have been considered to this project, i.e. lease vs. purchase, outsourcing, and cooperative or shared purchasing? Please elaborate.

Creating an additional location in this area of the County was considered with the master plan. Within the current funding guidelines, it is less costly to accommodate the users in this area on this site with a land acquisition from the City of Overland Park.

8. Services Provided with Request

i Describe in detail the nature of the services provided with this capital request.

Blue Valley is currently the busiest branch location and is just over 24,000 square feet in size. The building will almost triple in size with the expansion. With the additional square footage will come additional services, collections, and programming (with the addition of a Literary Park provided by the city on the same site). The location will add a MakerSpace or digital media Lab at this branch that will require additional staffing. All

position types will be increased to accommodate the growth - circulation (materials handling) positions, adult service positions, youth service positions, custodians as well as managers. The staffing levels are based on the number of service points, the size of the building, the number of open hours, and the services offered to the public. Blue Valley's service area – the number of people who live near this location – is about 80,000.

9. Operating Impact (Non-Personnel)

i Provide in detail any non-personnel operating costs and what, if any of the anticipated out-year growth (inflationary costs) might be for this project.

Contractual and commodities costs, including utilities, would increase with the additional square footage.

10. Operating Impact (Personnel)

i Please provide a brief summary of the personnel requests with a list of titles and grades associated with this request. Also, please attach an organizational chart with any major staffing plans with this request if FTEs are being requested.

There are 17.7 FTE that are Library staff and an additional 5.0 FTE that are Facilities Staff associated with this expansion project.

11. Financing Operating Costs

i Explain if there are currently FTEs or operating costs associated with this request and performing this activity and how those existing FTEs and operating costs are financed. How will these new FTEs or operating costs be financed? Is there any state funding, grant funding, or other self-generated revenues involved with this request?

The additional staff will be funded with the Library Operating Fund and there should be sufficient resources to finance this expansion.

12. Operating Expense Timeline

i Provide a timeline for the phasing in of all operating expenses, including new FTEs and explain any additional operating requests needed to support the new position(s) and or the operating expenses related to this project.

Most of the positions would start around the Q1 of 2027. The Building Engineer position would start around Q4 of 2026.

Capital Improvement Program - Capital Project Expenses

| | | | |
|-------------|-----------------------------|----------------|----------------|
| Department: | Library | Submitted by: | Sean Casserley |
| Project: | Corinth Library Replacement | Priority # | 3 |
| | | Year Requested | 2027 |

| Capital Expenditures | Prior Year | 2023 | 2024 | 2025 | 2026 | 2027 | Project Total |
|---|----------------|----------|----------|----------|----------|------------------|-------------------|
| Preliminary Studies | 140,000 | | | | | | 140,000 |
| Land Acquisition | | | | | | | |
| Design/Consulting | | | | | | 2,513,280 | 3,141,600 |
| Construction | | | | | | 196,350 | 19,635,000 |
| Public Art | | | | | | 157,080 | 196,350 |
| Subtotal | 140,000 | 0 | 0 | 0 | 0 | 2,866,710 | 23,112,950 |
| Equipment Expenditures | | | | | | | |
| Furnishings, Fixtures and Equipment (FFE) | | | | | | | 3,801,600 |
| | | | | | | | |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 | 3,801,600 |
| Start-Up Capital | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Subtotal | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Capital | 140,000 | 0 | 0 | 0 | 0 | 2,866,710 | 26,914,550 |

DEPARTMENT/AGENCY: LIBRARY

PROJECT NAME: CORINTH LIBRARY REPLACEMENT

Submitted By: Sean Casserley

Project Type (Check box that best represents this project request):

Replacement ☒ Enhancement/Upgrade ☐ Growth ☐ New Service Provision ☐

OVERVIEW

1. Describe the project request

i Describe how this project came about, who is involved, and the purpose.

The approximate 20,000 square foot Corinth Library is reported to be in relatively poor condition. This project would demolish and replace the building on its current site in Prairie Village or construct a new facility at another site location which would serve the needs of the library patrons in this area.

2. Explain the project need

i Describe why this project is needed and what, if any of these needs are currently being met.

This need is currently being met by providing maintenance and repairs to the existing building that is in poor condition.

3. Strategic Priorities or Goals?

i Describe how this project helps meet strategic organizational needs, Board of County Commissioners' Strategic Priorities or if it helps fulfill department or agency goals.

This project aligns with the JCL Strategic Priorities of: Education, Operations, Community, Communication and Convenience.

This project is also aligned with the BOCC's Strategic Priority 1) Complete or advance existing projects approved by voters and the Board of County Commissioners with efficiency and effectiveness.

4. Summary of Preliminary Studies

i Summarize and attach any preliminary studies that have been conducted related to this request.

The Library's Comprehensive Library Master Plan (CLMP) was completed in 2015 and the BOCC subsequently increased the mill levy to provide funding for the implementation of the CLMP. The study for this replacement project will begin in 2025.

5. Project Timeline

i Provide a detailed timeline beginning from project approval, through design, construction, fully occupied, and operational.

The following timeline is anticipated and may change:

| | | |
|--|------|------|
| Architect Selection | Q4 | 2026 |
| Program Verification/Design & Documentation | Q1-4 | 2027 |
| Bidding/Approvals | Q1 | 2028 |
| Construction | Q1-4 | 2028 |
| Furniture Installation/Collection/Training/Move in | Q1 | 2029 |
| Opening | Q1 | 2029 |

6. Financing Capital Costs

i What is the requested source of project funding? Is it increased property tax support or reallocation of existing resources or some sort of other revenue source? Please be specific.

This project is to be part cash funded and part debt financed. The current plan estimated about \$2.8m cash for the project with the remaining amount to be debt financed.

7. Alternatives Considered

i What alternatives have been considered to this project, i.e. lease vs. purchase, outsourcing, and cooperative or shared purchasing? Please elaborate.

An alternative is to continue performing major repairs on the existing building as long as possible and close the building and branch when that is no longer possible.

A joint market feasibility study was completed with the City of Prairie Village, the YMCA and the Library to begin to determine the possibility of locating a branch on or near the City's site at 77th and Mission Road. The Library and City were about to enter into Phase II of their MOU to study the opportunity. This effort is currently on hold with the pandemic

8. Services Provided with Request

i Describe in detail the nature of the services provided with this capital request.

A Drive-Thru for holds pickup will be added with this replacement facility, otherwise, the nature of the services at the Corinth Library are not anticipated to change. The replacement facility will be better able to meet the needs of the public and staff.

9. Operating Impact (Non-Personnel)

i Provide in detail any non-personnel operating costs and what, if any of the anticipated out year growth (inflationary costs) might be for this project.

This project is currently considered a replacement project and, as such, there are not any anticipated additional non-personnel operating costs.

10. Operating Impact (Personnel)

i Please provide a brief summary of the personnel requests with a list of titles and grades associated with this request. Also, please attach an organizational chart with any major staffing plans with this request if FTEs are being requested.

This project is currently considered a replacement project and, as such, there are not any anticipated additional personnel requests associated with this project.

11. Financing Operating Costs

i Explain if there are currently FTEs or operating costs associated with this request and performing this activity and how those existing FTEs and operating costs are financed. How will these new FTEs or operating costs be financed? Is there any state funding, grant funding, or other self-generated revenues involved with this request?

N/A

12. Operating Expense Timeline

i Provide a timeline for the phasing in of all operating expenses, including new FTEs and explain any additional operating requests needed to support the new position(s) and or the operating expenses related to this project.

N/A