

**Meeting Date:** November 6, 2013

**Location:** North Meeting Room, Main Boulder Public Library

**Start Time:** 6:00 pm

1. Approval of Agenda
2. Public Comment
3. Consent Agenda
  - a. Approval of Oct. 2, 2013 minutes
4. Presentation: Janet Driskell Turner- Outstanding Adult Learner Award – Shelley Sullivan, Boulder Reads! manager
5. Commission Priority Discussion and Input
  - a. Main Library Renovation Project Update
    - Contractor Selection Process
    - Design Advisory Group Update
    - Public Art Selection Process
  - b. 2013/2014 Library Priorities – Review priorities for the next five months
6. Matters from the Commission
  - a. Board and Commission Committee Report and Recommendations – Tim Plass, city councilmember
  - b. Discuss Commission priorities to inform City Council goal setting
  - c. Discuss Charter report to city manager
  - d. Commission Update (from memo)
7. Matters from the Department
  - a. Update on library and arts director recruitment
  - b. Library Update (from memo)
    - 2014 Approved Budget Update
    - George Reynolds Branch Library - Flood Recovery Update
    - NoBo Library Station Update
    - Update on Operations - Public Services Division Reorganization
    - Maria Rogers Oral History Project Website Update
    - Report on Boulder Library Foundation Funding Requests
    - 2014 Community Survey

- Library Policy Review Planning
- Library Commission Retreat Planning
- 2014 Library Commission Meeting Calendar
- Library Commission Website Update

8. Items for Inclusion in the Action Summary

9. Future Items/Scheduling

10. Adjournment

#### 2013 Library Commissioners

Anne Sawyer, Chair+ BPL Foundation Director

Celeste Landry, Vice Chair

Donna O'Brien, Secretary+ BPL Foundation Director

Anna Lull

Paul Sutter

**Draft Minutes**  
**Boulder Public Library Commission meeting**  
**October 2, 2013**  
**Main Library North Meeting Room**

COMMISSION MEMBERS PRESENT

Anne Sawyer  
Celeste Landry  
Donna O'Brien  
Anna Lull  
Paul Sutter (new library commissioner, sworn in during this meeting)

COMMISSION MEMBERS ABSENT

None

LIBRARY STAFF MEMBERS PRESENT

Maureen Rait, Executive Director of Public Works and Interim Director of Library & Arts  
Jennifer Miles, Deputy Library Director  
Leanne Slater, Administrative Specialist  
Gwen Holton, Branch Library Specialist

CITY STAFF MEMBERS PRESENT

Glenn Magee, Facilities Design and Construction Manager  
Joe Castro, Facilities & Fleet Manager  
Jennifer Bray, Communication Specialist III  
Peggy Bunzli, Budget Manager

PUBLIC PRESENT

Doris Hass  
Peter Richards  
Alice McDonald  
Margaret Porter  
Amy Tremper

CALL TO ORDER

The meeting was called to order at 6:00 p.m.

APPROVAL OF AGENDA

Sawyer amended the agenda by adding an item as 3A, entitled "Welcome Maureen Rait as Library and Arts Director." She also added an item entitled "Update on the New Library Director Search" after the Consent Agenda.

PUBLIC PARTICIPATION

No public participation.

WELCOME AND SWEARING IN OF NEW COMMISSIONER

Paul Sutter was welcomed as the new library commissioner and Commissioner O'Brien administered his oath of office.

## CONSENT AGENDA

### **A. APPROVAL OF SEPTEMBER 4, 2013 MINUTES**

The Sept. 4, 2013 minutes were unanimously approved as amended (4-0, Sutter abstained as he was not a member of the Library Commission at the Sept. meeting).

### **B. COMMISSION UPDATE (FROM MEMO)**

There were no items that needed to be discussed.

### **C. LIBRARY UPDATE (FROM MEMO)**

Sawyer amended the agenda by adding an item entitled "Proposed North Boulder Library Station," before the Commission Priority Discussion and Input.

### **D. MOTION TO APPROVE WARNER CHARITABLE TRUST DONATION**

Slater shared some information that she compiled with help from the Main Library's reference librarians and Carnegie Branch Manager Wendy Hall, whom also contacted former library director, Marcelee Gralapp. The Warner Charitable Trust is part of Alex H. Warner's estate. Warner was a longtime library patron who passed on in 1990 at the age of 73. He served on the Boulder Library Foundation and on the Library Commission in the late 1980s and early 90s. He was instrumental in supporting sustainability for the Main Library. Warner is survived by his two nephews. Sutter moved, and Lull seconded, that the Library Commission unanimously pass a resolution accepting the annual revenue from the Warner Charitable Trust. This motion passed unanimously (5-0). In addition, the Library Commission agreed to send a letter of gratitude to the Warner Family for this yearly donation.

### **UPDATE ON THE NEW LIBRARY DIRECTOR SEARCH**

Rait provided an update on the new library director search. She stated that the City Manager's Office has issued a Request for Proposals to executive search firms. She said that five total proposals had been received and that two of the firms specialized in library directors. Rait stated that the proposals are currently being reviewed and that she will provide more details next month on the selected firm and the timeframe for the process.

### **PROPOSED NORTH BOULDER LIBRARY STATION (10 MINUTES):**

The Library Commission voted unanimously in favor (5-0) of the following motion: The Library Commission requests that City Council increase the 2014 operating budget for the North Boulder Library Station by \$60,000 in order to increase the operating hours from 20 to 40 per week. This would increase the operating budget from \$115,000 to \$175,000 for the year. One-time costs will remain at \$90,000.

### **COMMISSION PRIORITY DISCUSSION AND INPUT:**

#### **A. UPDATE ON FLOOD IMPACT TO LIBRARY FACILITIES (23 MINUTES)**

Castro gave a presentation on the 2013 preliminary flood damages. He reported that 332 of the city's 371 buildings and structures have been assessed for flood damage; and that there has been flood damage assessed to 43 city facilities, so far. The Main Library had sustained some basement flooding but no mold or asbestos had been found. He conveyed that there had been significant flood damage to Reynolds Branch Library and that flood mitigation and repairs are required (therefore, this branch is currently closed due to safety concerns).

- A question was asked about the piano at Reynolds. Miles said that a professional came to appraise the piano as it was severely damaged. She reported that the cost to fully restore it is more than what it was worth before the flood, and that it is considered a total loss. Alice McDonald said that Joanne Arnold gave this piano for the library's first ever concert series and that this is a sad loss.
- Sawyer asked if library insurance would cover this cost. Castro answered that the city's insurance will cover the piano and that the city should get the fair market value for it.

The Meadows Branch Library had some roof leaks that were repaired by the landlord and the Carnegie Branch Library sustained no damage to documents. However, there was water damage to documents that were in storage at the city's 11<sup>th</sup> and Spruce parking garage.

- Sawyer asked about the types of documents that were damaged. Miles responded that she thought the documents were from a couple of recent donations: a former council person's personal papers and a donation from a fire district collection. Sawyer asked if staff were trained in recovering these types of documents and Miles answered that Carnegie staff was indeed trained in this type of recovery.

Castro said the goal is for the Reynolds Branch to reopen by the end of October.

**Update later:** The Reynolds Branch is not anticipated to open until November.

More information can be found

at: <http://boulderlibrary.org/pdfs/commission/2013/handouts/13OctMeetingHandouts.pdf>

#### **B. MAIN LIBRARY RENOVATION PROJECT DESIGN ADVISORY GROUP UPDATE (25 MINUTES)**

Magee presented information regarding the Main Library Renovation Project. He said that the Design Advisory Group is reviewing the 90 percent complete set of construction drawings from Studiotrope. Studiotrope anticipates completing the 100% construction drawings by Oct. 25, and Dec. 7 is the anticipated date for the construction bid opening.

- O'Brien asked if the recent events (flood and recovery) would impact the project in terms of finding contractors. Magee said that he thought that the smaller contractors are all booked; however, the larger firms probably have more stable contractors. He said that there may still be some effects on the construction process but that he was mostly concerned about the costs of materials being affected.
- Lull asked if any of the damage that occurred will affect the flood mitigation that the city had planned. Magee said that the mitigation work that had been done pretty much worked as anticipated. He added that it (the flood) reinforced what needs to be done in preparation for a large event.

- In relation to contractor and materials being in high demand at this time and while knowing that there is a responsibility to do and complete the bond project in a specific timeframe, Sawyer stated that she had some concern about it possibly being the wrong time to start an optional project and she stated her desire for the library not to be perceived as a bad neighbor, as the library's project is not a crisis project. Magee responded that he thought it was the right time for the library's project as the demand for construction and materials will most likely get worse. He said that he thinks it is the right thing to move forward, especially with the monies for the project having to be spent by March 15, 2015.
- Sawyer had previously stated (in a prior meeting) that she had a concern about the third phase of the project and the adult fiction collection being unavailable for 20 weeks. Miles responded that this is also a concern for staff, and that due to the size of this collection, it will need to be relocated offsite. She explained that patrons will still be able to borrow items from the branch libraries and the FLC (Flatirons Library Consortium) and staff also will be looking at other options for patrons. Another question that Sawyer had asked was whether closing off one of the collections temporarily would impact the library's participation in Prospector. Miles answered no, since it is only temporary. If the library was going to be closed, then Boulder Public Library (BPL) would need to go off Prospector temporarily. She added that the current phasing for the project does not include the library closing.
- Sawyer announced that Oct. 7 will be the kick-off meeting regarding the public art selection panel and process.

### **C. RENOVATION PROJECT IDEAS FOR POSSIBLE FUNDING BY BOULDER LIBRARY FOUNDATION**

Sawyer suggested that staff compile various alternate item packages, in connection with the renovation project which are also related to library programming, for possible funding by the Boulder Library Foundation (BLF). The packages suggested are as follows:

- Café and bridge
- Technology maker space (includes the technology and equipment for the room)
- Audiovisual (AV) enhancements to one or more meeting rooms
- "Lower Rapids" informal meeting area

## **MATTERS FROM THE COMMISSION**

### **A. LIBRARY COMMISSION WEB PAGES (10 MINUTES)**

Commission discussed the two different versions of their webpages: one library-based and one city-based.

- O'Brien said that the library-based webpage was more user-friendly and other library commissioners agreed.

- Lull suggested that staff maintain a full library-based webpage and maintain a pared down city-based webpage.
- For efficiency, Sawyer suggested posting the Library Commission's documents on only one location (webpage) and then linking to that document's location from the other webpage.
- Sawyer suggested removing the Library Commission's picture from the city-based webpage in order to create a more official/government aesthetic.
- Sawyer asked that when contacting the commission from the city-based webpage, is there any way to avoid the message that you are leaving the city's website as this may be perceived as a bit intimidating.
- Landry asked if there were any proposals to change the city's website.
- Celeste encouraged the future director's photo on the library's website.

Staff agreed to follow up on these questions and feedback.

#### MATTERS FROM THE DEPARTMENT

##### **A. REVIEW BOULDER LIBRARY FOUNDATION (BLF) FALL PROGRAM FUNDING REQUESTS (12 MINUTES)**

Sawyer stated that there had been some discussion about other possible fall program funding requests. However, she said with the change in directorship and some other things happening right now, the requests are limited right now. And Miles responded by saying that the foundation has funded a number of programs this year and that fall is generally lighter in terms of requests and new ideas that staff may have, in relation to programming.

Sawyer spoke highly of the luncheon that BLF hosted last week, in which they invited library staff, all of the foundation members and the Library Commission. She said that she heard lots of good conversations about new programming opportunities at that luncheon. Doris Hass, founder's chair of the BLF, stated the desire to connect with library staff, especially the newer employees, and discuss what the foundation does, as well as getting staff's ideas for creative programming.

Miles suggested an efficient way of communicating with staff in regards to programming may be for the BLF to compose a letter to staff. This letter could perhaps outline what the foundation is about, and explain the types of ideas/programming that the foundation is looking for, and could be given to the programming staff to which it applies.

##### **B. PLAN FOR TARGET PATRON SURVEY ON LIBRARY PROGRAMMING**

Staff agreed to come back to the Library Commission with a beta version of a proposed patron target survey.

- Lull suggested that the survey questions be brief and concise. O'Brien agreed.
- Sawyer said that programming is an important piece to learn about. She suggested asking about demographics as well as questions related to collection development or service-oriented items (such as the eLearning resources or Overdrive and Freegal, etc.) She quoted a question from a Mamie Doud Eisenhower Public Library, "Mark all areas in which you would like to see the collection improve." And Sawyer said that underneath that question could include a listing of genres such as general nonfiction, fiction, science fiction, romance, etc.
- Sawyer said the demographics information could be:
  - Male or female
  - How many children under age 10 in the household
  - How many children ages 10-18 in the household
  - Whether they reside within the city limits
  - Branch that the survey taker uses most often
  - Library hours
- Miles said that she wondered if the question about library hours would be perhaps better suited for the larger patron survey as part of the master plan. Sawyer said that she was okay with that.
- O'Brien agreed with the demographics questions.
- In light of the goal to increase programming participation, Landry suggested that there be a survey question such as "What is the best way to inform me [the patron] about programming offerings? O'Brien suggested that there be a blank for "Other" that could serve as an opportunity for people to write in their own unique suggestions.

#### ITEMS FOR INCLUSION IN THE ACTION SUMMARY

Commission discussed items for the Action Summary.

#### NEXT COMMISSION MEETING (ROLLOVER ITEMS AND DATE)

The next Library Commission meeting will be held at 6 p.m. on Wed., Nov. 6, 2013 at the Main Library, in the North Meeting Room, 1001 Arapahoe Ave. and will include the following agenda items: Shelley Sullivan, BoulderReads! manager, will present the Janet Driskell Turner-Outstanding Adult Learner award, library's renovation update regarding the contractor selection process and review of the public art selection panel recommendations, funding goal with information and vision information in relation to the library's master plan, update on the approved 2014 Library & Arts budget, begin prioritization of Library Commission goals in preparation of sending the commission's letter to City Council in December,

report on Boulder Library Foundation's grants, and an update on securing a recruitment firm for the library and arts director search, and possibly information on a target patron survey iteration.

Meeting adjourned at 7:52 p.m.

DRAFT

**To:** Boulder Public Library Commission

**From:** Maureen Rait, Executive Director of Public Works and Acting Library and Arts Director  
 Jennifer Miles, Deputy Library Director  
 Jennifer Bray, Library and Arts, and Parks and Recreation Communication Specialist  
 Joe Castro, Facilities and Fleet Manager  
 Glenn Magee, Facilities Design and Construction Manager

**Date:** Nov. 1, 2013

**Subject:** Main Library Renovation Project Update

**Background:**

Background information on the Main Library renovation project may be found online on the project webpage (<http://news.boulderlibrary.org> ) and in the Sept. 2012 – Oct. 2013 Library Commission meeting packets, which are archived at: <http://boulderlibrary.org/about/agenda.html#archive> .

**Construction Document Development and Bid Phase**

The staff Design Advisory Group’s final review and comments of the 90% complete construction documents was submitted to studiotrope Design Collective on Oct. 9, 2013.

A Request for Qualifications (RFQ) to pre-qualify selected bidders was issued on Sept. 23. Eighteen firms applied and six were selected to submit proposals. A request for bids from the pre-qualified contractors is expected to be issued on Nov. 18, with the formal bid due Dec. 13. A current timeline showing the bid processes for construction; audio visual equipment and technology; shelving, furniture, replacement of the automated materials handling system, and café vendor selection is **attachment A**. Table 1. shows a high level project timeline to-date. Table 2. Shows key project steps and Library Commission review.

**Table 1.** Overview of Project Schedule

<b>DESIGN PHASE</b>	
<b>January –May 2013</b>	Concept design
<b>June – July 2013</b>	Design development
<b>July – September 2013</b>	Construction documentation
<b>September 23, 2013</b>	RFQ issued for construction contractor
<b>October 7, 2013</b>	RFQ responses due
<b>October 8-11, 2013</b>	DAG review of RFQ responses
<b>October 15, 2013</b>	Pre-qualified contractors notified
<b>November</b>	Applying for permit/ permit processing
<b>November 18, 2013</b>	Issuance of construction documents for public bid
<b>December 13, 2013</b>	Bidding, contractor selection
<b>November -December 2013</b>	Café vendor RFQ/RFP process

<b>CONSTRUCTION PHASE</b>	
<b>January 29, 2014 – November 2014</b>	Construction

**Table 2.** Key Project Steps Including Library Commission Review

<b>January – March 2013</b>	Assimilation of the Facilities Sustainability Study, familiarization with Boulder Public Library operations. Develop conceptual design options.
<b>May 1, 2013</b>	<b>Library Commission Meeting:</b> sDC presented the results of 2 <sup>nd</sup> community meeting (“Check-In”) and the plan for 3 <sup>rd</sup> community meeting (“Agree”).
<b>May 6, 2013</b>	“In-Reach” meetings for teens and parents of young children
<b>May 29, 2013</b>	3rd Community Meeting   “Agree” <i>(Results/Recommendations)</i>
<b>June 5, 2013</b>	<b>Library Commission Meeting:</b> sDC presented a summary of the collateral presented at the 3 <sup>rd</sup> community meeting (“Agree”) and requested commission to support proceeding with design development & construction documents.
<b>July 10, 2013</b>	<b>Library Commission Meeting:</b> Progress update on design development process
<b>August 7, 2013</b>	<b>Library Commission Meeting:</b> Progress update on design development process. Review: <ul style="list-style-type: none"> <li>• Project communication plan</li> <li>• Public art process timeline</li> <li>• Shelving floor plan</li> <li>• Technology</li> <li>• HVAC augmentation</li> <li>• Preliminary information on cost estimate</li> <li>• Update on Request For Qualifications process for construction contractor selection</li> </ul>
<b>September 4, 2013</b>	<b>Library Commission Meeting:</b> Progress update on design development process. Review : <ul style="list-style-type: none"> <li>• Wayfinding</li> <li>• Furniture and finishes</li> <li>• RFID and automated materials handling system selection process</li> <li>• Cost estimate and tradeoffs (if any) to consider</li> <li>• Preliminary architect-recommended project phasing <i>(subject to change by the construction contractor)</i></li> </ul>
<b>October 2, 2013</b>	<b>Library Commission Meeting:</b> Update on bid process plan and café vendor RFP process
<b>November 6, 2013</b>	<b>Library Commission Meeting:</b> Update on bid process
<b>December 4, 2013</b>	<b>Library Commission Meeting:</b> Update on bid process

<b>December 13, 2013</b>	Bid opening
<b>December 16-30, 2013</b>	Contract preparation
<b>January 8, 2014</b>	<b>Library Commission Meeting:</b> Update on construction contract award and groundbreaking ceremony

**Public Art Selection Timeline**

A further revision of the public art project was required to keep the process moving forward. The next step will be to work with the selection panel for an anticipated semifinalist selection by the end of November.

**Table 3.** Estimated Timeline for Public Art Selection Process

<b>July 25 – August 30, 2013</b>	Request for Qualifications opens.
<b>November 20, 2013</b>	Conclusion of pre-scoring process.
<b>November 22, 2013</b>	Selection panel selects semifinalists.
<b>November 25, 2013 – January 20, 2014</b>	Staff works with semifinalists to develop proposals.
<b>January 31, 2014</b>	Selection panel selects finalist.
<b>February 5, 2014</b>	Library Commission review of finalist.
<b>February 19, 2014</b>	Boulder Arts Commission review of finalist.
<b>February 19 – 25, 2014</b>	Technical review
<b>February 26, 2014</b>	The recommended finalist, as well as the comments of the library and arts commissions will be forwarded to the city manager for approval.
<b>March 3, 2014</b>	Contract negotiation phase begins.

**Design Advisory Group (DAG) Meeting Summary:**

In October, the DAG provided sDC with further information to build the bid documents for audio visual equipment and technology; furnishings; shelving; and graphics. Due to schedule impacts of the flood recovery effort, Magee will schedule a meeting with a representative from the Boulder Police Department to review the phasing plans and overall design from a safety perspective in November.

**Questions for the Commission:**

Does the Library Commission have any questions or input about this information?

Main Library Integrated Schedule		Library Commission 11/6				Library Commission 12/4				Library Commission 1/8				Library Commission 2/5				Library Commission 3/5					
DRAFT 10/31/2013																							
General Construction	Time period	10/28-11/1	11/4-11/8	11/11-11/15	11/18-11/22	11/25-11/29	12/2-12/6	12/9-12/13	12/16-12/20	12/23-12/27	12/30-1/3	1/6-1/10	1/13-1/17	1/20-1/24	1/27-1/31	2/3-2/7	2/10-2/14	2/17-2/21	2/24 - 2/28	3/3-3/7	3/10-3/14	3/17 - 3/21	3/24-3/28
Complete construction documents for bid	9/13-11/7		11/7																				
RFQ issued and due	9/23- 10/7																						
RFQ review	10/7-10/15																						
Identification of pre-selected contractors	10/15																						
Final drawing review / assemble bid package	11/07-11/18		11/7		11/18																		
Submit for permit	11/7		11/7																				
Submit for permit / processing	11/7-1/1		11/7									1/1											
Issue bid document, bidding timeline, questions and addenda	11/18-12/10				11/18				12/10														
Pre-bid meeting	11/21				11/21																		
Bid opening	12/13																						
Contract preparation	12/13-12/30								12/13														
Notice to proceed	1/2																						
Groundbreaking ceremony	TBD																						
Start construction	1/29																						
Construction	1/29 - 10/1/2014																						
AV and Technology	Time period	10/28-11/1	11/4-11/8	11/11-11/15	11/18-11/22	11/25-11/29	12/2-12/6	12/9-12/13	12/16-12/20	12/23-12/27	12/30-1/3	1/6-1/10	1/13-1/17	1/20-1/24	1/27-1/31	2/3-2/7	2/10-2/14	2/17-2/21	2/24 - 2/28	3/3-3/7	3/10-3/14	3/17 - 3/21	3/24-3/28
Complete bid package	11/14			11/14																			
Issue bid document	11/18				11/18																		
Pre-bid meeting	11/21				11/21																		
Bidding timeline, questions and addenda	11/21-11/26				11/21	11/26																	
Bid opening	12/6						12/6																
Contract preparation / finalize scope	12/06-12/15						12/6																
Notice to proceed / place order	12/16																						
Furniture	Time period	10/28-11/1	11/4-11/8	11/11-11/15	11/18-11/22	11/25-11/29	12/2-12/6	12/9-12/13	12/16-12/20	12/23-12/27	12/30-1/3	1/6-1/10	1/13-1/17	1/20-1/24	1/27-1/31	2/3-2/7	2/10-2/14	2/17-2/21	2/24 - 2/28	3/3-3/7	3/10-3/14	3/17 - 3/21	3/24-3/28
Complete bid package	11/14			11/14																			
Issue bid document	11/18				11/18																		
Pre-bid meeting	11/21				11/21																		
Bidding timeline, questions and addenda	11/21-11/26				11/21	11/26																	
Bid opening	12/6						12/6																
Contract preparation / finalize scope	12/06-12/15						12/6																
Notice to proceed / place order	12/16																						
Shelving	Time period	10/28-11/1	11/4-11/8	11/11-11/15	11/18-11/22	11/25-11/29	12/2-12/6	12/9-12/13	12/16-12/20	12/23-12/27	12/30-1/3	1/6-1/10	1/13-1/17	1/20-1/24	1/27-1/31	2/3-2/7	2/10-2/14	2/17-2/21	2/24 - 2/28	3/3-3/7	3/10-3/14	3/17 - 3/21	3/24-3/28
Complete bid package	11/14			11/14																			
Issue bid document	11/18				11/18																		
Pre-bid meeting	11/21				11/21																		
Bidding timeline, questions and addenda	11/21-11/26				11/21	11/26																	
Bid opening	12/6						12/6																
Contract preparation / finalize scope	12/06-12/15						12/6																
Notice to proceed / place order	12/16																						
Public Art	Time period	10/28-11/1	11/4-11/8	11/11-11/15	11/18-11/22	11/25-11/29	12/2-12/6	12/9-12/13	12/16-12/20	12/23-12/27	12/30-1/3	1/6-1/10	1/13-1/17	1/20-1/24	1/27-1/31	2/3-2/7	2/10-2/14	2/17-2/21	2/24 - 2/28	3/3-3/7	3/10-3/14	3/17 - 3/21	3/24-3/28
Selection phase start - conclusion of pre-scoring	10/7 - 11/20																						
Selection panel selects semi-finalists	11/22				11/22																		
Semifinalists develop proposals	11/25 - 1/20/2014					11/25								1/20/2014									
Selection panel selects finalists	1/31/2014														1/31/2014								
Library Commission review of finalists	2/5/2014															2/5/2014							
Arts Commission review of finalists	2/19/2014																	2/19/2014					
Technical review	2/19 - 2/25/2014																	2/19/2014					
City Manager review of selection panel and commissions' comments on finalist	2/26/2014 - 3/3/2014																	2/26/2014					
Contract negotiation	3/3/2014 - 3/19/2014																						
Design phase	3/19/2014 - 6/2/2014																						
Fabrication phase	6/2/2014 - 7/31/2014																						
Installation / construction	8/1/2014 - 9/30/2014																						
Café Vendor	Time period	10/28-11/1	11/4-11/8	11/11-11/15	11/18-11/22	11/25-11/29	12/2-12/6	12/9-12/13	12/16-12/20	12/23-12/27	12/30-1/3	1/6-1/10	1/13-1/17	1/20-1/24	1/27-1/31	2/3-2/7	2/10-2/14	2/17-2/21	2/24 - 2/28	3/3-3/7	3/10-3/14	3/17 - 3/21	3/24-3/28
Prepare RFP document	11/18 - 12/2		11/18																				
Issue RFP	12/2																						
Pre-bid meeting	12/5																						
Bidding timeline, questions and addenda	12/2 - 12/13																						
Initial selection	12/16																						
Interviews	12/17 - 1/3/2014																						
Final selection	1/6																						
Contract preparation/ Lease negotiation	1/7-1/10																						
Automated Materials Handling Replacement	Time period	10/28-11/1	11/4-11/8	11/11-11/15	11/18-11/22	11/25-11/29	12/2-12/6	12/9-12/13	12/16-12/20	12/23-12/27	12/30-1/3	1/6-1/10	1/13-1/17	1/20-1/24	1/27-1/31	2/3-2/7	2/10-2/14	2/17-2/21	2/24 - 2/28	3/3-3/7	3/10-3/14	3/17 - 3/21	3/24-3/28
Contract negotiation	10/28 - 11/4	10/28	11/4																				
Project kick off	11/12				11/12																		
Mechanical engineering and production	11/12 - 3/11/2014				11/12																		
Software engineering and production	12/3 - 12/30																						
Installation	3/10/2014 - 3/26/2014																						
Commissioning and "go live"	3/27/2014																						

**Meeting Date: November 6, 2013**

**1. Update on Commission Emails Received from Anne Sawyer**

Commission received emails from Margaret Porter, Amy Tremper, and Sam Fuqua with support for increasing the library's 2014 budget to support 40 hours per week at the North Boulder Library. I replied to these emails thanking them for their support and informing them that City Council had unanimously voted to approve the increased number of hours, either through increased budget allocation or savings that the city manager could reallocate within the library's existing resources (salary savings or reallocation of staff because of renovation).

I also received an email query from Chris Goodman after the Daily Camera article asking if the new library would be near the NE area of Boulder close to Gunbarrel (near Celestial Seasonings). I explained where the library will be located, hoping it would provide easier access, and the opportunity for partnership with BHP that allowed us to use the space. I suggested, however, if the model proved successful in NoBo, perhaps it could be replicated at a future time in the NE Boulder area (another location that has been discussed since the 2009 Facilities Study).

**2. Discuss Charter report to City Manager**

Commissioner Landry pointed out that the City Charter Sec. 136 Library reports specifies:

*In addition to the matters required by this charter to be reported annually by the library commission, there shall also be a statement of the number of books and periodicals on hand, the number of visitors, and such other information as the city manager may deem to be of general interest.*

As such, Commission will prepare a letter to the City Manager specifying the details above and any other statistics from the Library's Annual Report which will be provided to Commissioners for reference at our meeting.

In the future, we will prepare this at the same time that we work with staff on preparing the Library's Annual Report.

**3. Library Commission Application Questions**

The following application questions were used for the 2013 Library Commissioner recruitment. Each year we have a chance to review these and make suggestions for any changes. Please consider if you have any requested changes to discuss.

1. What are the greatest challenges facing the Boulder Public Library and why? In your opinion, what are the best ways for the Boulder Public Library to overcome these challenges?
2. What are your ideas about providing great library services to the community in a time of constrained revenues?
3. What types of operational and physical changes should the library system consider given the significant technological changes in how materials are accessed and read?
4. Provide some specific suggestions that would improve the library's service to diverse populations.

#### **4. A Timely Discussion on the Library and Arts Divisions** from Celeste Landry

Marcelee Gralapp, Boulder Public Library Director from 1966 to 2003, was also an avid arts supporter. She created the Arts Division during her BPL tenure and wore director hats for both the Library and Arts Divisions. As you know, that tradition continues to this day. As we learned from Bradbury Associates, BPL is rather unique in its combining these two divisions under one director.

Three of the seven community members in attendance at the October 30<sup>th</sup> Bradbury Associates public input meeting are very involved in the arts community. (For example, Mark Addison was in attendance. He and Polly Addison have been major financial donors to the Dairy Center for the Arts.) The 3 members of the arts community questioned the value of the new hire overseeing both divisions. They argued that the hiring of a new director would be a good time to divorce the two divisions and have them overseen by different people. The other members of the public in attendance reportedly agreed with the arts folks. Doris Haas pointed out that there is so much more arts activity in Boulder now than when the Arts Division was created. It is a noticeably bigger chunk of the director's responsibility now.

Since the Library Commission and Library Foundation became aware of the Arts and Cultural Programs Assessment in February of this year, both organizations have expressed some concern over the conjoining of the two divisions. The Foundation was so disquieted that they met with the consultants to create an addendum to the report. The Library Commission, on the other hand, expressed its disapproval and said that the assessment could go on the shelf while it would move forward without much regard for the assessment.

Perhaps the hiring of a new library director is a good time to review the job description and ask the city manager to consider separating the two divisions. Perhaps the Arts Division has become a distraction for the BPL library director.

#### **5. Lyons Library District Election Update** from Celeste Landry

The Lyons community was severely affected by the flooding in September. Nevertheless, the library district proposal is still on the ballot. It was reported in the Longmont Times-Call that the Library District Board decided at a Sept 28 meeting not to collect the full 5.85 property-tax mill levy being sought. They announced that the maximum that would be collected would be 2.925 mills. They have also suspended a private fund raising effort for a future combined library and community building.

## 6. Library Commission Upcoming Calendar

	Priority Discussion	Commission Responsibilities	Visitors
<b>September 2013 - March 2014</b> - City recruiting and hiring a new Library and Arts Director			
<b>October - November</b> - Issuance of construction documents for public bid			
<b>November - December</b> - Bidding, contractor selection, and permit.			
<b>Nov 6</b>	1. Main Library Renovation: <ul style="list-style-type: none"> <li>Progress update on contractor selection process</li> <li>Review Public Art selection panel process/timeline</li> </ul> 2. Update on approved 2014 Library & Arts budget	<ul style="list-style-type: none"> <li>Begin annual letter to City Council and report per Charter</li> <li>Review commission candidate application questions</li> <li>Receive report on Foundation grants</li> </ul>	Shelly Sullivan, BoulderReads!
<b>November 22</b> - Public Art Selection Panel selects semi-finalists who will develop proposals in coordination with staff.			
<b>December</b> - Café vendor RFQ/RFP process			
<b>Dec 4</b>	1. Main Library Renovation	<ul style="list-style-type: none"> <li>Deadline to send annual letter and charter-required report to City Council about Commission Priorities and Goals.</li> </ul>	
<b>December 29</b> - "soft" close of applications for Library Director candidates			
<b>Jan 8 Meadows</b>	1. Main Library Renovation - Update on construction contract award and groundbreaking ceremony 2. Master Plan - Next steps in planning process including identifying BPL Performance Stds & Measures	<ul style="list-style-type: none"> <li>Review the orientation handbook for incoming commissioners.</li> <li>Assist in recruiting new Commission candidates.</li> </ul>	
<b>End of January</b> - anticipated public presentations and interviews for Library Director finalists			
<b>January 15, 2014 - October 2014</b> - CONSTRUCTION phase of Main Library Renovation			
<b>January 31, 2014</b> - Public Art Selection Panel selects finalist			
<b>Feb 5</b>	1. Main Library Renovation - review of public art finalist 2. Funding Goal - Info and Vision 3. Begin Policies Review 4. Review Orientation Handbook 5. Foundation Grant Uodat & 2014 Proposal Review	<ul style="list-style-type: none"> <li>Review Quarterly Statistics (?)</li> <li>Commission candidate application due in February</li> </ul>	
<b>Mar 5</b>	1. Main Library Renovation 2. Review Findings from Priorities and Long-range Planning Discussion. Review MP Appendix J.	Farewell to Commissioner Landry	
<b>Mid-to-End of March</b> - anticipated start date of new Library & Arts Director			

**TO:** Boulder Public Library Commission

**FROM:** Maureen Rait, Executive Director of Public Works and  
Interim Director of Library & Arts  
Jennifer Miles, Deputy Library Director

**DATE:** Nov. 1, 2013

**SUBJECT:** Nov. 6, 2013 Library Commission Meeting – Update from Staff

This memo contains updates on the 2014 Budget, Boulder Library Foundation Grants, operations and general information for the Library Commission.

### **I. 2013-2014 Library Priorities (Agenda Item 5b)**

It is important to note that, while it varies by fund and department, across the city organization, approximately 75-85% of city resources involve core services such as the operations involving Boulder Public Libraries. "Projects," including the Capital Improvement Program (CIP), account for approximately 15-25% of city resources. The department work plan attempts to identify not only those projects requiring board and commission and council action, but those fundamental services and operations provided day-to-day for the community. Over the next year, recognizing the importance of maintaining excellent service delivery with operations, we propose to carefully focus resources on the priority efforts outlined below:

- Supporting effective working relationships with the commission and with the foundation,
- Renovating the Main Library with a phased construction approach that allows us to maintain services and minimize closures,
- Developing and implementing the NoBo Library Station,
- Restoring service, in response to the flood, at the George Reynolds Branch Library,
- Implementing an organizational change with a Public Services reporting structure, and
- Supporting the hiring of a new library & arts director.

In particular, the schedule of work associated with the Main Library renovation, included as an attachment to the Main Library Renovation Project update memo, illustrates the challenges of a significant workload that requires extensive attention to detail to successfully execute.

### **II. Board and Commission Committee Report and Recommendations (Agenda Item 6a)**

As part of the City Council's outreach effort regarding the newly-created Boards and Commissions Committee of the City Council, Council members Suzy Ageton and Tim Plass are visiting all the boards and commissions to share what they have been working on, to seek input and answer any questions that commission members may have. Council member Tim Plass will attend the Nov. 6 Library Commission meeting. **Attachment A** is a copy of the committee's report to the council. Links to this report are also included below:

<https://documents.bouldercolorado.gov/weblink8/0/doc/120806/Page1.aspx>

<https://documents.bouldercolorado.gov/weblink8/0/doc/121300/Electronic.aspx>

### **III. City Council Goal Setting – January 2014 City Council Retreat (Agenda Item 6b)**

Following the City Council election, the council will plan its January retreat. Typically, input is solicited from boards and commissions to inform goal-setting. The letters provided by the Library Commission to the City Council for each of the last two years are **attachments B and C**.

**The following items are addressed under Agenda Item 7b.**

### **IV. 2014 Approved Budget Update**

At the Oct. 15, 2013 City Council meeting, council approved the 2014 Annual Budget for the city, including the Library & Arts Department. The 2014 Annual Budget allocates a total of \$269 million which includes \$227 million of operating funds and \$42 million of capital funds. This represents a 5.8% increase over the 2013 Annual Budget. The Library and Arts Department has been allocated a budget of \$8,207,207 and 79.51 full-time employees (FTEs) for 2014.

City Council authorized additional and ongoing funding in the amount of \$60,000 for the NoBo Library Station. This action supplemented the already identified ongoing funding request of \$115,000 and the one-time request of \$90,000 for the NoBo Library Station.

### **V. George Reynolds Branch Library – Flood Recovery Update**

Repairs continue at the George Reynolds Branch Library (GRB) from the flood damage sustained in the basement during September's historic flooding. GRB's main floor will reopen in mid-November, and the basement will be reopened a week or so later as repairs there are expected to be completed on Nov. 22. While the branch has been closed due to the basement flooding in September, staff have taken the opportunity to move forward with some planned improvements including:

- New furniture in the meeting room
- Additional shelving for the adult fiction collection
- Relocation and new arrangement of the public computers to the south room
- New furniture for the public computers
- Improved lighting in the hallway on the north side and for the magazine collection

The specific GRB reopening date will be announced on the [library website](#), and in the library newsletter in the Nov. 13 edition. We look forward to welcoming the community back to GRB!

### **VI. North Boulder Library Station Update**

An email address [bpl-nobo@boulderlibrary.org](mailto:bpl-nobo@boulderlibrary.org) has been established. The project website has been updated and includes a patron survey: <http://news.boulderlibrary.org/north-library-station/>.

The staff team is developing a specific program plan for this station, which we plan to refer to as the “NoBo Library Station.” The goal, upon opening the station, is to provide patrons with access to popular materials for both children and adults. Additionally, holds pickup and materials drop off will be offered, along with WiFi and public computer access. Once the NoBo Library Station is operational, staff will reassess the space to determine if other features or resources can be offered.

An open house for the North Boulder Subcommunity Plan was held on Wednesday, Oct. 30, at the Shining Mountain Waldorf School at 999 Violet. Staff represented the NoBo Library Station at the open house and addressed questions about scope of services, hours of operation, and long-term strategic planning for library services in the north Boulder community.

There will be a community open house hosted at the NoBo Library Station, to coincide with the NoBo Art District’s “First Friday” on Friday, Dec. 6. Target audiences will include local residents, organizations with a high level of interest in the development of north Broadway, as well as potential business and community partners. With targeted community outreach, staff hopes to connect with traditionally underserved populations in order to build dialog around library service needs, and to create connections. The open house will include presentation of services to be offered, and a facility sketch-up model. The purpose of this gathering is to collect input and feedback and to garner interest for the station opening date in March 2014.

## **VII. Update on Operations - Public Services Division Reorganization**

During the past year, we have examined organizational structures, functions and positions in order to determine the most effective way to support the programs, patrons and staff in the Community, Literacy and Learning; Access Services; and Public Services divisions of the Library and Arts Department. This examination resulted in the reassignment of functions and positions within the Community Literacy and Learning division to the Access Services and Public Services divisions. The Public Services division will now include Carnegie Branch Library for Local History; children’s and teen services; community outreach; BoulderReads! and special programs, in addition to reference service. The special services/ homebound program was transferred to the Access Services division in late 2012. The Community Literacy and Learning division no longer exists. The updated Library and Arts Department division structure is **Attachment D**.

Along with these organizational changes, the vacant reference and collection manager position was redefined to include oversight of the Public Services division functions listed above and is now titled, principal librarian. Some of the duties of the former reference and collection manager position were reassigned to two librarian II positions. The job descriptions for the two librarian II positions have been revised and assigned new titles: collection development librarian and adult services librarian.

The job description for the former special programs coordinator position (also vacant) has been updated and assigned a new title, library programs specialist. A diagram showing the Public Services division reporting structure is **Attachment E**.

The plan to fill the vacant principal librarian, library programs specialist, and reference specialist positions and to promote two of the librarians I is as follows:

- 1. Promotion of two librarians I:** The week of Nov. 4, an opportunity to apply for promotion will be made available to the four staff members who currently hold librarian I positions. All applicants will be interviewed and two candidates will be selected, one for each job (collection development librarian and adult services librarian).
- 2. Principal librarian recruitment:** The recruitment for the vacant principal librarian position will take place sometime later this year. The job will be posted externally and interested staff members who possess the minimum qualifications are welcome to apply.
- 3. Library programs specialist:** The recruitment for the vacant library programs specialist will take place sometime later this year or early next year. The job will be posted externally and interested staff members who possess the minimum qualifications are welcome to apply. The adult services librarian will be responsible for the recruitment process.

#### **VIII. Maria Rogers Oral History Project Website Update**

Lisa Holmberg, web services specialist, has completed the first phase of the oral history project website, which included building a website that combines audio files with transcripts and, when available, images. There are more than 1,800 oral history records that Carnegie Branch Library staff and volunteers are currently cleaning up for the new database. Records will be made available in batches as staff work through the collection. The oral history website and first batch of clean records should be accessible online by the end of November.

#### **IX. Report on Boulder Library Foundation Funding Requests**

Staff presented an overview of the plans for the Main Library Renovation Project to the Boulder Library Foundation. Detailed proposals for the four possible renovation project alternates that we asked the foundation to consider funding will be presented once final bid amounts have been received. The foundation board will meet to review the proposals on Jan. 13, 2014. The renovation project alternates in order of priority identified by the Library Commission presented to the foundation are:

- Café /Bridge renovation – finishes, furniture, lighting and casework
- Teen technology lab (adjacent to Teen Space)
- Audio-visual enhancements to basic meeting room equipment for children’s area and first floor meeting room
- Audio-visual enhancements to “Lower Rapids” gathering space

Staff also asked the foundation to share other ideas for ways they would like to be involved in the Main Library Renovation.

The three 2013 fall funding requests under consideration are as follows:

- 2014 Children’s Summer Reading Program
- 2014 Teen Summer Programming

- George Reynolds Branch fireplace upgrade

The foundation also offered to consider using some of the remaining funds from the 2013 spring branch library programming grant to cover replacement of the Lego and board games that were damaged in the flood at the Reynolds Branch. The foundation will vote via email on these proposals in early December.

## **X. 2014 Community Survey**

City staff planning efforts related to the 2014 Community Survey will commence at the end of October 2013. Information will be provided as we learn more about the implementation schedule for that survey and the extent to which questions can be added, deleted or modified, recognizing that the continuity of questions help support trend analysis. The results of a community survey help inform master plan development, resource allocation (through the budget process) and potentially department follow-up involving more detailed surveys, such as a patron survey and a target survey.

The link to the most recent (2011) Community Survey is provided for your review and information:

<https://www-static.bouldercolorado.gov/docs/BoulderCommunitySurvey201Report-1-201305151429.pdf>.

## **XI. Library Policy Review Planning**

Staff is compiling a list of existing policies and a recommendation for priority updates for Library Commission review. The prioritized list will be provided in December with the first phase of proposed changes presented in February 2014.

## **XII. 2014 Library Commission Retreat Planning**

The lower level of the Community House at Chautauqua may be reserved for June beginning in late April, due to priority scheduling of their summer concert series. The Library Commission retreat can be placed on the waiting list for the Community House Meadows Room any time.

The following dates/times are available on the waitlist:

- Sat., June 7 (8 a.m. to 5 p.m.)
- Sat., June 14 (8 a.m. to 5 p.m.)
- Sat., June 21 (8 a.m. to 5 p.m.)

If the commission chooses one of the above dates, Leanne Slater will contact Chautauqua and have the retreat added to the waiting list. This information is provided for the purpose of retreat planning and scheduling.

## **XIII. 2014 Library Commission Meeting Calendar**

**Attachment F.** is a draft 2014 Library Commission meeting calendar for the commission's review.

#### **XIV. Library Commission Website Update**

The City of Boulder IT Department will implement a second phase of the website's content management system during the next few months. This is anticipated to improve the city's web calendar capabilities. Upon completion of phase two, library staff will begin work to pare down the city-based Library Commission page as requested by the Library Commission. At the same time, staff will evaluate if it is more efficient to link to the commission documents on the city page and no longer post them on the library page, as suggested by the commission.

Unfortunately, when one clicks on the "Contact the Library Commission" link on the city page, there is no way to avoid the message that one is leaving the city website, as this is a legal requirement. This link now points to the contact form that is on the library page: <http://boulderlibrary.org/forms/commission-contact.html>.

Other changes that have been completed include:

- Removing the word "Board" from the homepage so that it states "Library Commission Members" above the table of Library Commissioner names;
- "North Meeting Room" has been removed from the location box in the right column of the page.
- The photo of the Library Commission has been removed from the Library Commission's city-based webpage.

# **BOARD AND COMMISSION COMMITTEE REPORT AND RECOMMENDATIONS**

**Suzy Ageton and Tim Plass  
June 10, 2013**

## **INTRODUCTION**

At the Council retreat in January 2013, Council member Ageton proposed that the Council discuss how to enhance the functioning and performance of the City's many boards and commissions (B&Cs). The discussion focused on issues that have arisen with the B&Cs as well as ways in which the Council might become more engaged in and supportive of these bodies. The Council agreed that work in this area could be useful and later appointed a committee composed of Council members Ageton and Plass to gather information from staff and B&C members and return to Council with a report and recommendations for any proposed changes.

As the Committee, we began meeting in February to design a work plan. Based on the Council retreat discussion and our own thinking, three main objectives emerged: (1) enhance Council recruitment, selection, engagement, support and oversight of B&Cs; (2) improve the performance of B&Cs to better serve the Council and community through enhanced group dynamics, capacity building, and adoption of best practices; and (3) strive to assure a rewarding and positive experience for our citizen volunteers who serve on B&Cs.

In developing these objectives, we identified several main areas of focus to pursue in gathering information from City staff involved in working with B&Cs, as well as from current and former B&C members. These areas of focus included: (1) recruitment; (2) application and selection processes; (3) orientation, both general and Board specific; (4) ongoing training and capacity building; (5) Council interaction with B&Cs; (6) Council oversight role; (7) staff support of B&Cs and (8) experience of B&C volunteers.

## DATA GATHERING EFFORT

We began our work by acknowledging that among the twenty main City Boards and Commissions (see Attachment A for the list), there is great variety in terms of origins, structure, and responsibilities. Some B&Cs are defined in the City Charter (e.g., the Library Commission and Open Space Board of Trustees), others have their structure and purpose defined by state law (e.g., Boulder Housing Partners and Boulder Urban Renewal Authority) and still others have been created by prior City councils through legislation (e.g., Transportation Advisory Board and Water Resources Advisory Board). Certain of the B&Cs have quasi-judicial authority (e.g., Human Relations Commission and Landmarks) while the primary purpose of others is to provide advice to council (e.g., Arts Commission and Environmental Advisory Board). The Committee's data collection efforts were tailored to take into account these varying roles and responsibilities.

The basic method of data collection we selected was the personal interview, believing it would provide the best opportunity to gain detailed information about the areas of focus. Given the number and variety of B&Cs, however, we tried to choose enough different B&Cs to provide reasonable coverage recognizing that it would be too time consuming to talk with both staff and B&C members from all twenty boards. For the B&C input, we generally chose the chair, either current or just past. We also sought interviews with the staff supporting the B&Cs we selected to interview.

For each individual interviewed, we provided a general introduction to the effort and asked them to consider three basic questions:

- What experiences have you had with your B and/or C, if any, that suggest a need for support, training or some other action to help the B and/or C function/perform more successfully?
- Have you or your staff taken any specific actions in support of your B/C that you found particularly helpful or effective? If yes, please describe. This may include efforts to support the entire B/C, specific members or your department employees who staff the B/C.
- What actions could the Council take that would enhance/improve the performance and functioning of the B/Cs? Your suggestions are welcome both for your department B/C as well as all City B/Cs.

These questions were used as a starting point in the interviews. The interviews were far ranging and more conversational than a formal, structured process. We allowed the interviewees to introduce new topics and often just listened to the issues and concerns that were raised.

For those staff and B&C members we did not select for an interview, we sent email requests asking the same basic questions posed to those interviewed in person.

In total, we interviewed 17 people: 4 B&C members and 8 support staff in addition to the City Attorney, Deputy City Attorney and the City Clerk with her two support staff. We received email responses from 9 B&C members and 8 support staff. The City Manager was kept informed of our efforts with an initial meeting and then an update when we had finished all interviews.

Additional data collection included reviewing past materials and Council discussions of B&C issues, as well as several Charter sections referring to specific B&Cs along with Charter Section 130 which refers to Advisory Commissions.

## **WHAT WE HEARD**

This section provides a brief summary of the comments we heard, organized by the main areas of focus or by topics, which we heard from enough individuals to highlight. There is also a Miscellaneous section to capture some unique comments we thought worth sharing.

### **A. Recruitment**

1. How do we get a larger pool of applicants? Better utilize Channel 8; social media.
2. Consider Channel 8 spots on B&Cs featuring montage of board members in promotional piece.
3. Make better use of the Communications Department. Outreach feels “blah” right now.
4. Rotate venue of B&C meetings to attempt to engage different segments of our community.

5. Reconsider the 5 year term length. Is this an impediment to a larger applicant pool?
6. Let's take a chance and appoint people outside of the usual cast of characters.
7. B&C members need to better reflect the whole community.
8. Improvements to B&C Database—more attractive web page, ease of accessing/filling out applications (plus other benefits) could help recruitment.
9. Increase advertising budget for B&C recruitment.

## **B. Application and Selection Processes**

1. Consider creating job description; core competencies called out (consider card sort).
2. City Council (CC) needs to consider emotional intelligence in selection process as well as substantive knowledge.
3. CC needs to consider whether applicant represents the community as a whole and has good interpersonal skills and weight that more than any particular technical expertise.
4. If lack good candidates, it is sound policy to reopen the position.
5. Ask particular board what the qualities are for a good board member.
6. Consider holding interviews on a Saturday.
7. Consider changing interview format.

## **C. Orientation**

1. New Board Member 101—particularly for those with no board experience.
2. Biggest challenge—getting old board members to attend.
3. New appointees—lucky to get half of them to attend orientation.

4. Emphasize roles and responsibilities training in orientation.
5. Consider the potential of online orientation.
6. Orientation could also consist of a video shown at a regular board meeting to assure better attendance.
7. Make materials more uniform for orientation.
8. Tap into CML for ideas regarding B&C training. They have many resources.
9. Prepare video that features council members to be shown at orientation.
10. Rework 2004 Guiding Principles re: B&C.
11. Distribute CAO Advice to Library Commission re: permitted communications to all boards.
12. Reconsider breadth of orientation—perhaps too siloed.
13. Have a “Lessons Learned” panel of former B&C members who have recently served to answer questions.
14. More of a focus on practical and organizational issues, including procedure.
15. Quasi judicial boards need specific training.
16. Create a “Policies and Procedures” manual for each B&C.
17. Create individualized orientation handout for each board.

#### **D. Roles/Responsibilities**

1. Distribute CC Reference Notebook to all B&Cs to facilitate better grasp of city wide goals and priorities.
2. Address the role of a board member as a decision-maker, rather than an advocate for a particular point of view or interest group.
3. Clarify that B&C and staff do not always have the same perspective.
4. Explain role of staff supporting the board.
5. Reinforce that board member is not another staff member.

6. Differentiate particular board role from other boards when there is overlap.
7. Emphasize criteria-based decision-making. (e.g. site review standards for Planning Board).
8. Make it clear that CC sets policy, not the boards.
9. Clearer direction from CC would be helpful.
10. "Decorum Guidelines" would be helpful for meeting procedure.

### **E. Ongoing Training/Capacity Building/Group Dynamics**

1. Annual retreats are very helpful, focused not just on substance, but capacity building.
2. Agenda meetings are important.
3. Use of outside facilitator can be valuable.
4. Encourage out-of-meeting board opportunities (e.g., bike tours, field trips, etc.).
5. Periodic meeting of board chairs.
6. Use debrief at end of each meeting to get meeting management issues out on the table.
7. How the board chair is selected is important. Prioritize skill set over seniority. Culture of boards varies as to selection.
8. Specialized training for the board chair can be helpful.
9. Training sessions must include staff, as well as the board members.
10. Newly elected chair should reach out to all board members.
11. Some B&Cs have a budget for professional development and attending conferences and workshops, while others do not.

## **F. Council/B&C Interactions**

1. CC Members—Go to B&C in person to offer thanks for service. Divvy up responsibilities.
2. CC Members—attend B&C meetings, or even better, dinner beforehand. Just make sure to give a heads-up that you will be attending.
3. Better response to B&C letters during CC retreat. Make sure to invite appropriate B&C members to relevant CC sessions.
4. Board chair could sit in on relevant CAC items to have a better understanding of what is expected during the CC meeting.
5. Ask for priorities from board for work plan.
6. CC liaison for B&C? A possibility expressed by multiple people.
7. Schedule joint meeting/SSs on a regular basis, even if not yearly.

## **G. CC Oversight**

1. CC needs to be both more and less involved with the boards. More involved in giving clear direction on policy and less involved in the details of what the boards do.

## **H. Staff Support of B&C**

1. Staff needs to view the board as a resource rather than a rubber stamp.
2. Bring items to board before they are set in stone.
3. Important to manage staff expectations regarding board.
4. Distribute staff work plan to board and commission members.
5. Staff responsibility to close loop on CC retreat results with regard to B&C letter of priorities.
6. On the issue of board member requests of staff for additional research, require a nod of 3 or 5, similar to what CC does.

7. Memos from staff can clearly spell out the role of the board on a particular agenda item.
8. Staff should make an effort to involve all board members through outreach, etc.

**I. Miscellaneous**

1. All B&Cs do not have the same perks such as catered meals, opportunities to attend conferences, etc.
2. Difference of opinion about types of minutes to present to Council; some B&Cs favor more detailed minutes than the standard form/what does Council want?

## PROPOSED RECOMMENDATIONS

The following recommendations are organized by the main areas of focus with one exception. We heard so many comments about the need to define roles and responsibilities for B&C members that we created a separate set of recommendations for this topic. Please note that the recommendations are both general and specific in nature, not prioritized and intended to suggest areas where more work is needed if the Council wishes to pursue the ideas.

In Attachment B, we organized the individual recommendations by how quickly we believe they could be implemented based upon such factors as budget, staff resources needed, length of discussion to clarify, etc.

### A. Clarify B&C Roles and Responsibilities

1. Create job description with core competencies applicable to all B&Cs. Consider using the Leadership Architect Library Structure<sup>1</sup> already employed by the City to develop this description.
2. Identify specific responsibilities/competencies associated with quasi-judicial B&Cs.
3. Distinguish the role of B&C member from staff and Council (e.g., clarify through training that staff and B&C members may have different perspectives, Council sets policy, not B&Cs, etc.)
4. Address role of board member as decision maker and community representative rather than advocate for a specific interest group or point of view.

<sup>1</sup> The Leadership Architect Library Structure is a system used by the City to assess competencies for selection, job profiling, skill assessment and other matters. One of its uses is to identify qualities and skills desired in particular positions. This is accomplished through an elaborate card sort system. Both of us thought it may have applicability if the Council is interested in developing a job description for B&C members.

5. Distribute Council Reference Manual to all B&C members to better facilitate understanding of City-wide goals and priorities.

## **B. Recruitment**

1. Better utilize Communication Dept., Channel 8 and social media to create more excitement re: B&C messaging, (e.g., create promos featuring B&C members).
2. Consider increasing advertising budget for recruitment.
3. Broaden outreach for B&C applicants by going directly to community groups and other relevant organizations to recruit.

## **C. Application and Selection Processes**

1. Redesign application to include questions about collaborative efforts, problem-solving skills, emotional intelligence and other qualities and experiences tied to the core competencies.
2. Set goal of having application revised and operative on-line for 2015 process; this timing will depend on Council interest and cost to upgrade technology.
3. Consider Saturday interview sessions to accommodate applicants.
4. In selection, focus Council attention on ability of applicant to work effectively in a group setting, not just on substantive qualifications.
5. Make debrief after interview sessions a standard part of process.
6. Prior to interviews, consider having Council members check in with Support Staff Group (see recommendation G1) to gain insight into how the various

B&Cs have been functioning; ask about any special skill sets, personal capabilities or other qualities that staff believes would add value to their B&C.

#### **D. Orientation**

1. Consider “New Board Member 101,” especially for those with no prior board experience; this should highlight roles and responsibilities.
2. Require attendance of all board members at orientation session each year or consider conducting orientation during a regular board meeting.
3. Ensure uniformity of materials for orientation and include Communication Memo developed by CAO for Library Commission.
4. Create video featuring Council members/B&C members to show at orientation.
5. Develop a “Lessons Learned” panel of former B&C members to share their experiences.

#### **E. Council and B&C Interaction**

1. Schedule joint meetings/study sessions with B&Cs as needed but with coverage of all B&Cs at least once every 3 years.
2. Encourage Council members to attend B&C meetings and consider joining the group for dinner beforehand.
3. Assure response to B&C letters sent to Council for retreat to communicate what discussion and action, if any, the Council took w/regard to the matters raised.

## **F. Ongoing Training and Capacity Building**

1. Make annual retreats part of B&C procedure and focus on capacity building such as conflict resolution, ethical communication and group dynamics, as well as substantive issues.
2. Seek to develop opportunities for all B&C members to attend relevant conferences, workshops and other board development experiences.
3. Institute agenda meetings for all B&Cs.
4. Consider adding debrief at end of meetings to get issues out on the table.
5. Encourage out-of meeting opportunities, e.g., field trips and bike tours to help build group camaraderie.
6. Consider ways to enhance performance of B&C Chairs including selection processes and specialized training.

## **G. Staff Support of Boards and Commissions**

1. Develop a City-wide B&C staff support group to enhance capabilities of staff to address B&C needs, issues and especially capacity building.
2. Distribute staff work plan to B&C members.
3. Encourage staff to engage all B/C members and to view them as a resource rather than a “rubber stamp.”
4. In B&C memos, clarify role of the B/C with regard to the particular agenda item.

5. Develop procedure that requires support of X% of B/C before staff undertakes specific requested research (similar to Council nod of 3 or 5).

## **H. Council Oversight**

1. Develop process for Council when exercising its authority to remove a B/C member; clarify process with B&Cs as it is not clear how this process works in practice (see Charter Section 130).
2. Consider having the Council Board and Commission Committee meet regularly with B&C Support Staff Group to keep current with B&C actions and issues.
3. Discuss how Council can ensure that B&Cs are operating within relevant policy and regulatory frameworks.

## **I. Miscellaneous**

1. Review amenities that each B&C receives, e.g., catered meals, opportunities to attend conferences, etc.; there are significant differences among the B&Cs and no clear rationale as to why some B&Cs have amenities and others do not.
2. Clarify form in which Council wishes to receive B&C minutes; there is an ongoing debate about this among some B&Cs and guidance from Council would be helpful.

## **NEXT STEPS**

We are seeking Council direction with regard to the proposed recommendations and possible additional work on B&C issues. Responses to the following questions will help us determine the level of Council interest in pursuing these matters.

- In general, does Council believe that the proposed recommendations capture B&C issues that are worthy of attention?
- Are there any of the proposed recommendations that Council would not wish to pursue?
- Are there any additional issues the Council wishes to add?
- Does Council wish to prioritize the recommendations?
- If the Council is interested in pursuing any of these recommendations, does the Council wish to appoint a more permanent committee to lead the effort to refine and develop the recommendations of interest?

**Attachments:** Attachment A – List of City Boards and Commissions

Attachment B – Potential Timing of Implementation for Proposed Recommendations

## **List of City Boards and Commissions**

**Arts Commission**

**Beverages Licensing Authority**

**Board of Zoning Adjustment**

**Boulder Design Advisory Board**

**Boulder Junction Access District – Parking Commission**

**Boulder Junction Access District – Travel Demand Management Commission**

**Boulder Urban Renewal Authority**

**Chautauqua Board**

**Downtown Management Commission**

**Environmental Advisory Board**

**Housing Partners**

**Human Relations Commission**

**Landmarks Board**

**Library Commission**

**Open Space Board of Trustees**

**Parks and Recreation Advisory Board**

**Planning Board**

**Transportation Advisory Board**

**University Hill Commercial Management Advisory Commission**

**Water Resources Advisory Board**

**Potential Timing of Implementation  
for Proposed Recommendations  
(by # of recommendation)**

		<b>Short-Term</b>	<b>Medium</b>	<b>Long</b>
<b>A.</b>	<b>Clarify Roles &amp; Responsibilities</b>	<b>#5</b>	<b>#2-#4</b>	<b>#1</b>
<b>B.</b>	<b>Recruitment</b>		<b>#3</b>	<b>#1 and #2</b>
<b>C.</b>	<b>Application &amp; Selection</b>	<b>#5</b>	<b>#3 and #4</b>	<b>#1, #2 and #6</b>
<b>D.</b>	<b>Orientation</b>	<b>#5</b>	<b>#2 and #3</b>	<b>#1 and #4</b>
<b>E.</b>	<b>Council and B&amp;C Interaction</b>	<b>#1-#3</b>		
<b>F.</b>	<b>Ongoing Training &amp; Capacity Building</b>	<b>#3-#5</b>	<b>#1 and #6</b>	<b>#2</b>
<b>F.</b>	<b>Staff Support</b>	<b>#2 and #4</b>	<b>#3 and #5</b>	<b>#1</b>
<b>G.</b>	<b>Council Oversight</b>		<b>#2</b>	<b>#1 and #3</b>
<b>H.</b>	<b>Miscellaneous</b>		<b>#2</b>	<b>#1</b>

January 5, 2012

To: Jane Brautigam, City Manager  
Boulder City Council

From: Boulder Public Library Commission

Subject: Library Commission 2012 Priorities for City Council

On Wednesday, January 4, 2011, at the Library Commission meeting, the commissioners agreed on the three Commission priorities that the City Council can best support us in achieving in 2012. These priorities are:

**Stabilization of Library Funding.** The commission will continue to research the library district funding model with assistance from library staff and other city staff with the goal of making a recommendation to City Council by the end of 2012, with a focus on exploring the library district funding model.

**Library Service in North Boulder.** The commission will work with library/ city staff to research space options in North Boulder, convene focus groups of North Boulder residents and define branch service options. The commission will make a specific service recommendation to Council in 2012—in time for consideration in the 2013 budget—and support funding allocation to implement North Boulder library service.

**Capital Improvements.** The commission will advise library staff on main branch renovations funded under 2011 ballot issue 2A and seek support from the Capital Investment Strategy stakeholder group and/or Council for additional library improvements recommended by the commission in round two of the CIS process. This includes providing information to and soliciting input from the public.

Our other agreed upon Library Commission priorities for 2012 are:

- Revising the Library Master Plan
- Participating in the definition of the Virtual Library Branch
- Improving Communication between the Library Commission and the Community
- Defining the Role of the Library Commission and its Members

Sincerely,

Sam Fuqua  
Chair, Boulder Public Library Commission

TO: Boulder City Council and Jane Brautigam, City Manager  
FROM: Boulder Public Library Commission  
DATE: December 20, 2012  
SUBJECT: Library Commission priorities that inform 2013 Council Work Plan

1. What are your top priorities within the framework of the council work plan?

The renovation of the Main Library is a top priority of the Library Commission. Voter approval of the Capital Improvement Bond Initiative (ballot item 2A in 2011) has enabled the Boulder Public Library to move forward with this project. Total project funding of \$3,166,000 includes \$2,450,000 in bond funding and \$716,000 from the Facility Renovation and Replacement fund. This project supports the current City Council goals (and work plan) involving Climate Action Plan and the Civic Area.

This renovation project will support the Climate Action Plan by reducing greenhouse gas emissions and maximizing energy efficiency by addressing general facility deficiencies related to lighting and electrical systems, repairing the leaking clerestory glazing system, and ensuring that design elements are compatible with future heating, ventilating, and air conditioning (HVAC) improvements.

The guiding principles for the Civic Area project, approved by the City Council on November 1, 2012, indicate that as the “Civic Heart” of Boulder, the Civic Area will represent the cultural richness and diversity of our community, be a model of design excellence reflecting forward thinking, and be designed to be welcoming, accessible, comfortable, clean and safe. The BPL, being a cornerstone for this area, is included in the planning opportunities. Current renovation plans for the 1992 and 1974 wings of the Main Library (areas included are the children’s and teen areas along with a café) and future opportunities for renovating the 1961 (north) wing align with these guiding principles. Furthermore, the current library renovation project will identify opportunities and recommendations for incorporating public art which will be funded from a source separate from the renovation budget.

2. What would you like to see done that would advance the council goals?

The Library Commission would like to see the city expand day services to homeless people in accordance with its Addressing Homelessness goal. In particular, sufficient day services for the homeless population including those who have drug and alcohol dependencies and/or mental health issues could relieve pressure from the library and its environs, allowing more focus on library mission-critical services.

3. How can your commission help reach council goals?

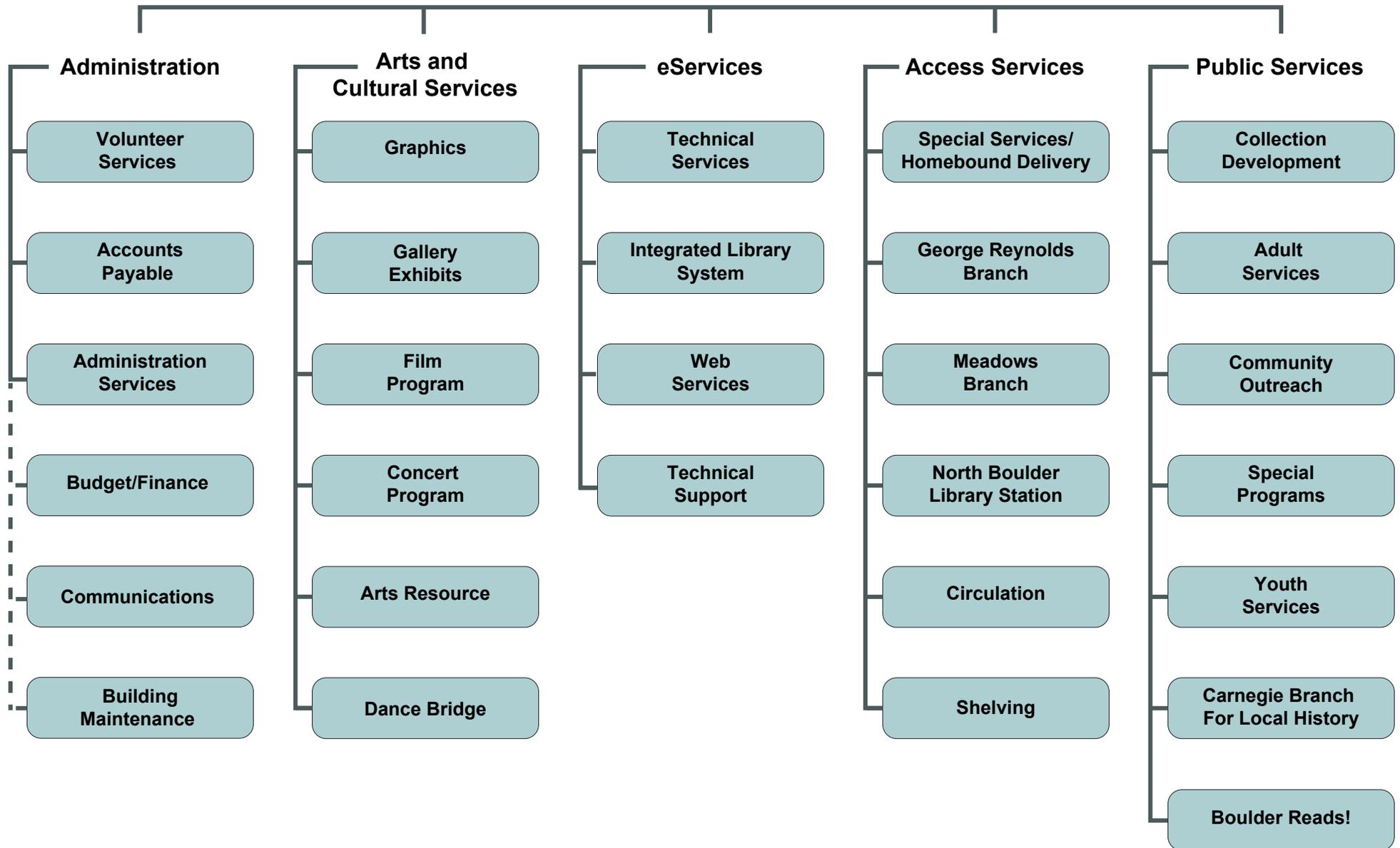
In 2013 the Library Commission will:

- A) Work with Studiotrope Design Collective, the public, and library staff to achieve the best possible library renovation for Boulder,

- B) Be involved, along with other boards and commissions, in the Civic Area project, and,
  - C) Consider council goals as Library Staff and Commission begin the process of updating the Library Master Plan.
4. Are there any other items the council should address in the coming year?
- A) Gun Laws – The Library Commission strongly supports future legislation that would allow Colorado cities to prohibit guns in public libraries consistent with the prohibition allowed for K-12 schools.
  - B) Library Service in North Boulder – With the goal of having library services in North Boulder, an active neighborhood group is working toward a possible storefront library. They have already funded three “Little Libraries” (<http://noboartdistrict.org/NoBo-Little-Libraries>). A new storefront library would serve several affordable housing sites, thereby supporting the city’s Affordable Housing goal as well as the Climate Action Plan by reducing vehicle miles traveled. Commission would like City Council’s support as we work with this group to explore opportunities for library services in North Boulder.
  - C) Research a Library District as a Mechanism to Stabilize Funding – In conjunction with a Master Plan update, the Library Commission has commenced with a long-range planning effort involving an evaluation of program priorities. This effort includes an evaluation of expenditures, revenues, and performance measures as well as options to stabilize funding. This leads to the consideration of alternative funding and governance options including, but not limited to, the creation of a library district. Commission requests City Council’s support and feedback as we research and pursue this goal.
  - D) Virtual Library Branch – The modern, technological world demands a library which embraces the best technology possible and supports patrons in their use of and education about technology, particularly for information services. The Library Commission requests the support of City Council as we work with library staff to define and evolve the library’s website into a Virtual Branch Library.

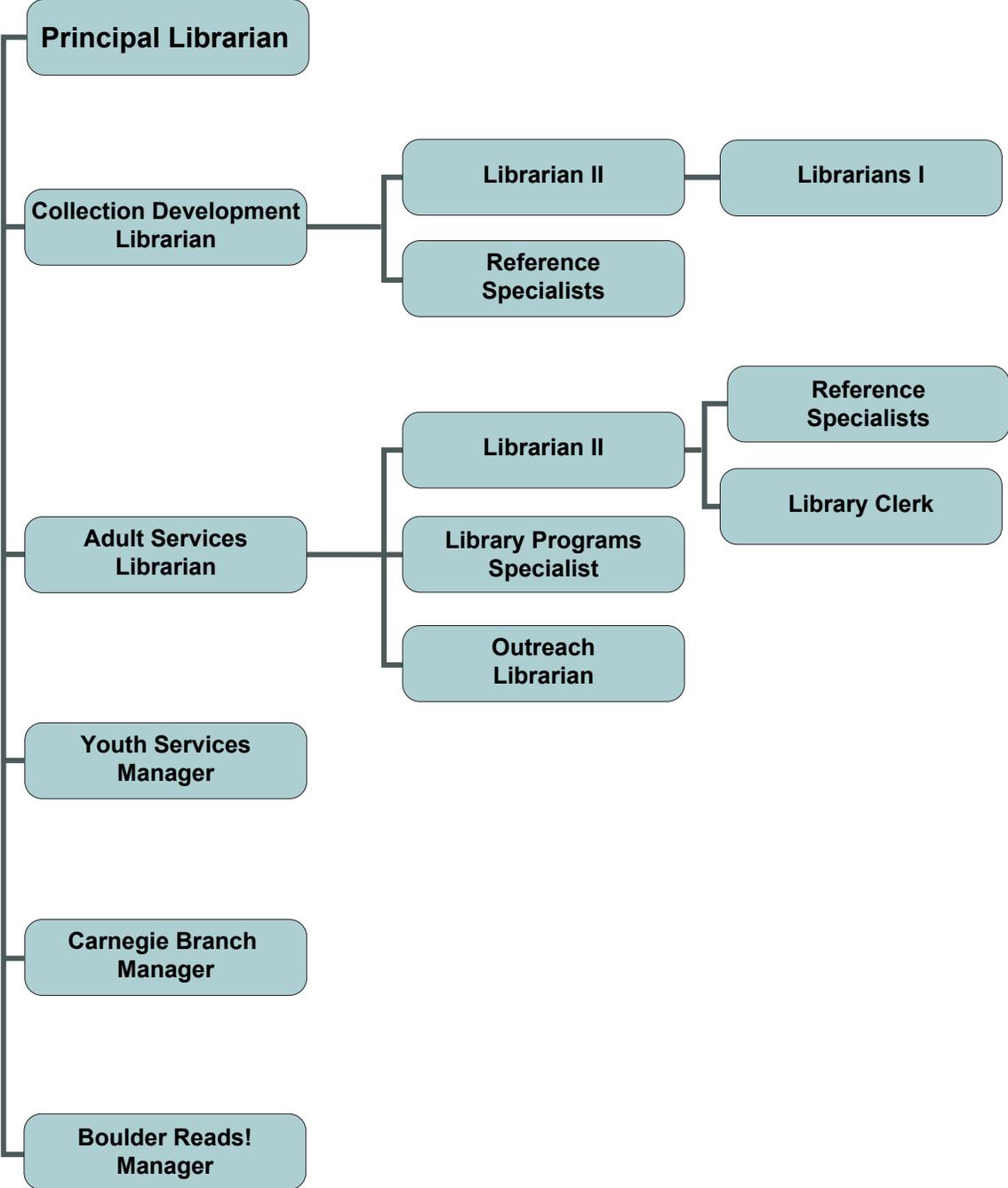
Sincerely,  
Annette Mitchell  
Chair, Boulder Public Library Commission

# Library & Arts Department



## Library and Arts Division Structure

10/21/2013



**Public Services  
Reporting Structure**  
10/21/2013

## Library Commission 2014 Proposed Meeting Schedule

Meetings are held on the first Wednesday of the month (except January and July, which are the second Weds.) and start at 6:00 p.m.

Date	Location
January 8	Meadows Branch Library
February 5	Main Library, North Meeting Room
March 5	Carnegie Branch Library
April 2	*Main Library, Arapahoe Conference Room
May 7	*1777 West Conference Room, Municipal Building, 1777 Broadway <u>OR</u> Main Library, Arapahoe Conference Room
June 4	Main Library, North Meeting Room
July 9	**Reynolds Branch Library
August 6	Main Library, North Meeting Room
September 3	Main Library, North Meeting Room
October 1	Main Library, North Meeting Room
November 5	Main Library, North Meeting Room
December 3	Main Library, North Meeting Room
January 7, 2015	Main Library, North Meeting Room

\*Due to the need for some temporary staff office spaces during part of phase 2 of the renovation, the North Meeting Room will not be available from mid Feb.-mid May.

\*\*The Reynolds Branch Library has a library sponsored group meeting on the first Wed. of every month but can host the Library Commission on the second Wed. in July which will also help in avoiding a meeting during the week of the Fourth of July holiday.