Douglas County Libraries

BOARD MEETING AGENDA

Douglas County Libraries
Wednesday, March 31, 2021
7:00 P.M.
Budget Amendment Public Hearing and Regular Meeting
Castle Pines Library, Castle Pines, CO

Note Due to COVID the public will attend all meetings remotely.
Remote Call-In information is on the library website at: DCL.org/board-meetings/

CALL TO ORDER Presiding: Ron Cole, President

NOTICE *This meeting was noticed in compliance with both Colorado Open Meeting Law and the Douglas County Libraries Bylaws.*

ATTENDANCE

PUBLIC COMMENTS

CONSENT AGENDA **Page 5**

Board members may request to have any item(s) removed from the consent agenda for further conversation by making that request when asked by the chair and stating the item.

MOTION to approve Consent Agenda

#	Item	Regarding	Page(s)
1.	Minutes	Regular Meeting February 24, 2021	Pages 6-10
2.	Budgeted Capital Expenditure	PC Replacements – 2021	Page 11
3.	Budgeted Capital Expenditure	Self-Check Replacement - 2021	Page 12

NOTICE OF PUBLIC HEARING FOR BUDGET AMENDMENT Page 19

RESOLUTION FOR AMENDMENT AND BUDGET CHANGES Pages 13-33

OPEN PUBLIC HEARING FOR 2021 BUDGET ADOPTION

1. Open Hearing
2. Citizen Comments
3. **MOTION** to adopt the Budget Resolution R 21-03-01 amending the 2021 budget as presented.

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CLOSE PUBLIC HEARING

EXECUTIVE LIBRARY DIRECTOR UPDATE **Pages 34-40**

- Culture Review

DISTRICT BUSINESS **Page 41**

Do any board members have a conflict of interest to disclose regarding any of the below matters? If so, please recuse yourself, and return to the meeting after discussion has ended.

Capital Planning Committee (Danser)

- Castle Rock Rebuild Project
  - Fransen Pittman Contract Amendment
    Motion to approve Pages 42-156
  - Spending Authority **Motion** to approve Page 43

Executive Committee (Cole)

- Strategic Priorities **MOTION** to adopt Page 157
- Child Abuse Prevention Month Resolution
  MOTION to adopt Pages 158-159

Partnership of Douglas County Governments (Danser)

Douglas County Youth Initiative (Burkholder)

Personnel Committee (Silverthorn)

- Executive Session **MOTION** for discussion of Executive Library Director's compensation

EXECUTIVE SESSION

RETURN FROM EXECUTIVE SESSION

FOUNDATION REPORT (Vaughn)

TRUSTEE COMMENTS

UPCOMING BOARD MEETINGS

1. **Board Capital Planning Committee Meeting:** April 1, 2021, Castle Pines Library, 8:00 a.m. – 9:00 a.m. (Danser, Nolan and Vaughn)
2. **Board Executive Committee Meeting:** April 14, 2021, Lone Tree Library, 8:00 a.m. – 9:00 a.m. (Cole, Burkholder and Silverthorn)
3. **Personnel Committee Meeting:** April 16, 2021, Castle Pines Library, 8:00 a.m. – 9:00 a.m. (Silverthorn, Burkholder and Cole)
4. **Board Study Session:** April 28, 2021, Board – Castle Pines Library/ Public – Remote Call In, 5:00 p.m. – 6:30 p.m. (All)
5. **Board Regular Meeting**: April 28, 2021, Board – Castle Pines Library/ Public – Remote Call In, 7:00 p.m. (All)

OTHER BOARD CALENDAR ITEMS

1. **Partnership of Douglas County Governments Meeting**: May 19, 2021, Remote Call In, 7:00 a.m. - 9:30 a.m.

ADJOURN

Douglas County Libraries

Board of Trustees

Budget Amendment Public Hearing
And Regular Meeting
March 31, 2021

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Douglas County Libraries

Consent Agenda

Board Action: Review the below items for mass approval. Board members can remove any item from the consent agenda prior to its acceptance for further discussion and action during district business.

#	Item	
1.	Minutes	Regular Meeting February 24, 2021
2.	Budgeted Capital Expenditure*	PC Replacements – 2021
3.	Budgeted Capital Expenditure*	Self-Check Replacement - 2021

MOTION: I move to accept the Consent Agenda as presented.

*These items are coming to you in support of our expenditure policy for budgeted capital expenditures of $50,000 or more.

As such we are confirming:

1. Budgeted monies are still in place for this project.
2. The scope of the project is in line with the project budget
3. The project is in line with our current strategies or workplan.

DOUGLAS COUNTY LIBRARIES
Board of Trustees Annual Meeting
February 24, 2021
Remote Call-In

President Cole called the annual meeting to order at 7:00 p.m.

This meeting was held and was noticed in compliance with both Colorado Open Meeting Law and the Douglas County Libraries Bylaws.

The following were present:

TRUSTEES: Suzanne Burkholder, Ron Cole, Daniel Danser, Terry Nolan, Meghann Silverthorn, Dawn Vaughn, and Louise Wood

All trustees were present. A quorum was present.

STAFF: Bob Pasicznyuk, Dave Anderson, Jill Corrente, Amber DeBerry, Michael King, Rick O'Dell, and Patti Owen-DeLay

STAFF ATTENDING AS PUBLIC: Melissa Della Penna, Jessica Frederickson, Cindy McGuire, and Carlee Tocco

GUESTS: John Pittman, Jeff Pittman, Alan Anderson, Jed Risser, and Tyler Kellogg with Fransen Pittman General Contractors

PUBLIC: Travis White, and Jeff Johnson with JHL Constructors

PUBLIC COMMENTS
None

CONSENT AGENDA

1.	Minutes – January 27, 2021, Special Meeting	Pages 6-8
2.	District Closure – Annual Staff Day	Page 9
3.	Annual Designation of Board Public Notice Posting Location	Page 10
4.	Update Bylaws – Add "regular" to annual meeting requirement	Page 11

MOTION 21-02-01: Wood moved and the motion carried unanimously to approve the consent agenda as presented (consisting of January 27, 2021, minutes, 2021 Staff Day closure, Annual Designation of Board Public Notice Posting Location, and bylaws update to add "regular" to the annual meeting requirement).

DRAFT

EXECUTIVE LIBRARY DIRECTOR'S REPORT
Pasicznyuk spoke about work with Tri-County Health in looking at opening our playscapes, bringing Storytime back inside, and an April program to invite customers back into the libraries.

DISTRICT BUSINESS

Annual Meeting Elections and Appointments

Election of Officers
Cole opened nominations and elections of officers.

Wood and Silverthorn nominated Cole as President for 2021. No other nominations were made.

MOTION 21-02-02: Silverthorn moved and the motion passed unanimously to elect Cole as President for 2021, with Cole abstaining.

Cole nominated Silverthorn as Vice President for 2021. No other nominations were made.

MOTION 21-02-03: Cole moved and the motion passed unanimously to elect Silverthorn as Vice President for 2021, with Silverthorn abstaining.

Silverthorn nominated Burkholder as Treasurer for 2021. No other nominations were made.

MOTION 21-02-04: Silverthorn moved and the motion carried unanimously to elect Burkholder as Treasurer for 2021, with Burkholder abstaining.

Burkholder nominated Wood as Secretary for 2021. No other nominations were made.

MOTION 21-02-05: Burkholder moved and the motion carried unanimously to elect Wood as Secretary for 2021, with Wood abstaining.

Committee Appointments

Capital Planning Committee
MOTION 21-02-06: Cole moved and the motion carried unanimously to appoint Danser as Capital Planning Committee Chair with Nolan and Vaughn as committee members.

Personnel Committee
MOTION 21-02-07: Wood moved and the motion carried unanimously to appoint Silverthorn as Personnel Committee Chair with Cole and Burkholder as committee members.

Appointment of Representative Opportunities

Partnership of Douglas County Governments
Douglas County Libraries is a partner organization of the Partnership of Douglas County Governments.

DRAFT

MOTION 21-02-08: Cole moved and the motion carried unanimously to appoint Danser as the 2021 board representative for the Partnership of Douglas County Governments.

Douglas County Youth Initiative
The Douglas County Youth Initiative, a program through the Partnership of Douglas County Governments, supports early intervention and collaboration of youth services in the county.

MOTION 21-02-09: Cole moved and the motion carried unanimously to appoint Burkholder as the 2021 board representative for the Douglas County Youth Initiative.

Douglas County Libraries Foundation.
The library board appointed Vaughn in late 2020 as Director I to the Douglas County Libraries Foundation for 2021.

Capital Planning Committee Report (Danser)
Castle Rock Rebuild Project
Danser and Pasicznyuk reported that the issue of a foundation system used in the new Castle Rock rebuild should be discussed by the full board as it is both a large-dollar item and could have significant risk associated.

Jeff Pittman with Fransen Pittman reviewed three different foundation systems for the board.

MOTION 21-02-10: Nolan moved and the motion carried unanimously to direct staff to use and include an auger cast system in the design of the new Castle Rock library.

Pasicznyuk reviewed items around an impending contract addendum for the Gross Maximum Price (GMP).

Executive Committee Report (Cole)
Cole reported that at the last meeting the committee went over the agenda and discussed a Parker councilperson's complaint regarding kids' rooms in the library not being open.

Updated Values
MOTION 21-02-11: Burkholder moved and the motion passed unanimously to adopt the values of Welcoming to All, Continual Growth, and Authentic Relationships with their corresponding behaviors and outcomes as the District Values.

Strategic Goals
MOTION 21-02-12: Cole moved and the motion was tabled to adopt the strategic priorities as presented.

MOTION 21-02-13: Silverthorn moved and the motion carried unanimously to table the Motion 21-02-12to adopt the strategic priorities until after the board retreat on March 6, 2021.

Personnel Committee Report (Silverthorn)
Silverthorn reported that the committee discussed the Executive Library Director's 2021 Personnel Work Plan and its charter. They agreed to meet monthly for the foreseeable future so we can keep on top of the plan, the charter, Bob's performance goals, and how the reorganized staff structure is doing.

The committee also discussed two items outstanding to complete the Executive Library Director's annual evaluation: a written evaluation and a possible pay increase. Silverthorn will connect with trustees regarding the Executive Library Director's possible pay increase prior to the March meeting.

Other Business
Quarterly Investment Report
There was no discussion or questions around the report.

Partnership of Douglas County Governments (PDCG) (Danser)
No report

Douglas County Youth Initiative (DCYI) (Burkholder)
Burkholder concurred with Cole's comments about the importance of this group and reminded trustees about the Youth Leadership Summit coming up in March.

FOUNDATION REPORT (Vaughn)
Vaughn called attention to the 2020 Foundation Activity report and success with giving efforts even in the face of COVID-19 challenges.

TRUSTEE COMMENTS
Burkholder shared two bright spots: 1) An upcoming new library for Castle Rock; 2) All the staff engagement with our community through library activities.

UPCOMING BOARD MEETINGS

1. **Capital Planning Committee Meeting:** Thursday, March 4, 2021, Douglas County Libraries in Castle Pines, 1st Floor Conference Room, 8 a.m. (Danser, Nolan and Vaughn)
2. **Annual Board Retreat:** Saturday, March 6, 2021, Douglas County Libraries in Castle Pines, Castle Pines North MA Event Hall, 9 a.m.–4 p.m. (All)
   Owen-DeLay shared that the retreat will officially begin at 9:30 a.m. and should end by 2 p.m.
3. **Executive Committee Meeting:** Wednesday, March 10, 2021, Douglas County Libraries in Lone Tree, The Studio, 8 a.m. (Cole, Silverthorn and Burkholder)
4. **Personnel Committee Meeting:** Friday, March 19, 2021, Douglas County Libraries in Castle Pines, 1st Floor Conference Room, 8 a.m. (Silverthorn, Cole and Burkholder)
5. **Board Meeting**: Wednesday, March 31, 2021, Douglas County Libraries in Castle Pines, Castle Pines North MA Event Hall, 6:30 p.m.

DRAFT

OTHER BOARD CALENDAR ITEMS

1. **Partnership of Douglas County Governments Meeting:** Wednesday, March 17, 2021, Remote Call-In, 7:30 a.m.-9:30 a.m. (All, spokesperson TBD)

ADJOURN

Cole adjourned the meeting at 7:55 p.m.

Respectfully submitted,

Louise Wood, Board Secretary
Minutes prepared by Patti Owen-DeLay

DRAFT

Douglas County Libraries

Request for Approval
Budgeted Capital Expenditure

DATE: March 31, 2021

AGENDA ITEM: Budgeted Capital Expenditure over $50,000 for laptops, and related equipment. Requesting approval for the remaining $154,566.75 budget. $45,433.25 was previously approved.

DISCUSSION: Each year, DCL replaces technology devices at or about a 4-year life cycle. The replacement cycle is set to ensure premium product and service delivery for the public and staff. The 2020 budget includes budget for this annual work. We are requesting board authorization now so that our IT Team has the flexibility to achieve these replacements month-by-month throughout the year.

- We purchase equipment through a competitive process – multiple quotes.
- We retire equipment through a certified recycler – state and federal law.
- The pricing examples listed in the request may vary during the year due to market fluctuations. If unit pricing rises, the library will vary purchase quantities to stay within the board's authorization or request board approval for a new authorization.

BUDGET IMPACT: $154,566.75 /200,000

Item	Cost	Budgeted Amount
Laptop replacements DCL Staff/Public approx. 80 units	$154,566.75	
Previously approved and spent	$ 45,433.25	
Total Budgeted Amount		$200,000.00

RECOMMENDATION: We recommend that the Board approve this expenditure as presented through the following motion.

MOTION: I move to approve the 2021 budgeted capital expenditure of $154,566.75 for the upgrade and refresh of laptops.

PERSON(S) RESPONSIBLE: Jesse Politi

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Douglas County Libraries

Request for Approval
Budgeted Capital Expenditure

This item is coming to you in support of our expenditure policy for budgeted capital expenditures of $50,000 or more.

As such we are confirming:

1. Budgeted monies are still in place for this project. The 2021 budget for this was $80,000.
2. The scope of the project is in line with the project budget – replacement of self-checkout kiosks.
3. The project is in line with our current work plan. IT is ready to schedule this replacement.
4. We have chosen this product and agreement after scrutiny of the vendor field.

DATE: March 31, 2020

AGENDA ITEM: Budgeted Capital Expenditure over $50,000 for self-checkout kiosks.

DISCUSSION: Our Library's self-checkout kiosks have been past their end-of-life cycle for 2 years. Two years ago, we decided to defer their replacement to 2020 applying dollars to other capital needs. Last year, we deferred purchasing a new product because of the pandemic. For the past two years, our Information Technology Team has reviewed available products, test-driven products on our floor, and have negotiated with vendors about pricing and maintenance agreements. This year, we budgeted to replace these units for four reasons:

(1) They are a critical customer service and labor-saving tool that is end of life.
(2) The current vendor is outsourcing maintenance – expensive and unproven.
(3) This lease offer provides us greater capital liquidity,
(4) This lease offer includes maintenance costs.

BUDGET IMPACT: $50,436.00 annually for 5 years, with the lease being contingent on annual appropriation. The 2021 budget line for this item was $80,000. After this year, we will budget for this annual lease as a recurring maintenance budget line.

RECOMMENDATION: We recommend that the Board approve this expenditure as presented through the following motion. Note that we were not able to present this to the Capital Planning Committee due to the timing of the vendor offer and work plan needs of the IT Team.

MOTION: I move to approve the budgeted capital expenditure of $50,436.00 for replacement of district self-checkout kiosks recommended by the Executive Library Director.

PERSON(S) RESPONSIBLE: Bob Pasicznyuk, Executive Library Director

DOUGLAS COUNTY LIBRARIES
BOARD OF TRUSTEES
RESOLUTION TO AMEND 2021 BUDGET
AND
RE-APPROPRIATE FUNDS FOR 2021
R 21-03-01

COMES NOW, Rondle L. Cole, the President of the Board of Trustees of the Douglas County Library (the "Library"), and certifies that at a regular meeting of the Board of Trustees of the Library held, Wednesday, the 2nd day of December, 2020, at 7:00 P.M., as a remote call-in meeting, the following Resolution was adopted by affirmative vote of a majority of the Board of Trustees, to-wit:

WHEREAS, the Board of Trustees of the Library appropriated funds for the fiscal year 2021 as follows:

General Fund:	
Current operating expenses	$29,849,523
Capital outlay	385,500
Emergency reserves	891,896
Total general fund appropriations	$31,126,919

and;

WHEREAS, the 2021 budget approved and adopted by the Board of Trustees of the Library on December 2, 2020, after due and proper notice did not include any funds in capital expenditures for replacement of the Castle Rock Branch (the Branch) of the Library; and

WHEREAS, the Library signed a Guaranteed Maximum Price (GMP) Design-Build contract (the Contract) with Fransen Pittman on August 18, 2018 for renovation or replacement of the Branch; and

WHEREAS, the Library has been working since 2018 to evaluate alternatives for renovation or replacement of the Branch that met the Library's design objectives and were capable of being funded by the Library's capital reserves; and

WHEREAS, the Library identified a potential alternative for replacement of the Branch with Fransen Pittman in December 2020 subsequent to the approval and adoption by the Board of Trustees of the 2021 budget; and

WHEREAS, the Library has been in negotiations with Fransen Pittman since December 2020 on a an amendment to the Contract to replace the Branch; and

WHEREAS, the Library has negotiated an amendment to the Contract (the Amendment) to replace the Branch that meets the Library's design objectives and will be funded by a portion of the Library's capital reserves; and

WHEREAS, due and proper notice was published on March 24, 2021 in the Douglas County News Press, indicating (i) the date and time of the hearing at which the adoption of the proposed 2021 budget amendment will be considered; (ii) that the proposed budget amendment is available for inspection by the public at a designated place; and (iii) that any interested persons may file any objections to the proposed budget amendment at any time prior to the final adoption of the budget by the Library, as shown on the publisher's Affidavit of Publication attached hereto as Exhibit A and incorporated herein by this reference; and

WHEREAS, the proposed budget amendment was open for inspection by the public at a designated place; and

WHEREAS, no interested persons have registered any objections to said proposed budget amendment; and

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE DOUGLAS COUNTY LIBRARIES OF DOUGLAS COUNTY, COLORADO:

Section 1. The Board of Trustees of the Library hereby approves and adopts the amended 2021 budget attached hereto as Exhibit B and incorporated herein by this reference.

Section 2. The Board of Trustees of the Library hereby confirms and re-appropriates from the revenues and capital reserves of the Library to the General Fund the following sums for the purposes stated:

General Fund:	
Current operating expenses	$29,849,523
Capital outlay	5,585,500
Emergency reserves	891,896
Total general fund appropriations	$36,326,919

And affirms that any ending fund balances shall be reserved for purposes of Article X, Section 20 of the Colorado Constitution.

Section 3. This resolution shall take effect upon its adoption.

[The remainder of this page is intentionally left blank.]

Whereupon, a motion was made by Trustee _____ and seconded by Trustee _____, and upon a unanimous vote this Resolution was approved by the Board of Trustees.

APPROVED AND ADOPTED THIS 31st DAY OF MARCH 2021.

DOUGLAS COUNTY LIBRARIES

_____
By: Rondle L. Cole, President

ATTEST:

_____
By: Suzanne Burkholder, Treasurer

STATE OF COLORADO
COUNTY OF DOUGLAS
DOUGLAS COUNTY LIBRARIES

I, Suzanne Burkholder, hereby certify that I am a trustee and the duly elected and qualified Treasurer of the Douglas County Libraries, and that the foregoing constitutes a true and correct copy of the record of proceedings of the Board of Directors of the District, adopted at a regular meeting of the Board of Trustees of the Douglas County Libraries held on March 31st, 2021, at the Castle Pines Library, 360 Village Square Lane, Castle Pines, CO 80108, as recorded in the official record of the proceedings of the Douglas County Libraries, insofar as said proceedings relate to the budget hearing for fiscal year ending December 31, 2021; that said proceedings were duly had and taken; that the meeting was duly held; and that the persons were present at the meeting as therein shown.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed the official seal of the District this _____ day of _____ 2021

_____
Suzanne Burkholder, Treasurer

[SEAL]

EXHIBIT A

Notice of Regular Meeting
Affidavit of Publication
Notice as to Proposed 2021 Budget Amendment

EXHIBIT B

Amended 2021 Budget

DOUGLAS COUNTY LIBRARIES
BOARD OF TRUSTEES
ACKNOWLEDGMENT OF NOTICE AND
APPROVAL OF RECORD OF PROCEEDINGS

We, the undersigned members of the Board of Trustees of the Douglas County Libraries, Douglas County, Colorado, do hereby acknowledge receipt of proper notice of the public hearing of the Board held Wednesday, March 31st, 2021 informing of the date, time, and place of the meeting and the purpose for which it was called, and do hereby waive any and all other notices which might be required by law, and we do hereby approve said record of proceedings and the actions taken by the Board of Trustees as stated therein.

_____
Suzanne Burkholder

_____
Rondle L. Cole

_____
Daniel J. Danser

_____
Terry R. Nolan

_____
Meghann Silverthorn

_____
Dawn P. Vaughn

_____
Louise M. Wood

PUBLIC NOTICE
NOTICE AS TO AMENDED 2021 BUDGET

NOTICE IS HEREBY GIVEN that an amendment to the 2021 budget has been submitted to the Board of Trustees of the Douglas County Libraries. A copy of such amended budget has been filed in the administrative offices of the Douglas County Libraries, 100 S. Wilcox Street, Castle Rock, CO where same is open for public inspection. The proposed budget will be considered at the regular meeting of the Douglas County Libraries Board of Trustees to be held at the Castle Pines Library, 360 Village Square Lane, **Castle Pines, CO 80108 on Wednesday, March 31st, 2021 at 7:00 p.m.**

Any interested elector of the Douglas County Libraries may inspect the amended budget and file or register any objections at any time prior to the final adoption of the budget.

Dated: March 25, 2021
BY ORDER OF THE BOARD OF TRUSTEES
DOUGLAS COUNTY LIBRARIES

By: /s/ Robert Pasicznyuk
Library Director

Legal Notice No. 938911
First Publication: March 25, 2021
Last Publication: March , 2021
Publisher: Douglas County News-Press

Budget 2021

Douglas County Libraries
Budget Message 2021

Our Vision: Douglas County Libraries elevates our community by inspiring a love of reading, discovery and connection.

In the wake of 2020 events, Leadership messages, like this one, will mention the obvious challenges, confounding variables, and business obstacles of the pandemic and societal unrest. At Douglas County Libraries, public health officials closed our facilities on March 17, 2020. We returned to limited services on May 11, and opened to the public on June 29, 2020. In the same timeline, our nation fought through significant civil unrest and equity challenges. Throughout these disruptions and restrictions, our Library sought to align with our community, sustaining our mission and reputation.

- We pivoted content purchases to expand access to our digital collections.
- We changed membership requirements to gain new digital customers.
- We re-organized teams to counter financial risk and support opportunities.
- We reassigned talent to curb-side services and creative, home-delivery services whose popularity exceeded all expectations.
- We became facile with remote working.
- We positioned our resources to assist students and seniors facing isolation.
- We buttressed the Library's capital reserve for future growth.

The 2021 budget supports a return to historically rich service opportunities thwarted by the pandemic. It also allows for new ventures needed to elevate our community under stress in all facets of life – education, finances, relationships, and health. This year, our Library demonstrated the resilience necessary to sustain a premium library experience for years to come. Our Library's 2021 budget provides the foundation to continue our commitment to our communities, our customers, and our valued staff.

Bob Pasicznyuk

Douglas County Libraries
Description of Services

Douglas County Libraries serves a population of approximately 370,000 Douglas County residents at libraries in Castle Pines, Castle Rock, Highlands Ranch, Lone Tree, Louviers, Parker, Roxborough, and online at DCL.org. Services may be divided into the following broad categories:

Circulation
Circulation consists of the provision of books, e-books, periodicals, audios, videos and other library content for lending use to the public. More than 5 million physical items circulate annually. In 2020, we surpassed the 1 million mark for digital lending. We continue to be in the top libraries in the state of Colorado. Our convenient holds service accounts for approximately 16.7% of Douglas County Libraries' annual circulation of physical materials.

Online Services
Virtual services continue to grow in breadth and use. In 2020, from January-September we enjoyed 1,491,325 million visits to our website, and 1.4 million visits to our catalog. Downloadable materials, during the same time period, make up 31% of total circulation, including music, books and audiobooks. We offer self-paced online learning programs on languages and computer software, real-time homework and resume help, plus access to full-text magazine and journal articles for students of all ages.

Community Gathering Spaces
The library serves as a key community gathering place. Although 2020 brought unexpected challenges to our service model, in past years we are open more than 20,000 hours per year and welcome nearly 1.7 million visitors annually at our seven locations. Our public computers and wireless access offer a comfortable environment in which to work, study, stay up with current events, or keep in touch with friends. Civic groups, groups planning special events, nonprofits and organizations of all kinds used our popular meeting rooms 2,928 times between January and September of 2020. Most of our libraries offer small meeting rooms that double as office space, tutoring classrooms, or just a quiet place to contemplate or meet friends.

Inspiring Reading
Douglas County Libraries places a strong emphasis on encouraging lifelong reading habits. Staff members train and focus on making book recommendations for people of all ages. Our staff collaborates with customers to determine their likes and dislikes and recommend good reads. Through conversation, displays, events and promotion of reading, Douglas County community members are introduced to new authors and experiences. Many staff have advanced skills in recommending suitable reading level materials for young people. From picture books to early readers, to research and recreational reading, staff recommend the appropriate books to advance and challenge young readers. The library also hosts a number of book clubs for readers to critically explore stories and discuss their meanings in their lives.

Storytime

In January-September of 2020, we offered 1,175 children's events that reached more than 52,390 attendees. This includes virtual events offered while our library locations were closed. Storytime attendance alone accounted for 36,959 attendees. Staff trained in preparing children to read emphasize narrative, vocabulary, rhyming and song in a fun and interactive environment that enlivens minds and introduces young people and their caregivers to the joy of reading. The early literacy skills that children learn in Storytime help them translate words to images, develop their brains, and nurture the cognitive, emotional and social skills they need to develop the habits of lifelong learners. We extend this program beyond the library locations with library outreach, Senior Reads and our Book Start program, in which staff and volunteers read and tell stories at child and adult day care centers and schools in Douglas County. Our Cuddle Up & Read service encourages parents of new babies to get baby a library card and begin reading together from day one.

Reference Services

Our staff members provide informational and research assistance to thousands of customers each year. In the first 9 months of this year, 115,391 reference questions were answered. Through in-person interviews, phone requests, instant messaging, email and community interviews, staff respond to requests for information in a timely fashion with well-researched answers. Our collection of current and in-depth reference materials supplements staff efforts and supports the community's interest in pursuing answers on their own. Our DCL for Business service offers dedicated staff and resources trained to support the needs of entrepreneurs and small businesses with timely market analysis, in-depth research, and business startup plans.

Inspiring Connection: Events

Library events address a variety of interests and are designed to meet the needs of all age groups. Although, we were closed during part of the summer season due to COVID-19, our Summer Reading Program still reached more than 12,000 participants in 2020. In addition to Storytimes, children's events employ a wide variety of techniques and activities to allow young children to explore new ideas and develop advanced skills. From pairing teens with struggling young readers, to group reading comprehension competitions, to fun hands-on science experiments, young people have many opportunities to advance their skills in a safe environment. Teen events engage young people in creative activities, such as writing, photography, games and cosplay. Adults benefit from events that highlight adult literacy, High School Equivalency (HSE) and English as a Second Language (ESL), local economic development and current affairs, and technology literacy. Family events, such as Storybook Holiday, offer ways for people to connect and celebrate, all while making lifetime memories. Author events give patrons the opportunity to mingle with writers, celebrate reading, and hear authors read from their latest works.

Community Engagement

Douglas County Libraries strives to create connections throughout our community to help it continue to thrive. We deliver engaging events, offer hospitality services and meeting spaces,

build strong civic, community and business partnerships, and provide meaningful community outreach. Our staff ensure DCL is connected with our community and seek to find new and meaningful ways to support the growth of our community. As we build partnerships with our government partners, schools, local businesses, and community non-profits, we promote library services and work to keep DCL's brand strong within the community we serve.

Library Content

Our process for selecting materials for our collections is three-pronged, and includes centralized collection development, input from staff, and use of materials requests by customers. Online materials requests allow community-driven purchases and borrowing from other libraries. We received 4,816 customer materials requests in January-September 2020. Of those, 26% were fulfilled by interlibrary loan and 25% led to DCL purchases. Throughout the first nine months of 2020, via Prospector, we loaned 17,500 items, while our customers borrowed 18,909 items.

DCL Archives & Local History

This entity collects and preserves the history of Douglas County in order to provide historical research resources to the public, through reference assistance and events in the library, in schools and for historical societies. Archivists connect with customers in the library, and via outreach, a robust website, and social media.

Volunteers

Volunteers numbered over 800 in 2020. Opportunities to work with adult learners, help with book sales, shelving, reading to children and seniors, and preservation of local history make our volunteer opportunities a vibrant service that also provides job skills, personal growth and community involvement.

Key Features of the Amended 2021 Budget

The 2021 Budget provides strong support to enable execution of Douglas County Libraries' vision to elevate our community by inspiring a love of reading, discovery and connection in a fiscally responsible manner.

Revenues

Funding for Douglas County Libraries ("the District") comes chiefly from real and personal property taxes, with additional funding from vehicle registration taxes, library fines, contributions and grants, investment interest, program fees, and other miscellaneous income.

Property Valuation

	2018	2019	2020
Assessed Valuation	$6,438.836	$7,239.081	$7,406.236
Valuation Change		$800.245	$167.155
Valuation change %		12.4%	2.3%
Affects taxes collected in	2019	2020	2021

As this budget is for 2021, an odd-numbered year, the 12.4% increase in 2020 valuation reflects only actual growth in real and personal property.

Property Tax Revenues

	2019 Actual	2020 Forecast	2021 Budget
Property Taxes	$25.670	$28.976	$29.714
Revenue change		$3.306	$0.738
Revenue change %		12.9%	2.5%

The voter-approved mill levy remains unchanged for 2021 at 4 mills. Consistent with the increase in the assessed property valuation, property-related tax revenues for Douglas County Libraries are expected to increase by 2.5% for 2021.

Auto Ownership Taxes

	2019 Actual	2020 Forecast	2021 Budget
Auto Ownership Taxes	$2.599	$2.541	$2.516
Revenue change		($0.058)	($0.025)
Revenue change %		(2.2%)	(1.0%)

Vehicle registration taxes for 2020 are budgeted at a slight decline in 2021 as validated by the District's actual vehicle registration taxes for 2020 to-date and auto industry forecasts.

Other Revenue

	2019 Actual	2020 Forecast	2021 Budget
Other revenue	$1.639	$1.030	$1.136
Revenue change		($0.609)	$0.106
Revenue change %		(37.2%)	10.3%

Other Income, comprised of Contributions and Grants, Charges for Services, and Interest Income, is budgeted at an increase for 2021 of 10.3%. The increase is primarily attributable to improvements in Charges for Services, which decreased by over 20% in 2020 due to event and services cancellations related to Covid-19 restrictions. Charges for services are expected to increase approximately 10% in 2021, but not to the pre-Covid levels of 2019.

Operating Expenditures

Budgeted 2021 controllable operating expenditures are $27.342 million, compared to $25.655 million forecast for 2020, and actual operating expenditures of $23.874 million in 2019. The increase of $1.687 million in 2021 operating expenditures is primarily attributable to:

- $0.920 million of increased Salaries, Wages, Benefits, and PERA;
- $0.313 million of increased costs to service, maintain, and repair facilities;
- $0.376 million of increased costs for District-wide technology and support services; and
- $0.076 million of increased costs for Library Content, Programs, and Outreach offerings.

Salaries and Wages

	2019 Actual	2020 Forecast	2021 Budget
Salaries and Wages	$12.231	$12.877	$13.631
Expenditure change		$0.646	$0.754
Expenditure change %		5.3%	5.9%

The increase in the 2021 Budget for Salaries and Wages of 5.9% is attributable to an annual raise, a continuing program for regular compensation adjustments due to market changes, and somewhat reduced spending on salaries & wages in 2020 due to the impact of Covid-19.

Benefits

	2019 Actual	2020 Forecast	2021 Budget
Benefits	$1.178	$1.283	$1.384
Expenditure change		$0.105	$0.101
Expenditure change %		8.9%	7.9%

The increase in benefits expenditures for 2021 is primarily attributable to a 4.6% increase in health insurance premiums, plus salary and wage increases.

PERA

	2019 Actual	2020 Forecast	2021 Budget
PERA	$1.610	$1.611	$1.677
Expenditure change		$0.001	$0.066
Expenditure change %		0.1%	4.1%

The 4.1% increase in PERA retirement costs for 2021 is primarily attributable to salary and wage increases, plus an increase in the Employer contribution rate for PERA of 0.2%.

Library Content

	2019 Actual	2020 Forecast	2021 Budget
Library Content	$3.670	$3.989	$3.880
Expenditure change		$0.319	($0.109)
Expenditure change %		8.7%	(2.7%)

Library Content includes books, e-books, audiobooks, e-audiobooks, electronic databases, digital products, DVDs, periodicals, and nontraditional resources. In the 2021 Budget, the District continues to shift its collections strategy in accordance with demand. The decrease in spending on Library Content in 2021 is primarily due to one-time incremental purchases in 2020 to temporarily expand access to the Library's digital content during the Covid-19 shutdown in May and June of 2020.

Facility

	2019 Actual	2020 Forecast	2021 Budget
Facility	$1.810	$1.721	$1.887
Expenditure change		($0.089)	$0.166
Expenditure change %		(4.9%)	9.6%

Facilities costs include maintenance service contracts, rent on leased facilities, property and casualty insurance, utilities, and other facilities-related costs. The increase in facilities costs in 2021 is primarily due to rising costs for electricity, housekeeping, and snow removal.

Technology Equipment and 3rd-Party Services

	2019 Actual	2020 Forecast	2021 Budget
Information Technology & Svcs	$1.370	$1.618	$1.752
Expenditure change		$0.248	$0.134
Expenditure change %		18.1%	8.3%

Technology infrastructure costs for the District consist of licensing and maintenance agreements for computer software and hardware, subscription services for technology support in processing and cataloging books, telephone and telecommunications costs, and

various other computer and technical support costs of the library. Increases in the 2021 Technology and Support Services budget are primarily attributable to infrastructure licenses, equipment maintenance and vendor services.

Programs and Outreach

	2019 Actual	2020 Forecast	2021 Budget
Library Programs & Outreach	$0.813	$0.855	$1.040
Expenditure change		$0.042	$0.185
Expenditure change %		5.2%	21.6%

Programs and Outreach costs include expenses associated with patron services programs, workshops, and reading programs offered by Douglas County Libraries. These expenses include presenter fees, prizes for reading programs, and community sponsorships, plus printing, graphic design, public relations, and advertising costs associated with providing programs and promoting library services.

Programs and Outreach costs also include expenses related to the District's events and hospitality services, which offers event spaces for corporate and social functions. The 2021 Budget anticipates continued growth in events and hospitality services, including increases to revenue as well as corresponding increases to District expenses.

Increases in 2021 Programs and Outreach are primarily attributable to increases in catering and program provider fees, in anticipation of loosening Covid-19 related restrictions, plus increased community sponsorships.

District-wide Support

	2019 Actual	2020 Forecast	2021 Budget
District-Wide Support Costs	$0.857	$0.945	$1.188
Expenditure change		$0.088	$0.243
Expenditure change %		10.3%	25.7%

District-wide Support includes the costs to manage the District, such as human resources, benefits administration, employee development, contracts administration, financial management, and reporting to the public and appropriate governing agencies.

In 2021, the increase to District-wide Support of 25.7% is primarily due to plans to assess the safety and security of our customers and staff, replace the District's Human Resource Information System, compliance with pay equity legislation, continuing market-based compensation research, legal fees, and staff training.

Interest and Financing Costs

	2019 Actual	2020 Forecast	2021 Budget
Interest & Financing Costs	$2.397	$2.450	$2.500

Revenue change	$0.053	$0.050
Revenue change %	2.2%	2.0%

Interest and financing costs include principal and interest payable under the 2015 Certificates of Participation of $2.013 million, plus fees payable to the Douglas County treasurer for collection and distribution of property tax revenues of $0.487 million. Increases in the County Treasurer Tax Collection Fee in 2021 are attributable to higher property tax revenues.

Capital Expenditures

Pursuant to the District's current initiative to upgrade and maintain facilities at a higher standard of care, the District distinguishes between maintenance projects, which are funded from current operating revenues, versus improvement projects, which are funded from reserves.

Maintenance Projects

	2019 Actual	2020 Forecast	2021 Budget
Capital Maintenance Projects	$0.335	$0.754	$0.901
Expenditure change		$0.419	$0.147
Expenditure change %		125.1%	19.5%

The District reports expenditures to replace equipment, furniture and fixtures as well as enhancements to both public and staff spaces as maintenance projects. Enhancements are typically intended to support patron-focused changes in programming and usage trends.

Douglas County Libraries experienced rapid growth in 2016 in the number, size, and complexity of the facilities that comprise the District, now totaling approximately 200,000 square feet. Beginning in 2020, the District adopted a long-term facilities maintenance plan that balances DCL's need for periodic upgrades to structures, spaces, equipment and furniture against the District's long-term capital needs.

Maintenance and improvement expenditures in the 2020 budget reflect the adoption of a plan to:

- Rotate major upgrades to the District's four largest branches on a four to six year cycle,
- Limit annual maintenance at the District's four largest branches to required repairs, and
- Alternate improvements at the District's smaller branches on an annual basis consistent with the District's overall spending capacity.

Maintenance project expenditures for 2021 include:

$0.450 million for the the annual replacement of computers, servers, firewalls, security systems, and printing equipment throughout the District;
$0.135 million for touchless door opener upgrades, concrete and asphalt repairs, and landscaping throughout the District; and
$0.177 million for upgrades at the Phillip S. Miller branch for security, and staff work areas for library public service staff and Douglas County archives.

Improvement Projects

	2019 Actual	2020 Forecast	2021 Budget
Capital Improvement Projects	$4.177	$1.154	$0.386
Expenditure change		($3.023)	($0.768)
Expenditure change %		(72.4%)	(66.6%)

Improvement project expenditures reported for 2019 were $4.177 million primarily for upgrades to the Highlands Ranch facility.

Key improvement projects budgeted for 2020 included replacement of the Highlands Ranch sorter of $0.335 million, District-wide replacement of transport sorter bins of $0.454 million, and design & permit drawings for the Phillip S. Miller branch refresh of $0.298 million.

Improvement project expenditures budgeted for 2021 include $0.251 million to complete the refresh of the Lone Tree branch, $0.080 million for District-wide replacement of self-check kiosks, and $0.55 million to complete District-wide replacement of transport sorter bins.

Lease Income (Expense), Net

	2019 Actual	2020 Forecast	2021 Budget
Lease Income (Expense), net	$0.192	$0.120	$0.162
Expenditure change		($0.072)	$0.042
Expenditure change %		(37.5%)	35.0%

The District acquired retail property adjacent to the Phillip S. Miller branch in 2017 with an intent to utilize the property in the future renovation of the branch. The District currently receives rental income from that retail property under leases to multiple tenants.

The 2021 Budget includes $0.162 million for lease revenue net of operating costs for the retail facility. The increase in lease income from 2020 is due to rent relief granted to tenants in 2020 due to the Covid-19 emergency, and to secure lease renewal terms that are advantageous to the timing of a future renovation of the Phillip S. Miller branch.

Amendment to 2021 Budget

Douglas County Libraries	2021 Budget	Amendment	2021 Amended Budget
Revenues			
Property Taxes	$29,713,820		$29,713,820
Auto Ownership Taxes	2,516,416		2,516,416
Contributions/Grants	321,652		321,652
Charges for Services	577,453		577,453
Interest Income	237,370	(26,111)	211,259
Total Revenue	**33,366,711**	**(26,111)**	**33,340,601**
Growth			
Operating Expenditures			
Salaries and Wages	13,631,392		13,631,392
Benefits	1,384,114		1,384,114
PERA	1,677,117		1,677,117
Library Content	3,879,982		3,879,982
Facility	1,887,338		1,887,338
Technology Equipment & 3rd-Party Services	1,752,237		1,752,237
Library Programs & Outreach	1,040,189		1,040,189
District-Wide Support Costs	1,187,852		1,187,852
Capital Maintenance Projects	901,370		901,370
Subtotal Operating Expenditures	27,341,590	0	27,341,590
Debt Service	2,013,425		2,013,425
County Treasurer Tax Collection Fee	487,108		487,108
Total Operating, Interest & Fee Expenditures	**29,842,123**	**0**	**29,842,123**
Revenues Over (Under) Operating Expenditures	**3,524,588**	**(26,111)**	**3,498,477**
Non-Operating Revenues (Expenditures)			
Lease Income (Expense), net	161,774		161,774
Capital Improvement Projects	(385,500)	(5,200,000)	(5,585,500)
Total Non-Operating Revenues (Expenditures)	**(223,726)**	**(5,200,000)**	**(5,423,726)**
Total Revenues Over (Under) Total Expenditures	**3,300,862**	**($5,226,111)**	**(1,925,249)**
Beginning Fund Balance	22,047,043		22,047,043
Ending Fund Balance	**$25,347,905**		**$20,121,795**

The 2021 budget was amended in March 2021 to reflect the District's decision to proceed with replacement of the District's Phillip S. Miller (PSM) branch in Castle Rock. The District has been working since 2018 on evaluating alternatives for either renovation or replacement of the PSM Branch due to multiple issues with the existing facility. The PSM

facility was originally constructed as a tilt-up, big box grocery store and is now past the effective useful life for this construction method as it is over 40 years old. The District has had to deal with persistent issues in the facility due to improperly built foundations and flooring given the soil conditions for the site. Additionally, the PSM branch is one of the District's 3 major branches, but is 30% smaller than the other major branches, and so lacks the space to offer the requisite services, events and programs to its patrons that are available at the District's other major branches.

Replacement of the PSM must meet two primary criteria that are consistent with the District's strategic plan.A new, or renovated, PSM branch must meet the District's design objectives and branding criteria, and must be capable of being funded through the accumulated Library's capital reserves.

The Library signed a Guaranteed Maximum Price (GMP) Design-Build contract with Fransen Pittman (FP) on August 18, 2018 for renovation or replacement of the PSM Branch; and has been working with FP to evaluate alternatives for renovation or replacement of the PSM Branch. During the course of this work with FP it has become clear that replacement of the PSM branch is the more cost-effective option vs. renovation of the existing PSM branch.

The District identified a potential alternative for replacement of the PSM Branch with FP in December 2020, subsequent to the approval and adoption by the Board of Trustees of the 2021 budget. Since December 2020, the District has negotiated an amendment to the GMP Contract to replace the Branch that both meets the Library's design objectives and will be funded by the Library's capital reserves.

As a result of these developments, the Trustees of Douglas County Libraries have elected to amend the 2021 budget to appropriate sufficient funds to begin design and construction of a new PSM branch on the existing branch site in Castle Rock.

Phillip S. Miller Branch
New Construction Project 2021 - 2023
Projected Costs: Mar 2021 - Dec 2021

Design	**Cost**	**% of Total**
Program Plan	$87,564	100%
Schematic Design	262,690	100%
Design Development	350,252	100%
Construction Documents	437,816	100%
Bidding/ Negotiation	87,563	100%
Construction Administration	78,807	15%
Reimburseable	22,080	46%
Preconstruction fees (see below)	0	0%
Subtotal Design	1,326,772	74%
Construction		
Div 1 General Conditions	113,937	15%
Div 2 Sitework	492,730	20%
Div 3 Concrete	792,636	40%
Div 4 Masonry	0	0%
Div 5 Metals	0	0%
Div 6 Carpentry	0	0%
Div 7 Moisture Protection	0	0%
Div 8 Doors, Windows & Glass	0	0%
Div 9 Finishes	0	0%
Div 10 Specialties	0	0%
Div 11 Equipment	0	0%
Div 12 Furnishings	0	0%
Div 13 Special Construction	0	0%
Div 14 Conveying Systems	0	0%
Div 15 Mechanical	288,659	15%
Div 16 Electrical	318,606	15%
Subtotal Construction	2,006,568	11%
Indirect Costs	1,196,313	42%
Soft Costs	322,380	100%
Owner Contingency	238,553	22%
TOTAL GMP	**$5,090,586**	**22%**
DCL FURNISHINGS	0	0%
PRE-CONSTRUCTION FEE	50,000	0%
TOTAL COST PROJECTION	**$5,140,586**	**22%**
2021 BUDGET APPROPRIATION	**$5,200,000**	

Douglas County Libraries

Executive Library Director's Report

Our Foundation

OUR VISION

Douglas County Libraries elevates our community by inspiring a love of reading, discovery and connection

OUR CORE VALUES

Welcoming to All
Continual Growth
Authentic Relationships

Bob Pasicznyuk
March 2021

Business Plan and Performance

Key Performance Indicators: In January of 2021, DCL piloted using Net Promotor Score to gauge customer satisfaction and loyalty. In January, our team sampled highly engaged customers. In February, our team compared the January sample of highly engaged customers to a random sample of customers. Both samples proofed methodology and compared response rates and customer scores.

Month	Response Rate	NPS Score
January	50%	90
February	18%	81
		Total Score: 88

An 18% response rate is average for a random sample and a score of 88 is considered excellent. Any score over 70 indicates that customers are pleased with your products and services, love their experiences with your organization, and your organization is generating a lot of positive word-of-mouth referrals. We will discuss and present KPI transition and implementation at a coming meeting.

Library Vibrancy: The Library is crafting a campaign and program offerings to beckon our neighbors back to our libraries building our business post-pandemic. We'll engage the board soon with the details of the campaign.

Partnerships and Outreach: The Library continues to work with Douglas County Schools to automate student enrollment for memberships and digital access.

Performance Systems. In March, all DCL supervisors honed their skills around the legal implications of supervision.

COVID Transitions, Planning, and Business Implications

Service Restoration Path and Plan

March	"Staff huddles" each morning to prepare for each workday.
May	Playscapes including the grand opening of *The Parker Garage*
	Outdoor Storytimes
August	Evening hours return to 9pm on August 2, 2021.
	Rotating Board meetings at branches
September	Indoor Storytimes return September 7, 2021.
	Road shows for strategic plan; Bagels with Bob staff onboarding

Business Reorganization and Change

Staff are working through uniform, block hours schedules and the requirements of a new Human Resources vendor - Paylocity.

Strategy Clarity and Alignment

Strategy	**What games should we play? How can we win at those games?**
Vibrant Libraries	*Deliver libraries that are community destinations.*
Beyond Our Walls	*Extend our library's benefits out into the community.*
Community Needs	*Impact greater customer needs and community initiatives.*
Solid Foundations	*Fortify our human and system infrastructures to sustain excellence.*

Trending in the Profession

The American Library Association has advanced a draft resolution "condemning racism, fascism, and white supremacy (Web Source)." Our library doesn't tolerate racism as it is antithetical to our values, supporting policies, and expectations of public library practice. This resolution, however, is counter to our library's policies supporting freedom and our values requiring that we welcome everyone. Counter to the assertion in this draft resolution, our profession's commitment to neutrality, open access, and impartiality in the delivery of resources is not misplaced. I encourage the Board to monitor with us this development and other professional association changes, however well-intentioned, that might negatively impact our service to all facets of the Douglas County community. This is a moment to affirm our values, stand against racism, and reinforce inclusivity in a pluralistic society. Standing together is challenging and necessary while we respond to community needs through timely and effective service.

Future Forward – Discussion about Our Future

The Castle Rock Town Council is considering the largest mixed-use development ever proposed for downtown – *The View*. On a 5 – 2 vote, the Downtown Design Review Board recommended the development to Council. The Development would be located at 205 Sixth Street and 610 Jerry Street in the Northwest quadrant of downtown. The project would include 221 residential units four levels, 5,000 square feet of retail and restaurant spaces, 14,000 square feet of commercial office space, and over 400 parking spaces. The proposed development would stand six stories tall.

About our library's culture.

At or Board meeting, Patti Owen-Delay and I will summarize our library's culture effort.

Board Talking Points

Elevating the Brand – Douglas County Libraries elevates our community by inspiring a love of reading, discovery, and connection. With nearly 2 million visitors to seven branches each year, visitors are met with beautiful spaces, curated collections, personalized services, and a variety of events that offer a premium experience for all.

Storybook Holiday Event – DCL will host two springtime Storybook Holiday events celebrating the Tale of Peter Rabbit, with an egg hunt, take-away treats, and more! The two events will be held on March 21st at Castle Pines and March 28th at Parker. Each event is designed with current health orders in mind and all requirements to socially distance are enforced at all times.

All Trails Pro – DCL recently launched AllTrails Pro. A new online tool where customers can access 140,000 trails from around the world. Customer's free Pro upgrade includes downloadable trail maps, reviews, photos, and access to real-time map overlays and Lifeline safety tracker for one year. Visit DCL.org for more information.

Library Team Reports and Accomplishments

Customer Experience Division Report

Operations

- In month 2 of our new structure, we have identified the need for supporting and training our PICs (persons in charge) to deal with unique situations that test their leadership skills and decision-making abilities. Over the next couple of months we will be scheduling PIC trainings and discussions to better prepare them for difficult situations, and identify trainings through the L&D department that we'd like them to take.
- We continue to have a lot of movement amongst staff following the reorganization. This month we hired 3 new Youth & Family Services Librarians (one internal promotion), 8 new Customer Experience Associates, and 11 Materials Handlers. We also promoted two librarians to Materials Handling Supervisors following retirements.

Branch Activities & Services

- Our Youth & Family Services department is busy planning a summer outdoor storytime schedule, which will be offered at various locations throughout Douglas County. Following a summer outdoors, we are making plans to offer indoor storytimes again in August or September.

- Customer Experience Department staff held a Lucky Leprechaun Search the week of March 15th. In addition to some much needed family fun, this activity sent our customers all over the branches to find leprechauns, and our staff received many comments from customers about not knowing all the services and materials we provide.
- The Youth & Family Services team is working with Facilities and Visual Design, Arts and Archives teams to reopen Playscapes, including the new mechanic station at Parker, in May.
- We resumed providing indoor, in-person storytimes at birthday parties. So far we have held two, and they went well!
- A handful of book clubs and TLC groups continue to meet virtually. The TLC teams at various branches are coordinating to plan a teen trivia Zoom later in the spring.
- One of our division goals is to implement 2-3 new services in-branch that align with the strategic plan by the end of this year. To reach this goal, staff are researching ways to bring customers to the libraries and what kinds of new services the DCL customer wants and needs.
- As mentioned in February, our teams coordinated the delivery of 1000+ care packages to seniors in Douglas County. We have received overwhelmingly positive and grateful responses to this initiative – a couple of the responses are below:

Legacy Village of Castle Pines (via Facebook):

A happy Windcrest resident! Accompanying message from their staff read, “The goodie packs were a HUGE success! Thank you and everyone so much. Thank you again for thinking of them!”

Recent Patron Comments

Dennis Flores
★★★★★ 4 weeks ago

Douglas County Library is very good perhaps you might see it it

Reply

teacherturnedsahm • Follow
Douglas County Libraries

teacherturnedsahm Sophia loves going to the library, shes obsessed with books📚🐛My little reader!
•
•
•
•
•
•
#toddlerstorytime #librarytime #bookworm #books #toddlerlife #17months #toddlersofinstagram #stayathomemom #coloradomom #documentingmotherhood #mommyandme #momlife #motherhood #pregnant #thirdtrimester

1w

38 likes

MARCH 10

Add a comment... Post

K L
★☆☆☆☆ 1 week ago

Very loud at this library...do not recommend if you are looking for a quiet place to study or get work done. Very confusing experience. A lot of people choose to study/work at a library for the quiet atmosphere. Even with the door shut in a study room, there was an employee talking very loudly with several people at the computers/printers for almost an hour straight. Very frustrating experience especially when you reserve a room ahead of time and plan to study/work and then you can't reserve any other time b/c of the allotted reservation time each day.

Reply

Michelle Harrison
★★★★★ 4 weeks ago

I love this library so much. It is so clean and all the library staff are wonderful and supportive. My kids and I go here regularly and always find great books. They have a ton of magazines, a big children's section and a good size young adult section, and some fantastic mysteries!

Reply

Bill Hoyler
★★★★★ 3 weeks ago
Really nice atmosphere and a patient, helpful staff.

Reply

Ramzey Smith
★★★★★ 3 weeks ago
Parker Co Library is open. Good books friendly staff.

Reply

In the News

Parker Lifestyle Magazine - Douglas County Libraries Spring Break Camps Registration Opens
Highlands Ranch Lifestyle Magazine - DougCo Libraries Offer Virtual Events

Upcoming Events

Quarantine(ish) Quiz Show
Friday, April 2, 7 PM Virtual Program
The Quarantine(ish) Quiz Show is back! The next few months will feature Star Wars-themed quizzes, continuing this month with the "Skywalker" trilogy (Episodes VII, VIII, and IX). So gather up your pogs and meet us in a galaxy far, far away!

Fairy Tale Ball
Saturday, April 17, 5:30 PM
Saturday, April 24, 5:30 PM
Enjoy an enchanted evening once upon a dream. Test your archery skills, create magical crafts, and stroll through the world of Sleeping Beauty. Costumes encouraged! AGES 4-10.

Book Lovers at Home
Virtual Event
Wednesday, April 21, 6:30 PM
Stay home and find your next great read at this virtual evening of book talks with special guests—and door prizes!

Douglas County Libraries District Business

Item	Prepatory Work	Motion
Castle Rock Rebuild Project - FP Contract Amendment	Review for Request for Approval and Contract Amendment for Approval.	**MOTION:** I move to approve the contract amendment with Fransen Pittman, General Contractors for the design and construction of a Castle Rock library and District-wide services facility at a Guaranteed Maximum Price of $23,824,443.
Castle Rock Rebuild Project - Spending Authority	Review Request for Approval for Motion to Authorize Executive Library Director with authority to spend project monies.	**MOTION:** I move to delegate spending authority to the Executive Library Director for design and construction expenses for a Castle Rock Library and District-wide support service facility within budget allocations authorized by the Board and in keeping with the authorized contract amendment.
Strategic Priorities	Review Request for Approval for Strategic Priorities for Motion to Adopt.	**MOTION:** I move to adopt and support these four strategic business priorities; Vibrant Libraries, Beyond our Walls, Community Service, and Fortify Infrastructure.
Child Abuse Prevention Month	Review Request for Approval for Child Abuse Prevention Month and Resolution for Motion to Adopt.	**MOTION:** I move to adopt and support Resolution R-21-03-02, Supporting Douglas County Government's Proclamation of April 2021 as "Child Abuse Prevention Month".

Douglas County Libraries

Request for Approval

This item is coming to you in support of our expenditure policy for budgeted capital expenditures of $50,000 or more.

As such we are confirming:

1. The Board handled the budget amendment prerequisite to this request.
2. The Contract Amendment has been reviewed by District counsel.
3. The amendment and payment authority are in keeping with District practice.

DATE: March 31, 2021

AGENDA ITEM: Budgeted Capital Expenditure over $50,000 for the design and construction of a new Castle Rock Library and District-wide support services facility.

SUMMARY: The Library Board approved a design-build contract with Fransen Pittman, General Contractors August 29, 2018 allowing new projects to begin by amendment. Favorable market conditions and disciplined spending has now provided our Library to design and construct a new Library and District-wide services facility in Castle Rock.

The project amendment is for the design and construction of a Castle Rock library and district-wide services facility. It does not include appropriations for facility outfit – furniture, fixtures, equipment, and other miscellaneous costs. Staff will request spending authority for those needs later in the process following design and in a timeline that is more proximate to ordering products from vendors. Our Library is favored with high expertise on our team and have anticipated those costs against our capital cash flow.

The project contract amendment sets a *Guranteed Maximum Price* for the project setting an upper spending limit for the project. Fransen Pittman will gather bids with sub-contractors returning any un-used project funds to the Library. As is customary for construction projects, the Guaranteed Maximum Price does not cover specific risks or changes to scope. The agreement sets aside bid, construction, and owner contingencies to mitigate those risks.
The project scope and deliverables remain focused:

1. Manage the project matching our payment schedules to library capital cash flow.
2. Provide a Castle Rock facility with longevity for the next generation or beyond 30 years.
3. Limit branch service closures below our Highlands Ranch renovation or under 90 days.
4. Match Highlands Ranch and Parker branch capacities of about 42K square feet.
5. Design the branch within DCL's brand and "kit-of-parts" specifications.
6. Provide a minimum parking capacity of 225 slots for staff and customers.
7. Achieve amenities parity with DCL branches.
8. Local History and Archives spaces of about 3,000 square feet.
9. Support district-wide services spaces of about 18,000 square feet.
10. Communicate progress and needs effectively with the Board and community.

Risk Mitigation – Strategies to Stay Within Budget Limitations

Following contract, budget, and spending approvals, the Library will design the facility to achieve our scope and stay within the Guaranteed Maximum Price. The Library will employ discipline through customary construction and design tactics to stay within budget.

BUDGET IMPACT: $23,824,443

RECOMMENDATION: We recommend that the Board approve both the contract amendment and expenditure authority to move ahead with the Castle Rock project.

MOTIONS:

Contract Amendment: I move to approve the contract amendment with Fransen Pittman, General Contractors for the design and construction of a Castle Rock library and District-wide services facility at a Guaranteed Maximum Price of $23,824,443.

Spending Authority: I move to delegate spending authority to the Executive Library Director for design and construction expenses for a Castle Rock Library and District-wide support service facility within budget allocations authorized by the Board and in keeping with the authorized contract amendment.

PERSON(S) RESPONSIBLE: Bob Pasicznyuk, Executive Library Director, Dave Anderson, Director of Finance

DESIGN-BUILD
CONTRACT AMENDMENT

Document No. 500-D11
First Edition, 2015
© Design-Build Institute of America
Washington, D.C.

Design-Build Contract Amendment

For Use with DBIA Document No. 525, *Standard Form of Agreement Between Owner and Design-Builder – Lump Sum* (2010 Edition) and DBIA Document No. 530, *Standard Form of Agreement Between Owner and Design-Builder – Cost Plus Fee with an Option for A Guaranteed Maximum Price* (2010 Edition)

Amendment Number: 2021_0316 (Amendment 001)	Amendment Effective Date: (if blank, use the date when executed by both parties)
Project: Douglas County Library -Philip S. Miller Library	Design-Builder's Project No: 2095. C1 Date of Agreement: 3/16/2021
Owner: Douglas County Libraries	Design-Builder: Fransen Pittman Construction Co. Inc.

Site Location: 100 S Wilcox St, Castle Rock, CO 80104

Commencement of design is expected to begin in March of 2021, breaking ground is anticipated in September of 2021, with an anticipated Grand Opening set for April of 2023.

Project's physical characteristics:

The project consists of a new 63,000 SF library. The project will include the phased demolition of the existing library after the new facility has been issued a certificate of occupancy and transition of services to the new facility is complete. From our conversations, we understand the new building shall have a drive-up book drop, outdoor program spaces, new entry canopies and drive/parking lot modifications to improve flow and building access.

The existing building library will then be demolished upon transition to the new facility.

Scope of Amendment: *(describe here or refer to attached document)*

Article I, General Terms:

- **Section 1.3.1. Appropriations. Section 1.3.1** is amended to add the following sentence before the last sentence of Section 1.3.1: "Annual appropriations for fiscal years 2020 and 2021 have been made with respect to that portion of the Guaranteed Maximum Price anticipated to be paid in 2020 and 2021, respectively, and subsequent annual appropriations for subsequent fiscal years will be made at the time Owner approves its annual budgets therefor."

Article II, Contract Documents:

- **Section 2.1.1.3. Design Builder's Bill Rates for Insurance, Labor and Tools & Equipment.** Exhibit C attached to the Agreement pursuant to Section 2.1.1.3, is hereby deleted and replaced with the document labeled "Exhibit C," attached hereto.

- **Section 2.1.1.4. GMP Exhibit.** The GMP Proposal is accepted by Owner in accordance with Section 6.6.2.2. **The GMP is $23,824,443**. The GMP and its basis are set forth in Exhibits D, L, and M,[1] attached to this Amendment.

- **Section 2.1.1.5. Basis of Design Documents.** Section 2.1.1.5 is amended in part to provide that Exhibit E will be attached upon completion of the Basis of Design Documents and at the time Owner issues the Notice to Proceed and shall be set forth in an amendment to the Agreement.

- **Section 2.1.1.6. Contract Work Schedule.** Section 2.1.1.6 is amended in part to provide that Exhibit F will be attached upon completion of the Basis of Design Documents and at the time Owner issues the Notice to Proceed and shall be set forth in an amendment to the Agreement.

- **Section 2.1.1.7. Design Builders Insurance Certificates.** Exhibit G attached to the Agreement pursuant to Section 2.1.1.7, is hereby deleted and replaced with the document labeled "Exhibit G," attached hereto.

- **Section 2.1.1.8. Design Builders Safety Program.** Exhibit H, attached to the Agreement pursuant to Section 2.1.1.8, is hereby deleted and replaced with the document labeled "Exhibit H," attached hereto.

Article III, Interpretation, and Intent

- **Section 3.3. Section 3.3** is amended to reflect that Design-Builder and Owner will review the Contract Documents and Basis of Design Documents as provided in Section 3.3 upon completion of the Basis of Design Documents and prior to Owner's issuance of the Notice to Proceed.

Article V, Contract Time

- **Section 5.2.1. Substantial Completion.** Section 5.2.1 is amended to reflect that the Substantial Completion Date shall be established upon completion of the Basis of Design Documents and at the time Owner issues the Notice to Proceed and shall be set forth in an amendment to the Agreement.
- **Section 5.2.2. Final Completion.** Section 5.2.2 is amended to reflect that the Final Completion Date shall be established upon completion of the Basis of Design Documents and at the time Owner issues the Notice to Proceed and shall be set forth in an amendment to the Agreement.

- **Article VI, Contract Price:**
  - **Section 6.1.1.1 Design-Builder's Preconstruction Fee.** Section 6.1.1.1 is deleted in its entirety and replaced as follows:
    - Design-Builder's Preconstruction Fee is a flat fee of **Fifty Thousand Dollars ($50,000)**. Design-Builder's Preconstruction Fee will be invoiced on the first of each month based on the percentage of preconstruction work completed. Payment of Preconstruction Services invoices will be due within (20) days of receipt of invoice by owner. Design-Builder's Preconstruction Fee is not included in the GMP, and Design-Builder's Fee shall not be applied to the Design-Builder's Preconstruction Fee. The Design-Builder's Preconstruction Fee is due to Design-Builder, in full, upon completion of the Construction Documents, regardless of whether Owner determines to proceed with the Project in accordance with the Agreement.
  - **Section 6.6.2.2. Design Builders Design Fee.** Section 6.6.2.2 is hereby amended to reflect that Exhibit E and Exhibit F shall be provided upon completion of the Basis of Design Documents and at the time Owner issues the Notice to Proceed and not with the GMP Exhibit.

General Conditions of Contract – Section Revisions:

- **Section 2.1.3.** Section 2.1.3 is hereby amended to reflect that Exhibit F, the Contract Work Schedule, will not be provided as part of the GMP Exhibit and will instead be provided to Owner and attached to the Agreement upon completion of the Basis of Design Documents and at the time Owner issues the Notice to Proceed.

Contract Documents: 2.1 Section – Exhibit Revisions hereby deleted and replaced.

- Exhibit C- Labor/ Equipment/ Insurance Rates (**2021 Rates**)
- Exhibit D: Cost Model / Tracking Log/ Allowances establishing GMP.
- Exhibit E- Design Documents upon commencement **(This will be a 2nd amendment at completion of design and notice to proceed by DCL.)**
- Exhibit F- Construction schedule **(This will be a 2nd amendment at completion of design and notice to proceed by DCL.)**
- Exhibit G- Insurance Certificates renewed.
- Exhibit H- our Health and Safety Manual for 2020.
- Exhibit K- Payment and Performance Bond. **(This will be a 2nd amendment at completion of design and notice to proceed by DCL.)**
- Exhibit L – Development Cost Matrix
- Exhibit M – Foundation Selection

[1] Exhibit M is provided for purposes of illustration only.

By executing this Amendment, Owner and Design-Builder agree to modify the Agreement and the General Conditions of Contract as stated above. Upon execution, this Amendment becomes a Contract Document issued in accordance with the *General Conditions of Contract Between Owner and Design-Builder*. Except as modified herein, there are no other changes to the Contract Documents.

OWNER:	DESIGN-BUILDER:
By:	By:
Printed Name:	Printed Name: JAMES A. ANDREWS
Title:	Title: V. P. OPERATIONS
Date:	Date: 3/16/21

EXHIBIT C

FRANSEN PITTMAN / DOUGLAS COUNTY EQUIPMENT (RELATED PARTY) STANDARD TOOL AND RENTAL EQUIPMENT PRICING LIST

Equipment Description	Bill Code	Monthly Billing Rate
AIR BREAKER-25-90 LB	1B	$ 785
AIR COMPSR-DSL-175-185CFM	1C	$ 1,850
AIR COMPSR-DSL-375 CFM	1D	$ 3,250
AIR MONITOR-GAS DETECTOR	B2	$ 290
AIRLESS SPRAYER	B3	$ 130
APPLIANCE DOLLY	1E	$ 160
ARC WELDER 180-250 AMP-DS	1F	$ 1,075
ART BOOM LIFT 30-34' 4WD	1G	$ 3,675
ART BOOM LIFT 40-49' 4WD	1H	$ 5,040
ART BOOM LIFT-60-64'-FWD	1L	$ 5,500
ART-STR-BOOM LIFT-80-89-4	1K	$ 9,765
50-55 SPECIALTY BOOM	5N	$ 3,000
Boom Lift 40'-49';DSL-4WD	7F	$ 5,040
PUSH AROUND BOOM LIFT	5P	$ 1,000
STR BM LIFT 120-126' 4WD	4M	$ 16,800
STR BM LIFT 60-69' 4WDDSL	4N	$ 5,050
TOW BOOM LIFT 33-50' PLAT	4V	$ 2,790
BACKHOE-4WD 12-15' W/CAB	1N	$ 4,200
BACKHOE-4WD 7-8' MINI	1Y	$ 3,950
BARRIER CLAMP	7E	$ 700
BLOWER	5J	$ 500
BODY HARNESS KIT	B6	$ 275
BREAKER ATTACH HYD 1000LB	2X	$ 3,780
BREAKER ATTACH HYD LARGE	R10	$ 6,000
BREAKER ATTACHMENT SMALL	Q1	$ 2,074
BRICK/BLOCK SAW-ELEC-14"	1P	$ 945
BRUSH CUTTER; 24"	6N	$ 1,000
BUILDERS LEVEL	B7	$ 375
BULL FLOAT	5F	$ 250
CHAIN FALL; 2-TON>	6B	$ 350
CHAINSAW	6T	$ 650
CLUB CAR GOLF CART	GA	$ 350
CNCRETE VIBRATOR-ELEC 1-3	2F	$ 850
CNCRTE FLOOR GRINDER 1-2	1X	$ 1,100
CNCRTE MIXER-5-9 CU FT	2A	$ 980
CNCRTE PLANE/SCARFR-GAS	2B	$ 4,000
CNCRTE PWR BUGGY-R/O-16	2C	$ 1,680
CNCRTE SAW-SP/WB-GAS10-20	2D	$ 1,050
COMPACTION WHEEL	6F	$ 700
COMPACTOR ATTACHMENT	R11	$ 2,500
COMPRESSOR (LARGE TWIN)	C3	$ 525
COMPRESSOR (PANCAKE)	C4	$ 105
COMPRESSOR (SMALL TWIN)	C5	$ 425
CONCRETE BUCKET	1W	$ 750
CONTAINER-20'-25'	1A	$ 340
CORE DRILL W/STAND, ETC.	KA	$ 865
DATA VAULT	R4	$ 330
DEMO SAW	D4	$ 960
DEMOLITION HAMMER	D5	$ 970
DIGITAL TRANSIT	D8	$ 375
DOOR HANGING CART	D9	$ 150
DOOR JAMB PROTECTORS	P4	$ 50
DOOR SHIELD PROTECTORS	P3	$ 50
DRILL PRESS	5K	$ 1,000
DRYWALL DOLLY	E2	$ 275
DUMP HOPPER (1/2 CY)	E3	$ 500
ELECTRIC BREAKER 60-75LB	2J	$ 1,200
FAN =<36"	E6	$ 400
FAN 36">	R8	$ 700
10 LB. FIRE EXTINGUISHER	A1	$ 40
5 LB. FIRE EXTINGUISHER	A3	$ 20
FLOOR BUFFER	5H	$ 650
FLOOR SCABBLER-AIR 5 HEAD	2K	$ 3,500
INDUS FORKLIFT-5K LB	3B	$ 2,100
FRKLFT ATTCH; JIB	5S	$ 450
FRKLFT ATTCH; TRSH HOPPER	5T	$ 850
REACH FORKLIFT-FXD 5K LB	3W	$ 3,255
REACH FORKLIFT-FXD 8K LB	3X	$ 4,780

FRANSEN PITTMAN / DOUGLAS COUNTY EQUIPMENT (RELATED PARTY) STANDARD TOOL AND RENTAL EQUIPMENT PRICING LIST

Equipment Description	Bill Code	Monthly Billing Rate	
REACH FORKLIFT-FXD 9K >	4B	$	6,040
REACH FORKLIFT-TRV 6K LB	4A	$	3,860
FUEL CUBE	7G	$	225
GANG BOX TOOLS-LEVEL 1	O1	$	3,500
GANG BOX TOOLS-LEVEL 2	O2	$	5,500
GENERATOR-5-10 KW	2S	$	950
GENERATOR, 20-39 KW	5E	$	2,250
GENERATOR 45-89 KW	IA	$	2,250
GENERATOR-90-119 KW	2R	$	3,780
HAND TRUCK-2 WHEEL	F7	$	95
HEATER > 500k BTU	6J	$	7,500
HEATER: FORCED/CONV 150K>	2P	$	750
HEATER; INDRCT; 300K-500K	6H	$	1,750
HYDRO TST PUMP:300-10Kpsi	6A	$	1,350
EXTENSION LADDER	E4	$	100
STEP LADDER	L2	$	75
LASER-ROTATING-HORIZ ONLY	FB	$	680
LIGHT TOWER	3C	$	1,300
MACHINERY DOLLY KIT 8T	3D	$	550
MANOMETER	R9	$	400
MATERIAL LIFT 18-25'	3E	$	950
MEDIA BLASTER	5L	$	1,500
MINI EXCAVATOR >10' DEPTH	P9	$	4,500
MINI EXCAVATOR 6-9.9' DEP	3G	$	2,730
MITRE SAW	H1	$	390
NEGATIVE AIR MACHINE	H5	$	775
OFFICE TRAILER 12' X 60'	BD	$	2,500
OFFICE TRLR(12X40)EQUIPD	O4	$	1,995
PALLET JACK	H6	$	500
PERSON LIFT 12-30 AC W/	3H	$	975
PLANER W/STAND - 15"	H9	$	300
PLATE COMPACTOR GAS	3L	$	1,040
PLATE COMPACTR REVERSIBLE	5G	$	2,000
POWER AUGER	3M	$	750
POWER THREADER	3J	$	1,575
PRESSURE WASH COLD-GAS	3P	$	1,500
PRESSURE WASH HOT-GAS	3Q	$	2,150
PROJECT MANAGER VEHICLE	Q2	$	900
PROJECT SUPT VEHICLE	Q3	$	975
RADIO	J8	$	95
RAMMER ELEC	3T	$	1,040
RAMMER-GAS 2.2-3.2K	3V	$	1,040
RAPTOR SECURITY-BASE	P7	$	1,200
REBAR BENDER CUTTER	4C	$	450
RO ROLL-VB SMOOTH 45-60"	3S	$	4,500
RO ROLL-VB SMOOTH 65">	5X	$	5,500
RO ROLL-VB SMOOTH-DD 1.5T	3R	$	2,100
WB ROLLER-PADFOOT 3000LB	5B	$	3,200
ROLL-A-LIFT 1500-6000 LB	4D	$	1,000
SCAFFOLD SINGLE SEC	6D	$	250
SCAFFOLD UTILITY: PERRY	K6	$	400
SCFFLD: 5x5x7 SEC 2-4;10'	6E	$	700
SCISSOR LIFT 12'-19'	4J	$	975
SCISSOR LIFT 25-34 4WD DF	4E	$	2,153
SCISSOR LIFT 26'	4K	$	1,280
SCISSOR LIFT 30-34' DC 46	4F	$	1,496
SCISSOR LIFT 35-44' 4WD	4G	$	2,468
SECURITY SYSTEM: CAMERA	R13	$	300
SHOT BLASTER	5M	$	5,500
SILT PLOW	6X	$	650
SKIDSTEER-1351-1750# 1845	AA	$	2,850
SKIDLOADER 1800-2000LB	Q4	$	3,150
Skidloader bucket	Q9	$	650
PALLET FORKS FOR SKIDSTEE	AC	$	650
SKIDSTEER ATTACHMENT	7A	$	1,400
AUGER ATTACH -SKIDSTEER	1M	$	1,900
SLAB GRABBER RAIL SYSTEM	R12	$	20
SNOW BLOWER	6S	$	500

FRANSEN PITTMAN / DOUGLAS COUNTY EQUIPMENT (RELATED PARTY) STANDARD TOOL AND RENTAL EQUIPMENT PRICING LIST

Equipment Description	Bill Code	Monthly Billing Rate
STORAGE TRAILER-38'	BA	$ 275
SUBMERSIBLE PUMP < 3"	L5	$ 650
SUBMERSIBLE PUMP-ELEC 3">	4Q	$ 900
SURVEYOR VEHICLE	Q8	$ 975
SWEEPER/BROOM-SKIDSTEER	JA	$ 1,400
TABLE SAW	L6	$ 200
TATTLE TALE ALARM SYSTEM	CA	$ 350
TECHNOLOGY FEE	R14	$ 150
TEMP FENCE PANELS PER FT	R5	$ 2
TEMP LIGHT SYSTEM	6U	$ 150
TEMP PWR DIST(SPIDER BOX)	6P	$ 650
TILE STRIPPER-ELEC	4S	$ 920
TORCH, CART & GUAGES	M2	$ 320
TOTAL STATION	EA	$ 4,000
TRACTOR DSL	5Q	$ 2,700
TRACTOR,LOADER,LANDSCAPE	5R	$ 4,200
TRAILER;DUMP 12,000 lb	6K	$ 1,200
TRAILER;TILT: 12'-16'	6R	$ 1,200
TRAILER;VACUUM; 500 gal.	6L	$ 5,000
TRASH CART	M3	$ 300
TRASH CHUTE ACCESSORY	6Q	$ 100
TRASH PUMP	4W	$ 1,200
TRENCHER RO 35-39 HP	4X	$ 3,550
TRENCHER WB 12-20 HP	5A	$ 1,995
TRIMMER MOWER;WB	6M	$ 450
TRUCK;SINGLE-AXLE DUMP	6G	$ 5,000
UTILITY CART W/TRAY 4-WHE	M6	$ 150
UTILITY VEHICLE	Q5	$ 1,200
WATER METER	6W	$ 250
WATER TRUCK 2000 GAL	5D	$ 5,000
WEATHER PROTECT BLANKET	C7	$ 90
WELDER (110 VOLT-STICK)	N1	$ 235
WHEEL LOADER: 1 YD	5V	$ 4,000
WHEEL LOADER: 1>	5W	$ 7,500

Fransen Pittman Labor Rates -Douglas County Libraries Philip S. Miller Branch
2021 Rates

Position Approved by Owner	Rate
Project Executive	$124.00
General Superintendent	$123.50
Project Manager	$113.08
Project Superintendent	$100.32
MEP Coordinator	$93.76
Quality Control Manager	$88.80
Project Engineer	$67.29
Project Administrator	$43.78
Field Engineer	$66.58
Assistant Project Manager	$90.00
Assistant Project Superintendent	$90.00
Foreman	$85.00
Lead Man	$75.11
Carpenter	$78.28
Carpenter Apprentice	$60.00
Laborer	$50.00
Safety Officer	$80.00
Licensed Surveyor	$199.64
Estimator	$90.42

**These rates subject to adjustment at the beginning of every calendar quarter
**Overtime for hourly positions will be billed at 1.5 times the above burdened rates
**Makeup of bill rates not subject to audit

Fransen Pittman Insurance Rates -Douglas County Libraries Philip S. Miller Branch

Policy	Cost Per Thousand
General Liability	$7.95/$1,000
Umbrella	$4.95/$1,001
Builders Risk	TBD
Professional Liability	$1.15/$1,003

** Insurance Rates are subject to change for the year 2021- these rates could be adjusted in the GMP.
** Insurance rates are fixed, non- negotiable.

FRANSEN PITTMAN
EXPECT PRECISION

Hard Cost	Current Pending Total	% Change
$22,111,878	$22,396,468	1%

Trend Log

Dwg Pkg	Area
Conc	ALL

System	Rejected	Pending	Accepted
Enclosure	$0	$0	$0
Foundation	$844,240	$0	$284,590
Interiors	$0	$0	$0
Mech/Elec	$0	$0	$0
Roof	$0	$0	$0
Site	$0	$122,000	$0
Multi	$0	$3,480,000	$0
TOTALS	**$844,240**	**$3,602,000**	**$284,590**

Item #	Drawing Package	System	Date Initiated	Initiated By	Description	Add Deduct	Change Amount	Date Presented	Disposition of Change	Related Item	Notes
C001	Conc	Foundation	2/8/21	DCL	Utilize Auger Cast Foundation System (150 ACIPs 14" diameter by 70' deep) in lieu of Aggregate Pier System	Add	$472,140	2/24/21	Accepted	1,2,3	2-24-21 Board Meeting Approval- Main Focus to find solutions to reduce the impact to the total budget. (rejected aggregate piers)
C002	Conc	Foundation	2/8/21	DCL	Delete Agg Pier Improvement Under the Slab on Grade (over 3' over-ex of onsite material remains in base estimate)	Deduct	($187,550)	2/24/21	Accepted	1,2,3	2-24-21 Board Meeting Approval- Main Focus to find solutions to reduce the impact to the total budget. (rejected aggregate piers)
C003	Conc	Foundation	2/24/21	DCL	Utilize Dilled Piers (80 at 70' Long x 36" Diameter) in lieu of Aggregate Pier System	Add	$844,240	2/24/21	Rejected	1,2,3	2-24-21 Board Meeting Rejected going to a Drilled Pier
C004	Conc	Site	2/8/21	DCL	Add for High Level Water Quality (pending Castle Rock review) - ROM	Add	$122,000	2/24/21	Pending		Some risk here as we continue design, confident in our current placeholder
C005	Conc	Multi	3/1/21	DCL	**Add 4,000 SF of Shop & Industrial Storage:** For Shop and Storage: Option Assumes to be split square footage between the 2 floors (2,000 sf per plate). *This also could be located entirely on the first floor by squeezing the library/ or admin 1st floor space to the second floor.*	Add:$250/ SF	$1,000,000	***Low***	Pending	5,6,7	Add Alternate: Shops/ Facilities ***Industrial shop type finish.***
C006	Conc	Multi	3/1/21	DCL	**Add 4,000 SF of Shop & Industrial Storage:** For Shop and Storage: Option to include all 4,000 to the second floor and propose an overhang at the South End of the Building.	Add:$300/ SF	$1,200,000	***Medium***	Pending	5,6,7	Add Alternate: Shops/ Facilities ***Industrial shop type finish.* * Increased Roof/ Cladding/ Structure elements to accommodate an overhang.***
C007	Conc	Multi	3/1/21	DCL	**Add 4,000 SF of Shop & Industrial Storage:** For Shop and Storage: Option to figure majority of SF to be the first floor- assumes a 3:1 ratio (3,000sf first floor, and 1,000sf to the second).	Add:$320/ SF	$1,280,000	***High***	Pending	5,6,7	Add Alternate: Shops/ Facilities ***Industrial shop type finish.*** * **Increased Roof/ Cladding/ Structure elements/ plumbing/ foundations.***

EXHIBIT D

FRANSEN PITTMAN
EXPECT PRECISION

PHILIP S. MILLER LIBRARY

COST MODEL

MODEL DATE: 1/19/2021 - Updated 3/3
BUILDING AREA IN SQ FT: **63,000**
DRAWINGS PREPARED BY: NA
DRAWINGS ARE DATED: NA

DIV NO	DIVISION RECAP		DIVISION TOTAL	$ PER S.F.	% OF TTL
1	General Conditions		759,572	$12.06	3.44%
2	Sitework		2,463,650	$39.11	11.14%
3	Concrete		1,697,000	$26.94	7.67%
4	Masonry		984,610	$15.63	4.45%
5	Metals		1,679,800	$26.66	7.60%
6	Carpentry		766,210	$12.16	3.47%
7	Moisture Protection		979,300	$15.54	4.43%
8	Doors, Windows & Glass		916,900	$14.55	4.15%
9	Finishes		2,629,205	$41.73	11.89%
10	Specialties		349,580	$5.55	1.58%
11	Equipment		0	$0.00	0.00%
12	Furnishings		50,400	$0.80	0.23%
13	Special Construction		0	$0.00	0.00%
14	Conveying Systems		89,590	$1.42	0.41%
15	Mechanical		1,924,392	$30.55	8.70%
16	Electrical		2,124,040	$33.71	9.61%
		DIRECT COST	17,414,249	$276.42	78.76%
	State and Local Tax on Consumables Only		10,471	$0.17	0.05%
	Use Tax	ALLOW	Excluded	$0.00	0.00%
	Permit & Plan Review Fee	ALLOW	139,197	$2.21	0.63%
	DesignBuilder Fee	4.20%	928,699	$14.74	4.20%
	Preconstruction Fee	0.23%	50,000	$0.79	0.23%
	Performance and Payment Bonds (1-year warranty)	0.68%	150,766	$2.39	0.68%
	Bidding and Buyout Contingency	2.00%	442,238	$7.02	2.00%
	Design Build Contingency	4.00%	884,475	$14.04	4.00%
	Liability and Umbrella Insurance	1.41%	310,672	$4.93	1.41%
	Builders Risk Insurance	0.14%	29,851	$0.47	0.14%
	Design/Engineering (Architectural, Civil, Landscaping, MEP, Structural)	7.92%	1,751,261	$27.80	7.92%
	TOTAL COST		$22,111,879	$350.98	100.0%

Add Alternates_ Tracking Log Exhibit D:

Auger Cast Foundation System- Accepted 2/24/2021- (+)$284,590.

** Current Hard Construction Cost- $22,396,468**

PHILIP S. MILLER LIBRARY EXHIBIT D

Cost Model

FRANSEN PITTMAN
EXPECT PRECISION

Number of Levels	2	EA	
Total SF- Per Plan	**63,000**	SF	
Skin - Assumed	31,500	SF	
Perimeter of Building	900	LF	
Skin / SF Ratio	**0.50**		
Roof SF	32,000	SF	
Number of Parking Spaces	252	EA	(4 spaces per 1,000 bldg SF)
Building Height (average)	35	LF	Parker was between 32' and 39'
Overall Site SF	154,000	SF	3.54 Acre

MODEL DATE:	1/19/2021 - Updated 3/3
BUILDING AREA IN SQ FT:	63,000
DRAWINGS PREPARED BY:	NA
DRAWINGS ARE DATED:	NA

Total Project Budget	$22,077,264
General Conditions (on Total Project Budget)	$759,572
Current Model Total	$22,111,879
Current Model $ / SF	$350.98

Description	High Level		Mid Level		Low Level		Model	
GCs - Phase 1		$ 616,572.00	13 months	$ 616,572.00		$ 616,572.00		$ 616,572.00
GCs - Phase 2 - Demo and Parking		$ 143,000.00	3 months	$ 143,000.00		$ 143,000.00		$ 143,000.00
Division 2 Sitework							**$ 2,463,650**	
Abatement of Existing		$ 175,000		$ 100,000		$ 75,000	**Assumes that the Blg. Does Not Require Abatement**	**$ -**
Building of Existing Demolition		$ 358,000	Building Demo with Deeper Foundations	$ 358,000	Building Demo, Assuming Shallow Foundations and Slab on Grade, Pier Foundations Will be Terminated Below New Grade and Abandoned in Place	$ 326,000		**$ 326,000**
Site Control (temp fence, video, security, misc. consultants)		$ 87,500		$ 87,500		$ 87,500		**$ 87,500**
Earthwork		$ 258,965	Site Demolition, Building Excavation and Backfill, Finish Grading for Site Concrete, Underslab Gravel	$ 233,965	Site Demolition, Building Excavation and Backfill, Finish Grading for Site Concrete, NO Underslab Gravel	$ 213,965		**$ 213,965**
Over-Excavation	3' Over-Excavation - Import (aggregate base course) Materials	$ 302,725	4' Over-Excavation - Onsite Materials	$ 82,725	No Over-Excavation	$ -	**Confirmed Assumption with Terracon 1/26**	**$ 82,725**
Import / Export	Import/Export 2,000 CY	$ 44,000	Import/Export 1,000 CY	$ 22,000	Balance Site - 6208 or 6209 FFE	$ -		**$ -**
Phase 2 Scope	2' Over-Excavation for New Pavement (onsite materials)	$ 122,805	2' Over-Excavation for New Pavement (onsite materials)	$ 122,805	No Over-Excavation for New Pavement - 12" Scarification in Paving	$ 80,305		**$ 122,805**
Erosion Control Maintenance		$ 73,125	Erosion Control Maintenance - 13 Months - Includes Equipment for Street Cleaning	$ 73,125		$ 73,125		**$ 73,125**
Site Services		$ 137,500	Building and Site Surveying, FP Material Handling / Staging	$ 137,500		$ 137,500		**$ 137,500**
Asphalt Paving		$ 173,700	Parking 5" Full Depth / Drive 7" Full Depth	$ 173,700	Parking 5" Full Depth / Drive 6" Full Depth	$ 170,048		**$ 170,048**
Phase 2		$ 394,180		$ 394,180		$ 387,708		**$ 387,708**
Site Concrete	Upgraded Finish at Patio	$ 176,550	2,750 LF of Curb and Gutter, 3,200 SF Plaza, 8,900 SF of 4" Gray Concrete Paving	$ 161,525	2,750 LF of Curb and Gutter, 3,200 SF Plaza, 8,900 SF of 4" Gray Concrete Paving	$ 159,925	**DCL Desires a Decorative Finish at Main Plaza Entry - FP to Evaluate During Design**	**$ 161,525**
ROW Improvements		$ 225,000	Accel / Decel Lane	$ 150,000	NONE	$ -	**FP Will Initiate Traffic Study**	**$ -**
Landscaping		$ 275,000	Landscape and Irrigation - Allowance	$ 250,000		$ 225,000		**$ 250,000**
Site Utilities								
Water	2" Domestic Water Tap in Wilcox St., 6" Fire Line to Building - Demo / Abandon Existing and Greater Rework	$ 146,600	2" Domestic Water Tap in Wilcox St., 6" Fire Line to Building - Demo / Abandon Existing and Rework	$ 150,000	2" Domestic Water Tap in Wilcox St., 6" Fire Line to Building - Demo / Abandon Existing, Existing Hydrant to Remain	$ 135,000		**$ 135,000**
Sanitary		$ 25,000		$ 20,500	Sanitary Connection - 6" PVC	$ 15,750		**$ 15,750**
Storm	Full Spectrum WQ Design	$ 275,000	Cost Effective Solution to Onsite WQ	$ 175,000	Basic Surface Control for New Improvements	$ 150,000		**$ 175,000**
Site Furnishings	Shade Structure $100K Allowance - More Site Furnishings at Patio (fire pit)	$ 150,000	Shade Structure $100K Allowance	$ 125,000	Min. Site Furnishings - No Shade Structure **Design Placeholder**	$ 50,000	***Add Alt. for Shade Structure (TL)**	**$ 50,000**
Dewatering / Weather Protection	Allowance for Summer Start	$ 75,000	Allowance for Late Fall/Early Winter Start + $10K for Dewatering	$ 75,000	Allowance for Spring Start	$ 60,000		**$ 75,000**
Division 3 Concrete							**$ 1,697,000**	
Concrete Foundations	**(80) Drilled Piers** - 70' Length 36" Diameter (stnd equipment), Avg. 3' Fndtn Wall Except 5-6' Along Wilcox ****concern about diameter vs. depth**	$ 1,677,410	Spread Footings, Avg. 3' Fndtn Wall Except 5-6' Along Wilcox, **PLUS AGGREGATE PIER** Improvement (25'=30' depth)	$ 995,410	**Spread Footings**, Avg. 3' Fndtn Wall Except 5-6' Along Wilcox,	$ 697,410	****Reference Tracking Log for Auger Cast Option**	**$ 995,410**
Concrete Slabs	**Crawl Space Option** - 1st Level 3 1/2" Composite Slab on Metal Deck, 3 1/2" Slab on Metal Deck with WWF Reinforcement **Includes Steel, Fndtn Walls, Export	$ 1,418,080	4" SOG with #4 Reinforcement and Vapor Barrier, **PLUS AGGREGATE PIER** Improvement, 3 1/2" Slab on Metal Deck with WWF Reinforcement	$ 676,390	**4" SOG** with #4 Reinforcement and Vapor Barrier, 3 1/2" Slab on Metal Deck with WWF Reinforcement	$ 505,890	****No Moisture Vapor Emission Control - Reference Tracking Log for Removal of Aggregate Improvement**	**$ 676,390**
Grouting (base plates)		$ 31,500	Standard Grouting	$ 25,200		$ 22,050		**$ 25,200**

PHILIP S. MILLER LIBRARY EXHIBIT D

Cost Model

FRANSEN PITTMAN
EXPECT PRECISION

Number of Levels	2	EA
Total SF- Per Plan	**63,000**	SF
Skin - Assumed	31,500	SF
Perimeter of Building	900	LF
Skin / SF Ratio	**0.50**	
Roof SF	32,000	SF
Number of Parking Spaces	252	EA
Building Height (average)	35	LF
Overall Site SF	154,000	SF

(4 spaces per 1,000 bldg SF)
Parker was between 32' and 39'
3.54 Acre

MODEL DATE:	1/19/2021 - Updated 3/3
BUILDING AREA IN SQ FT:	63,000
DRAWINGS PREPARED BY:	NA
DRAWINGS ARE DATED:	NA

Total Project Budget	$22,077,264
General Conditions (on Total Project Budget)	$759,572
Current Model Total	$22,111,879
Current Model $ / SF	$350.98

Description	High Level		Mid Level		Low Level		Model	
Division 4 Masonry							$ 984,610	
Structural CMU	(1) Elevator Core Only, Standard Reinforcement and Bond Beams (4' oc), Heavier Reinforcement	$ 58,800	(1) Elevator Core Only, Standard Reinforcement and Bond Beams (8' oc), Heavier Reinforcement	$ 42,700	(1) Elevator Core Only, Standard Reinforcement and Bond Beams (8' oc), Light-Weight CMU	$ 39,200		$ 39,200
Exterior Skin - 25,200 SF	Brick Veneer - Higher Material Allowance, Precast Sills	$ 968,090	Brick Veneer, Precast Sills	$ 930,290	Brick Veneer, Soldier Brick Window Sills, No Precast	$ 879,890		$ 930,290
Trash Enclosure 45 LF	10' High - CMU with Brick Veneer	$ 18,000	8' High - CMU with Brick Veneer	$ 15,120	8' High - Single Wyth Decorative CMU Enclosure	$ 10,080		$ 15,120
Division 5 Steel							$ 1,679,800	
Structural Steel	Column, Beams, Composite 2nd Flr and Joist Roof PLUS More Tube Steel Frames	$ 1,502,550	Column, Beams, Composite 2nd Flr and Joist Roof	$ 1,466,550	Column, Beams, Joist and Metal Deck for 2nd Flr and Roof	$ 1,210,550		$ 1,466,550
Stairs	(1) Grand Stair with Painted Steel, Upgraded Guard Rails + More Railing, Stainless Handrails - (2) Basic Egress Stairs	$ 184,300	(1) Grand Stair with Painted Steel, Upgraded Horizontal Guard Rails + More Railing - (2) Basic Egress Stairs	$ 155,300	(1) Grand Stair with Painted Steel, Picket Style Guard Rails - (2) Basic Egress Stairs	$ 136,800	DCL Desires Glass Railings Incorporated Into Design - FP to Evaluate	$ 155,300
Metal Fabrications	$25K Allowance Misc. Metals, Trash Gates, Roof Screens 175 LF	$ 83,350	$15K Allowance Misc. Metals, Trash Gates, Roof Screens 150' LF	$ 57,950	$10K Allowance Misc. Metals, Trash Gates	$ 20,550		$ 57,950
Division 6 Woods							$ 766,210	
Rough Carpentry	Backing, Blocking, Tools, Equipment, Backup Framing	$ 261,450	Backing, Blocking, Tools, Equipment, Backup Framing	$ 231,210	Backing, Blocking, Tools, Equipment, Backup Framing	$ 212,310		$ 231,210
Finish Carpentry / Casework		$ 575,000	**Design Placeholder**	$ 475,000		$ 450,000		$ 475,000
Children's Area - Feature	**Design Placeholder**	$ 60,000		$ 35,000		$ 25,000		$ 60,000
Division 7 Thermal and Moisture							$ 979,300	
Moisture Protection (temporary_roof and openings protection)		$ 29,610	Roof Protection and Temp Close Openings	$ 29,610		$ 29,610		$ 29,610
Dampproofing & Waterproofing	Dampproofing of Foundation Walls, Waterproofing at Elevator Pit Only, 2" Rigid Foundation Insulation - Taller Walls	$ 39,690	Dampproofing of Foundation Walls, Waterproofing at Elevator Pit Only, 2" Rigid Foundation Insulation - Taller Walls	$ 35,280	Dampproofing of Foundation Walls, Waterproofing at Elevator Pit Only, 2" Rigid Foundation Insulation - 3' Walls	$ 28,350		$ 35,280
Thermal Insulation & Weather Barriers	2.5" Rigid Foam Insulation (at Exterior) with Integral Weather Barrier, SAM Flashings at Openings, Spray Foam Insulation in Cavity	$ 407,925	2.5" Rigid Foam Insulation (at Exterior) with Integral Weather Barrier, SAM Flashings at Openings, Batt Insulation in Cavity	$ 362,250	2" Spray Foam Insulation (at Exterior) with Integral Weather Barrier, SAM Flashings at Openings	$ 278,775		$ 362,250
Flat Roofing	60 mil EPDM, 1/4" Coverboard, (2) Layers of Insulation over Metal Deck, Self Adhering Vapor Barrier, Tapered Insulation	$ 620,500	60 mil EPDM, 1/4" Coverboard, (2) Layers of Insulation over Metal Deck, Self Adhering Vapor Barrier, Sloped Structure	$ 540,500	60 mil EPDM, 1/4" Coverboard, (2) Layers of Insulation over Metal Deck, NO Vapor Barrier, Sloped Structure	$ 476,500	No Roof Terrace or Planters	$ 476,500
Sheet Metal Flashing and Trim		$ 46,250	Standard Finish Sheet Metal - 22 GA	$ 39,750	Standard Finish Sheet Metal - 22 & 24 GA	$ 32,500		$ 39,750
Fire Proofing		$ -	None Included	$ -		$ -		$ -
Building & Site Joint Sealants	Standard Joint Sealant Package, Exposed Interior Floor - Added Expansion	$ 42,210	Standard Joint Sealant Package, Exposed Interior Floor	$ 35,910	Standard Joint Sealant Package, No Exposed Interior Floor	$ 32,130		$ 35,910

PHILIP S. MILLER LIBRARY EXHIBIT D

Cost Model

FRANSEN PITTMAN
EXPECT PRECISION

Number of Levels	2	EA
Total SF- Per Plan	**63,000**	SF
Skin - Assumed	31,500	SF
Perimeter of Building	900	LF
Skin / SF Ratio	**0.50**	
Roof SF	32,000	SF
Number of Parking Spaces	252	EA
Building Height (average)	35	LF
Overall Site SF	154,000	SF

(4 spaces per 1,000 bldg SF)
Parker was between 32' and 39'
3.54 Acre

MODEL DATE:	1/19/2021 - Updated 3/3
BUILDING AREA IN SQ FT:	63,000
DRAWINGS PREPARED BY:	NA
DRAWINGS ARE DATED:	NA

Total Project Budget	$22,077,264
General Conditions (on Total Project Budget)	$759,572
Current Model Total	$22,111,879
Current Model $ / SF	$350.98

Description	High Level		Mid Level		Low Level		Model
Division 8 Doors and Windows							**$ 916,900**
Doors, Frames and Hardware	Standard Wood Doors, Aluminum Metal Frames, and UPGRADED Hardware		Standard Wood Doors, Aluminum Metal Frames, and Hardware		Standard Wood Doors, Hollow Metal Frames, and Hardware		
80 EA		$ 192,000		$ 168,000		$ 154,000	**$ 154,000**
Study Room Doors	8 Study Rooms - Upgraded	$ 72,000	8 Study Rooms	$ 52,000	6 Study Rooms	$ 39,000	**$ 52,000**
Access Panels	(24) Access Panels		(18) Access Panels		(10) Access Panels		
		$ 11,400		$ 8,550		$ 4,750	**$ 4,750**
Special Doors	(2) Overhead Door for Back of House / Deliveries - Upgraded		**(1) Overhead Door for Back of House / Deliveries - Upgraded**		(1) Overhead Door for Back of House / Deliveries		**FP to Evaluate Pair of 4'0"x8'0" Exterior HM Doors in lieu of Overhead Coiling**
		$ 15,000		$ 10,000		$ 7,500	**$ 7,500**
Alum. Framed Openings (Exterior)	70% Storefront, 30% Curtain Wall - SN68 Low-E, Simple Framing, Double		70% Storefront, 30% Curtain Wall - SN68 Low-E, Simple Framing		80% Storefront, 20% Curtain Wall - SN68 Low-E, Simple Framing		
6,300 SF		$ 481,120		$ 431,350		$ 421,900	**$ 421,900**
STOREFRONT DOORS **EA**	**(2) Main Entries with (2) Pair Ea. Of Auto Sliding Doors,** (4) Storefront Doors and Hardware, UPGRADED Hardware	$ 125,000	**(2) Main Entries with (2) Pair Ea. Of Auto Sliding Doors,** (4) Storefront Doors and Hardware	$ 102,000	**(2) Main Entries with (2) Pair Ea. Of Auto Sliding Doors,** (2) Storefront Doors and Hardware	$ 91,000	**$ 91,000**
Glass Opening Wall **LF**	**20**	$ 45,000	**20**	$ 39,400	**Design Placeholder**	$ -	**$ -**
Sun Shade		$ 250,000		$ 175,000		$ 100,000	**$ 100,000**
Interior Glazing	Interior Storefront - 1/4" Glass		Interior Storefront - 1/4" Glass		Interior Storefront - 1/4" Glass		
SF	**2,250**	$ 110,250	**2,000**	$ 98,000	**1,750**	$ 85,750	**$ 85,750**
Skylights			**ALLOWANCE**				
		$ 32,500		$ 25,000		$ 17,500	**$ -**
Division 9 Finishes							**$ 2,629,205**
Layout / Protection of Finishes							
		$ 31,500		$ 31,500		$ 31,500	**$ 31,500**
Framing / Sheathing / Gyp. Board Finishes	Exterior By-Pass Framing, Interior Studs with Fire Trak Head Condition, Standard Gyp. Board, Level 4 & 5 Finish Throughout		Exterior By-Pass Framing, Interior Studs with Fire Trak Head Condition, Standard Gyp. Board, Level 4 Finish Throughout		Exterior By-Pass Framing, Interior Studs with 2.5" Slip Track, Standard Gyp. Board, Level 4 Finish Throughout		
		$ 1,527,750		$ 1,434,750		$ 1,401,750	**$ 1,434,750**
Ceilings	5,000 SF Gyp. Board Ceilings, Standard ACT Throughout, 2,500 SF of Upgraded Ceiling		5,000 SF Gyp. Board Ceilings, Standard ACT Throughout, 2,500 SF of Upgraded Ceiling (1,000 SF at Overhang)		20,000 SF Exposed Structure, 5,000 SF Gyp. Board Ceilings, Standard ACT Throughout, 1,500 SF of Upgraded Ceiling		
		$ 442,250		$ 377,250		$ 321,750	**$ 377,250**
Acoustical Treatments					**Design Placeholder**		
SF	2,000	$ 30,000	1,500	$ 22,500	750	$ 11,250	**This May Not Be Needed** **$ 11,250**
Flooring	**Milliken - $32/SY Carpet Throughout**, 150 SY of Entry Carpet, $6/SF LVT at Break Areas, 1,500 SF of Rubber Flooring, Tile in Restrooms - 10,000 SF wall tile, Sealed Conc. BOH, (3) Lava Tiles		**Milliken - $32/SY Carpet Throughout**, 150 SY of Entry Carpet, $6/SF LVT at Break Areas, 1,500 SF of Rubber Flooring, Tile in Restrooms - 8,500 SF wall tile, Sealed Conc. BOH, (3) Lava Tiles		**Milliken - $32/SY Carpet Throughout**, 100 SY of Entry Carpet, $6/SF LVT at Break Areas, 1,500 SF of Rubber Flooring, Tile in Restrooms (wet walls only - 6,500 SF wall tile), Sealed Conc. BOH, (3) Lava Tiles		**Polished Concrete Accents at the Lobby to Be Evaluated During Design**
		$ 497,075		$ 471,075		$ 433,765	**$ 471,075**
Painting	Standard Painting, Min. High Performance Coatings - 2,000 SF of Wall Covering		Standard Painting, Min. High Performance Coatings, No Wall Covering		Standard Painting, Min. Exterior Painting, No High Performance Coatings, NO Wall Covering		**Graphic Wall Coverings to be Part of Art Budget**
		$ 239,490		$ 203,490		$ 187,740	**$ 203,490**
Wall Covering	FRP Wall Surfacing - back of house (where there are carts)		FRP Wall Surfacing - back of house (where there are carts)		FRP Wall Surfacing - back of house (where there are carts)		
	3500	$ 35,000	3500	$ 35,000	3500	$ 35,000	**$ 35,000**
Daily / Final Cleaning							
		$ 64,890		$ 64,890		$ 64,890	**$ 64,890**
Division 10 Specialties and Signage							**$ 349,580**
Signage			**Design Placeholder**				
		$ 115,000		$ 100,000		$ 75,000	**Artwork Line Item to be in Owner's Costs** **$ 100,000**
Specialties	Stainless Steel Flr Mnt. Partitions, Staff Lockers, Fire Extinguishers, High Impact Corner Guards, FRP at Mop Sink		Phenolic Standard Flr Mnt. Partitions, Staff Lockers, Fire Extinguishers, 4' SS Corner Guards, FRP at Mop Sink		Metal/Enamel Standard Flr Mnt. Partitions, Staff Lockers, Fire Extinguishers, 4' SS Corner Guards		
		$ 116,550		$ 100,800		$ 88,200	**$ 100,800**
Operable Partitions	**12' High Solid Acoustical Wall (high STC)**, No Pass Doors, **Motorized** Operation		**12' High Solid Acoustical Wall (high STC)**, No Pass Doors, **Manual** Operation		None		
LF	**60**	$ 98,280	**60**	$ 83,880		$ -	**$ 83,880**
Fire Place	(1) 72" Indoor/Outdoor, (1) 60" Heat & Glo PRIMO See-Thru - Enhanced Allowance for Cladding Above - 36 in lieu of 30 in High		(1) 72" Indoor/Outdoor, (1) 60" Heat & Glo PRIMO See-Thru - Enhanced Allowance for Cladding Above		(1) 72" Indoor/Outdoor, (1) 60" Heat & Glo PRIMO See-Thru - Include Allowance for Cladding Above		
		$ 74,800		$ 66,700		$ 64,900	**$ 64,900**

PHILIP S. MILLER LIBRARY EXHIBIT D

Cost Model

FRANSEN PITTMAN
EXPECT PRECISION

Number of Levels	2	EA
Total SF- Per Plan	**63,000**	SF
Skin - Assumed	31,500	SF
Perimeter of Building	900	LF
Skin / SF Ratio	**0.50**	
Roof SF	32,000	SF
Number of Parking Spaces	252	EA
Building Height (average)	35	LF
Overall Site SF	154,000	SF

(4 spaces per 1,000 bldg SF)
Parker was between 32' and 39'
3.54 Acre

MODEL DATE:	1/19/2021 - Updated 3/3
BUILDING AREA IN SQ FT:	63,000
DRAWINGS PREPARED BY:	NA
DRAWINGS ARE DATED:	NA

Total Project Budget	$22,077,264
General Conditions (on Total Project Budget)	$759,572
Current Model Total	$22,111,879
Current Model $ / SF	$350.98

Description	High Level		Mid Level		Low Level		Model	
Division 11 Equipment							$ -	
		$ -		$ -		$ -		$ -
Division 12 Furnishings							$ 50,400	
Window Treatments	Standard Roller Shades at Exterior Windows PLUS Motor Controlled Dual Shades at Conference Rooms	$ 78,750	Standard Roller Shades at Exterior Windows PLUS Motor Controlled at Conference Rooms	$ 62,370	Standard Roller Shades at Exterior Windows	$ 50,400	Motorized Shades to be Evaluated During Design	$ 50,400
Division 13 Special Construction							0.00	
		$ -		$ -		$ -		$ -
Division 14 Conveyances							$ 89,590	
Elevator	Traction - 2 Stop, WithCard Access	$ 93,400	Traction - 2 Stop, No Card Access	$ 87,600	Hydraulic - Machine-Roomless - 2 Stop, 2,100lb Capacity	$ 81,400	**Need to Keep Warehouse on 1st Level - Avoid Freight Elevator	$ 81,400
Safety / Inspections		$ 8,190		$ 8,190		$ 6,300		$ 8,190
Division 15 Mechanical							$ 1,924,392	
Fire Protection (design build)	Wet Pipe System, NFPA 13, Concealed Heads, **Dry System for Overhang / Archives**	$ 219,710	Wet Pipe System, NFPA 13, Semi-Recessed Heads, Dry System for Overhang	$ 193,250	Wet Pipe System, NFPA 13, Semi-Recessed Heads, No Overhang	$ 173,250		$ 219,710
Plumbing		$ 488,250	Flush Valve Toilets, Sensor Touch-Free Faucets, Gas Distribution, Condensate Piping - Added Fixtures	$ 441,000	Flush Valve Toilets, Sensor Touch-Free Faucets, Gas Distribution, Condensate Piping - District Standards	$ 409,500		$ 409,500
Building Storm Drainage (roof)	Larger 8" and 10" Pipe	$ 57,600	6" and 8" Pipe Shorter Runs	$ 40,640	Efficient Routing - Roof Slopes to Perimeter	$ 30,400		$ 40,640
HVAC	VAV RTU System, (28) FVAVs, (18) VAVs - Gas Fired Heat at RTU, Electric Reheat at Boxes TRANE Equipment and Controls - Added Sound Control - Added Control for Shade - Include Archive Area (relative humidity control)	$ 1,231,500	VAV RTU System, (28) FVAVs, (18) VAVs - Gas Fired Heat at RTU, Electric Reheat at Boxes TRANE Equipment and Controls - Added Shade & Light Control - **Include Archive Area** (relative humidity control)	$ 1,235,790	VAV RTU System, (28) FVAVs, (18) VAVs - Gas Fired Heat at RTU, Electric Reheat at Boxes TRANE Equipment and Controls	$ 1,184,250		$ 1,235,790
Mechanical Coordination		$ 18,752	Design Review, Start-Up, Commissioning Assistance	$ 18,752		$ 18,752		$ 18,752
Division 16 Electrical							$ 2,124,040	
Service and Feeders	Further Distance for Feeders, Copper	$ 277,200	Transformer Close to Building, Copper Feeders	$ 233,100	Transformer Close to Building, Aluminum Feeders	$ 207,270		$ 207,270
Distribution / Branch Power		$ 352,800	MC Branch with EMT for Exposed Ceiling Area (20K SF admin)	$ 289,800	MC Branch per Code	$ 280,350		$ 289,800
Mechanical Power	Add VAV Boxes	$ 78,750	Add VAV Boxes	$ 69,300	For Current Mech Equipment	$ 63,000		$ 63,000
Building Lighting and Controls	Standard Lighting, Decorative Fixtures Similar to Other Branches, UPGRADED - Networked Controls	$ 771,750	Standard Lighting, Decorative Fixtures Similar to Other Branches, Networked Controls	$ 677,250	Standard Lighting, Min. Decorative Fixtures, Simple Controls	$ 598,500		$ 771,750
Site Power and Lighting		$ 85,050		$ 72,450		$ 59,850		$ 72,450
Fire Alarm (JCI - former Simplex G.)	Full Detection / Rescue Assistance / / DAS (first responder)	$ 194,040	AHJ Compliant / Rescue Assistance / / DAS (first responder), Plenum Cable, Added Conduit Rough-In	$ 178,290	AHJ Compliant / Rescue Assistance / DAS (first responder), Plenum Cable Throughout	$ 162,540		$ 178,290
Power / Raceways for Low Voltage	(163) LV Drops, (15) Cameras, (8) Doors for Access Control - Cable Tray	$ 71,190	(143) LV Drops, (10) Cameras, (6) Doors for Access Control	$ 60,480	(130) LV Drops, (5) Cameras, Main Doors for Access Control	$ 50,400	Put Cable Tray on TL as a Deduct	$ 71,190

PHILIP S. MILLER LIBRARY EXHIBIT D

Cost Model

FRANSEN PITTMAN
EXPECT PRECISION

Number of Levels	2	EA
Total SF- Per Plan	**63,000**	SF
Skin - Assumed	31,500	SF
Perimeter of Building	900	LF
Skin / SF Ratio	**0.50**	
Roof SF	32,000	SF
Number of Parking Spaces	252	EA
Building Height (average)	35	LF
Overall Site SF	154,000	SF

(4 spaces per 1,000 bldg SF)
Parker was between 32' and 39'
3.54 Acre

MODEL DATE:	1/19/2021 - Updated 3/3
BUILDING AREA IN SQ FT:	63,000
DRAWINGS PREPARED BY:	NA
DRAWINGS ARE DATED:	NA

Total Project Budget	$22,077,264
General Conditions (on Total Project Budget)	$759,572
Current Model Total	$22,111,879
Current Model $ / SF	$350.98

Description	High Level		Mid Level		Low Level		Model	
LV - Structured Cabling		$ 129,150	Cat 6 for Drops / Cat 6a for WAP	$ 103,950	Reduced Drops	$ 91,350	**Comcast/Century Link Providers**	**$ 103,950**
Audio Visual Systems	**Design Placeholder**	$ 250,000		$ 200,000		$ 150,000		**$ 250,000**
Security Systems								
Access Control	(8) Door Control Points	$ 30,000	(6) Door Control Points	$ 20,160	(4) Door Control	$ 15,120		**$ 30,000**
CCTV	(50) Cameras	$ 75,000	(10) Cameras	$ 19,530	(5) Cameras	$ 13,230		**$ 75,000**
Security Alarm		$ 15,750		$ 12,600	Basic Security, Exterior Door	$ 11,340		**$ 11,340**
Subtotal		**$ 21,393,624**		**$ 17,927,154**		**$ 15,488,339**		**$ 17,414,249**
Indirect Costs		**$ 5,771,097**		**$ 4,835,990**		**$ 4,178,100**		**$ 4,697,630**
TOTAL		**$ 27,164,721**		**$ 22,763,144**		**$ 19,666,439**		**$ 22,111,879**

FRANSEN PITTMAN
EXPECT PRECISION

Douglas County Library- Philip S. Miller- Exhibit D

3-5-21

Douglas County Library Allowances

- Dewatering / Weather Protection : $75,000

Douglas County Library Design Placeholders

- Site Furnishings- $50,000
- Children's Area Decorative Casework- $60,000
- Finish Casework - $475,000
- Signage- $100,000
- Sunshade - $100,000
- Acoustical Treatments- $11,250
- Audio Visual- $250,000

SCHEDULING APPROACH - DOUGLAS COUNTY LIBRARY- PHILIP S. MILLER

FRANSEN PITTMAN
EXPECT PRECISION

Critical Dates
- 3/22/21- Release Fransen Pittman for Design
- August 2021: 100% Construction Documents
- September 2021: Submit for Permit
- October 2021: Permit Approval
- October 2021: Break Ground!
- November 2022: Building Completion
- November 2022: Moving Month!
- December 2022: Demolition - Farewell PSM!
- March 2023: Roll Asphalt

- April 2023 Grand Opening!!!!

Client#: 33434 FRACONPC

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 3/02/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Holmes Murphy -Colorado
7600 East Orchard Rd, Ste 230 S
Property Casualty - Colorado
Greenwood Village, CO 80111

CONTACT NAME: Nick Brown
PHONE (A/C, No, Ext): 720-458-5770 FAX (A/C, No):
E-MAIL ADDRESS: NBrown@holmesmurphy.com

INSURED
Fransen-Pittman Construction Co., Inc.
9563 South Kingston Court, Ste 200
Englewood, CO 80112

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Valley Forge Insurance Company	20508
INSURER B : The Continental Insurance Company	35289
INSURER C : Pinnacol Assurance Company	41190
INSURER D : Indian Harbor Insurance Company	36940
INSURER E : Atlantic Specialty Insurance Company	27154
INSURER F : The Ohio Casualty Insurance Company	24074

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY	X	X	6050176991	08/01/2020	08/01/2021	EACH OCCURRENCE	$1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$500,000
	X PD Ded: $5,000						MED EXP (Any one person)	$15,000
							PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$2,000,000
	POLICY X PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$2,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY	X	X	6050177008	08/01/2020	08/01/2021	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
B	X UMBRELLA LIAB X OCCUR			6050177011	08/01/2020	08/01/2021	EACH OCCURRENCE	$15,000,000
F	EXCESS LIAB CLAIMS-MADE			ECO2161654432	08/01/2020	08/01/2021	AGGREGATE	$15,000,000
	DED X RETENTION $10,000							$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N		X	4046117	08/01/2020	08/01/2021	X PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH)	N / A					E.L. EACH ACCIDENT	$500,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$500,000
							E.L. DISEASE - POLICY LIMIT	$500,000
D	Pollution Liab.			CEO744670004	08/01/2020	08/01/2021	$5,000,000; $25,000 Ded	
D	Professional Liab			CEO744670004	08/01/2020	08/01/2021	$5,000,000; $25,000 Ded	
E	Blkt Builder Risk			7100373080003	08/01/2020	08/01/2021	$30M Jobsite/$7.5M FM	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Project: Philip S. Miller Library, 100 S. Wilcox Street., Castle Rock, CO 80104;
As required by written contract or written agreement, the Certificate Holder is included as Additional Insured under General Liability and Automobile Liability on a primary and non-contributory basis with respect to the above referenced. As required by written contract or written agreement, a Waiver of Subrogation in favor of the Certificate Holder applies to Worker's Compensation, General Liability and Automobile Liability with respect to the above referenced. The Umbrella Liability policy is follow form.

CERTIFICATE HOLDER

Douglas County Libraries
100 S. Wilcox Street
Castle Rock, CO 80104-0000

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Laura Leonic

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CNA

CNA PARAMOUNT

Blanket Additional Insured - Owners, Lessees or Contractors - with Products-Completed Operations Coverage Endorsement

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

It is understood and agreed as follows:

I. **WHO IS AN INSURED** is amended to include as an **Insured** any person or organization whom you are required by **written contract** to add as an additional insured on this **coverage part**, but only with respect to liability for **bodily injury**, **property damage** or **personal and advertising injury** caused in whole or in part by your acts or omissions, or the acts or omissions of those acting on your behalf:

A. in the performance of your ongoing operations subject to such **written contract**; or

B. in the performance of **your work** subject to such **written contract**, but only with respect to **bodily injury** or **property damage** included in the **products-completed operations hazard**, and only if:

1. the **written contract** requires you to provide the additional insured such coverage; and

2. this **coverage part** provides such coverage.

II. But if the **written contract** requires:

A. additional insured coverage under the 11-85 edition, 10-93 edition, or 10-01 edition of CG2010, or under the 10-01 edition of CG2037; or

B. additional insured coverage with "arising out of" language; or

C. additional insured coverage to the greatest extent permissible by law;

then paragraph **I.** above is deleted in its entirety and replaced by the following:

WHO IS AN INSURED is amended to include as an **Insured** any person or organization whom you are required by **written contract** to add as an additional insured on this **coverage part**, but only with respect to liability for **bodily injury**, **property damage** or **personal and advertising injury** arising out of **your work** that is subject to such **written contract**.

III. Subject always to the terms and conditions of this policy, including the limits of insurance, the Insurer will not provide such additional insured with:

A. coverage broader than required by the **written contract**; or

B. a higher limit of insurance than required by the **written contract**.

IV. The insurance granted by this endorsement to the additional insured does not apply to **bodily injury**, **property damage**, or **personal and advertising injury** arising out of:

A. the rendering of, or the failure to render, any professional architectural, engineering, or surveying services, including:

1. the preparing, approving, or failing to prepare or approve maps, shop drawings, opinions, reports, surveys, field orders, change orders or drawings and specifications; and

2. supervisory, inspection, architectural or engineering activities; or

B. any premises or work for which the additional insured is specifically listed as an additional insured on another endorsement attached to this **coverage part**.

V. Under **COMMERCIAL GENERAL LIABILITY CONDITIONS,** the Condition entitled **Other Insurance** is amended to add the following, which supersedes any provision to the contrary in this Condition or elsewhere in this **coverage part**:

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CNA

CNA PARAMOUNT

Blanket Additional Insured - Owners, Lessees or Contractors - with Products-Completed Operations Coverage Endorsement

Primary and Noncontributory Insurance

With respect to other insurance available to the additional insured under which the additional insured is a named insured, this insurance is primary to and will not seek contribution from such other insurance, provided that a **written contract** requires the insurance provided by this policy to be:

1. primary and non-contributing with other insurance available to the additional insured; or

2. primary and to not seek contribution from any other insurance available to the additional insured.

But except as specified above, this insurance will be excess of all other insurance available to the additional insured.

VI. Solely with respect to the insurance granted by this endorsement, the section entitled **COMMERCIAL GENERAL LIABILITY CONDITIONS** is amended as follows:

The Condition entitled **Duties In The Event of Occurrence, Offense, Claim or Suit** is amended with the addition of the following:

Any additional insured pursuant to this endorsement will as soon as practicable:

1. give the Insurer written notice of any **claim**, or any **occurrence** or offense which may result in a **claim**;

2. send the Insurer copies of all legal papers received, and otherwise cooperate with the Insurer in the investigation, defense, or settlement of the **claim**; and

3. make available any other insurance, and tender the defense and indemnity of any **claim** to any other insurer or self-insurer, whose policy or program applies to a loss that the Insurer covers under this **coverage part**. However, if the **written contract** requires this insurance to be primary and non-contributory, this paragraph **3.** does not apply to insurance on which the additional insured is a named insured.

The Insurer has no duty to defend or indemnify an additional insured under this endorsement until the Insurer receives written notice of a **claim** from the additional insured.

VII. Solely with respect to the insurance granted by this endorsement, the section entitled **DEFINITIONS** is amended to add the following definition:

Written contract means a written contract or written agreement that requires you to make a person or organization an additional insured on this **coverage part**, provided the contract or agreement:

A. is currently in effect or becomes effective during the term of this policy; and

B. was executed prior to:

1. the **bodily injury** or **property damage**; or

2. the offense that caused the **personal and advertising injury**;

for which the additional insured seeks coverage.

Any coverage granted by this endorsement shall apply solely to the extent permissible by law.

All other terms and conditions of the Policy remain unchanged.

This endorsement, which forms a part of and is for attachment to the Policy issued by the designated Insurers, takes effect on the effective date of said Policy at the hour stated in said Policy, unless another effective date is shown below, and expires concurrently with said Policy.

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CNA PARAMOUNT

Contractors' General Liability Extension Endorsement

It is understood and agreed that this endorsement amends the **COMMERCIAL GENERAL LIABILITY COVERAGE PART** as follows. If any other endorsement attached to this policy amends any provision also amended by this endorsement, then that other endorsement controls with respect to such provision, and the changes made by this endorsement with respect to such provision do not apply.

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24. **Unintentional Failure To Disclose Hazards**
25. [redacted]
26. **Wrap-Up Extension: OCIP CCIP, or Consolidated (Wrap-Up) Insurance Programs**

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CNA PARAMOUNT

Contractors' General Liability Extension Endorsement

1.

a. **WHO IS AN INSURED** is amended to include as an **Insured** any person or organization described in paragraphs **A.** through **H.** below whom a **Named Insured** is required to add as an additional insured on this **Coverage Part** under a written contract or written agreement, provided such contract or agreement:

(1) is currently in effect or becomes effective during the term of this **Coverage Part**; and

(2) was executed prior to:

(a) the **bodily injury** or **property damage**; or

(b) the offense that caused the **personal and advertising injury**,

for which such additional insured seeks coverage.

b. However, subject always to the terms and conditions of this policy, including the limits of insurance, the Insurer will not provide such additional insured with:

(1) a higher limit of insurance than required by such contract or agreement; or

(2) coverage broader than required by such contract or agreement, and in no event broader than that described by the applicable paragraph **A.** through **H.** below.

Any coverage granted by this endorsement shall apply only to the extent permissible by law.

A. Controlling Interest

Any person or organization with a controlling interest in a **Named Insured**, but only with respect to such person or organization's liability for **bodily injury**, **property damage** or **personal and advertising injury** arising out of:

1. such person or organization's financial control of a **Named Insured**; or

2. premises such person or organization owns, maintains or controls while a **Named Insured** leases or occupies such premises;

provided that the coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

B. Co-owner of Insured Premises

A co-owner of a premises co-owned by a **Named Insured** and covered under this insurance but only with respect to such co-owner's liability for **bodily injury**, **property damage** or **personal and advertising injury** as co-owner of such premises.

C. Lessor of Equipment

Any person or organization from whom a **Named Insured** leases equipment, but only with respect to liability for **bodily injury**, **property damage** or **personal and advertising injury** caused, in whole or in part, by the **Named Insured's** maintenance, operation or use of such equipment, provided that the **occurrence** giving rise to such **bodily injury**, **property damage** or the offense giving rise to such **personal and advertising injury** takes place prior to the termination of such lease.

D. Lessor of Land

Any person or organization from whom a **Named Insured** leases land but only with respect to liability for **bodily injury**, **property damage** or **personal and advertising injury** arising out of the ownership, maintenance or use of such land, provided that the **occurrence** giving rise to such **bodily injury**, **property damage** or the offense giving rise to such **personal and advertising injury** takes place prior to the termination of such lease. The

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coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

E. Lessor of Premises

An owner or lessor of premises leased to the **Named Insured**, or such owner or lessor's real estate manager, but only with respect to liability for **bodily injury**, **property damage** or **personal and advertising injury** arising out of the ownership, maintenance or use of such part of the premises leased to the **Named Insured**, and provided that the **occurrence** giving rise to such **bodily injury** or **property damage**, or the offense giving rise to such **personal and advertising injury**, takes place prior to the termination of such lease. The coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

F. Mortgagee, Assignee or Receiver

A mortgagee, assignee or receiver of premises but only with respect to such mortgagee, assignee or receiver's liability for **bodily injury**, **property damage** or **personal and advertising injury** arising out of the **Named Insured's** ownership, maintenance, or use of a premises by a **Named Insured**.

The coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

G. State or Governmental Agency or Subdivision or Political Subdivisions – Permits

A state or governmental agency or subdivision or political subdivision that has issued a permit or authorization but only with respect to such state or governmental agency or subdivision or political subdivision's liability for **bodily injury**, **property damage** or **personal and advertising injury** arising out of:

1. the following hazards in connection with premises a **Named Insured** owns, rents, or controls and to which this insurance applies:

a. the existence, maintenance, repair, construction, erection, or removal of advertising signs, awnings, canopies, cellar entrances, coal holes, driveways, manholes, marquees, hoistaway openings, sidewalk vaults, street banners, or decorations and similar exposures; or

b. the construction, erection, or removal of elevators; or

c. the ownership, maintenance or use of any elevators covered by this insurance; or

2. the permitted or authorized operations performed by a **Named Insured** or on a **Named Insured's** behalf.

The coverage granted by this paragraph does not apply to:

a. **Bodily injury**, **property damage** or **personal and advertising injury** arising out of operations performed for the state or governmental agency or subdivision or political subdivision; or

b. **Bodily injury** or **property damage** included within the **products-completed operations hazard**.

With respect to this provision's requirement that additional insured status must be requested under a written contract or agreement, the Insurer will treat as a written contract any governmental permit that requires the **Named Insured** to add the governmental entity as an additional insured.

H. Trade Show Event Lessor

1. With respect to a **Named Insured's** participation in a trade show event as an exhibitor, presenter or displayer, any person or organization whom the **Named Insured** is required to include as an additional insured, but only with respect to such person or organization's liability for **bodily injury**, **property damage** or **personal and advertising injury** caused by:

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a. the **Named Insured's** acts or omissions; or

b. the acts or omissions of those acting on the **Named Insured's** behalf,

in the performance of the **Named Insured's** ongoing operations at the trade show event premises during the trade show event.

2. The coverage granted by this paragraph does not apply to **bodily injury** or **property damage** included within the **products-completed operations hazard**.

2.

The **Other Insurance** Condition in the **COMMERCIAL GENERAL LIABILITY CONDITIONS** Section is amended to add the following paragraph:

If the **Named Insured** has agreed in writing in a contract or agreement that this insurance is primary and non-contributory relative to an additional insured's own insurance, then this insurance is primary, and the Insurer will not seek contribution from that other insurance. For the purpose of this Provision **2.**, the additional insured's own insurance means insurance on which the additional insured is a named insured. Otherwise, and notwithstanding anything to the contrary elsewhere in this Condition, the insurance provided to such person or organization is excess of any other insurance available to such person or organization.

3. BODILY INJURY – EXPANDED DEFINITION

Under **DEFINITIONS**, the definition of **bodily injury** is deleted and replaced by the following:

Bodily injury means physical injury, sickness or disease sustained by a person, including death, humiliation, shock, mental anguish or mental injury sustained by that person at any time which results as a consequence of the physical injury, sickness or disease.

4. BROAD KNOWLEDGE OF OCCURRENCE/ NOTICE OF OCCURRENCE

Under **CONDITIONS**, the condition entitled **Duties in The Event of Occurrence, Offense, Claim or Suit** is amended to add the following provisions:

A. BROAD KNOWLEDGE OF OCCURRENCE

The **Named Insured** must give the Insurer or the Insurer's authorized representative notice of an **occurrence**, offense or **claim** only when the **occurrence**, offense or **claim** is known to a natural person **Named Insured**, to a partner, executive officer, manager or member of a **Named Insured**, or an **employee** designated by any of the above to give such notice.

B. NOTICE OF OCCURRENCE

The **Named Insured's** rights under this **Coverage Part** will not be prejudiced if the **Named Insured** fails to give the Insurer notice of an **occurrence**, offense or **claim** and that failure is solely due to the **Named Insured's** reasonable belief that the **bodily injury** or **property damage** is not covered under this **Coverage Part**. However, the **Named Insured** shall give written notice of such **occurrence**, offense or **claim** to the Insurer as soon as the **Named Insured** is aware that this insurance may apply to such **occurrence**, offense or **claim**.

5. BROAD NAMED INSURED

WHO IS AN INSURED is amended to delete its Paragraph **3.** in its entirety and replace it with the following:

3. Pursuant to the limitations described in Paragraph **4.** below, any organization in which a **Named Insured** has management control:

a. on the effective date of this **Coverage Part**; or

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B. Solely for the purpose of the coverage provided by this **PROPERTY DAMAGE – ELEVATORS** Provision, the **Other Insurance** conditions is amended to add the following paragraph:

This insurance is excess over any of the other insurance, whether primary, excess, contingent or on any other basis that is Property insurance covering property of others damaged from the use of elevators.

23. SUPPLEMENTARY PAYMENTS

The section entitled **SUPPLEMENTARY PAYMENTS – COVERAGES A AND B** is amended as follows:

A. Paragraph **1.b.** is amended to delete the $250 limit shown for the cost of bail bonds and replace it with a $5,000. limit; and

B. Paragraph **1.d.** is amended to delete the limit of $250 shown for daily loss of earnings and replace it with a $1,000. limit.

24. UNINTENTIONAL FAILURE TO DISCLOSE HAZARDS

If the **Named Insured** unintentionally fails to disclose all existing hazards at the inception date of the **Named Insured's Coverage Part**, the Insurer will not deny coverage under this **Coverage Part** because of such failure.

25.

Under **CONDITIONS**, the condition entitled **Transfer Of Rights Of Recovery Against Others To Us** is amended to add the following:

The Insurer waives any right of recovery the Insurer may have against any person or organization because of payments the Insurer makes for injury or damage arising out of:

1. the **Named Insured's** ongoing operations; or

2. **your work** included in the **products-completed operations hazard**.

However, this waiver applies only when the **Named Insured** has agreed in writing to waive such rights of recovery in a written contract or written agreement, and only if such contract or agreement:

1. is in effect or becomes effective during the term of this **Coverage Part**; and

2. was executed prior to the **bodily injury**, **property damage** or **personal and advertising injury** giving rise to the **claim**.

26. WRAP-UP EXTENSION: OCIP, CCIP, OR CONSOLIDATED (WRAP-UP) INSURANCE PROGRAMS

Note: The following provision does not apply to any public construction project in the state of Oklahoma, nor to any construction project in the state of Alaska, that is not permitted to be insured under a **consolidated (wrap-up) insurance program** by applicable state statute or regulation.

If the endorsement **EXCLUSION – CONSTRUCTION WRAP-UP** is attached to this policy, or another exclusionary endorsement pertaining to Owner Controlled Insurance Programs (O.C.I.P.) or Contractor Controlled Insurance Programs (C.C.I.P.) is attached, then the following changes apply:

A. The following wording is added to the above-referenced endorsement:

With respect to a **consolidated (wrap-up) insurance program** project in which the **Named Insured** is or was involved, this exclusion does not apply to those sums the **Named Insured** become legally obligated to pay as **damages** because of:

1. **Bodily injury**, **property damage**, or **personal or advertising injury** that occurs during the **Named Insured's** ongoing operations at the project, or during such operations of anyone acting on the **Named Insured's** behalf; nor

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ADDITIONAL INSURED - PRIMARY AND NON-CONTRIBUTORY

It is understood and agreed that this endorsement amends the **BUSINESS AUTO COVERAGE FORM** as follows:

SCHEDULE
Name of Additional Insured Person Or Organization
ANY PERSON OR ORGANIZATION THAT YOU ARE REQUIRED BY WRITTEN CONTRACT OR WRITTEN AGREEMENT TO NAME AS AN ADDITIONAL INSURED.

1. In conformance with paragraph **A.1.c.** of **Who Is An Insured** of Section **II** - LIABILITY COVERAGE, the person or organization scheduled above is an insured under this policy.
2. The insurance afforded to the additional insured under this policy will apply on a primary and non-contributory basis if you have committed it to be so in a written contract or written agreement executed prior to the date of the "**accident**" for which the additional insured seeks coverage under this policy.

All other terms and conditions of the policy remain unchanged

This endorsement, which forms a part of and is for attachment to the policy issued by the designated Insurers, takes effect on the Policy Effective date of said policy at the hour stated in said policy, unless another effective date (the Endorsement Effective Date) is shown below, and expires concurrently with said policy.

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WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US (WAIVER OF SUBROGATION)

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM

BUSINESS AUTO COVERAGE FORM

MOTOR CARRIER COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by the endorsement.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

Named Insured: FRANSEN-PITTMAN CONSTRUCTION CO., INC.

Endorsement Effective Date: 08/01/2020

SCHEDULE
Name(s) Of Person(s) Or Organization(s):
ANY PERSON OR ORGANIZATION FOR WHOM OR WHICH YOU ARE REQUIRED BY WRITTEN CONTRACT OR AGREEEMENT TO OBTAIN THIS WAIVER FORM US. YOU MUST AGREE TO THAT REQUIREMENT PRIOR TO LOSS.
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

The **Transfer Of Rights Of Recovery Against Others To Us** condition does not apply to the person(s) or organization(s) shown in the Schedule, but only to the extent that subrogation is waived prior to the "**accident**" or the "**loss**" under a contract with that person or organization.

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PINNACOL ASSURANCE

7501 E. Lowry Blvd.
Denver, CO 80230-7006
303.361.4000 / 800.873.7242
Pinnacol.com

NCCI #: WC000313B
Policy #: 4046117

Fransen-Pittman Construction Company
9563 S Kingston Court Suite 200
Englewood, CO 80112

Holmes, Murphy and Associates, LLC
7600 E. Orchard Road
Suite 230
Greenwood Village, CO 80111
(720) 622-8242

ENDORSEMENT: Blanket Waiver of Subrogation

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

SCHEDULE

To any person or organization when agreed to under a written contract or agreement, as defined above and with the insured, which is in effect and executed prior to any loss.

Effective Date:August 1, 2020 Expires on: August 1, 2021
Pinnacol Assurance has issued this endorsement August 3, 2020

FRANSEN PITTMAN

EXPECT PRECISION

Health & Safety Manual 2020

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Acknowledgement

I hereby acknowledge that I, _____ (print name) have received a copy of the **FRANSEN PITTMAN GENERAL CONTRACTORS HEALTH AND SAFETY MANUAL** on _____(date) as published by Fransen Pittman General Contractors.

I understand that this manual contains programs and policies for field work safety rules, roles and responsibilities, project safety, hazardous communications, special hazards, return to work, confined space, first aid procedures, general requirements, and Fransen Pittman's procedures for medical/nonmedical emergencies.

I have read (or had explained to me), and understand that repeated failure to follow, or refusal to comply with, specific local, state and federal laws and regulations may be cause for disciplinary action or dismissal.

Signed _____
Employee

Signed_____
Supervisor (Witness)

If employee refuses to sign for a copy of this manual, for any reason, supervisor may issue manual to employee after a thorough explanation of the rules, policies and responsibilities contained in the manual.

_____	_____	_____
Issued to (Print Name)	Supervisor	Date

File: Personnel File

SIGNED COPY OF THIS ACKNOWLEDGEMENT WILL BE PLACED IN PERSONNEL FILE

FRANSEN PITTMAN
EXPECT PRECISION

Safety Introduction

The success of Fransen Pittman General Contractors is entirely dependent upon the dedication and professionalism of our employees. Our goal is to develop a team that will grow together over the years and build a safe, secure future for themselves and their families. The management of the company recognizes that an integral part of achieving this goal is to create a safe, accident free workplace. It is in the interest of the wellbeing of all employees that Fransen Pittman dedicates itself to providing the highest level of performance in safety and occupational health.

This manual has been developed within the guidelines of OSHA regulations and nationally recognized industry standards. However, it is not our intention to only comply with the minimum standards. We have tried to go beyond this level and approach jobsite safety with common sense and a thorough, professional approach. We want to create an "atmosphere" of safety on our jobsites. This atmosphere affects all who come on the jobsite- subcontractors, architects and owners. It helps promote a level of professionalism and quality and encourages others to approach their work in a safe manner.

Responsibility for workplace safety is the first rule for *all* employees *all* the time. Safety is not a matter of complying with the minimum requirements of the program. Speed and deadlines *do not* take precedence over safety. Before any task is performed you must ask yourself if this is the safest way to protect myself and other employees.

The success of Fransen Pittman's health and safety program requires the combined efforts of management, supervisors and employees. We want our operations to be among the safest in the construction industry. That goal can only be achieved if every person contributes to this team effort.

Sincerely,

John Pittman
President

FRANSEN PITTMAN
EXPECT PRECISION

I. Health and Safety Policy

A. *Safety Work Rules - Objectives*

Fransen Pittman's Health and Safety Program shall encourage the prevention of accidental injury, occupational illnesses, property, and fire damage. *NO SINGLE ASPECT OF OUR WORK IS OF GREATER IMPORTANCE.*

It is Fransen Pittman's policy to provide a safe place to work, recognizing that accidents must be prevented at all times. It is the responsibility of all office and field personnel to create an atmosphere of safety consciousness wherever our work is located.

Each project requires preplanning to identify possible safety hazards for each operation to minimize exposure to employees, clients and the public.

Fransen Pittman will provide a uniform policy for safety, consistent with and exceeding requirements of OSHA, the Associated General Contractors of Colorado, our clients and our insurance carriers. It will define specific responsibilities for effective control and enforcement, and provide the means of continuing development of safety education and updating safety practices. It will incorporate the involvement of subcontractors for complete safety awareness by the construction team.

B. *Employee Safety Orientation*

New Hire Orientation

All employees, regardless of classification shall be informed of the company's health and safety program, and shall adhere to its policies, rules, and responsibilities. Each employee shall receive a copy of the Fransen Pittman Health and Safety Manual, and shall sign a receipt for this information and for the safety orientation.

Jobsite Orientation

All employees and temporary workers new to the site shall be informed of all on-site safety policies, special hazards to be aware of, first aid kit locations, fire extinguisher locations, who is in charge of safety on the job site and where the Haz-Comm/SDS sheets are stored. Each employee shall be oriented with the company's Health and Safety Program as well as the Haz-Comm Program before the employee begins work.

THIS INFORMATION TO BE POSTED ON ALL JOB SITES!

C. Fransen Pittman Safety Rules and Orientation

1. All Fransen Pittman employees are authorized and requested to stop any operation they feel is potentially unsafe or may cause an injury.
2. Hard hats and high visibility safety vests, shirts or jackets will be worn by everyone, as the job Site Superintendent perceives them necessary or as posted. The job site office will maintain a supply of hard hats and safety vests for visitor use on the project.
3. Protective Clothing – All field employees, office employees, and other project personnel either working on or visiting work sites, shall wear, at a minimum, the following protective clothing: shirt adequately covering arms, shoulders, and torso, full-length pants, and appropriate footwear. All protective clothing shall be made of durable materials and appropriate for current project conditions.
4. All temporary workers employed by Fransen Pittman must be treated and protected against hazards as if they were Fransen Pittman employees. It is the responsibility of staffing agency to provide their workers with general construction health and safety training. It is Fransen Pittman's responsibility to provide the temporary workers with task specific training tailored to the particular workplace equipment or hazards they may encounter. Having temporary workers, on our sites, is a joint responsibility between Fransen Pittman and the staffing agencies, and together we must ensure the health and safety of each temporary worker.
5. Hair beyond shoulder length shall be restrained in a way to prevent possible entanglement with a power tool or other work related activity. Beards shall be restrained so that they do not drop below shoulder/collarbone line.
6. Goggles, face shields, dust masks, respirators, ear plugs, and all other personal protective equipment (PPE) will be worn as operations require. All employees will carry safety glasses at all times and wear them as operations require. Prior to respirator use, employee must be adequately trained in the care, inspection and use of each type of respirator. (See Respirator Program)
7. Fall arrest system will be used and workers will be tied off above the ground, or floor, where no guard rail or other suitable means of fall protection is used. The 6' (six foot) rule shall apply. No Exceptions will be allowed. Employee shall be adequately trained in the use and inspection of fall arrest systems prior to use.
8. Employees will stop and disconnect power from all machinery or equipment before any maintenance, adjusting, or repairing. Machinery or equipment will not be operated without all safety guards and apparatus in place and in good working condition. Faulty equipment shall be taken out of service immediately and plainly marked "OUT OF SERVICE/DEFECTIVE". Notify your Supervisor of faulty equipment. (See procedure description Lock Out and Danger Tag, Section III (E) (5))

9. Employees observed working in a manner which may cause an injury to themselves or to fellow workers, shall be warned of the danger and instructed as to the correct method of operation.
10. When work is ongoing above or beneath others, coordinate with those operations to ensure that proper safeguards/precautions have been taken (see Access Zones, Section III (G)). Onsite personnel affected by these operations will be informed of these hazards prior to work being started.
11. When the nature of work calls for signals, they must be thoroughly understood and only be given by a trained person. When the meaning of the signal is in doubt, do not proceed until the intended procedure is clear. Visual signals are preferable to verbal signals. Signals shall only be given by one person at a time. Do not give signals until the operator has a clear, unobstructed view. Crane signaling posters will be posted on all jobsites.
12. All open trenches will be properly barricaded to insure no employee, subcontractor, or the general public will be exposed to the hazards of open trenches. Under no circumstances shall any employee enter a trench until a competent person has deemed it safe.
13. All jobsites will be kept clean at all times. Workers will also correct, or arrange to give warning, of any unsafe condition which may result in an injury to fellow workers or others unfamiliar with existing conditions. Housekeeping sets the tone for safety.
14. If a worker is not qualified to operate a piece of equipment, he/she will not be allowed to operate it until they have been properly instructed, or certified. If proper use of a piece of equipment is unknown, please ask for instruction.
15. Unsafe conditions must be reported as soon as possible; however, if it is within the employee's ability, he/she should correct the unsafe condition prior to reporting the condition.
16. Employees shall report all injuries, no matter how minor, to someone with supervisory authority immediately. Failure to do so could result in improper care for the injury or problems processing a workers compensation claim.
17. It is the employee's responsibility to know where first aid, firefighting equipment, and other safety equipment are located. If proper use of a piece of safety equipment is unknown, please ask for instruction.
18. Every employee must attend the regularly scheduled safety meeting and all other required trainings.

REMEMBER

BE CAREFUL. YOUR LIFE, OR YOUR FELLOW WORKER'S LIFE MAY DEPEND UPON IT!!!

II. Responsibilities

The responsibility of safety must be maintained by all employees of Fransen Pittman since your act, or failure to act, may result in direct exposure to a safety hazard to your fellow employees (and friends).

LOOK OUT FOR ONE ANOTHER, WE'RE A TEAM!

A. *Company Officer*

President - John Pittman

The Company Officer will support, direct, assign responsibility, and hold individuals accountable, consistent with good safety management practices.

Appoint the appropriate person(s) to administer the Health and Safety Program and define the limits of authority of the company Safety Officer in safety related issues.

Review safety records and evaluate the Health and Safety Program on a regular basis.

Periodically make field inspections, reviewing his observations with the project personnel.

Be briefed on all serious injuries and accidents immediately.

B. *Safety Officer*

Vice President of Field Operations - Tim Williams

The company Safety Officer shall assist in all levels of management in the company's Health and Safety Program by assuring compliance with established company policies concerning health and safety.

Assist in appointing the appropriate person(s) to administer the Health and Safety Program and define the limits of authority of the company Safety Director in safety related issues.

Provide assistance as needed for pre-job planning conferences for safety purposes.

Be advised of all OSHA inspections and alleged citations.

Represent Fransen Pittman General Contractors in all dealings with OSHA citations.

Make occasional safety inspections of job sites, especially a project experiencing a negative safety trend and assist Superintendents in evaluating and controlling safety problems.

Administrate the company safety incentive and award program and shall assist in methods of selecting, analyzing and modifying the program.

Be notified immediately of all accidents resulting in serious injury, or death.

Shall appoint chair to Safety Committee.

C. *Safety Director*

Safety Director - Tim Taylor

The company Safety Director shall assist in all levels of management in the company's Health and Safety Program by assuring compliance with established company policies concerning health and safety.

Provide educational training materials designed to develop and maintain an effective health and safety program.

Provide assistance as needed for pre-job planning conferences for safety purposes.

Be advised of all OSHA inspections and alleged citations, and respond to OSHA's request for additional information or clarifications.

Accompany the OSHA inspector on all inspections and assist in representing Fransen Pittman General Contractors in all dealings with payments, conferences and contests of such citations.

Make regular safety inspections of job sites, especially a project experiencing a negative safety trend and assist Project Superintendents in evaluating and controlling safety problems.

Keep statistical information on all investigations of accidents and near misses, and report this information on a regular basis to all supervisory personnel.

Keep all personnel advised of new/changed federal, state and local safety regulations and furnish interpretations of the regulations.

Establish and monitor equipment and work safety standards for all projects.

Assist in administration of the company safety incentive and award program and shall assist the Safety Officer in methods of selecting, analyzing and modifying the program.

Be notified immediately of all accidents resulting in serious injury, or death, so that proper and timely notification can be made to medical assistance, family, insurance carriers, Worker's Compensation and other parties requiring information. Serious accidents will be investigated immediately.

Coordinate/conduct all new hire orientations and safety training and all annual or recertification training programs.

Identify unsafe conditions or practices, and determine and implement solutions.

D. *Project Managers*

The project managers will assist field staff in monitoring and assuring compliances with the established Health and Safety Program so that adequate attention is given to safety during all phases of a project.

Voluntary participation in the Safety Committee, one year minimum commitment, is recommended.

E. *Project Superintendents and Field Management Personnel*

The Project Superintendents shall be responsible for field employees, subcontractors, and job site visitors. The Project Superintendent has the authority to designate an alternate competent person(s) as needed.

Complying with the Health and Safety Program and job site safety provisions as follows:

- Consider safety requirements. Provide personnel protective equipment (PPE), warning signs, fire extinguishers, first aid kits, etc.
- Orientate all new and temporary employees, explaining company and job site safety policies and hazards of their particular work. See that "new hires and temporary workers" receive the initial jobsite orientation without exception. See that specific hazard training is available for areas or tasks requiring such attention.
- Hold a supervisory and/or tool box safety meeting at a regularly designated time each week. Provide sign-in sheets and subjects covered for each safety meeting held.
- Make sure legally required materials are posted. Include safety and other job site postings as applicable.
- Watch the non-routine tasks carefully. Be sure employees have been instructed properly to do the job and that the proper equipment is used to complete the job. Apply specific safety rules for items that are non-routine.
- Never allow workers to short cut safety for expediency. Be constantly alert for unsafe practices and conditions and correct them immediately. Insist that company personnel and subcontractors comply with all safety rules and requirements.
- Enforce established safety rules constantly and consistently. Warn employees and subcontractors in writing if the need persists. Discharge

any employee who flagrantly or habitually violates the rules (or prevent employees of subcontractors from entering the job who do the same).

- Conduct weekly jobsite safety inspections or appoint a competent person to conduct safety audits.
- Provide temporary sanitary facilities with regular servicing.
- Provide fresh, potable drinking water from an approved source daily. Prevent contamination from source to consumer. Provide disposable paper cups with a waste container at each potable water container site.
- Cooperate with insurance company representatives, OSHA inspectors, or other outside inspectors assisting Fransen Pittman with our Health and Safety Program. Verify who the visitors are and why they are visiting the project. Personally accompany them on all inspections and notify the Safety Director immediately.
- Accompany the company Safety Director or third party inspector, upon request, on all field audits. The company Safety Director will issue a report of conditions observed, including unsafe or questionable practices/conditions that require improvement. It is the Superintendent's responsibility to see that reported unsafe conditions/practices are improved to an acceptable standard. Consult with the company Safety Director for questions concerning safety issues, improving conditions, etc.
- Hold a current CPR, AED, and first aid card.
- Arrange for and post emergency phone numbers.
- Keep the job site clean and orderly.
- Protect the Owner's and public's interests for the project duration.
- Appoint members to the safety committee (minimum of 6 months commitment).
- Train your work crews in company safety policies and safe work procedures and practices. The employee should be shown where to work, what to do, and how to do it safely, including hazardous materials training. The employee will be instructed with regard to personal responsibility for individual safety and fellow employee safety. Be sure that the employee has received a copy of the company Health and Safety Manual, has signed the acknowledgement page, and returned it to the company Safety Director for the employee's personnel files. This will be completed before the new employee begins work.
- Supervising crew members performing a quality and safe task, with minimal time expended. Planning ahead to acquire the proper tools, equipment, and materials for each portion of the work. Clearly instruct each employee, and then follow through to see that instructions are carried out in the safe use and maintenance of equipment/materials.

- Stop an individual or whole crew, if necessary, to correct hazards which endanger the individual, crew, the Owner's interest, the public, or equipment. Stop unsafe acts immediately and correct the problem. If unsafe acts by an individual persist, report to the job site supervisor for evaluation, disciplinary action, or dismissal.
- Prepare accident reports as required for your crew members on the proper forms for personal injury accidents, equipment damage, and/or property damage.

F. *Safety Committee*

The purpose of Fransen Pittman's Safety Committee will be to strengthen our commitment to the health and safety of all personnel on our construction projects.

1. Safety Committee members will be appointed and will serve a minimum of 6 months.
2. The Safety Committee will meet once a month.
3. Third-party site audits will be reviewed quarterly to identify trends and formulate corrective actions.
4. Develop and revise safety training criteria for Fransen Pittman personnel to insure all aspects of our activities onsite are being conducted in the safest and most efficient manner possible.
5. Review recordable and lost time accident reports to determine if Health and Safety Policy changes are needed to reduce or eliminate accidents.
6. Develop and implement informational posters, site awareness and wallet cards.
7. Update the Health and Safety Manual as required, to conform to all rules, regulations and company policies.

III. Project Safety

A. Personal Protective Equipment (PPE)

1. Safety glasses, goggles, face shields, dust masks, respirators, ear plugs, hard hats, safety vests and all other personal protective equipment (PPE) will be worn as operations require. All employees will carry safety glasses at all times and wear them as operations require. Prior to respirator use, employee must be adequately trained in the care, inspection and use of each type of respirator. See Respirator Program. Before the issuance of any and all PPE the worker shall be trained on its proper use, fit/size, storage, maintenance, cleaning, inspection, and disposal. An employee will require retraining if found to be not using proper PPE, incorrectly using PPE, using damaged PPE, or not properly maintaining/inspecting their PPE. If PPE is not properly cleaned, inspected, and maintained it may not function properly and cause undue harm to the user that could have otherwise been prevented. That said, PPE should always be keep in a clean and sanitary condition. Also, workers need to keep in mind that all PPE must be in a good usable condition to perform its function. When PPE no longer serves its purpose, is damaged, fails inspection, or expired it must be removed from service.
2. Protective Clothing – All field employees, office employees, and other project personnel either working on or visiting work sites, shall wear, at a minimum, the following protective clothing: shirt adequately covering arms, shoulders, and torso, full-length pants, and appropriate footwear. All protective clothing shall be made of durable materials and appropriate for current project conditions. All major hot work must be completed wearing fire resistance clothing. All electrical work authorized by Fransen Pittman's Safety Director must be completed using non-conductive clothing. Any work requiring additional protective clothing will be specified and/or provided by Fransen Pittman and instruction for proper use given by the Superintendent, Safety Director, or designated competent person.

B. Fall Protection

1. Fall protection shall be in place any time an employee is exposed to a fall 6' or greater.
2. Guardrails (Rails or cables – top rail between 39" and 45", and mid-rail at half the top rail height. Top rail must be able to withstand 200 lb. down and outward force. 3.5" toe boards are required if working above others) or adequate barricades will be preferable to fall arrest systems.
3. Personal fall arrest (5,000 lb. anchor point) or fall restraint systems (3,000 lb. anchor point) will be required when guardrails or other suitable means of fall prevention are not used.

4. Employees unfamiliar or have not used fall arrest equipment for an extended period of time, will be trained or re-oriented to the use of fall arrest equipment.
5. Subcontractors may submit an alternate plan in cases where fall protection may impose a greater risk to the worker. This plan must be reviewed and approved by Fransen Pittman Safety Director.
6. All fall protection plans must comply with OSHA standards.
7. All fall arrest equipment should be inspected before every use.
8. All holes 2" and greater must be covered, secured in place, marked "HOLE", and capable of supporting at least two times the maximum intended load on the cover. All wall openings or vertical openings higher than 30" and wider than 18" must be protected against falls.
9. Impalement hazards including: vertical rebar, form stakes and small diameter conduit and plumbing stub-ups must be guarded by caps, covers, or bending the rebar over.

C. Ladders - Review all Manufacturers' Warning Labels

1. Inspect all ladders prior to every use.
   a. Straight Ladders – General requirements (Single and multi-flight extension ladders)
   b. For Access
      - Must have solid base
      - Must be secured at the top (preferably top and bottom)
      - Must extend 3 feet above work surface
      - Must be placed at 4:1 base to height ratio

   c. For Working
      - Must have solid base
      - Worker must keep his body inside vertical rails
      - Secure top or bottom if conditions warrant
2. Frame Ladders / Step Ladders
   a. Cannot be used for straight ladders; ladders must be fully open and the spreader bar locked in position prior to use
   b. Must have firm base
   c. Employee shall not sit or stand on top two steps/rungs of ladder
   d. Ladders with bent / broken rungs or side rails must be tagged and taken out of service

e. Keep all ladders away from power lines

f. Ensure that ladder classification (rating) is suitable for the job (see table)

g. Maintain three point of contact when traveling up or down a ladder

h. Material, tools & equipment should be hoisted to working level

Ladder Type	Rated Capacity	Duty Rating Description
Type 1AA Ladder	375 lb.	Extra-heavy-duty industrial ladder
Type 1A Ladder	300 lb.	Heavy-duty industrial ladder
Type 1 Ladder	250 lb.	Heavy-duty industrial ladder
Type 2 Ladder	225 lb.	Medium-duty commercial ladder
Type 3 Ladder	[illegible]	[illegible]sehold ladder

NOT FOR CONSTRUCTION USE

3. Job Built Ladders
   a. All job built ladders are to be constructed per OSHA standards
   b. Must meet the requirements of the ladder it's replacing

4. Special Ladder Use
   a. Any ladders used to preform work on energized or potentially energized equipment, surfaces, or involving unknown wiring must be non-conductive.

D. Scaffolds

1. All scaffolds must be complete and all workers must be protected assist falls if the walking/working surface is 6' or greater unless otherwise noted by the manufacturer.
2. Check for overhead power lines and other possible hazards that might conflict with scaffold height or final configuration.
3. Surface of where scaffolding is to be placed must have suitable graded compacted surface.
4. Accessibility to and from the scaffold should be considered as well as pedestrian safety and public walkways.
5. Scaffolding that is being used for temp heaters or material staging platforms must be protected from on-site moving equipment hazards.
6. Bracing of scaffolding (anchorage points to wall or structure must be reviewed by competent person)
7. Flagging tape or rope barrier must be used to delineate boundary of no access zone and masonry access zone.
8. Toe boards, railings, sills and planking must be in place per Fransen Pittman, manufacturer recommendations and OSHA standards. Scaffolding can only be erected, moved, dismantled or altered by a competent person.

9. At the beginning of the work day scaffolds must be inspected from bottom to top, tagged and initialed by a competent person that scaffold is safe to use.
10. Possible weather hazards to consider (snow, ice, wind and cold temperatures).
11. Training - All employees will be trained on proper assembly, modification, disassembly, proper use, and safety rules/requirements of all commonly used scaffolding during their new hire orientation and receive refresher training during our annual safety training.
    Retraining - A worker will require retraining if they are unable to properly assemble, disassemble, or modify scaffold they have been previously trained on. They are found to be using improper scaffold or not using proper safety requirements. If a near miss or accident occurs, or if a worker fails to properly inspect a scaffold with critical issues.

E. Electrical/Mechanical

Nearly every jobsite uses a temporary electrical system, defined as a system of cords or cables, which is not intended for permanent use. Some examples are extension cords, temporary electrical panels, and temporary lighting. This is a hazard, which every employee is exposed to. As a result, the mistake of one person could affect the life of another. The help of all field employees is needed to minimize this hazard.

1. Cords and Cables
    a. Ground Fault Circuit Interrupters – GFCI protection will be used on all jobsites for temporary power panels and extension cords. “Assured grounding” will be used only when GFCI protection will not be adequate or possible.
    b. All extension cords must be 14 gauge or heavier 3-wire type, protected from damage, and not fastened with staples, hung from nails, or suspended from wires.
    c. No cord or tool with a damaged ground plug may be used.
    d. Splices of extension cords will not be allowed. Repair of outer insulation jacket will be allowed per applicable electrical codes and manufacturers recommendations. Worn or damaged cords may not be used.
    e. Cables and extension cords passing through work areas will be covered, elevated, or moved out of the traffic pattern to protect from damage. Boxes with covers for the purpose of disconnecting must be securely and rigidly fastened to mounting surface.
    f. Inspect each cord set, attachment cap, plug and receptacle of cord sets, and any equipment connected by cord and plug (except cord sets and receptacles which are fixed and not exposed to damage) daily before use for external defects and possible internal damage.

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g. Any cord set, attachment cap, plug and receptacle of cord sets, and any equipment connected by cord and plug found to be defective should be removed from service or repaired immediately.
h. GFCI protected circuits shall be tested by a qualified person every 30 days. Testing log to be kept on file in the construction office.

2. Receptacles
   a. Receptacles for attachment plugs will be of approved, concealed contact type.
   b. Where different voltages, are applied, receptacles must be such that attachment plugs are not interchangeable.
3. Temporary Lighting
   a. Except where bulbs are deeply recessed in a reflector, bulbs on temporary light will be equipped with guards.
   b. Temporary lights may not be suspended by their electric cords unless so designed.
   c. All work area shall have the OSHA required level of lighting at a minimum of 5 foot-candles and 10 foot-candles in more high risk areas such as mechanical and electrical rooms.
4. Circuits
   a. No employee may work in proximity to any electric power circuit that may be contacted during the course of work, unless protected against electric shock by de-energizing circuit and grounding it or by guarding with effective insulation.
5. Electrical Rooms and Other Energized Areas
   a. All energized or potentially energized electrical rooms or areas shall have a working door in place or non-conducive shield to prevent other works or material from coming in contact with energized components.
6. Lockout/Tagout and Danger Tag
   a. Lockout/Tagout – The purpose of a lockout procedure is to prevent the operation of switches, breakers, or any piece of equipment when bodily injury or property damage could result from their operation. A lockout procedure is generally implemented by a subcontractor. Fransen Pittman's role is to understand the lockout procedure in place and communicate that procedure to other personnel affected by the lockout. No work is to be done on, or in close proximity of, any operable/energized equipment until the subcontractor authorizes the release of the locked out system. All lockout/tagout procedures will be approved by Fransen Pittman and require that the company applying the lockout/tagout print their company name, company contact and phone number on the tag or device.

b. Danger Tag – Standard danger tags reading "OUT OF SERVICE/DEFECTIVE" will be used. These tags shall be used to prohibit operation of tools, equipment and electrical cords that may be damaged or inoperable. See appendix for sample "OUT OF SERVICE/DEFECTIVE" tag.

c. All critical procedures such as lockout/tagout will be reviewed on an annual basis for potential changes, updates, or lessons learned modifications.

7. Shutdowns

a. Any and all shutdowns will be coordinated manufactures representatives, engineers, local AHJ, subcontractors involved, and Fransen Pittman site management. The group will create a job hazard analysis and method of procedure for the shutdown and must follow the exact plan unless otherwise determined by the group.

b. Energy sources such as electric, hydraulic, numeric, spring, powder or that could otherwise cause injury or damage exist, they must be locked out or isolated prior to work/maintenance being performed. All parties involved will place their own lockout device at the energy control point. Once the energy source has been isolated any and all residual energy must be released and verified to be at a zero level. After the work/maintenance has been performed

8. Electrical/Mechanical Training

a. All Fransen Pittman Field Staff shall attend annual refresher safety training. This training will include among other safety topics electrical awareness training, lockout/tagout, power lines, cords, GFCI's, electrical/mechanical rooms, and temporary lighting. Retraining for this section will occur after a worker has failed to follow proper procedures, critical mistakes have been made, a near miss, or an accident has occurred.

F. Fall Rescue

Site conditions may require, a fall rescue plan to be implemented specific to the project. Concerns to be addressed should include means of rescue, specialized fall protection, building access, EMS availability, obstructions, and emergency contact information.

G. Access Zones

Restricted/controlled access zones will be established for activities such as precast erection, steel erection, masonry, scaffolding, overhead hoisting and any other areas as deemed appropriate by the competent person. These areas shall be identified by either tape or flagging and labeled as access zones with the contact information posted of the controlling contractor.

H. Job Hazard Analysis

A Job Hazard Analysis or JHA should be utilized as needed to eliminate hazards, establish proper work procedures and ensure employees have adequate training and protective equipment.

This technique focuses on work tasks as a way to identify hazards before they occur. It focuses on the relationship between the worker, the task, the tools, and the work environment. Once hazards are identified, steps can then be taken to eliminate or reduce them to an acceptable risk level.

Pre-tasking is another tool used to look ahead, identify potential issues, and create resolutions for those issues. Pre-tasking in its simplest form can be accomplished by asking the "Four What's". 1. What am I doing today? 2. What do I need to accomplish those tasks? 3. What are my hazards? 4. What am I doing to eliminate those hazards? Once the "Four What's" have been answered, your ability to have a safe and productive work day will have been greatly improved.

Most importantly, the workers performing the tasks need to be involved. They have a unique understanding of the task, which is invaluable to finding hazards. See Appendix for Fransen Pittman JHA form.

I. Emergency Action Plan/Crisis Management

The objective of the Fransen Pittman Emergency Action Plan is prepare employees for dealing with emergency situations and to comply with the OSHA's Emergency Action Plan Standard, 29 CFR 1910.38, 29 CFR 1926.35. This plan is designed to minimize injury and loss of human life and company resources by training employees, procuring and maintaining necessary equipment, and assigning responsibilities. This plan applies to all emergencies that may reasonably be expected to occur at Fransen Pittman's main office. See Fransen Pittman Emergency Action Plan and Fransen Pittman Crisis Management Plan.

J. Inspections

Fransen Pittman will conduct safety inspections periodically. The intent is to internally verify all federal, state and local safety regulations as well as Fransen Pittman's safety requirements are being followed. Every project can use a fresh set of eyes to see the project from a different angle and offer helpful observations.

In case of an emergency on a job, please contact the Superintendent and/or Foreman immediately.

K. Safety Violations

A verbal warning will be given for first time/minor violation. Serious and life threatening violations will be documented on the Written Notice of Safety Violations form and/or subject to disciplinary action, including immediate dismissal from the jobsite. Retraining and proof of understanding may be

made a condition to returning to the jobsite. Repeat and serious violations will not be tolerated, and my result in termination.

L. Near Miss

Near misses should never be ignored or forgotten. If you see or encounter anything that could be a near miss, notify the field management staff immediately, and provide them with the details of the situation to the best of your knowledge. Field management will review near misses with all involved personnel as soon as possible, including what, how, and why it happened. Once the initial review of the near miss is complete it will be determined what corrective action to take to avoid a reoccurrence of the near miss incident. Every near miss we identify and correct puts us one step closer to an accident free project.

M. Fire Prevention (see also Hot Work Procedure in Section V, item D)

Each project shall have a fire protection plan. This plan shall include the posting of the Fire Department's telephone number, posted location of SDS sheets for hazardous materials, locations for storage of hazardous materials and posted, and fire extinguishers located as needed, with a minimum of the following:

- One (1) extinguisher (at least 2A rated) must not exceed 100 feet of travel per floor.
- One (1) extinguisher (at least 2A rated) per building level.
- One (1) extinguisher in the job site office.
- One (1) extinguisher (at least 10B rated) within 50 feet of each flammable material storage location. (20 feet away is preferred, as well as a "NO SMOKING" sign at the storage location)
- One (1) extinguisher at each level just outside the stairwell or each point of exit.
- All fire extinguishers are recommended to be ten pound (10 LB.) minimum with ABC extinguishing required.
- All employees will be trained in the "PASS" technic during their new hire orientation and receive refresher training during our annual safety training.
- All fire extinguishers shall be inspected for damage, missing components, charge level and annual inspection tag. After inspection each fire extinguisher must be signed off for that month.

N. Public Protection

The project's initial safety planning will include an evaluation of public safety exposures. All necessary precautions will be taken to prevent injuries and property damage to others. Any material and/or equipment storage, whether on grade or at elevation, will be secured.

Where it is necessary to work in an area that exposes the public, or Owner's work forces, appropriate barriers, barricades or covered walkways shall be established to protect against those exposures.

All entrances, stairways, elevator lobbies and other areas of public access shall be kept clear of obstructions and hazards at all times.

Appropriate warnings and instructional safety and hazard signs shall be clearly posted. All Owners shall be notified as to public and work force routing through construction areas. The Owner shall be notified of all new or changed processes or procedures so appropriate safety measures are communicated and enforced.

Protecting the unknowing public from the potential hazards on our projects should be of the utmost importance!

O. Housekeeping

HOUSEKEEPING SETS THE TONE FOR PROJECT SAFETY!

1. The job site will be clean and organized at all times.
2. Proper waste management will be determined in the preconstruction phase, jobsite startup phase, and throughout the project as project and site conditions change.
3. Scrap material and debris will be disposed of as it is generated. Do not wait until the "end of the day" to clean up. Clean as you go.
4. When scrap material is being recycled, it must be placed in the proper container.
5. All employees must dispose of their personal refuse properly. Lunch trash and drinking containers are of particular interest. Fransen Pittman supervision must make this a zero-tolerance policy from the start of the project.
6. Subcontractors have contractual obligations to clean up after themselves on a daily basis. Fransen Pittman supervision should strictly enforce these obligations.
7. A clean, well-organized job site prevents accidents, promotes a positive attitude toward safety, and improves productivity.
8. Not all projects are right for recycling. When a project has been determined to be a good candidate for recycling the placement of the dumpsters will be arranged during the preconstruction phase. All subcontractors will be notified of the recycled requirement and weekly dumpster checks will be preforms to confirm compliance.
9. All employees will be trained in Fransen Pittman's waste management procedures during their new hire orientation and receive refresher training during our annual safety training.

P. Power & Hand tools

1. All employees shall be instructed as to proper use, storage and maintenance of all power and hand tools. No employees shall use a power tool unless they have a thorough knowledge of the correct operating procedures.
2. Employees must hold a current "Powder Actuated Tool" certification prior to use of any powder actuated tool. This certificate must be brand and model specific.
3. No tools shall be transferred to another job unless they are in good working condition. All damaged tools shall be repaired before they are transferred to a new job.
4. All damaged tools will be taken out of service immediately and tagged until repairs are made.
5. All power tools must be inspected prior to every use and confirm you are using the proper PPE for each tool.

Q. Trenching / Excavation

1. Daily trench inspections must be conducted by the competent person responsible for creating an open trench or excavation deeper than 5 feet or has the potential to expose any employee to a hazard such as a cave-in.
2. Under no circumstances shall any employee enter a trench until deemed safe to do so by a competent person.
3. All open trenches will be barricaded or safe guarded prior to end of day as Superintendent deems necessary.
4. General trenching rules: a worker should take note and use caution working in any trench deeper than their waist, a trench 4' or deeper required a ladder every 25' for entrance and exit, a trench 5' or deeper requires the use a trench box or other approved shoring, and a trench 6' or deeper requires protection against falls. See Appendix for Fransen Pittman Trenching and Excavation Inspection Form.

R. Heavy Equipment

Fransen Pittman uses various types of large equipment that when operated improperly, can cause serious injuries to personnel and property damage. All employees who operate any piece of equipment must become familiar with the equipment and receive training and/or certification if required. These certifications will require specific training in both the classroom and field, with a final assessment of the operator's skills.

The assessment of the equipment start-up and operations will be performed by a supervisor or designated person and occur prior to equipment use.

General Rules:

1. Always wear seatbelts when provided.
2. Always operate equipment in a safe manner.
3. Watch for ground personnel at all times, especially when in reverse.
4. Ensure all warning alarms work at all times.
5. Immediately report any injury to personnel or damage to vehicles, roads, or buildings.
6. Night work requires operating equipment with the lights and warning beacon on at all times.
7. Perform a daily walk around inspection and other inspections as required. See Appendix for Fransen Pittman Inspection Log.
8. Always properly start and warm up equipment prior to use; not doing so may damage the equipment.
9. Please refer to the operator manual for each piece of equipment for additional precautions and instructions.

S. Cranes and Hoisting Equipment

Crane operations present serious hazards to all workers on a job site. It is the intent of Fransen Pittman to provide employees with a safe and healthy work environment. This policy applies to all Fransen Pittman job sites and all subcontractors who may supply their own crane, rent, or use a crane supplied by others. This policy includes all cranes, boom trucks, pick and carry cranes and other devices that are counterweighted and have a boom with a suspended lifting attachment.

Site Planning and Preparation

It is Fransen Pittman's responsibility to ensure that the crane is set up correctly and that the site will support the working loads – whether that is engineered or prepped, it is Fransen Pittman's responsibility to provide adequate foundation for the crane.

Fransen Pittman shall review the site to determine the appropriate equipment for the application. If the job site supervisor is not familiar with the equipment to be used at the site, he or she should consult with qualified personnel to be certain that all safety and production aspects have been addressed and that operating personnel are qualified *and licensed when required*, to perform their assigned tasks. Traffic patterns must also be considered for delivery of materials.

The site shall be properly checked and prepared for use prior to equipment set-up. Roads shall be clearly marked and identified to prevent confusion or potential accidents. The area should be cleared, made as level as possible and compacted to support outrigger, track and/or tire loads.

Crane/Hoisting Supplier Requirements
It is the requirement of the equipment's supplier (including all management and supervisory personnel employed by the supplier) to identify and assign specific responsibilities to the operating crews. The supplier must be aware of the requirements of every job and provide equipment and personnel capable of completing the job in a safe and efficient manner and in accordance with all applicable regulations. The supplier is also generally responsible for:

1. Ensuring the operator is qualified to operate the particular crane sent to the job site, including familiarity with the crane's load chart, maintenance, inspection and log book requirements.
2. Ensuring that all personnel involved in maintaining, repairing, transporting, preparing, and assembling the equipment (if necessary) are trained and competent to handle their specific jobs in a safe and efficient manner.
3. Assigning to the crews individual responsibilities and the authority necessary to exercise their responsibilities.
4. Ensuring that a thorough crane maintenance and inspection program is established and maintained. This will involve developing a crane log book that facilitates the reporting of all work needed and completed on the crane.
5. Providing qualified supervision for operations requiring critical lifts.
6. Providing the appropriate documentation prior to the start of work (e.g. Crane annual inspection, request for crane location, crane access requirements, etc.).

Job Site Requirements

1. All employees must keep clear of loads about to be lifted and of suspended loads.
2. When the nature of work calls for signals, they must be thoroughly understood and only be given by a trained person. When the meaning of the signal is in doubt, do not proceed until the intended procedure is clear. Visual signals are preferable to verbal signals. Signals shall only be given by one person at a time. Do not give signals until the operator has a clear, unobstructed view. Crane signaling posters will be posted on jobsites requiring hoisting.
3. Accessible areas within the swing radius of the rear of the rotating superstructure of the crane, either permanently or temporarily mounted, shall be barricaded in such a manner as to prevent an employee from being struck or crushed by the crane.
4. Whenever internal combustion engine powered equipment exhausts in enclosed spaces, tests shall be made and recorded to

see that employees are not exposed to unsafe concentrations of toxic gases or oxygen deficient atmospheres.

5. When operations are near overhead power lines, before beginning crane operations, the work zone must be identified by either:
    a. Demarcating boundaries (such as with flags, traffic cones, danger tape, a range limit device, or range control warning device) and prohibiting the operator from operating the equipment past those boundaries.
    b. Defining the work zone as the area 360 degrees around the equipment, up to the equipment's maximum working radius.
6. Determine if any part of the crane, load line, or load, if operated up to the equipment's maximum working radius in the work zone, could get closer than 20 feet to a power line. If so, the requirements of one of the following options must be met:
    a. ***Option (1)—De-energize and ground***. Confirm from the utility owner/operator that the power line has been de-energized and visibly grounded at the worksite.
    b. ***Option (2)--20 foot clearance***. Ensure that no part of the equipment, load line, or load, gets closer than 20 feet to the power line by implementing the measures specified in paragraph (b) of this section.
    c. ***Option (3)--Table A clearance***.

TABLE A—MINIMUM CLEARANCE DISTANCES

Voltage (nominal, kV, alternating current)	Minimum clearance distance (feet)
up to 50	10
over 50 to 200	15
over 200 to 350	20
over 350 to 500	25
over 500 to 750	35
over 750 to 1,000	45
over 1,000	(As established by the utility owner/operator or registered professional engineer who is a qualified person with respect to electrical power transmission and distribution).

If options (2) or (3) are to be used, refer to OSHA regulation 29 CFR 1926.1408(b) for specific requirements to prevent encroachment and electrocution.

7. Conduct a planning meeting with the operator, rigger, signal person, and other workers who will be in the area of the equipment or load to review the location of the power line(s),

and the steps that will be implemented to prevent encroachment/electrocution.

Critical Lift Meeting
Prior to all critical lifts, a meeting attended by the crane operator and all necessary personnel will be conducted to review the critical lift plan. The critical lift plan will be provided by the crane supplier.

Examples of Critical Lifts:

1. Any lift that requires the use of multiple cranes.
2. Any lift that exceeds 75% of the crane's rated capacity in its given configuration.
3. Load suspended or moved over energized power lines.
4. The item to be lifted requires exceptional care in handling because of size, weight, close-tolerance installation, high susceptibility to damage or other unusual factor.

Suspended Personnel Platforms
This type of work is not performed regularly and is a method used when other methods are not feasible to access a work location. The use of a crane or derrick to hoist employees on a personnel platform is prohibited, except when the erection, use, and dismantling of conventional means of reaching the worksite, such as a personnel hoist, ladder, stairway, aerial lift, elevating work platform or scaffold, would be more hazardous, or is not possible because of structural design or worksite conditions. Requirements for suspended platforms will be provided by the crane supplier.

Rigging Procedures and Equipment Maintenance
Before use, all slings, chokers and fastening attachments must be inspected for damage and defects by a designated competent person. Defective rigging equipment will be immediately removed from service. When rigging equipment is not in use it will be removed from the work area and stored in a designated area to ensure worker safety and keep the rigging clean and in safe condition. Rigging equipment such as slings, chokers, and spreaders must have a durable tag permanently attached to show the safe lifting load. Rigging equipment will not be loaded in excess of its recommended design load.

The ability to safely move materials from one location to another is a vital part of many construction activities at Fransen Pittman. Hoisting is often used when materials are too heavy or bulky to be safely moved manually. Hoisting relies on rigging equipment to hold their suspended loads. Because of the complex nature of rigging and the seemingly simple task of lifting an object, procedures must be implemented and communicated to all personnel involved in the hoisting operation. Personnel performing rigging tasks will be trained and able to demonstrate their skills satisfactorily before being allowed to rig suspended loads.

Riggers and signal persons must be trained and certified as “qualified”.

1. ***Qualified person*** means a person who, by possession of a recognized degree, certificate, or professional standing, or who by extensive knowledge, training and experience, successfully demonstrated the ability to solve/resolve problems relating to the subject matter, the work, or the project.
2. Documentation of the signal person’s qualification (training certificate, wallet card, etc.) must be available at the site while the signal person is employed by the employer.
3. The documentation must specify each type of signaling (*e.g*. hand signals, radio signals, *etc*.) for which the signal person is qualified.

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IV. Accident and Injury Reporting

Accident Reporting

Each job site will establish an accident response plan as part of their "Emergency Action Plan (EAP)" that addresses the conditions unique to that job site. All personnel should be familiar with jobsite specific EAP. Employees shall report all injuries, no matter how minor, to someone with supervisory authority immediately. An injury can appear to be minor at first, but if not properly attended too can become more serious.

Emergency phone numbers are posted in every job site office. This is particularly important in areas which may not have 911 services. A detailed map showing the exact location of emergency medical facilities must be posted. All personnel should be familiar with these locations and know how to get there. This will be addressed periodically at safety meetings.

Personal Injury/Return to Work Policy

It is Fransen Pittman's policy to put an injured worker back to work as soon as possible after an accident. If an injured employee is determined fit to return to work on "light duty" or regular status by the case physician, then the employee shall return to work as soon as possible. Light duty work, if available, will exclude heavy lifting, carrying, heavy installations, procedures that might aggravate the individual's injury, and will adhere to any other restrictions the worker may have. It is Fransen Pittman's intent to keep our workers active both physically and mentally to ensure a timely full recovery.

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V. Special Hazards

A. Hazard Communication

Purpose
This Hazard Communication Program is intended to ensure compliance with Occupational Health and Safety Administration (OSHA) requirements for the adoption of the UN Globally Harmonized System (Hazcom 2012 / GHS) and to provide a safe work environment for employees and independent contractors working for Fransen Pittman.

Policy
Fransen Pittman is committed to providing a safe and healthy workplace for all staff. We have adopted this program to prevent illness and injury produced by exposure to liquids, solids, gases vapors, fumes and mists and to comply with the OSHA Hazard Communication Standard.

It is the intention of Fransen Pittman, and a requirement of OSHA that all employees, subcontractors and other second and third parties entering the boundaries of any job site of Fransen Pittman, shall have access to information on all existing hazardous chemicals on the job site. Each job site shall maintain Fransen Pittman's Hazardous Communication Program as defined below.

The following written Hazardous Communication Program has been established by Fransen Pittman and is available for review by all employees, or any other requesting party in the Project Superintendent's office/trailer, from the Safety Director, and/or the main office of Fransen Pittman General Contractors, 9563 South Kingston Court, Suite 200, Englewood, CO 80112.

This document is essential to assist Fransen Pittman in implementing and complying with the standard and addressing the:

- use of labels, placards, posters and other forms of warning
- use of Safety Data Sheets (SDSs)
- hazardous chemical inventory
- communication of hazards by SDS's and labels
- training of employees and independent contractors
- procedure for non-routine tasks
- communications with other employers concerning hazardous materials used on our site
- record keeping

Administration
Tim Taylor, Safety Director is responsible for the implementation of this program and its review, maintenance, and updating as necessary.

- All employees, including permanent and independent contractors, who may have exposure to hazardous chemicals during normal work or in emergency situations must comply with the practices and procedures outlined in this program.

- Fransen Pittman through people in specific supervisory positions will be responsible for maintaining OSHA records at all times.

- Fransen Pittman through people in specific supervisory positions will be responsible for training, maintaining training records, and making this program available to employees and contractors.

Hazardous Chemical Inventory
The Site Superintendents will be responsible for compiling, maintaining and updating a list of all known hazardous materials used on site by employees or independent contractors. The inventory shall be kept at each work location with the SDSs.

Fransen Pittman employees and independent contractors shall be allowed to review the inventory and obtain information from the SDS at any time during their work shift. Supervisors shall be responsible to ensure the inventory is available at all times.

When new chemicals are received the Site Superintendent will update the inventory as required, including the date when the chemical was introduced.

Safety Data Sheets (SDS)
Tim Taylor, Safety Manager will establish an SDS program to collect, manage, monitor and update SDS and the SDS library as required.

Any Fransen Pittman employee who purchases chemicals will be responsible for obtaining all SDSs for hazardous materials used or shipped by employees or contractors. Designated supervisors are thereafter charged with informing employees and independent contractors of any new information, prior to their exposure.

Employees will contact Tim Taylor, Safety Manager if an SDS has not been supplied with an initial shipment or cannot be found online. Tim Taylor, Safety Manager will then contact the chemical manufacturer or distributor to obtain the necessary information. A copy of the letter or e mail to the manufacturer is to be kept on file. If the request is made by phone, details of the call must be logged. If Fransen Pittman has hazardous materials on site but is unable to contact the distributor we will access the information online at www.msds.com or www.msdssearch.com

Employees of Fransen Pittman and independent contractors shall have the chance to view the master list of SDSs at any time during their work shifts and are required to notify their immediate supervisor if they discover an SDS is not available.

Supervisors will ensure that the SDSs are conveniently located close to the work area where the hazardous materials are used.

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Sections on a Safety Data Sheet
The Hazard Communication Standard (HCS) requires chemical manufacturers, distributors, or importers to provide Safety Data Sheets (SDSs) (formerly known as Material Safety Data Sheets or MSDSs) to communicate the hazards of chemical products. As of June 1, 2015, the HCS will require new SDSs to be in a uniform format that must include the section numbers, headings, and associated information listed below.

***Section 1*, Identification**
Includes product identifier; manufacturer or distributor name, address, phone number; emergency phone number; recommended use; and restrictions on use.

***Section 2*, Hazard(s) identification**
Includes all hazards regarding the chemical and required label elements.

***Section 3*, Composition/information on ingredients**
Includes information on chemical ingredients and trade secret claims.

***Section 4*, First-aid measures**
Includes important symptoms/effects, including acute or delayed and required treatment.

***Section 5*, Fire-fighting measures**
Lists suitable extinguishing techniques and equipment and chemical hazards from fire.

***Section 6*, Accidental release measures**
Lists emergency procedures; protective equipment; proper methods of containment; and cleanup.

***Section 7*, Handling and storage**
Lists precautions for safe handling and storage, including incompatibilities.

***Section 8*, Exposure controls/personal protection** Lists OSHA's Permissible Exposure Limits (PELs); Threshold Limit Values (TLVs); appropriate engineering controls; and personal protective equipment.

***Section 9*, Physical and chemical properties**
Lists the chemical's characteristics.

***Section 10*, Stability and reactivity**
Lists chemical stability and possibility
of hazardous reactions.

***Section 11*, Toxicological information**
Includes routes of exposure; related symptoms including acute and chronic effects; and numerical measures of toxicity.

Section 12*, Ecological information
Section 13*, Disposal considerations
Section 14*, Transport information
Section 15*, Regulatory information

***Section 16*, Other information**
Includes the date of preparation or last revision.

Employers must ensure that SDSs are readily accessible to employees. See Appendix D of 29 CFR 1910.1200 for a detailed description of SDS contents.
***Note:** Since other agencies regulate this information, OSHA will not be enforcing Sections 12 through 15 of 29 CFR 1910.1200(g)(2).

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Container Labeling

Primary Containers:

Designated supervisors will ensure all containers of hazardous materials received for use by Fransen Pittman are clearly labelled according to the regulated requirements of Hazcom 2012 (GHS). This includes the name of the material (Trade Name or chemical name), hazard pictogram(s), signal word, hazard statements, precautionary statements, and the manufacturer or distributors name address and emergency contact information.

Secondary Containers:

When the contents of large containers are broken down into smaller or secondary containers for in-house use (such as spray bottles) Fransen Pittman will ensure that the label shows the chemical identity and appropriate warnings as required by OSHA. The supervisors in each work area will ensure that all secondary containers are properly labeled.

Portable Containers:

Portable containers are those in which an employee or independent contractor transfers chemicals from a labeled container to a portable one solely for immediate use. Designated supervisors will ensure all containers of hazardous chemicals are clearly labeled with the identity and appropriate hazard warnings.

Designated supervisors will post placards, signs and other written or illustrated materials displaying the same information as labels on stationary containers and processes. Employees and independent contractors shall have the opportunity to review these signs and placards at any time during their shift, by contacting their immediate supervisor.

Sample Label

PRODUCT IDENTIFIER

CODE

Product Name

SUPPLIER IDENTIFICATION

Company Name
Street Address
City State
Postal Code Country
Emergency Phone Number

PRECAUTIONARY STATEMENTS

Keep container tightly closed. Store in cool, well ventilated place that is locked.
Keep away from heat/sparks/open flame. No smoking.
Only use non-sparking tools.
Use explosion-proof electrical equipment.
Take precautionary measure against static discharge.
Ground and bond container and receiving equipment.
Do not breathe vapors.
Wear protective gloves.
Do not eat, drink or smoke when using this product.
Wash hands thoroughly after handling.
Dispose of in accordance with local, regional, national, international regulations as specified.

In Case of Fire: use dry chemical (BC) or carbon dioxide (CO_2) fire extinguisher to extinguish.

First Aid

If exposed call Poison Center.

If on skin (on hair): Take off immediately any contaminated clothing. Rinse skin with water.

HAZARD PICTOGRAMS

SIGNAL WORD

Danger

HAZARD STATEMENT

Highly flammable liquid and vapor.
May cause liver and kidney damage.

SUPPLEMENTAL INFORMATION

Directions for use
Fill weight: Lot Number
Gross weight: Fill Date:
Expiration Date:

Pictograms and Hazards:

Health Hazard	**Flame**	**Gas Cylinder**
Carcinogen Mutagenicity Reproductive Toxicity Respiratory Sensitizer Target Organ Toxicity Aspiration Toxicity	Flammable Pyrophorics Self-Heating Emits Flammable Gas Self-Peroxides	Gases Under Pressure
Corrosion	**Exclamation Mark***	**Flame Over Circle**
Skin Corrosion/Burns Eye Damage Corrosive to Metals	Irritant (skin and eye) Skin Sensitizer Acute Toxicity Narcotic Effects Respiratory Tract Irritant Hazardous to Ozone Layer *(Non-Mandatory)	Oxidizers
Exploding Bomb	**Skull and Crossbones**	**Environment***
Explosives Self-Reactives Organic Peroxides	Acute Toxicity (fatal or toxic)	Aquatic Toxicity *(Non-Mandatory)

Employee and Independent Contractor Safety Orientation
Before commencing any work at Fransen Pittman Tim Taylor, Safety Manager or Site Superintendent will make sure all new hires and contractors receive a safety orientation appropriate for the nature of their work.

For all Fransen Pittman staff the minimum safety orientation will include:

- an overview of the Company Safety Policy
- a detailed review of the emergency response action plan
- a detailed review of hazardous chemicals used onsite

For Temporary Contractors and Consultants, the safety orientation will include:

- a review of the specific worksite hazards and emergency procedures e.g. evacuation
- the general safety requirements e.g. required PPE

Employee Training – Hazardous Chemicals
Fransen Pittman will provide or will arrange to provide by competent and qualified people, training to all employees who are exposed or may be exposed to hazardous chemicals. Retraining will also be provided when a new hazard is introduced into the workplace or new hazard information becomes available for chemicals already in use onsite. Supervisors will receive special training on chemical hazards and protective measures so they can monitor staff and provide appropriate safety advice. Training will include:

- an overview of the Hazard Communication Standard
- an overview of the hazard communication program at Fransen Pittman, and the location of the written program
- a description of the physical risks of chemicals used
- a description of the health risks, including the signs and symptoms of exposure and any medical conditions that might be aggravated by exposure
- procedures to follow if overexposure is suspected
- information on how to detect the presence of a hazardous chemical release such as the odor or visual appearance, a description of the emergency procedures
- steps the company has taken to eliminate or reduce exposure
- a description of the emergency procedures
- a description of protective measures against chemical exposure such as control or work practices and the use and maintenance of PPE

- a description of the procedures and equipment to be used when cleaning hazardous spills and leaks
- details of where to find the SDS files, the order of information in a Hazcom / GHS compliant SDS, and how to read and interpret the information
- details of how to read and interpret information on Hazcom 2012 / GHS labels
- details on the location of written hazard evaluation procedures, this written program, and the hazardous chemical inventory

New Task Instruction
Supervisors will ensure that all staff performing a critical task for the first time receives instruction by a competent person prior to commencing the work. This instruction must include the use and care of any safety equipment and PPE. New employees and contractors will be observed on all critical tasks when performing them on their own for the first time following instruction.

Hazardous Non-Routine Tasks
Fransen Pittman will provide, or will arrange to provide by qualified persons, special training to all employees before they start work on non-routine tasks. Training will include:

- the hazardous chemicals that may be present in such work
- details of the safety precautions to be taken
- details of the measures Fransen Pittman is taking to reduce or eliminate the hazards
- details of emergency procedures

Informing Independent Contractors of Hazardous Chemicals Used Onsite
The Site Superintendent will determine if employees of other employers or contractors will be exposed to hazardous chemicals on a project. If exposure is likely supervisors will make employees of other companies aware of the hazards and will suggest necessary precautions. Supervisors will provide them with:

- a copy of the SDS master list
- an explanation of the necessary precautions
- information on hazard labels, including pictograms, or numerical labelling (if used) and details on how to read and interpret the labels

Record Keeping
Fransen Pittman will maintain its hazardous chemicals inventory for chemicals used at for at least 30 years. Such list will be maintained in

accordance with 29 CFR 1910.1020 "Access to Employee Exposure and Medical Records".

Records will also be kept of employee safety orientations and hazardous chemical training. Any retraining will also be recorded.

Program Availability
Employees of Fransen Pittman and their representatives and independent contractors can obtain copies of this program upon request from their immediate supervisor.

B. Seasonal Hazards (i.e. temp heating, other)

Seasonal hazards and procedures should be discussed based on the season of the project. Refer to the following topics to discuss in the weekly safety meeting.

1. Weather
    - Warm temperatures
    - Sun
    - High wind hazards
    - Snow, Ice
    - Extreme cold temperatures
    - Lightning, rain
    - Temporary weather enclosures
    - Drought condition
        - o Potential for field and grass fires, spark arrestors on equipment if applicable. Welding, cutting w/ torch, grinding and soldering could potentially start a fire
2. Wildlife
    - Snake and rodent encounters
3. Temporary Building Heat
    - Fire potential
    - Combustion air
    - Gas lines
    - Propane storage
    - Carbon monoxide

C. Flammable Storage

No more than 60 gallons of flammable liquid in any storage area. Fire extinguishing equipment must be within 50 feet of this area.

D. Confined Space Procedure

Purpose

To ensure a safe working environment when work is performed in confined spaces, in accordance with CFR 1910.146 and CFR 1926.21 (b) (6).

General

This program is to be followed whenever a worker is required to enter a confined space. The Occupational Safety and Health Administration (OSHA) defines a confined or enclosed space as any space having a limited means of egress, an area subject to the accumulation of toxic or flammable contaminants or has an oxygen-deficient atmosphere. Confined or enclosed spaces include, but are not limited to, bins; ventilation or exhaust ducts; sewers; underground utility vaults; tunnels; pipelines; and open top spaces more than four feet in depth such as pits, tubs, vaults, and vessels. See appendix for Confined Space Policy. For all "Permitted Confined Spaces" see additional policies.

E. Hot Work Procedures

To ensure a safe working environment for operations that involve open flames or equipment producing heat or sparks, while working in an occupied or enclosed building or near combustible materials. See appendix for Hot Work Check List and Precautions for Hot Work.

F. Asbestos

Asbestos Identification and Work Procedures

All employees and subcontractor's employees shall conform to OSHA's Standard 1926.1101 and Colorado Regulation 8.

Under no circumstances shall any of Fransen Pittman's employees or its subcontractors knowingly disturb, remove, install, transport, store or dispose of any product that is presumed to be an asbestos containing material.

At inception of any project, the Project Manager and Superintendent shall survey the project for any product that may be suspected to contain asbestos. Project Manager shall request a copy of any Hazardous Material Survey in writing before commencing work.

If any product or material is suspect, the Project Manager and/or Superintendent shall notify the Architect/Owner in writing of its alleged presence and work will not proceed in the immediate area until the product or material is tested.

In the event that asbestos is found in certain materials, the area with asbestos containing material shall become a "regulated area" and Fransen Pittman employees and its subcontractors' employees shall not be allowed in this restricted area until the contaminated materials and products have been

removed and/or the area determined safe for work by a qualified person or organization.

If any Fransen Pittman employee, or its subcontractor's employees has doubts as to the presence of asbestos, or if any employee has doubts as to the product he/she is working with, STOP and ask your Supervisor for information on the product, or have the Supervisor view the product and the Supervisor shall take the proper notification steps, if necessary. A bulk sample test will be taken if the Supervisor and/or Safety Director perceive it necessary.

G. Lead

Lead Identification and Work Procedures

All employees and subcontractor's employees shall conform to OSHA's Standard 1926.26.

Under no circumstances shall any of Fransen Pittman's employees or its subcontractors knowingly disturb, remove, install, transport, store or dispose of any product that is presumed to be lead containing material.

At inception of any project, the Project Manager and Superintendent shall survey the project for any product that may be suspected to contain lead. Project Manager shall request a copy of any Hazardous Material Survey in writing before commencing work.

If any product or material is suspect, the Project Manager and/or Superintendent shall notify the Architect/Owner in writing of its alleged presence and work will not proceed in the immediate area until the product or material is tested.

In the event that lead is found in certain materials, the area with lead containing material shall become a "regulated area" and Fransen Pittman employees and its subcontractors' employees shall not be allowed in this restricted area until the contaminated materials and products have been removed and/or the area determined safe for work by a qualified person or organization.

If any Fransen Pittman employee, or its subcontractor's employees has doubts as to the presence of lead, or if any employee has doubts as to the product he/she is working with, STOP and ask your Supervisor for information on the product, or have the Supervisor view the product and the Supervisor shall take the proper notification steps, if necessary. A bulk sample test will be taken if the Supervisor and/or Safety Director perceive it necessary.

H. Silica

Crystalline Silica - Exposure Control Plan
The purpose of this plan is to establish methods and rules to limit exposure of Fransen Pittman employees and its subcontractor's employees to respirable crystalline silica. Exposure to respirable crystalline silica can cause silicosis, lung cancer, other respiratory diseases, and kidney disease.

Specified Exposure Control Methods
Fransen Pittman employees and its subcontractor's employees perform several tasks that, if done incorrectly, can expose them to unacceptably high levels of respirable crystalline silica dust. Included in this plan, is the use of OSHA 29 CFR 1926.1153 '*Table 1: Specified Exposure Control Methods When Working With Materials Containing Crystalline Silica*" listing potentially harmful tasks, proper methods for completing those tasks, and proper protective equipment to be used during performance of those tasks. These means and methods are to be utilized by all Fransen Pittman employees and its subcontractor's employees, at all times while performing these tasks. As long as the requirements stated in Table 1 are being fully adhered to, exposure assessment testing is unnecessary. See OSHA CFR 1926.1153(b) for Table 1: Specified Exposure Control Methods When Working With Materials Containing Crystalline Silica.

For all tasks not listed on Table, alternative exposure control methods must be used. For these tasks an exposure assessment is required to assure the worker is not exposed to an airborne concentration of respirable crystalline silica in excess of 50 $\mu g/m^3$, calculated as an 8-hour time weighted average (TWA). See OSHA 29 CFR 1926.1153(d)(2)(i-vii) for exposure assessment options.

Competent Person
Means an individual who is capable of identifying existing and foreseeable respirable crystalline silica hazards in the workplace and who has authorization to take prompt corrective measures to eliminate or minimize them. The competent person must have the knowledge and ability necessary to fulfill the responsibilities set forth in the Written Exposure Control Plan.

Respiratory Protection Program
Where respirator use is required Fransen Pittman will institute its Respiratory Protection Program in accordance with OSHA 29 CFR 1910.134. See Fransen Pittman Respiratory Protection Program.

Housekeeping
Fransen Pittman shall not allow dry sweeping or dry brushing where such activity could contribute to employee exposure to respirable crystalline silica unless wet sweeping, HEPA-filtered vacuuming or other methods that minimize the likelihood of exposure are not feasible.

Written Exposure Control Plan
Fransen Pittman will establish and implement a written Exposure Control Plan (ECP) that; contains a description of the tasks that involve exposure to silica; the engineering controls, work practices, and respiratory protection used to limit exposure for each identified task; housekeeping measures used to limit exposure to silica; and procedures used to restrict access to work areas (when necessary) to minimize exposure – including silica dust generated by other contractors. The competent person designated by Fransen Pittman must make frequent and regular inspection to assure the ECP is being properly implemented.

Medical Surveillance Program
Fransen Pittman employees required to wear a respirator for 30 or more days per year will receive a medical exam, every three years, at no cost to the employee. All Medical Surveillance to be in accordance with OSHA 29 CFR 1926.1153(h). See Fransen Pittman Silica Medical Surveillance Program (MSP).

Communication of Respirable Crystalline Silica Hazards to Employees
Fransen Pittman has included respirable silica in its Hazardous Communication Program. All Fransen Pittman Employees will receive training on the health hazards associated with silica exposure, task that could result in exposure to respirable silica, measures Fransen Pittman has implemented to protect employees from exposure to silica, and other content of the silica standard. Additional training will cover the definition of a competent person, the written ECP and the purpose and description of the MSP.

Recordkeeping
Fransen Pittman shall maintain accurate air monitoring data, objective data used for exposure assessments and records pertaining to medical surveillance. All information required to be maintained will be in accordance with OSHA 29 CFR 1910.1020.

I. Mold

Mold Policy Statement/Purpose
It is the policy of Fransen & Pittman to recognize, evaluate and control the risk of exposure to mold and mold spores in buildings. Employees who observe or suspect the presence of mold within company projects should immediately notify the Project Superintendent or Project Foreman.

The purpose of this policy is to inform Fransen & Pittman employees of the various causes and characteristics of mold growth.

Mold removal requires a strategy to deal with the cause(s) of moisture and the mold contaminants. Currently, there are no federal, state, or local

regulations for evaluating potential health effects of fungal contamination or remediation. Removal procedures will vary depending on the location and extent of visible mold contamination.

Fungi are present almost everywhere in indoor and outdoor environments. Many buildings, especially with interior space below grade either finished or unfinished, older, and less watertight buildings or where higher humidity locales are susceptible to mold growth. Mold has the potential to grow where there are sources of water, food, and physical space. Among other places, mold is usually found on drywall, insulation, and carpeting. Certain types of mold can produce toxins, which can cause allergic reactions and produce flu-like symptoms.

Policy/Procedures

Any employee who discovers mold on any building component, furnishing or surface within a project building should immediately notify the project Superintendent.

Fransen & Pittman will consult/retain an Industrial Hygienist that will provide technical assistance in the evaluation and if required, the mitigation of mold. The Project Manager, Project Superintendent, Safety Director, and FP Operations will work with the Industrial Hygienist in the development of a site specific mold abatement strategy, which includes determining abatement priorities, (small areas of mold contamination can be cleaned and removed by trained in-house personnel).

The Industrial Hygienist will assist FP project management staff with the writing of abatement contracts and supervising abatement contractors if more extensive remediation steps are necessary. The remediation company selected will be responsible to monitor environmental and occupational mold levels before, during and after abatement; collecting and disposing of waste; and complying with applicable regulations.

VI. First Aid and Treatment of Injuries

First Aid

Each job site will be equipped with an OSHA approved first aid cabinet and eyewash station. Workers trained in first aid and wearing proper PPE may assist in the treatment of injured workers within the scope of their training. All contained materials and work areas will be properly cleaned and trash disposed of.

First Visit Clinic

Each job sites will have a specified emergency care clinic and hospital emergency room assigned at the start of each new project. Each job site office will have maps posted with the emergency care clinic and Hospital ER's address, telephone number, hours and weekend care provider information (use Hospital ER if emergency care clinic in unavailable).

Any Fransen Pittman employee injured on the job will be assigned to this first visit clinic.

If, after your initial clinic visit, you would like to change clinics please contact the Safety Director for further assistance.

VII. Subcontractors

1. All subcontractors, their employees, and their subcontractors at a minimum, shall be bound to federal, state and local safety laws, as well as the previsions listed in their subcontract and FP work rules as posted or imposed on-site by the Project Superintendent.

2. Subcontractors are required to provide a copy of their safety policy to be kept in the site office/trailer. Their safety policy will be reviewed by the Project Superintendent and/or field staff. If any subcontractor program does not meet the requirement set forth above, then the subcontractor will make the necessary adjustments before starting work. If the subcontractor's policy does not meet the minimum requirements/standards of the Fransen Pittman policy and the Fransen Pittman policy is more stringent, then the Fransen Pittman policy will supersede the subcontractor's policy.

3. All subcontractors, their employees, and their subcontractors shall attend Fransen Pittman's job site orientation and receive the project's orientation sticker.

4. All subcontractors prior to commencing work will attend kick-off meetings on site with the Project Superintendent and project staff to discuss their scope of work, schedule, and means and methods. At this time the team will also discuss potential hazards associated with their scope of work and solutions to those hazards. Each subcontractor will be required to fill out a job hazard analysis form prior to any hazardous work commencing.

5. After every project an after action meeting is held to review the successes and lessons learned from the project. These significate items will be shared with the rest of Fransen Pittman. Part of the project review process is to add all new subcontractors to the companies Subcontractor Review Database. Each subcontractor, new or existing, will then receive an evaluation based on their performance on the project. If their performance is notable up or down, the Project Superintendent will share this with the rest of company during our company meeting each month.

VIII. Appendix

Sample JHA Form

JHA Form

Written Notice of Safety Violation Form

First Report of Injury Form

Out of Service / Defective Tool Tag

Trench and Excavation Inspection Form

Confined Space Entry Policy

Hot Work Checklist

Emergency Meeting Sign

FRANSEN PITTMAN
EXPECT PRECISION

SAMPLE JHA FORM

Job Location:	Metal Shop
Analyst:	Joe Safety
Date:	2/10/16
Task Description:	Worker reaches into metal box to the right of the machine, grasps a 15-pound castling and carries it to grinding wheel. Worker grinds 20 to 30 castlings per hour.
Hazard Description:	Reaching, twisting, and lifting 15-pound castlings from the floor could result in a muscle strain to the lower back.
Hazard Controls:	1. Move castlings from the ground and place them closer to the work zone to minimize lifting. Ideally, place them at waist height or on an adjustable platform or pallet. 2. Train workers not to twist while lifting and reconfigure work stations to minimize twisting during lifts.

SAMPLE

FRANSEN PITTMAN
EXPECT PRECISION

JHA FORM

Job Location: _____

Analyst: _____

Date: _____

Task Description: _____

Hazard Description: _____

Hazard Controls: _____

FRANSEN PITTMAN
EXPECT PRECISION

WRITTEN NOTICE OF SAFETY VIOLATION

Job Site: _____ Date/Time: _____

Written By: _____

Employee: _____ Company: _____

Employee Supervisor Name: _____

Description of Violation: _____

_____

_____

_____

Was the subcontractor/employee required to stop work? Yes: _____ No: _____

Did employee's action warrant dismissal from project? Yes: _____ No: _____

Corrective Action: _____

_____

_____

_____

Acknowledged By: _____

Employee Signature: _____

Supervisor Signature: _____

Issuing Authority Signature: _____

_____
(Print Name)

Copy 1: Fransen Pittman Field Office
Copy 2: Violator
Copy 3: Fransen Pittman Project Manager
Copy 4: Safety Manager, Safety Committee

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EXPECT PRECISION

FIRST REPORT OF INJURY FORM

Date of Accident: _____ Date of Report: _____

Time of Accident: _____ Time of Report: _____

Weather Conditions: _____

Location: _____

Personnel Involved: _____

Equipment Involved: _____

Person Preparing Report: _____

Photographs Taken By: _____

First Report of Injury filled Out By: _____

Construction Activities at Time of Accident: _____

Description of Accident: _____

_____

Name(s) of Injured Personnel and Description of Injuries: _____

_____

Witness Names and Statements: _____

_____

Recommended Corrective Measures to be Taken: _____

_____

Signed: _____ cc: Tim Williams, Tim Taylor

_____ _____

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OUT OF SERVICE / DEFECTIVE TOOL TAG

Back of Tag

FRANSEN PITTMAN
EXPECT PRECISION

TRENCH & EXCAVATION INSPECTION FORM

Date: Job Name: Conducted By:

		Yes	No	Responsible Party	Comments
1	Have ALL underground utilities been located and are they properly marked? UNCC#1-800-922-1987				
2	Have any conditions changed since last inspection?				
	Bank Erosion				
	Depth of trench/excavation				
	Personnel new to the project needing training				
	Location or size of trench/excavation				
3	Does the trench/excavation have any effect on adjacent buildings?				
	Sidewalks				
	Roadways				
	Entrances to project				
4	Does the excavation have the potential for any hazardous atmospheres?				
	Has the excavation been tested for hazardous environment?				
5	Are any existing utilities exposed due to the excavation?				
	Are existing utilities properly supported and protected?				
6	Is the trench/excavation less than 5' deep?				
	Are there any visual signs of potential cave-in?				
	Are ladders or ramps positioned and maintained at 50' intervals if trench is 4' or more in depth?				
	Are structural ramps in use?				
	Were ramps designed by competent person with structural qualifications?				

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EXPECT PRECISION

	Yes	No	Responsible Party	Comments
7 Is the trench/excavation more than 5' deep but less than 20' deep.				
Please complete items below:				
Visual Tests				
Are there any signs of distress along the trench?				
(Tension cracks, fissures, etc.)				
Fissured soil				
Spalling from sides				
Previously disturbed soil				
Layered soil				
Surface water				
Seeping water				
Standing water in trench/excavation				
Noticeable vibration from traffic or equipment				
8 Is the trench/excavation over 20' ? If so was the trench designed by a qualified				
Engineer? Are the Engineer's stamped documents/drawings on the jobsite?				
9 Manual Tests conducted?				
_____ Plasticity test: Result ___ Cohesive ___ Granular				
_____ Thumb penetration test: Depth of imprint_____				
_____ Penetrometer test: Tons per SF measured _____				
10 After visual and manual tests, what is the soil type?				
____ A ____ B ____ C				
11 Are sides of trench/excavation properly sloped?				
3/4 - 1 A type soil 1 - 1 B type soil 1 1/2 - 1 C type soil				
12 Is there any shoring being used?				
Are the stamped engineer's drawings on-site?				
Does the shoring project above the excavation a minimum of 18"?				

FRANSEN PITTMAN
EXPECT PRECISION

		Yes	No	Responsible Party	Comments
13	Are there any portable trench shoring or shielding systems (protective systems)				
	being used?				
	If protective systems are in use, have all employees involved been properly trained				
	in the use & limitations?				
	Is this equipment inspected regularly?				
14	Do any areas of trench/excavation require handrails or barricades?				
15	Are any pumps in use?				
	Are pumps being monitored daily?				
16	Is surface water a potential concern?				
	Is surface water being diverted away from trench/excavation?				
17	Is work being done in right of way or traffic area?				
	Are barricades required and in use?				
	Are employees wearing safety vest or comparable clothing?				
18	Is excavation equipment operating safely near trench?				
	Are backup alarms working?				
	Are all personnel staying out from under loads?				
	Is Emergency Rescue Equipment required for this location?				
19	Are all employees using the proper personal protective equipment?				
20	Are daily trench/excavation inspections being conducted?				
	COMMENTS				

CONFINED SPACE ENTRY POLICY

PURPOSE
To ensure a safe working environment when working in a confined space and in accordance with CFR 1910.146 and CFR 1926.21 (b) (6).

GENERAL
This program is to be followed whenever a worker is required to enter a confined space. The Occupational Safety and Health Administration (OSHA) defines a confined or enclosed space as any space having a limited means of egress, which is subject to the accumulation of toxic or flammable contaminants or has an oxygen-deficient atmosphere. Confined or enclosed spaces include, but are not limited to, storage tanks; process vessels; bins; boilers; ventilation or exhaust ducts; sewers; underground utility vaults; tunnels; pipelines; and open top spaces more than four feet in depth such as pits, tubs, vaults, and vessels.

IDENTIFICATION OF PERMIT-REQUIRED SPACES
Every confined space shall be tested against the criteria set forth in the definition of a confined space. If the space is found to be a permit-required confined space, it shall be labeled by posting a sign reading "DANGER - PERMIT-REQUIRED CONFINED SPACE, DO NOT ENTER." This sign will be permanently posted at potential entry or access points to the space. If the space will not be entered, effective measures should be taken to see that entrances are adequately marked and blocked. See Fransen Pittman Permit Required Confined Space Policy.

GENERAL REQUIREMENTS
The following requirements apply to entry into “Non Permit Required” Confined Spaces:

1. When entrance cover/hatch is opened, the entrance shall be properly guarded to prevent an accidental fall by a worker.
2. Positive ventilation will be confirmed prior to air sampling, if positive ventilation cannot be confirmed, a positive air ventilation system will be installed and run for 15 minutes before testing.
3. Before any worker is allowed entry into the confined space, a calibrated direct instrument will be lowered into the space. The internal atmosphere shall be tested for the following conditions:
    a. Oxygen content (between 19.5 and 23.5%);
    b. Flammable gases and vapors (not over 10% of the lower flammable limit);
    c. Potential toxic air contaminants (not over permissible exposure limit).
4. All tests must be accurate, completed and documented before entry.
5. The space must be free of any hazardous atmosphere whenever a worker is inside.
6. Continuous positive air ventilation of confined spaced shall be assured:
7. The confined space atmosphere shall be continually tested to ensure that the air ventilation is preventing the accumulation of a hazardous substance.

CONFINED SPACE ENTRY POLICY

CONTINUED

8. If a hazardous substance is detected during entry:
    a. Each worker shall leave the space immediately.
    b. The space shall be evaluated to determine how the atmosphere developed.
9. All necessary equipment required for entry into a confined space shall be provided by Fransen Pittman for the employees of Fransen Pittman. Workers shall be trained in its proper use. Training shall include, but not be limited to:
    a. Testing and monitoring equipment
    b. Ventilation equipment, (if required)
    c. Communication equipment
    d. Personal Protective Equipment (PPE)
    e. Ladders and scaffolds (safe ingress and egress equipment)

SUBCONTRACTOR INFORMATION

Subcontractors of Fransen Pittman General Contractors will adhere to Fransen Pittman General Contractor's policies and procedures for confined space entry. Subcontractors will be responsible to review these policies and procedures with their employees and provide assurance that their employees are aware of the potential hazards of confined space entry. Subcontractors will provide any/all required equipment, PPE and training for their employees.

TRAINING

Fransen Pittman General Contractors will be responsible to review these policies and procedures with Fransen Pittman employees and provide assurance that they are aware of the potential hazards of confined space entry.

SAFETY EQUIPMENT

The competent person will determine safety equipment required before confined space entry is allowed.

RECORD KEEPING

The project will maintain a written record of training including safety inspections and testing

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EXPECT PRECISION

NON-PERMIT CONFINED SPACE ENTRY CHECKLIST

DO NOT ENTER A CONFINED SPACE UNTIL YOU HAVE ANSWERED EVERY QUESTION AND HAVE DETERMINED THE SPACE TO BE SAFE

TESTING (Answer yes or no)

1. _____(yes or no) Are the instruments used in atmospheric testing properly calibrated?

2. _____(yes or no) Was the atmosphere in the confined space tested?

3. _____(yes or no) Was oxygen at least 19.5% and not more than 21%?

4. _____(yes or no) Were toxic, flammable, or oxygen-displacing gases and/or vapors present?
   Hydrogen Sulfide Carbon Dioxide
   Carbon Monoxide Methane
   Other (list):_____

MONITORING (Answer yes or no)

1. _____(yes or no) Will the atmosphere in the space be monitored while work is going on?

2. _____(yes or no) Will monitoring be continuous?

VENTIHILATION (Answer yes or no)

1. _____(yes or no) Has the space been ventilated before entry?

2. _____(yes or no) Will ventilation be continued during entry?

3. _____(yes or no) Is the air intake for the ventilation system located in an area that is free of combustible dusts, vapors, and toxic substances?

4. _____(yes or no) If the atmosphere was found unacceptable and then ventilated, was it re-tested before entry?

EQUIPMENT (Answer yes or no)

1. _____(yes or no) Is special equipment required (lighting, communications, etc.)?
   If so, specify: _____

2. _____(yes or no) Are special tools required?

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NON-PERMIT CONFINED SPACE ENTRY SIGN-IN SHEET

Name of Entrant	Company	Date	Time In	Time Out	Monitoring Status	Monitoring Results

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HOT WORK CHECK LIST

FOR HEAT GUNS, GRINDING, CUTTING, WELDING, OR SOLDERING WITH PORTABLE GAS, ARC, OR OTHER EQUIPMENT GENERATING HEAT OR SPARK

BEFORE INITIATING HOT WORK, CAN THIS HOT WORK ACTIVITY BE AVOIDED?
IS THERE A SAFER WAY?

IS FIRE WATCH REQUIRED?

1. _____(yes or no) Are combustible materials in building construction closer than 35 feet to the point of operation?

2. _____(yes or no) Are combustibles more than 35 feet away but would be easily ignited by sparks?

3. _____(yes or no) Are wall or floor openings within a 35 foot radius exposing combustible material in adjacent areas, including concealed spaces in floors or walls?

4. _____(yes or no) Are combustible materials adjacent to the other side of metal partitions, walls, ceilings, or roofs which could be ignited by conduction or radiation?

5. _____(yes or no) Does the work necessitate disabling a fire detection, suppression, or alarm system component including concealed duct detectors?

5. _____(yes or no Does the work endanger other workers in the area?

YES to any of the above indicates that a fire watch is required.

Fire Watcher Name(s)_____ Phone_____

Fire watcher is required to study and complete the checklist on the second page of this form and initial it. All boxes must be checked.

NOTIFICATIONS
Notify in person OR by phone ONLY if question #5 above is answered "yes" or you are unsure:

PRECAUTIONS FOR HOT WORK

DEFINITIONS:

- **Hot Work:** Any temporary operation involving open flames or equipment producing heat or spark.
- **Fire Watch Manager**: The competent person for the contractor responsible for creating hot work.
- **Fire Watcher:** Person directly involved with observing the hot work activities for sparks/flames or potential sources of ignition.

TYPICAL LIST OF HOT WORKS: welding, heat treating, grinding, thawing pipe, hot riveting, soldering, brazing, torch applied roofing, and similar activities involving spark, flame, or heat.

THE FIRE WATCH MANAGER SHOULD COMPLETE THIS CHECKLIST BEFORE PROCEEDING WITH HOT WORK OPERATIONS:

BUILDING SYSTEMS: With regard to building systems, ensure that:

- ☐ Fire sprinklers, if existing, are kept operational.
- ☐ Building ventilation protected from smoke and fumes.
- ☐ Fire alarm system kept operational; detectors disabled only if necessary, i.e., if they would likely be activated by the work; Fransen Pittman supervision to receive sufficient notice to make necessary arrangements prior to any and all hot work.

PERSONNEL / OCCUPANT PROTECTION: With regard to building occupants, ensure that:

- ☐ Workers and occupants protected from smoke, fumes, toxic materials by use of exhaust ventilation or other approved safety measures.
- ☐ Vision screens/barriers in place.
- ☐ Confined space entry procedures in place when applicable.
- ☐ Energized equipment locked/tagged out of service when applicable.
- ☐ Workers properly trained in use of equipment.

WITHIN IMMEDIATE WORK AREA:

- ☐ Floors swept clean of combustibles.
- ☐ Combustible floors swept down & covered with damp sand, metal or other spark/heat shields.
- ☐ Combustible and flammable materials removed.
- ☐ Flammable liquids, dust, lint, and oily deposits removed.
- ☐ Explosive atmosphere in area eliminated.
- ☐ Fixed combustibles and flammables covered with fire-resistive covers, guards, and/or shields.
- ☐ Wall and floor openings covered with non-combustible covers.
- ☐ Fire-resistive covers suspended beneath work to collect sparks.

WORK ON OR NEAR WALLS, FLOORS, OR CEILINGS: Prior to the start of work ensure that:

- ☐ All holes, cracks and penetrations are sealed with non-combustible material.
- ☐ Construction is non-combustible and without combustible covering or insulation. Otherwise, combustibles are to be shielded/protected.
- ☐ Combustibles moved away from opposite side of wall.

FIRE WATCH (at work site)

- ☐ Fire watcher is to be present before, during and for sufficient duration after hot work operation, for combustible clean-up and to ensure that no smoldering fires exist. Fire watcher is to search for any smoldering or flaming ignition and extinguish any such sources.
- ☐ Fire watcher is to be supplied with hose and/or fire extinguishers of proper size and type and be properly trained in use of same.
- ☐ Fire watcher is to be trained in emergency procedures and activating fire alarm.
- ☐ The contractor or their representative is to protect all combustibles from hot work ignition sources. This includes sealing of floor and wall penetrations.
- ☐ Fire watcher is to stop hot work if any of the safety precautions cannot be met.
- ☐ Fire watcher is to locate the nearest fire alarm pull station before hot work begins and pull the alarm immediately if an emergency occurs.
- ☐ Fire watcher is to have access to a telephone to dial 9-1-1 to report emergencies.

OTHER PRECAUTIONS TAKEN

- ☐ _____

FIRE WATCHER INITIALS: _____ **FIRE WATCH MANAGER INITIALS:** _____

EMERGENCY MEETING /CONGREGATING AREA (MUSTER AREA)

FRANSEN PITTMAN JOB SITE TRAILER

ALL MUST COME HERE FOR A HEAD COUNT BEFORE LEAVING JOB SITE!

FRANSEN PITTMAN
EXPECT PRECISION

Bond No. 107338318

PAYMENT AND PERFORMANCE BOND

STATE OF COLORADO)
).ss.
COUNTY OF ARAPAHOE)

KNOW ALL MEN BY THESE PRESENTS: That the undersigned, Fransen-Pittman Construction*(hereinafter called "Principal"), and Travelers Casualty and Surety Company of America, a corporation duly organized under the laws of the State of Connecticut and licensed to do business in the State of Colorado, as Surety (hereinafter called "Surety"), are held and firmly bound unto Douglas County Libraries, a library district and political subdivision of the State of Colorado, as Owner and Obligee (hereinafter called "Owner" or "Obligee"), in the penal sum of Twenty-two Million** ($22,396,468.00) in lawful money of the United States, for the payment of which sum well and truly to be made to the Obligee, the Principal and Surety bind themselves, their successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the above-named Principal and Owner have executed a Contract dated August 29, 2018 for, *inter alia*, the construction and renovation of one branch library located in Highlands Ranch, Colorado (hereinafter, the "Contract"), which is by reference made a part hereof;

NOW, THEREFORE, the condition of this obligation is such that, if the Principal shall (1) faithfully perform all covenants, obligations and provisions of said Contract on Principal's part and satisfy all claims and demands incurred for the same during the original term thereof and, any extensions thereof that may be granted by the Owner with or without notice to the Surety; (2) fully indemnify and save harmless the Owner from all costs and damages which said Owner may suffer by reason of failure so to do; (3) fully reimburse and repay said Owner all outlay and expenses which said Owner may incur in making good any default; and (4) if the Principal shall pay all persons, firms and corporations all just claims due them for the payment of all laborers and mechanics for labor performed, for all materials and equipment furnished, and for all materials and equipment used or rented in the performance of the Contract, then this obligation is null and void; otherwise it shall remain in full force and effect.

In accord with the foregoing, the Surety, for value received, hereby stipulates and agrees that no change, extension of time, alteration or addition to the terms of the Contract Documents or to the Project to be performed thereunder or to the Basis of Design Documents accompanying same shall in any way affect its obligation on this Bond; and the Surety does hereby waive any notice of any change, extension of time, alteration or addition to the terms of the Contract, the Project to be performed thereunder or the Basis of Design Documents accompanying same, whether or not it increases the Contract Price (as defined in the Contract Documents).

Whenever Principal shall be, and is declared by Owner to be, in default under the Contract, the Surety shall promptly remedy the default, or shall promptly, subject to Owner's concurrence, perform and complete the Contract in accordance with its terms and conditions, which may include obtaining a bid or bids for completing the Work (as defined in the Contract Documents) covered

*Co., Inc
**Three Hundred Ninety-six Thousand Four Hundred Sixty-eight and 00/100

by the Contract and the execution of a new contract between the Owner and a new contractor approved by Owner. The Surety shall pay the costs of completion of the Project covered by the Contract up to an amount equal to the amount of this Bond, as increased or decreased by Change Orders (as defined in the Contract Documents) which increase or decrease the value of the Contract Price.

If the Principal fails to pay for any labor performed, for any materials and equipment furnished, and for any materials and equipment used or rented in the performance of the Contract, the Surety shall pay the same in an amount not exceeding the cost of the Work together with interest at eight percent (8%) per annum until paid.

Any suit under this Bond must be instituted, or notice of intent to commence such suit received by Surety, not later than (1) one year after expiration of the warranty period under the Contract.

No right of action shall accrue on this Bond to or for the use of any person or corporation other than the Owner named herein or the successors and assigns of Owner and to all persons, firms and corporations for all just claims due them for the payment of all laborers and mechanics for labor performed, for all materials and equipment furnished, and for all materials and equipment used or rented in the performance of the Contract.

It is expressly understood and agreed that any alterations which may be made in the terms of said Contract or in the Work to be done under said Contract, or any extension(s) of time for the performance of the Contract, or any forbearance on the part of either the Owner or the Principal to each other, shall not in any way release the Principal and the Surety, or either of them, their successors or assigns from their liability hereunder, notice to the Surety of any such alteration, extension or forbearance being hereby expressly waived by the Surety.

[Remainder of page intentionally left blank.]

Signed and sealed this day of March 5, 2021.

PRINCIPAL: Fransen-Pittman Construction Co., Inc.

ATTEST:

Jacqueline Villalva

By

Title V.P. Operations

SURETY: Travelers Casualty and Surety Company of America

ATTEST:

Ashlea McCaughey

Ashlea McCaughey, Surety Witness

By

Sarah C. Brown, Attorney-in-Fact

Attorney-in-Fact with Power of Attorney attached hereto and incorporated herein

IMPORTANT: Surety companies executing this Bond must appear on the Treasury Department's most current list (Circular 570 as amended) and be authorized to transact business in the State of Colorado.

TRAVELERS

Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Sarah C. Brown** of **GREENWOOD VILLAGE**, **Colorado**, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **17th** day of **January, 2019.**

State of Connecticut

City of Hartford ss.

By: _____
Robert L. Raney, Senior Vice President

On this the **17th** day of **January, 2019**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June, 2021**

_____
Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 5thday of March 2021

_____
Kevin E. Hughes, Assistant Secretary

To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney-in-Fact and the details of the bond to which this Power of Attorney is attached.

FRANSEN PITTMAN
EXPECT PRECISION

Development Cost Matrix

Project: **Philip S. Miller Library**
Owner: **Douglas County Libraries**
Architect: **Fransen Pittman Construction Design Build (OPN)**

Date of Report: 3/4/2021

= Pricing To Be Determined

Item	SOFT COSTS	Responsible Party	Costs A = Allowance F = Final		Comments
	Design Fees			In Estimate	
1	Programing & Preliminary Design			In Estimate	
2	A/E fee, w/ M/E to S.D.			In Estimate	
3	Interiors Design			In Estimate	
4	ADA Compliance			In Estimate	
5	Health Dept.			In Estimate	
6	Models & Renderings			In Estimate	
7	Kitchen Design			N/A	Not assumed currently
8	Structural			In Estimate	
9	Mechanical			In Estimate	
10	Fire Protection Consultant			In Estimate	
11	GSHP consultant			In Estimate	
12	Electrical			In Estimate	
13	Fire Alarm Design			In Estimate	
14	Audio / Visual			N/A	FF&E Costs
15	Lighting			In Estimate	
16	Civil			In Estimate	
17	Site Plan			In Estimate	
18	Drainage Control Plan & Study			In Estimate	
19	Erosion Control Plan			In Estimate	
20	Grading			In Estimate	
21	Traffic Study/Parking			In Estimate	
22	Utility Plans			In Estimate	
23	Prelimiminary Development Plan (PDP)			In Estimate	
24	City Planning Department			In Estimate	
25	Irrigation/Landscape			In Estimate	
26	Building plan landscaping			In Estimate	
27	Acoustical Design			In Estimate	
28	Historical Reviews			In Estimate	
29	Peer Review			In Estimate	
30	Printing/Submittals/Reimbursables			In Estimate	$ 72,800
31	Preconstruction Services			In Estimate	
32	Constructability Review			In Estimate	
	Design Fees Subtotal		**$**	**-**	

		Responsible	Costs	Comments
	City / County Planning Fees			
33	Offical Development Plan (ODP)		$ 2,500	Site Development Fee
34	Downtown Site Development Plans		$ 2,500	Site Development Fee
35	Final Plat		Above	Stays as Currently Platted
36	Amendment to PDP of ODP		Above	
37	Rezoning fee (if applicable)		Above	
38	Recording Fees		Above	
39	Recovery Payment (if applicable)		Above	
40	Public Right-of-Way Easement Vacation		Above	
41	Development Fees		Above	
42	Exise Taxes		Above	
43	Street Excavation Permit		$ 3,500	
44	ALTA Survey (or final as-built survey)		$ 5,000	
45	Erosion Control Site Development/ Sediment Plan		$ 3,000	Permit & Review
	City Planning Fees Subtotal		**$ 16,500**	
	Utility and Development Costs			
46	Water Tap and Development Assessments		$ 168,000	
47	System development charges			
48	Easements / Utility Extensions Agreemnts			
49	Fire service line - wet tap & inspection			
50	Water tap fees-based on meter size		Above	
51	Existing Water Tap Credits		$ (168,000)	2" Credit
52	Special District(s) fees			
53	Water Cash Surety PLACEHOLDER		$ 80,000	PLACEHOLDER - still getting info from Castle Rock
54	Sanitary Sewer Tap & Fees		Included in Above	
55	Storm Sewer	CR	$ 40,392	612$/ per sf
56	Irrigation Permit/ Fees	CR	$ 600	
57	Plant investment fees		None	
58	Power Infrastructure- Transformer		$ 75,000	
59	Power Consumption		$ 15,600	1200/ month
60	Natural Gas - Engrg for added service		$ 50,000	
61	Electric - Engrg for added service and to bury lines			
62	Qwest - Phone service			
63	High speed internet service			
65	CCTV		By Owner	FF&E
66	City &/or County Traffic Impact Fee	CR	$ 3,000	
67	Administrative Cost Allocation Recovery Fee	CR	$ 27,625	425$/ per SF
68	Street Lighting Fees	CR	$ 15,000	
69	Traffic Control Devices (Stop/Street signs)		None	
70	Extraordinary Offsite Utility Costs		None	
71	State Highway Construction Permit fees		None	
72	Building Footprint Fee		$ 900	.4c/ per sf
73	Impervious Fees		$ 3,400	.4c/ per sf
74	Fire Rescue Base Fee		$ 1,863	$562.50 + .02c per sf
75	Other Fire Review Fees		$ 5,000	
76	Other Fire Review Fees			
	Utility & Development Costs Subtotal		**$ 318,380**	

		Responsible	Costs	Comments
	Geotechnical & Materials Testing			
77	Initial Site Survey		$ 2,500	
78	Soils Report		$ 5,000	
79	Materials Testing		$ 30,000	
80	Proctor Tests		In Above	
81	Remolded swell test		In Above	
82	Soils testing - moisture & density		In Above	
83	Asphalt testing		In Above	
84	Drilled Pier Inspection		In Above	
85	Rebar Inspection		In Above	
86	Foundations observation		In Above	
87	Concrete Testing		In Above	
88	Structural Masonry		In Above	
89	Steel Welds & Bolted Connections		In Above	
90	Spray on fireproofing (if applicable)		In Above	
91	Full time utility installation observation		In Above	
92	Other		In Above	
	Geotechnical & Materials Testing		**$ 37,500**	
	Environmental / Hazmat Study/Testing			
93	Asbestos Survey		None	
94	Asbestos Abatement		None	
95	Underground Tanks/ Contaminated Soils		None	
96	Lead paint testing		None	
97	CFCs		None	
98	State Demolition Permit		None	
99	State Fugitive Dust Permit		None	
100	Animal Removal/Relocation		None	
	Environmental/Hazmat/Testing Subtotal		**$ -**	
	Finance, Insurance, Management			
101	Project Contingency		In estimate	
102	Builders Risk Insurance Policy		In estimate	
103	Owner/Contractor Protective Liability Policy		In estimate	
104	Permit & Plan Check Fees		In estimate	
105	Non-Exempt Use Tax		Not Required	Use Tax Exempt
106	Leasing Fees		By Owner	In FF&E
107	Capital campaign fees		None	
108	Rental of Sanctuary space during construction		None	
109	Legal Fees		By Owner	In FF&E
110	Appraisal		By Owner	In FF&E
111	Fund raising consultant		By Owner	In FF&E
112	Title Commitment		By Owner	In FF&E
113	Construction loan fee (0.5% @ $5.1M)		By Owner	In FF&E
114	Construction Loan Interest		By Owner	In FF&E
115	Loan origination costs		By Owner	In FF&E
116	Owners representative		By Owner	In FF&E
	Finance, Insurance, Management Subtotal		**$ -**	

		Responsible	Costs	Comments
	Project Furnishings		By Owner	In FF&E
117	TV, Sound, Projection, Video equipment		By Owner	In FF&E
118	Audio visual systems		By Owner	In FF&E
119	Furniture		By Owner	In FF&E
121	Interior plants, trees		By Owner	In FF&E
122	Telephones & switch		By Owner	In FF&E
123	Telephone & Data Systems Cabling		By Owner	In FF&E
124	Computers, Copiers, Printers		By Owner	In FF&E
125	Security & Fire Alarm Monitoring Service Contract		By Owner	In FF&E
126	HVAC Maintenance Contract		By Owner	In FF&E
127	Landscaping Maintenance Contract		By Owner	In FF&E
128	Elevator Maintenance Contract		By Owner	In FF&E
129	Window coverings in Sanctuary		By Owner	In FF&E
130	Parking lot signage		By Owner	In FF&E
131	Permanent interior signage		By Owner	In FF&E
132	Permanent exterior signage		By Owner	In FF&E
134	Display Cases		By Owner	In FF&E
135	Bulletin Boards		By Owner	In FF&E
136	Marker & Tack Boards		By Owner	In FF&E
137	Building Directory		By Owner	In FF&E
138	Site Furnishings (benches/tables)		By Owner	In FF&E
139	Appliances (minor coffee bar appliances)		By Owner	In FF&E
140	Food Services & Kitchen Equipment		By Owner	In FF&E
141	Fire Alarm System		In line #144	In FF&E
142	Security Alarm System		By Owner	In FF&E
	Project Furnishings Subtotal		**$ -**	
	SOFT COST TOTAL			**$ 372,380**

		Responsible	Costs	Comments
	HARD COST			
	Preconstruction Services			
143	FP Preconstruction Services Fee		In line 144	
	Preconstruction & Prelim. Sitework Subtotal		**$ -**	
	Building Construction Costs			
144	12/15/20 - Conceptual Pricing		$ 22,111,879	
145	General Conditions		In line 144	
146	**Reduce building Square Footage from 65,000 SF to 63,000 SF**		Included	
147	Design Fees		In line 144	
148	Permit & Plan Check Fees		In line 144	
149	Use Tax - **If Required**		NOT REQUIRED	confirmed zero
150	Fire Department Plan Check Fees		In line 144	
151	Payment & Performance Bond		In line 144	
152	Additional Parking Lot/ Demo - Philip S. Miller		Included	
153	LV Systems (cabling, AV, security)		Included	moved from owner FFE
	Building Construction Subtotal		**$ 22,111,879**	
	HARD COST TOTAL			**$ 22,111,879**

PROJECT SUMMARY

			Cost Totals
153	**Soft Cost Total**	$	372,380
154	**FP Hard Cost Total**	$	22,111,879
155	**2-24-21 Added Auger Cast Foundation System**	$	284,590
156	**Project Subtotal**	**$**	**22,768,848**
157	**OWNER Project Contingency (5 %)**	**$**	**1,105,594**
158	**DCL FF&E budget**	**$**	**2,400,000**
158	****Book Conveyance Costs (not captured above)**		**Not Included**
159	**Move LV Systems to Construction Costs**		**deduct included above**
	TOTAL PROJECT COSTS	**$**	**26,274,442**

~~Rammed Aggregate Piers:~~

These piers are a system used across the United States for building foundation systems. Terracon (soils engineer) has this as a viable solution/ system to implement for the types of soils and water table level your site has. Ground improvement provides a higher bearing capacity and a lower potential settlement than a foundation that is bearing directly on the native soil.

Reasons For Consideration:

- Encore/ Confluence (2) developments to the North utilized this foundation system.
- No additional costs

Potential Concerns:

- Note 6 in Terracon (soil engineers) geo-technical report: recommends that the specialized contractor for the ground improvement technique designs the system for total movement on the order of **1"** and differential movement on the order of **½"**.

Auger Cast Piers: Board approved 2-24-21 to accept the additional costs for Auger Cast Foundations of $284,590

The Auger cast system (ACIP) is similar to the drilled pier system with regard to settlement tolerances. Since this is a deep foundation element it will be a lot stiffer than the ground improvement solutions.

Reasons For Consideration:

- Added belts and suspenders to mitigate the risk of movement to match the brand standard of ½" of movement or less.
- Terracon does agree that ACIP (Auger Cast Piers) is a feasible deep foundation system for the site.
- Alluvial sand and gravel sites like this- proves to be a good option because it eliminates the need for casing.

Potential Concerns:

- Additional costs associated with a deep foundation system.

EXHIBIT M

~~**Deep Foundation- Drilled Piers**~~

The drilled pier system is another well known foundation system that proves to be a stiffer than ground improvement practice.

Reasons for Consideration:

- Added belts and suspenders to mitigate the risk of movement to match the brand standard of ½" of movement or less.

Potential Concerns:

- Extended time / Schedule. $$
- 80' depth drilling through alluvial soil and water table will demand casing of the hole – $$
- Groundwater / water table can cause the hole to cave / sidewall loss meaning the hole would need to be redrilled. $$
- Overall, the cost of this system is exponentially more, as is a (4) step process: Drill, Case, Reinforce, and Pour. $$

Douglas County Libraries

Request for Approval

This item is coming to you by staff to validate District leadership and business direction.

DATE: March 31, 2021

AGENDA ITEM: Library Strategic Priorities

EXECUTIVE SUMMARY: Last Fall during both the Board annual retreat and subsequent meetings, the Board and staff discussed and declared several priorities that we will pursue over the next 3 to 5 years.

BUDGET IMPACT: Staff will outline budget and staffing requirements as a part of each year's annual budget process.

MOTION: I move to adopt and support these four strategic business priorities; Vibrant Libraries, Beyond our Walls, Community Service, and Fortify Infrastructure.

Strategy	Investments
Vibrant Libraries	Libraries as Destination Customer Service & Experience Data Driven Improvement
Beyond our Walls	Audiences: Seniors, Early Literacy, K-12 Partnerships: DCSD, Businesses, Towns/County
Community Service	Unique audiences and populations of need New Citizens English Language Mental Health
Fortify Infrastructure	Technology & Business Systems Culture & Development Talent & Compensation

Strategy

PERSON(S) RESPONSIBLE: Bob Pasicznyuk, Executive Library Director

Inspiring a love of... READING... DISCOVERY... CONNECTION...

Douglas County Libraries

Request for Approval

This item is coming to you by request of Douglas County government.

DATE: March 31, 2021

AGENDA ITEM: Joining a Resolution Supporting Child Abuse Prevention Month

DISCUSSION: April is Child Abuse Prevention Month. Douglas County is working to help magnify what we can collectively do – as part of a shared community message – to prevent child abuse and neglect. The Board of County Commissioners are scheduled to adopt a resolution toward this shared community message during their Tuesday, March 23 Business Meeting. They have asked Douglas County Libraries to join them in this effort.

BUDGET IMPACT: $0

RECOMMENDATION: We recommend that the Board approve this resolution.

MOTION: I move to adopt and support Resolution R-21-03-02, Supporting Douglas County Government's Proclamation of April 2021 as "Child Abuse Prevention Month".

A RESOLUTION SUPPORTING DOUGLAS COUNTY
GOVERNMENT'S PROCLAMATION OF APRIL 2021 AS
"CHILD ABUSE PREVENTION MONTH"
R-21-03-02

PERSON(S) RESPONSIBLE: Bob Pasicznyuk, Executive Library Director

Douglas County Libraries

A RESOLUTION SUPPORTING DOUGLAS COUNTY GOVERNMENT'S PROCLAMATION OF APRIL 2021 AS "CHILD ABUSE PREVENTION MONTH"

R-21-03-02

WHEREAS, all Douglas County children deserve to grow up in a safe and nurturing environment free from abuse and neglect; and

WHEREAS, child abuse and neglect is a serious problem affecting every segment of our community, and finding solutions requires input and action from everyone in our community; and

WHEREAS, Douglas County Human Services received 3724 reports to its Child Abuse and Neglect Hotline in 2020;

WHEREAS, effective child abuse prevention programs succeed because of partnerships among human services, schools, mental health agencies, non-profit and faith-based organizations, law enforcement agencies, health care providers and the business community; along with parents and grandparents; and

WHEREAS, families and the public can report suspicion of child abuse and neglect by calling 303-663-6270 or 1-844-CO4KIDS (264-5437); and

WHEREAS, child abuse and neglect often occur when people find themselves in stressful, situations, without family or community resources, and not knowing how to cope; and

WHEREAS, child abuse and neglect can be reduced by making sure each family has the support and knowledge they need to raise their children in a healthy and loving environment;

WHEREAS, everyone in the community should become more aware of child abuse prevention and consider helping parents so that they can raise their children in a safe, nurturing environment;

WHEREAS, the Board of County Commissioners of the County of Douglas, Colorado, are proclaiming the month of April 2021 to be Child Abuse Prevention Month in Douglas County, and urge all citizens to work together to address and significantly reduce child abuse and neglect now and in the future;

BE IT RESOLVED, that the Douglas County Libraries Board of Trustees support Douglas County in their efforts proclaiming April 2021 to be Child Abuse Prevention Month in Douglas County.

Dated this 31st day of March 2021,
THE BOARD OF TRUSTEES, DOUGLAS COUNTY LIBRARIES, DOUGLAS, COLORADO

BY: _____
Rondle L. Cole, Board President

ATTEST: _____
Robert W. Pasicznyuk, Executive Library Director