



BOARD STUDY SESSION

DATE: June 8, 2017

TIME: 5:30 P.M.

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

Topics:

- 2018 Draft Budget Presentation
- Columbine Remodel Update and Change Orders

NEXT BOARD STUDY SESSION

To: Elected and Appointed Officials, Department Heads and Division Directors
From: Board of County Commissioners
CC: Donald J. Davis, County Manager
Date: May 19, 2017
Subject: 2018 Budgetary Guidelines

The budget process for Jefferson County remains an on-going, year-round process and preparation for the upcoming fiscal year began in March of this year. Significant effort goes into this process as the budget ultimately will serve as both a strategic financial planning document and a communication guide for our residents to assist them in understanding the initiatives the county will be undertaking in the upcoming year.

Based on the budget planning sessions, we are setting the following budgetary guidelines and assumptions to be utilized in development of the 2018 Proposed Budget:

1. Merit increases are initially estimated at an average 2.6% and will be evaluated further during the budget process. Salaries and benefits and indirect costs will be calculated by the budget office staff. The guidelines we are putting forward for distribution of the 2.6% increase include:
 - a. Awarding a percentage of salary to employees based on merit, as determined by the department.
 - b. Merit increase percentages are based on the overall performance and contributions of the employee.
 - c. Consideration should be given to where the employee is in the pay range, given the level of experience in the position-related areas.
 - d. Identical across-the-board increases do not reward employee performance appropriately and consequently; we do not support departments using this approach.
2. Health benefit cost trend increases are generally 7 - 10%. Actual cost projections will be evaluated during the budget process and our current assumption is that any increase will be split with the employees 50/50.
3. Business cases will be accepted. However, please consider the limited revenue resources when making requests. If additional program revenue would be generated from the requested business case, please include the projected revenue in your budget request.
4. Please limit capital requests to the dollar amount that was approved for 2018 in the 2017 Capital Improvement Plan; unless the request is related to safety, critical need, or offset by revenue. Previously approved CIP projects and amounts will be priority. Please make sure to note in your budget request if there are any ongoing operational

impacts. Projects need to have an implementation plan that will be completed in the requested year rather than a placeholder.

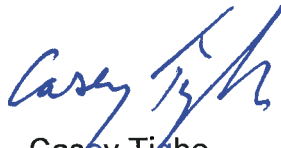
To ensure adequate time for review and consideration of the proposed budget requests, we are asking that each office or department adhere to the submission timeline described in the budget calendar and budget development manual. If you have completed your budget request prior to those deadlines, please submit your budget documents early. This will ensure a timely consolidation of data and subsequent review of information by the county budget office staff.

If you have any additional questions regarding the proposed budget guidelines or the budget submittal instructions, please contact your assigned budget analyst for assistance. Your assistance is greatly appreciated as we collectively work together to meet the needs of taxpayers in Jefferson County.

Sincerely,
BOARD OF COUNTY COMMISSIONERS



Libby Szabo
Chairman



Casey Tighe



Donald Rosier



Jefferson County 2018 Budget Calendar

Date	Event
March - June	2018 Budget projection planning meetings
May - June	Update/prepare budget module for departments/divisions
June	Develop revenue projections for all sources
June	Internal service providers meet with departments/divisions to identify projects
By June 16	Budget kickoff - Distribution of: <ul style="list-style-type: none"> Budget Development Manual Calendar Deadlines
June 12 and 21	Training for departments/divisions on budget entry into JDE – <i>sessions to be announced</i>
June 16	Departments/divisions can begin budget entry into JDE
June 16	Security Project Proposals Due
June 16	Salary projections distributed to departments/divisions
June 19	Budget Kickoff Meeting – Hearing Room 1 - 2:00pm
June 22	Budget Kickoff Meeting – Hearing Room 1 – 9:00am
June 30	Revenue estimates finalized
July 7	Capital requests due
July 7	Operating budgets and business cases due
July 7	Budget presentations due
August 14, 15, 16, 18	Department/division budget meetings on proposed budget
August 18 – Sept 5	Proposed budget reviewed and prepared
September 6	High level overview on proposed budget
October 3	Proposed budget submitted to BCC at briefing session
October 10	Public hearing on 2018 Proposed budget
October 16- 19	Department/division meetings, as needed/requested
October 20 - 31	Review of 2018 Budget
December 5	2018 Budget Adoption and establishment of mill levies

Key	
Departments/Divisions	
Budget office	
Budget Review team	
Budget Prep team	
Budget Review team + Departments/Divisions	

The budget review team is comprised of the Board of County Commissioners (BCC), County Manager, County Attorney, Deputy County Manager, Director of Finance & IT, and the Budget staff.

The budget prep team is comprised of the County Manager, Deputy County Manager, Director of Finance & IT, and the Budget staff.

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

jeffcolibrary.org



To: Honorable Jefferson County Commissioners

From: Library Board of Trustees

Re: 2018 Proposed Budget

Date: June 15, 2017

Honorable County Commissioners,

Working collaboratively with the County staff and the Library staff, the Library Board of Trustees' has submitted a proposed budget for the year 2017. The budget development process is governed by the Board of County Commissioners annual guidelines, and the Library Board of Trustees fiduciary responsibilities.

State of Colorado Library Law, 24-90-109 Powers and duties of board of trustees instruct the Board of Trustees to:

III (d) "Submit annually a budget as required by law and certify to the legislative body of the governmental unit or units that the library serves the amount of the mill necessary to maintain and operate the library during the ensuing year.

The Board of Trustees', in submitting this budget, support and acknowledge our responsibility to present the budget necessary to provide citizens of Jefferson County with a high quality library, which continues to fulfil our promises and supports the community's needs.

- Continue to invest in books and materials;
- Provide access to updated technology;
- Repair and refurbish existing facilities;
- Improve service in underserved areas; and
- Stabilize long-term finances.

The amount that the Board of Trustees has determined necessary to deliver on our promises, operate the library and provide the residents of Jefferson County with a responsible level of library services in 2018 is a mill levy of 3.75. This mill levy will provide an estimated net property tax revenue of \$37.5 million dollars. This budget also requests the use of \$3.8 million dollars from fund balance to pay for the Edgewater Library Tenant Finish and other Capital projects. With this mill levy and the use of fund balance, the library will be able to deliver on our promises.

As Library Trustees, we take our fiduciary responsibility seriously and we believe the 2018 proposed budget represents a responsible level of spending to support Library services.

Julia Hill-Nichols, Chair

Library Board of Trustees

TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2018 Draft Budget

Sources and Uses of Funds	2016 Preliminary Actual	2017 Adopted Budget	2018 Draft Budget	\$ Incr(Decr) 2017 to 2018 Budget	% Incr(Decr) 2017 to 2018 Budget
Sources of Funds					
Revenues					
Taxes					
Property Tax (net of adjustments)	\$ 32,888,615	\$ 36,392,968	\$ 36,852,557	\$ 459,589	1%
Total Taxes	\$ 32,888,615	\$ 36,392,968	\$ 36,852,557	\$ 459,589	1%
Federal & State Grants	\$ 132,787	\$ 130,000	\$ 133,000	\$ 3,000	2%
Fines & Fees	700,248	792,970	571,850	(221,120)	-28%
Other Revenue	326,222	546,220	241,600	(304,620)	-56%
Total Other Revenues	\$1,159,257	\$1,469,190	\$946,450	(\$522,740)	-36%
Sub Total Revenues	\$ 34,047,872	\$ 37,862,158	\$ 37,799,007	\$ (63,151)	0%
Transfer from Fund Balance	\$ -	\$ 1,436,716	\$ 3,798,666	\$ 2,361,950	164%
Transfer to Fund Balance	4,383,464	-	-	-	NA
Total Sources of Funds	\$ 29,664,408	\$ 39,298,874	\$ 41,597,673	\$ 2,298,799	6%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 11,926,754	\$ 12,522,392	\$ 13,142,329	\$ 619,937	5%
Benefits	3,444,953	3,793,380	4,255,215	461,835	12%
Total Salaries & Benefits	\$ 15,371,708	\$ 16,315,772	\$ 17,397,544	\$ 1,081,772	7%
Library Books & Materials	\$ 5,816,450	\$ 8,205,413	\$ 9,475,119	\$ 1,269,706	15%
Supplies	974,285	1,247,585	1,460,309	212,724	17%
Operating Capital	-	40,000	120,000	80,000	200%
Other Services & Charges	2,758,001	4,008,650	4,421,576	412,926	10%
Internal Transactions /Cost Allocation	1,386,406	1,571,551	1,818,106	246,555	16%
Total Operating Expenditures	\$ 26,306,849	\$ 31,388,971	\$ 34,692,654	\$ 3,303,683	11%
Financing & Debt Service	\$ 1,554,199	\$ 1,548,403	\$ 1,514,769	\$ (33,634)	-2%
Capital Development Fund	\$ 1,803,360	\$ 6,361,500	\$ 5,390,250	\$ (971,250)	-15%
Total Uses of Funds	\$ 29,664,408	\$ 39,298,874	\$ 41,597,673	\$ 2,298,799	6%
Net	\$ 0	-	-		

TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2018 Draft Budget

	2016 Preliminary Actual	2017 Adopted Budget	2018 Draft Budget	% Incr(Decr) 2017 to 2018 Budget
Beginning Fund Balance	\$ 13,108,502	\$ 15,166,150	\$ 17,491,966	
Revenues	\$ 32,574,474	\$ 36,197,327	\$ 36,110,508	0%
Capital Funding	1,473,398	1,664,831	1,688,499	-1%
Total Revenues	\$ 34,047,872	\$ 37,862,158	\$ 37,799,007	0%
Expenditures				
Operating Expenditures	\$ 26,306,849	\$ 31,388,971	\$ 34,692,654	-11%
Debt Service	1,554,199	1,548,403	1,514,769	2%
Capital Projects	1,803,360	6,361,500	5,390,250	15%
Total Expenditures	\$ 29,664,408	\$ 39,298,874	\$ 41,597,673	-6%
Ending Fund Balance	\$ 17,491,966	\$ 13,729,434	\$ 13,693,300	6%
Increase/(Decrease) in Fund Balance	\$ 4,383,464	\$ (1,436,716)	\$ (3,798,666)	-164%

Fund Balance Policy Calculation				
	2016 Preliminary Actual	2017 Adopted Budget	2018 Draft Budget	
16% - Current Year Budgeted Revenues	\$ 5,447,660	\$ 6,057,945	\$ 6,047,841	
9% - Current Year Budgeted Revenues - Uncertainty	3,064,308	3,407,594	3,401,911	
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 8,511,968	\$ 9,465,540	\$ 9,449,752	
50% of Current Year Budgeted Revenues	17,023,936	18,931,079	18,899,504	
Total Maximum F/B Reserve Requirements (CEILING)	\$ 17,023,936	\$ 18,931,079	\$ 18,899,504	
Above/(Below) Minimum (FLOOR)	\$ 8,979,998	\$ 4,263,894	\$ 4,243,548	
Above/(Below) Maximum (CEILING)	\$ 468,030	\$ (5,201,645)	\$ (5,206,204)	

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

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

POSITION AUTHORIZATIONS (FTEs) BY BUSINESS UNIT
2018 BUDGET

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

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

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

TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2018 Draft Budget

Sources and Uses of Funds	2016 Preliminary Actual	2017 Adopted Budget	2018 Draft Budget	\$ Incr(Decr) 2017 to 2018 Budget	% Incr(Decr) 2017 to 2018 Budget
Sources of Funds					
Revenues					
Taxes					
Property Taxes	\$ 31,268,775	\$ 35,331,413	\$ 35,833,694	\$ 502,281	1%
Delinquent Taxes	122,018	50,124	55,638	5,514	11%
Prior Year Cancellations	-	(76,556)	(84,977)	(8,421)	11%
Urban Renewal	-	(606,610)	(673,337)	(66,727)	11%
Penalties & Interest	24,424	29,766	33,040	3,274	11%
Total Taxes	\$ 31,415,217	\$ 34,728,137	\$ 35,164,058	\$ 435,921	45%
Federal & State Grants	\$ 132,787	\$ 130,000	\$ 133,000	\$ 3,000	2%
Library Fines	585,214	639,500	436,800	(202,700)	-32%
Charges for Services	115,034	153,470	135,050	(18,420)	-12%
Investment Income	254,024	149,200	153,600	4,400	3%
Contributions from Private Sources	142,969	200,000	30,000	(170,000)	-85%
Other Revenue	(70,771)	197,020	58,000	(139,020)	-71%
Total Revenues	\$ 32,574,474	\$ 36,197,327	\$ 36,110,508	\$ (86,819)	-149%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 10,300,740	\$ 11,398,213	\$ 12,007,317	\$ 609,104	5%
Awards & Bonuses	48,519	100,000	120,000	20,000	20%
Termination Pay	113,718	-	-	-	0%
Temporary Salaries	1,462,528	1,876,245	1,901,432	25,187	1%
Overtime	1,249	13,900	14,130	230	2%
Vacancy Savings	-	(865,966)	(900,550)	(34,584)	4%
Benefits	3,444,953	3,793,380	4,255,215	461,835	12%
Total Salaries & Benefits	\$ 15,371,708	\$ 16,315,772	\$ 17,397,544	\$ 1,081,772	45%
Library Books & Materials	\$ 4,584,052	\$ 6,900,603	\$ 8,102,000	\$ 1,201,397	17%
Library Computer Materials	1,115,396	1,173,430	1,241,239	67,809	6%
Library Periodicals	117,002	131,380	131,880	500	0%
Sub-Total Library Collections	\$ 5,816,450	\$ 8,205,413	\$ 9,475,119	\$ 1,269,706	24%
Supplies	\$ 974,285	\$ 1,247,585	\$ 1,460,309	\$ 212,724	17%
Other Services & Charges	2,758,001	4,008,650	4,421,576	412,926	10%
Operating Capital	-	40,000	120,000	80,000	200%
Direct Internal Charges	136,345	150,688	145,295	(5,393)	-4%
Indirect Cost Allocation	696,338	758,653	916,507	157,854	21%
Intra County Transactions	553,723	662,210	756,304	94,094	14%
Total Operating Expenditures	\$ 26,306,849	\$ 31,388,971	\$ 34,692,654	\$ 3,303,683	327%
Transfer to Capital	\$ 329,962	\$ 4,696,669	\$ 3,701,751	(994,918)	
Total Uses of Funds	\$ 26,636,811	\$ 36,085,640	\$ 38,394,405	\$ 2,308,765	327%

TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2018 Draft Budget

Sources and Uses of Funds	Final 2016 Budget	Preliminary 2016 Actual	Adopted 2017 Budget	2018 Draft Budget	% Incr(Decr) 2017 to 2018 Budget
Debt Service					
Principal - Arvada (2005-2024)	\$ 507,411	\$ 567,054	\$ 516,095		\$ (50,959)
Interest - Arvada (2005-2024)	119,285	59,642	107,157		47,515
Principal - Refunding Series 2013	632,690	838,955	632,740		(206,215)
Interest - Refunding Series 2013	149,314	88,548	116,772		28,224
Principal - COP - Capital Projects	142,143		142,143		142,143
Interest - COP - Capital Projects	33,545		33,496		33,496
Total Debt Service	\$ 1,584,388	\$ 1,554,199	\$ 1,548,403	\$ 1,514,769	-2%

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

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

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

TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2018 Draft Budget

Sources and Uses of Funds	2016 Preliminary Actual	2017 Adopted Budget	2018 Draft Budget	\$ Incr(Decr) 2017 to 2018 Budget	% Incr(Decr) 2017 to 2018 Budget
Sources of Funds					
Property Tax - Capital - 4.5%	\$ 1,473,398	\$ 1,664,831	\$ 1,688,499	\$ 23,668	1%
Total Property Tax	\$ 1,473,398	\$ 1,664,831	\$ 1,688,499	\$ 23,668	1%
Transfer from Operating	\$ 329,962	\$ 4,696,669	\$ 3,701,751	\$ (994,918)	-21%
Total Sources of Funds	\$ 1,803,360	\$ 6,361,500	\$ 5,390,250	\$ (971,250)	-15%
Uses of Funds					
Annual Replacement & Maintenance Program (ARM)					
ARM-01 Capital Maintenance	\$ 160,419	\$ 250,000	250,000	-	0%
ARM-02 Furniture & Equipment	58,064	56,000	36,000	(20,000)	-36%
ARM-03 Computer Replacement Plan	218,476	250,000	250,000	-	0%
ARM-04 Book Sorter Sinking Fund	-	200,000	350,000	150,000	75%
ARM-05 IT Infrastructure Replacement	316,658	462,000	321,650	(140,350)	-30%
2016 Projects					
16-01 Lakewood Parking Lot	\$ 274,922	\$ -	\$ -	\$ -	NA
16-02 LSC Parking Lot	67,699	-	-	-	NA
16-03 Evergreen AHU Rebuild	54,204	-	-	-	NA
16-04 Wheat Ridge HVAC Replacement	-	-	-	-	NA
16-05 Standley Lake Boiler Replacement	62,781	-	-	-	NA
16-06 Admin Space Plan/Reconfiguration	8,031	-	-	-	NA
16-07 Belmar Carpet Repair	5,939	-	-	-	NA
16-08 Columbine Tree & Sidewalk Replace	27,807	-	-	-	NA
16-09 Implement Wireless Upgrade	8,221	-	-	-	NA
16-10 Records Management/Intranet	-	50,000	120,000	70,000	140%
16-11 Increase Wireless Access Points	16,614	-	-	-	NA
16-12 IT Software Projects	26,499	-	-	-	NA
16-13 III Database Server	81,660	-	-	-	NA
16-14 High Availability Internet Redundancy	-	-	36,000	36,000	NA
16-15 Replace DVD/Disk Washer	17,995	8,000	-	(8,000)	-100%
16-16 Columbine Remodel	99,027	4,250,000	-	(4,250,000)	-100%
16-17 South County - Phase 1 Planning	-	-	-	-	NA
16-18 IT Erate Data Cabeling	26,344	-	-	-	NA
2017 Projects					
17-01 Evergreen HVAC Rebuild	\$ -	\$ 135,000	\$ -	\$ (135,000)	-100%
17-02 Entry Door Replacement	-	36,800	18,600	(18,200)	-49%
17-03 Virtual Servers upgrades	-	91,000	-	(91,000)	-100%
17-04 Encore Server	-	37,000	-	(37,000)	-100%
17-05 Implement RFID/Self Check	272,000	250,000	-	(250,000)	-100%
17-07 Edgewater Library	-	80,000	2,600,000	2,520,000	3150%
17-08 Large Format Printer	-	10,000	-	(10,000)	-100%
17-09 JCPL Mobile Experience	-	15,700	-	(15,700)	-100%
17-10 Mobility Solution	-	25,000	-	(25,000)	-100%
17-11 Long-Range Facility Master Plan	-	75,000	-	(75,000)	-100%
17-12 Current Year Facility Expansion	-	80,000	-	(80,000)	-100%
2018 Projects					
18-01 Belmar Remodel	\$ -	\$ -	\$ 350,000	\$ 350,000	NA
18-02 Lakewood Fence Replacement	-	-	55,000	55,000	NA
18-03 Lakewood Public Restroom Expansion	-	-	120,000	120,000	NA
18-04 Lakewood Admin Restroom Remodel	-	-	48,000	48,000	NA
18-05 Golden Parking Lot	-	-	125,000	125,000	NA
18-06 Sorter Replacement	-	-	500,000	500,000	NA
18-07 LSC Garage & Loading Dock Planning	-	-	10,000	10,000	NA
18-08 Bookmobile Replacement	-	-	200,000	200,000	NA
Total Capital Projects	\$ 1,803,360	\$ 6,361,500	\$ 5,390,250	\$ (971,250)	-15%
Book Sorter Sinking Fund Reserve					
Beginning Balance		\$ 200,000	160,005		-20%
Source		200,000	350,000		75%
Use		239,995	-		-100%
Balance		\$ 160,005	\$ 510,005		-45%

TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
5 -Year Capital Improvement Plan
2018-2022

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



FULFILLING OUR PROMISES

2018 Draft Budget Presentation
Library Trustee Study Session
June 08, 2017



Jefferson County
PUBLIC LIBRARY

5 C'S OF FISCAL RESPONSIBILITY

☐ CORRECT

- make it right

☐ CREDIBLE

- make it believable

☐ CONSISTENT

- make like-things agree

☐ CAREFUL

- make sure resources are not wasted

☐ CONCISE

- make it brief



FULFILLING OUR PROMISES

The 2018 Draft Budget Addresses the following Community Needs and Priorities for JCPL

1. Provide Access and Support:

All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.

2. Create Great Spaces and Places:

All Jefferson County Residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

3. Advance Shared Community Outcomes:

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

4. Be Good Stewards:

All Jefferson County residents receive maximum return on their shared investment in library services.

JEFFERSON COUNTY 2018 BUDGETARY GUIDELINES

1. Merit Increase are initially estimated at an average of 2.6%
2. Health Benefit cost trend increase are generally 7-10%. Actual cost projections will be evaluated during the budget process and current assumption is that any increase will be split with the employees 50/50.
3. Business cases will be accepted. However, please consider the limited revenue resources when making requests.
4. Please limit capital requests to the dollar amount that was approved for 2018 in the 2018 Capital Improvement Plan; unless the request is related to safety, critical need, or offset by revenue.

COUNTY BUDGET DEVELOPMENT CALENDAR

- June 16 - Salary projections distributed to departments
- June 19 & 21 – Budget Kickoff Meetings
- June 30 – Revenue Estimates Finalized
- **July 7 – Budget Requests & Business Cases Due**
- **July 7 – Budget presentations Due**
- **Aug 14 9:00 – 10:00 AM – Library Budget Presentation**
- Oct 3 – Proposed budget submitted to BCC
- Oct 10 – Public Hearing
- Oct 16-19 Department Budget Meetings, if needed
- Dec 5 – Budget Adoption



REVENUES

Jefferson County

PUBLIC LIBRARY



2018 ASSESSED VALUATION

- 2017 is a reassessment year
- Residential housing increased 22.82% over 2016
- Overall increase of 14% (all properties)
- Gallagher Amendment requires the allocation to remain at a 45/55 ratio between residential and commercial properties
- Assessment rate reduced to 7.20%



**2018 Assessed
Value =
\$10,005,918,024**

MILL LEVY CALCULATION PROPERTY TAX REVENUE FOR 2018



Final Property Tax Revenue will be updated in August

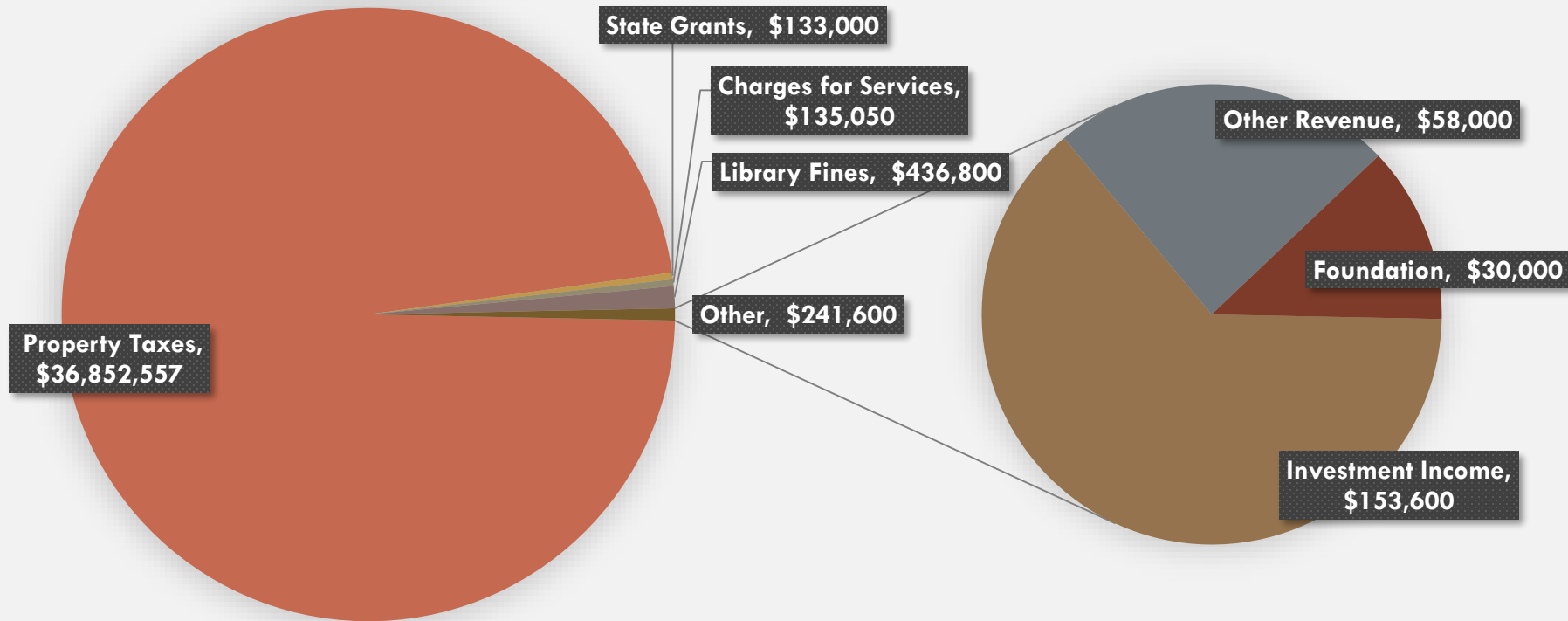
Proposed Assessed Value \$10,005,918,024

Mill Levy	Property Tax Revenue
3.75	\$37,522,193
4.00	\$40,023,672
4.50	\$45,026,631

2018 DRAFT BUDGET SUMMARY

Summary	2017 Adopted Budget	2018 Draft Budget
Revenues		
Total Revenues	\$37,862,158	\$37,799,007
Use of Fund Balance	1,436,716	\$3,798,666
Total Revenues	\$39,298,874	\$41,597,673
Expenditures		
Operating	\$29,817,420	\$32,874,548
Debt Service	1,548,403	1,514,769
Capital	6,361,500	5,390,250
Interdepartmental	1,571,551	1,818,106
Total Expenditures	\$39,298,874	\$41,597,973
Full – Time Equivalent (FTEs)	215.00	218.50*

2018 TOTAL REVENUES





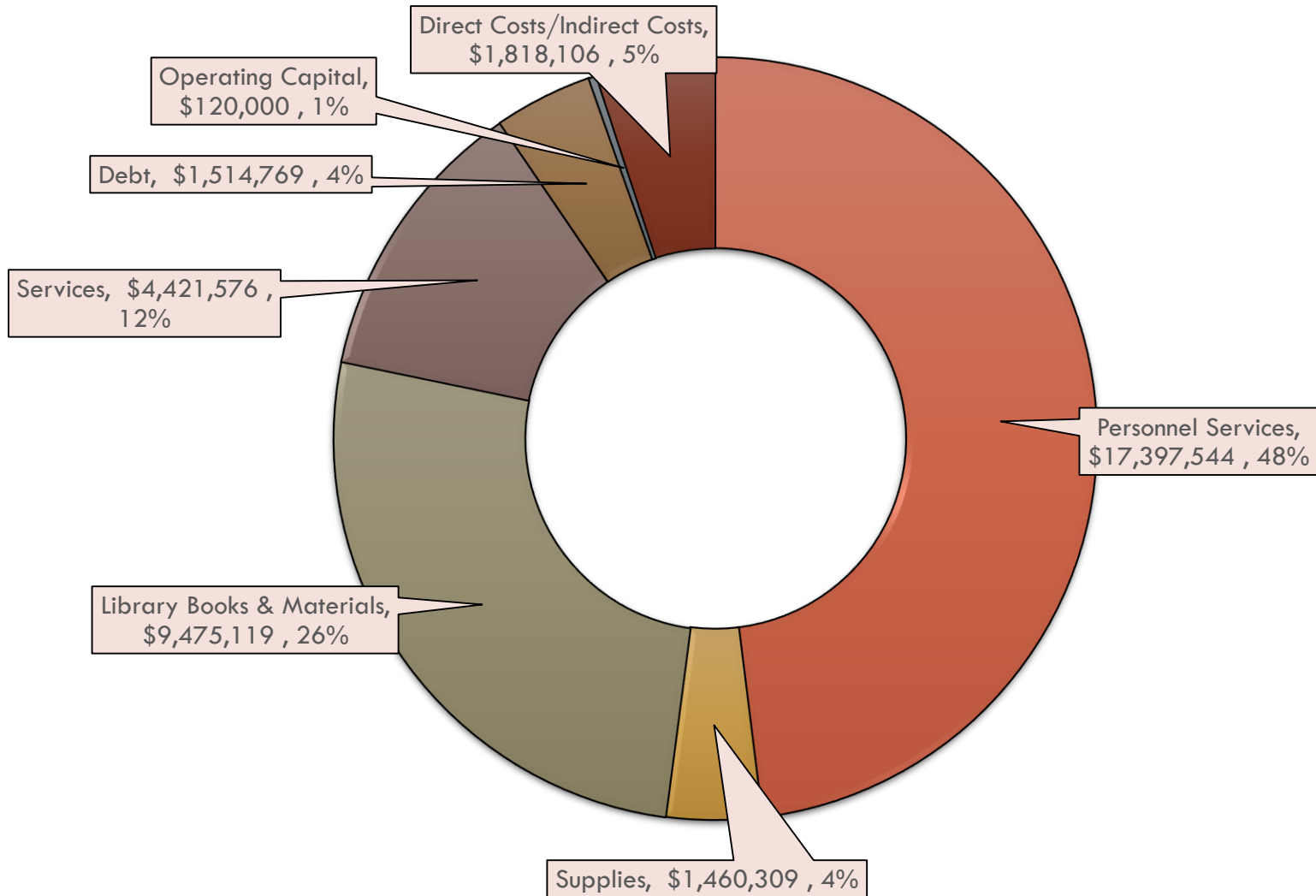
OPERATING EXPENDITURES



Jefferson County

PUBLIC LIBRARY

2018 Total Expenditures



Salaries & Employee Benefits

Category	2017 Adopted Budget	2018 Draft Budget
Regular Salaries	\$11,398,213	\$12,007,317
Awards and Bonuses	\$100,000	\$120,000
Temporary Salaries (Pages, Subs)	\$1,876,245	\$1,901,432
Employee Benefits	\$3,793,380	\$4,255,215
Vacancy Savings	\$(865,966)	\$(900,550)

Vacancy Saving Trend

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
Vacancy Savings	\$285,005	\$294,734	\$796,353	\$498,628	\$865,966	\$900,550
% Calculated	2%	2%	5%	3%	5%	5%

AUTHORIZED POSITIONS

2018 – Request of Additional Staff for the New Edgewater Library

- Total of 10 New Positions for the Edgewater Library
 - 1 Public Services Manager
 - 5.5 Public Services Associates
 - 0.5 Operations Page
 - 3.0 Librarians
- 6.5 - Non-Budgeted/Reserve
- 3.5 – NEW Request above 2017 Authorized amount

FTE Summary		
	2017	2018
Budgeted Positions	208.5	218.5
Non-Budgeted/Reserved Positions	6.5	0
Total FTEs	215.0	218.5

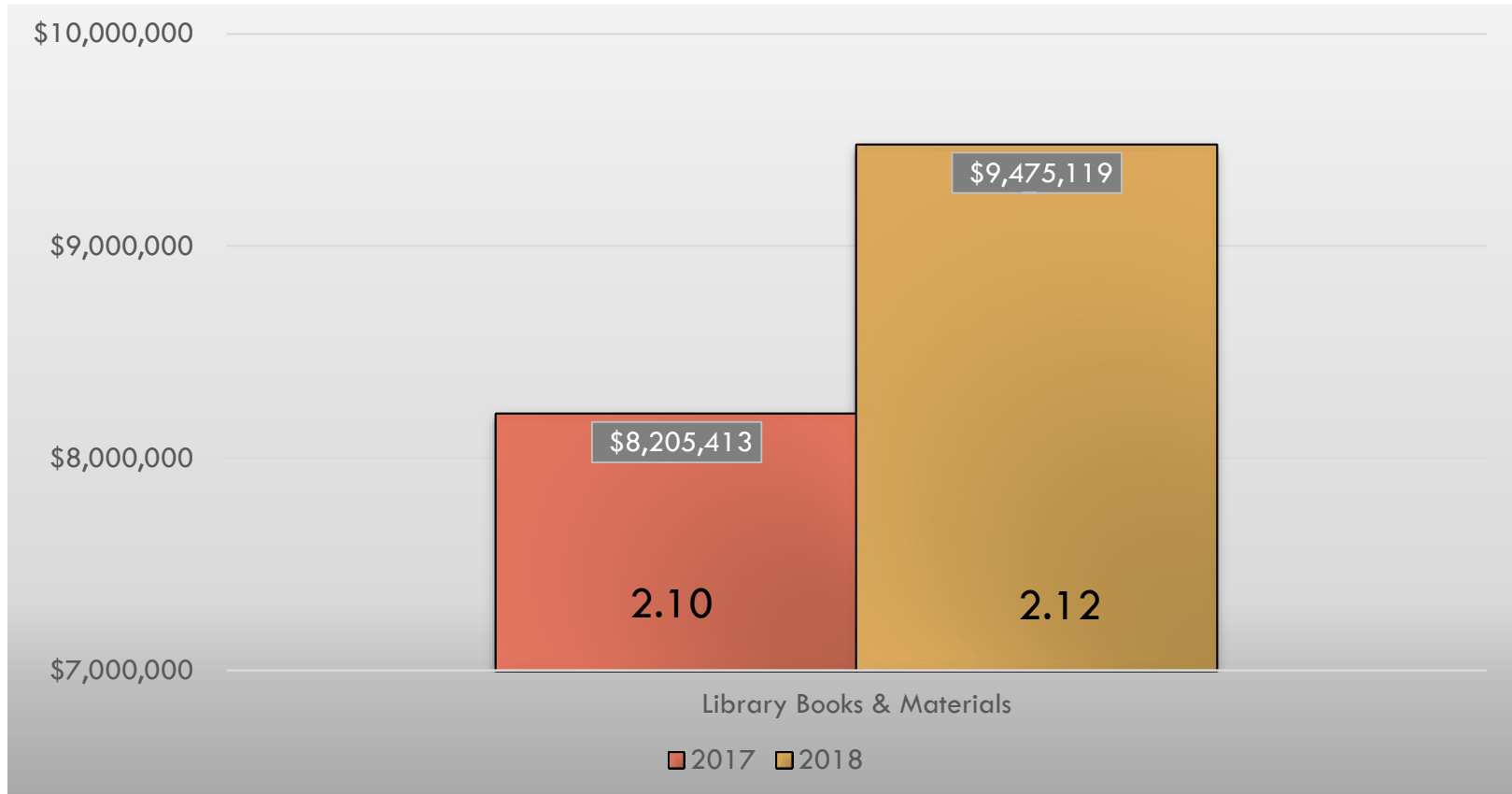
LIBRARY BOOKS & MATERIALS FINANCIAL POLICY

***Library Books & Materials Policy adopted
by the Board of Trustees April 21, 2016***

The Library desires to maintain a responsible level of access to books and materials for Jefferson County residents as defined by demand and use measures of holdings per capita, circulation per capita and annual turnover rate.



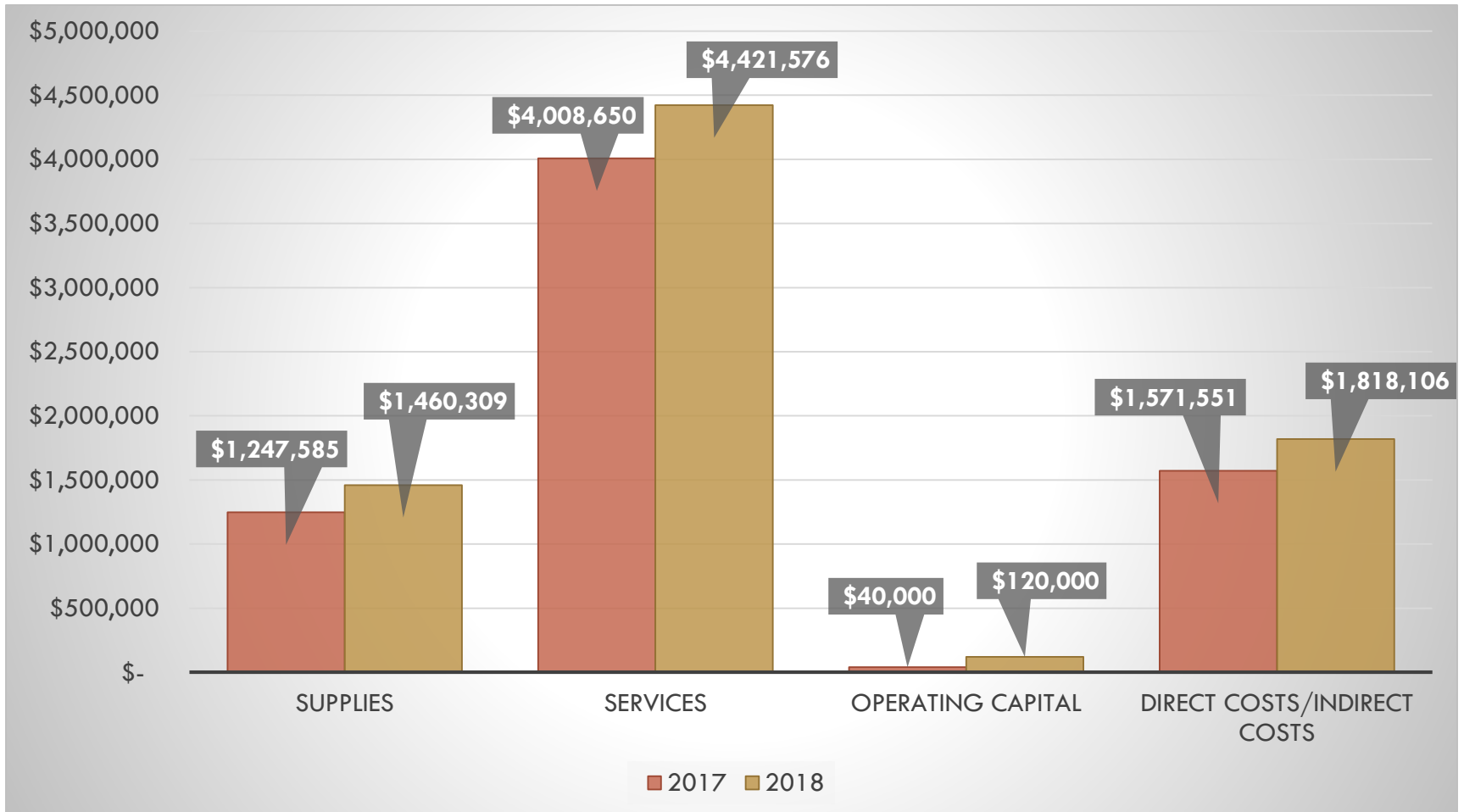
LIBRARY BOOKS & MATERIALS BUDGET



- Increase of \$ 1,269,706 or 15%
- Goal 50th Percentile Collections per Capita: 2.38

SUPPLIES, SERVICES, OPERATING CAPITAL & INTERGOVERNMENTAL

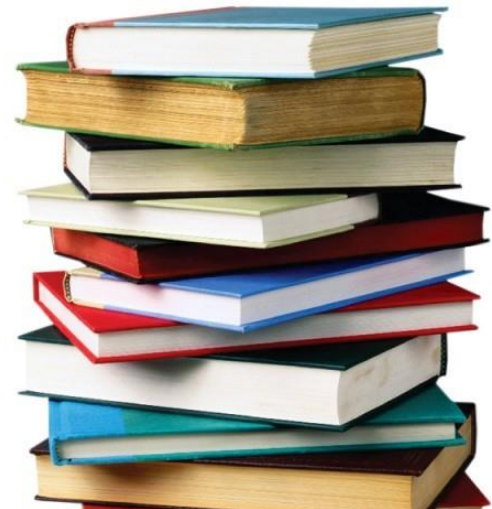
BUDGET COMPARISON 2017 TO 2018



BUDGET HIGHLIGHTS

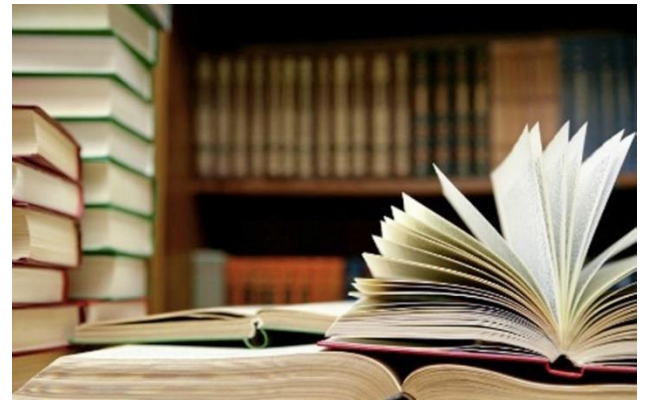
SUPPLIES

- Used metrics to standardize Library Base Budgets based on door count, circulation, square footage, and number of programs
 - Office Supplies
 - Special Events Supplies
 - General Supplies
 - Food Supplies
 - Programs
- Increase in Furniture & Equipment
 - Additional Ergonomic needs
 - Continuation of replacing library furniture



BUDGET HIGHLIGHTS

SERVICES

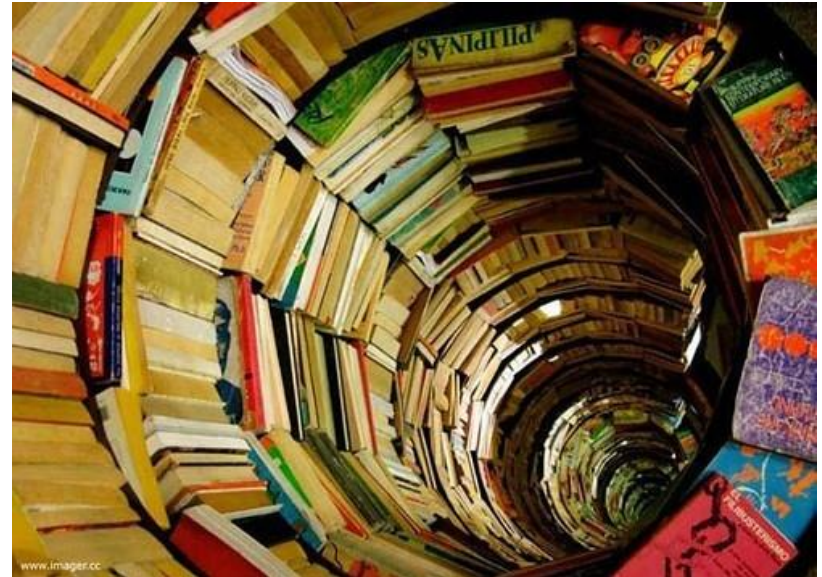


- Increased costs for All Staff Day - In order to provide exceptional training, workshops, and a quality conference experience for all employees, a conference venue is needed to house more than 300 participants.
- Continued implementation of branding recommendations, including printing and distribution of a new quarterly program guide
- New and increasing software maintenance costs, including Bibliotheca sorter maintenance
- Increase in Heating & Power Costs
- Additional Security Services- expanded to Belmar & Golden Libraries

BUDGET HIGHLIGHTS

OPERATING CAPITAL

- Library 2 You addition of new Cargo Van for implementation of the Library 2 You Master Plan recommendations for:
 - Lobby stop service
 - Youth demographics service in low income areas
 - Tech instruction outside the library walls
- New Vehicle for Facilities



BUDGET HIGHLIGHTS

INTERDEPARTMENTAL COSTS

Interdepartmental Cost	2017 Adopted Budget	2018 Draft Budget
Indirect Costs		
Accounting – Payroll	156,451	169,945
Budget	39,196	51,245
Cty Atty's Overhead	180	(1,584)
Human Resources	151,801	213,587
PIO	1,818	2,196
IT Services	404,642	491,942
Purchasing	(3,633)	(4,824)
Total Indirect Costs	750,455	916,507
Direct Costs (Fleet & Motor Poll, Legal)	150,688	145,295
Intra-County Transactions (Insurance, Treasurer's Fees)	670,408	756,304
Total Interdepartmental	1,571,551	1,818,106

DEBT SERVICE

Total Debt Payments in 2018 \$1,514,769

Certificates of Participation (COPs)

- \$8,886,000
- Arvada Library Building
- 2024 last payment

Build America Bonds Series 2009 (BABs)

- \$6,293,000
- Lakewood Building
 - HVAC
 - Energy Conservation
- Sorters
- Library Service Center Remodel
- 2020 Last Payment

Certificates of Participation (COPs)

- \$995,000
- Belmar Roof
- Columbine Parking Lot
- Standley Lake Parking Lot
- Columbine HVAC
- 2021 Last Payment



CAPITAL PROJECTS



Jefferson County

PUBLIC LIBRARY

Capital Projects

Annual Replacement & Maintenance

Project	2017 Budget	2018 Draft Budget
ARM-01 Capital Maintenance	\$250,000	\$250,000
ARM-02 Other Capital Replacement Plan/Furniture & Equipment	56,000	36,000
ARM-03 Computer 5-year Replacement Plan	250,000	250,000
ARM-04 Book Sorter Sinking Fund	200,000	350,000
ARM-05 IT Infrastructure Replacement	462,000	321,650
Total ARM	\$1,218,000	\$1,207,650



Capital Projects

2018 Projects

Project	2018 Draft Budget
16-10 Records Management/Intranet	\$120,000
16-14 High Availability Internet Redundancy	36,000
17-02 Entry Door Replacement	18,600
17-07 Edgewater Library	2,600,000
18-01 Belmar Library Remodel (Planning)	350,000
18-02 Lakewood Fence Replacement	55,000
18-03 Lakewood Public Restroom Expansion	120,000
18-04 Lakewood Admin Restroom Remodel	48,000
18-05 Golden Library Parking Lot	125,000
18-06 Sorter Replacement (2 Locations)	500,000
18-08 LSC Garage & Loading Dock Planning	10,000
18-09 Bookmobile Replacement Sinking Fund	200,000
Total 2018 Capital Projects	\$5,390,250

5-YEAR CAPITAL IMPROVEMENT PLAN

ANNUAL REPLACEMENT

Project	2018	2019	2020	2021	2022	Total 2018-2022
Capital Maintenance	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Capital Furniture & Equipment	36,000	36,000	36,000	36,000	36,000	180,000
Computer Replacement Plan	250,000	250,000	250,000	250,000	250,000	1,250,000
Book Sorter Sinking Fund	350,000	350,000	200,000	200,000	200,000	1,250,000
IT Infrastructure Replacement	321,650	200,000	200,000	200,000	200,000	1,121,650
Total ARM	\$1,207,650	\$1,036,000	\$936,000	\$936,000	\$936,000	\$5,051,650



5-YEAR CAPITAL IMPROVEMENT PLAN

Project	2018	2019	2020	2021	2022	Total 2018-2022
16-10 Records Management Software/Intranet	\$120,000					\$120,000
16-14 High Availability Internet Redundancy – System-wide	36,000	36,000	36,000			108,000
17-02 Entry Door Replacement	18,600					18,600
17-07 Edgewater Library Tenant Finish	2,600,000					2,600,000
18-01 Belmar Remodel	350,000	4,712,000				5,602,000
18-02 Lakewood Fence Replacement	55,000					55,000
18-03 Lakewood Public Restroom Expansion	120,000					120,000



5-YEAR CAPITAL IMPROVEMENT PLAN

Project	2018	2019	2020	2021	2022	Total 2018-2022
18-04 Lakewood Admin Restroom Remodel	48,000					48,000
18-05 Golden Parking Lot	125,000					125,000
18-06 Sorter Replacement	500,000	500,000	500,000			1,500,000
18-07 LSC Garage & Loading Dock Design & Construction	10,000	150,000				160,000
18-08 Bookmobile Replacement	200,000	200,000				400,000
19-01 Belmar AHU		165,000				165,000
19-02 Belmar Chiller Replacement		145,000				145,000
19-03 Belmar Parking Lot		300,000				300,000
19-04 Evergreen Remodel		250,000	2,676,000			2,926,000



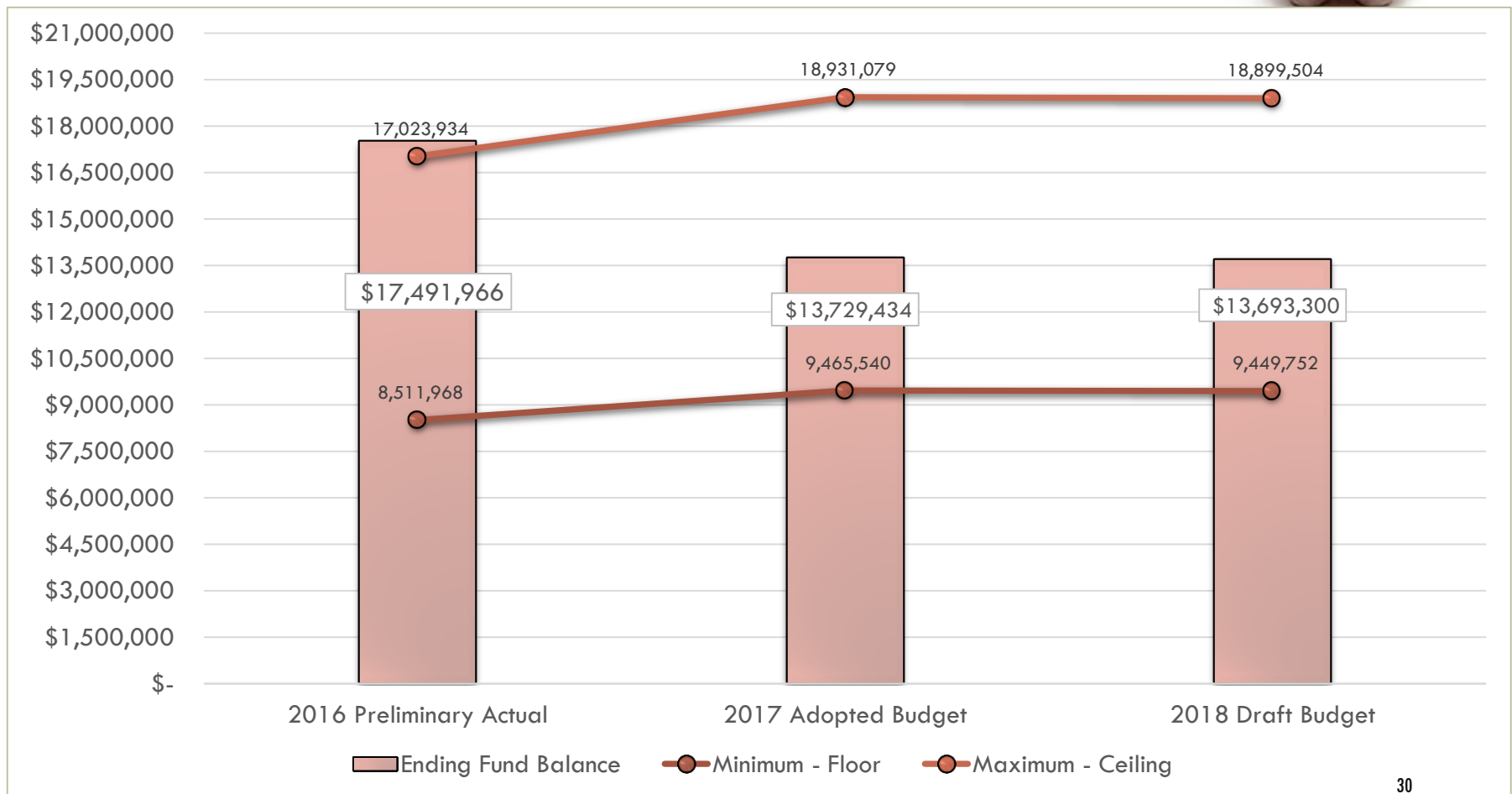
5-YEAR CAPITAL IMPROVEMENT PLAN

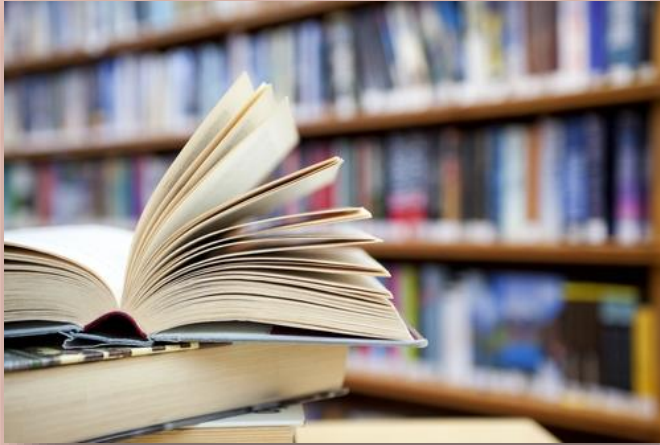
Project	2018	2019	2020	2021	2022	Total 2018-2022
19-05 Standley Lake Clerestory Roof Replacement		70,000				70,000
20-01 Lakewood Remodel			250,000	3,681,000		3,931,000
20-02 South County Tenant Finish			3,780,000			3,780,000
21-01 Arvada Remodel				250,000	5,586,000	5,836,000
22-01 Standley Lake Remodel					250,000	250,000
Total CIP	\$4,182,600	\$6,528,000	\$7,242,000	\$3,931,000	\$5,836,000	27,719,600
Total 5-year Plan (ARM & CIP)	\$5,390,250	\$7,564,000	\$8,178,000	\$4,867,000	\$6,772,000	\$32,771,250



JCPL FUND BALANCE RESERVE POLICY

- **Minimum = 25% of budgeted revenues**
- **Maximum = 50% of budgeted revenues**





Board Meeting June 15, 2017

- Authorize Executive Director to submit budget
- Sign the Trustee's budget cover letter

NEXT STEPS



Jefferson County

PUBLIC LIBRARY₃₁

Memo

To: Pam Nissler, Executive Director

From: Donna Walker, Director of Public Services

RE: Eliminate Fine Barriers for Children's Materials at Jefferson County Public Library

Date: June 2, 2017

Executive Summary for the Board of Trustees

Proposal:

The JCPL Senior Management team recommends that we phase in fine-free loan rules for select material types, starting with all children's materials in 2018. By making all children's materials fine-free, JCPL addresses two of our 2018 goals: 1) increase access to books and materials by removing a barrier to service, and 2) promote a culture of reading & support early literacy. This proposal also aligns us with future-focused recommendations included in the new Colorado Public Library Standards.

Justification:

Fines have long been both an accepted and debated element of the library experience. As stewards of services and materials paid for with public funds, libraries have a commitment to take responsible measures to have materials returned so that they can be shared with other users. However, there is scant evidence to suggest that collecting fines has a significant impact on the timely return of materials:

According to the SPELL Report (Supporting Parents in Early Literacy through Libraries), administrative costs associated with the oversight of fines, as well as the potential for creating a negative experience with the library, may not warrant the revenue gained through fines. Research also tells us that charging fines can create a significant barrier to some of our neediest patrons, and are "one of the things that get in the way" of their use of the library, creating a feeling of reluctance among parents to check out books for their children (Zhang, 2013)...Our own customer surveys have identified this as an issue for JCPL patrons as well (see Appendix A).

In addition, a recent article entitled *Jeffco Libraries Discriminate Against Children*, published in the May 8 Your Hub, underscores the importance of this issue to Jeffco residents:

"Jefferson County Public Libraries are discouraging the low-income, the needy, and the most vulnerable (CHILDREN) in our society from utilizing the very resources that can educate them and make their lives better-resources that are supposed to be for the public at large, not just for those who are already advantaged. This realization has set me on a quest to encourage Jefferson County Public Libraries to do away with overdue fines and children's materials and reconsider fees for lost or damaged children's items in order to embrace the goal of child literacy, to become more family friendly, and to quit discriminating against children."

In Colorado, 38 percent of children live in low-income families. In Jefferson County, 31.5 percent of Jeffco Schools students qualified for free and reduced lunch in 2015-16. To support

these children, future-focused libraries in Colorado (and around the country) are making the decision to reduce barriers to material checkout.

JCPL is one of the few large library systems in the metro area of Colorado that continues to charge fines on materials for children. Denver Public Library eliminated fines for children's materials in the 90s. Other metro-area libraries have followed suit (see Appendix B). While the potential loss of revenue is a consideration, the Senior Management Team feels that the removal of fines as a barrier to our youngest users and their caregivers will result in increased use by those who will most benefit from our materials and services, enable us to better support shared community outcomes, and support our mission to "build an educated and vibrant community by providing equal access to information and opportunities."

Colorado Public Library Standards now recommends the following:

Remove fines and fees on children's material to encourage the dynamic use of collections by children. State Library research indicates that fines and fees are a barrier to low-income families' use of the public library. Colorado State Grants to Libraries funds are often used to offset this loss of revenue.

Desired Outcome:

This proposal would offer barrier-free access to JCPL materials for our youngest patrons and their caregivers and support Desired Outcomes for the 2018 Strategic Plan, especially shared community outcomes for kindergarten readiness and grade-level proficiencies. In addition, because most of our Colorado library peers are offering children's materials without fines, this initiative would help us to "meet or exceed public sector industry measures."

Potential Cost:

Based on the number of items overdue, fines owed and circulation in 2016, we estimate that the fines owed on all children's materials would be between \$59,632 and \$194,657 per year. Eliminating fines on all children's materials would thus have the potential to reduce fines revenue by at least \$60,000 and potentially almost \$195,000 per year.

Because our Integrated Library System does not have the capability to show fines paid by item type, we have calculated the percent of total circulation that is children's materials multiplied by overdue fines paid in 2016 which indicates that the percentage of children's materials checked out is proportionate and consistent with overdue fines paid in general.

Appendix A

Feedback and suggestions from patrons from the online Customer Satisfaction Survey
2016-10-19

2016-10-19	BL	I really like DPL's new automatic renewal if no holds are on the item. They also honor the return date marked on Courier returns. JCPL charges fines when many days were allowed for Courier transportation. I also would like to be able to see if there are holds on an item I have checked out, rather than waiting to renew and finding out there is a hold. Our book club is using the bag checkout. That's been great.
2016-03-25	EV	The staff has always been friendly to me and my family. My son feels welcomed at the library and trusts the staff. They often listen to him (sometimes at length) talk about books he has read. I had library fines over the Christmas holiday. The staff worked with me to lower the fine without judgement or embarrassment. The library is essential for our family, providing no cost, healthy entertainment for our entire family . We love our library.
2016-01-26	EV	Watch the fines! This contradicts the purpose of using the library, lol.
2016-03-29	GN	(what are you least satisfied with?) The fines for overdue books/media
2016-01-25	LK	We get a lot of fines.
2016-09-16	CL	Denver Public Library recently starting automatically renewing your books to avoid fines. It is absolutely fantastic. I get a DUE SOON notice and instead of saying it is due soon, they tell me that they have automatically renewed my books as a courtesy. Of course, this only happens if I still have all my renewals left.
2016-01-25	LK	Reduce fines. We came from a library system that had no fines (Fairbanks, ak.) \$.20 a day seems excessive.
2016-10-14	AR	I am an educator and request lots and lots of books for my students. I need timely reminders on when things are due and really appreciate a grace period without fines if they are a little late. Although I live in Jeffco and it is the most convenient for me, I hesitate to use it because of the lack of due reminders and grace period and fees as well as the speed of pulling hold requests. Lone tree library does a much better job on all these things but since they moved it is much harder for me to get there but it is a much better experience than Jeffco libraries. Douglas county also counts a book returned the day it is returned ever from another district while Jeffco does not. I love libraries and depend on them for my students and myself but I cannot say I love Jeffco libraries although of course I totally appreciate the free access to books!!!
016-11-11	BL	I would like to suggest a different late fee practice. If an item is renewable and would just be returned to the shelf to sit for days, weeks or months and it has accrued a late fee, it would be nice if renewing that item that is now late would delete it's late fees. Kind of a no harm- no foul approach. I realize the late fees help pay for things and keep people

		accountable for getting things back on time but I also feel that many people with a built up amount of fees may decide not to revisit the library and lose interest. As much as I like the library and eventually settle up on my accrued late fees, I find the late fees on old books, cds and movies that aren't high in demand an unwarranted penalty for a couple of extra days.
2016-07-17	CL	Late fees. Denver, arapahoe and Douglas counties all offer a grace period before late fees accrue. Denver libraries go an extra step in that they don't charge late fees for children's books . They also have a month each year where fees are cut in half when you pay them all at once. This makes it much easier for a busy mom of two young children to save money. We check out a lot of materials and sometimes we forget to renew for a few days. Before I know it I have racked up \$10+ dollars very quickly, which makes us unable to renew online or check anything else out. Our strict budget makes it so that we have to wait to pay fees sometimes. Just would be nice to have that grace period.
2016-01-31	BK	<i>Fees are too high for children's books.</i>

Appendix B

Fine Forgiveness at Neighboring Colorado Libraries

	Fine Schedule	Fine free materials/users	Grace period	Renewals	Fine limit threshold	Amnesty	Notes
ALD	.20 per day per item	Children's materials Seniors 62+	2 days	3 renewal limit on most items, No autorenewal			Children's items fined as missing at 30 days, all others 50 days
Anythink	No fines	n/a	n/a	3 renewal limit on most items, No autorenewal	Privileges are suspended if any checked out items have been billed as missing		Items are fined as missing at 19 days overdue
Aurora	.20 per day per item	n/a	2 days	2 renewal limit	\$10		
Bemis	.20 per day per item	none	5 days	no autorenewal			
Boulder	.20 per day per item	Children's print materials boulder resident seniors 60+	n/a	3 renewal limit on most items, No autorenewal	\$10 or 1+ item 15 days+ overdue		
Douglas	.20 per day per item	n/a	3 days	8 renewal limit	\$20		
DPL	.20 per day per item, max of \$3 per item	Children's materials Seniors 62+	2 days	Autorenewal 1 day before due date if no holds, 3 renewal limit	\$5	Half off fine/fee balance Nov-Dec, 2014	DPL hasn't charged fines for children's materials since the 90's
High Plains	No fines on print/audio materials; .10 per day per DVD	n/a	n/a	3 renewal limit on most items, No autorenewal	\$7.50		Eliminated fines on books in 2015
Jefferson Co	.20 per day per item, limit of \$2 on children's materials, \$4.20 on adult materials	none	none	3 renewal limit on most items, No autorenewal	\$10		Items fined as missing at 21 days overdue

memorandum



TO: Pam Nissler
FROM: Steve Chestnut
DATE: June 7, 2017
RE: Columbine Library Remodel Project – Change Orders - Fransen Pittman

There are some additional costs for Owner Requested Change Orders that will increase the not to exceed contract price for Fransen-Pittman. At the June 15 Board meeting, I will recommend that the Board authorize you to make a payment to Fransen Pittman in the amount of \$17,469. All of these costs are covered by the contingency that NV5 is holding for construction. The funds to cover these costs will be transferred from the project's contingency budget. This transfer will leave \$85,109 in the NV5 contingency budget.

These change orders are some unexpected items and changes that we as the owner requested. The change orders will include installing new grid and ceiling tiles in the ceiling in the meeting room (we were going to try reuse it but it's not in good enough shape), fixing water damaged cabinets that we were going to reuse in the staff break room, removal of the existing island light for the new drive up, adding additional floor boxes and changing location for others increased flexibility in use/design.