



Jefferson County
PUBLIC LIBRARY

BOARD STUDY SESSION

DATE: June 13, 2019

TIME: 5:30 P.M.

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

Topics:

- Proposal for JCPL to go Fine Free
- Financial Review
- 2020 Operating & 5 Year Capital Improvement Plan
 - 5 & 10 Year Financial Plan
- Midwest Tape Renewal Contract

NEXT BOARD STUDY SESSION



MEMORANDUM

TO: Donna Walker, Executive Director

CC: Julianne Rist, Director of Libraries

FROM: Lizzie Gall, Assistant Director of Library Experience

RE: Eliminate Overdue Fines

DATE: June 4, 2019

Recommendation

Jefferson County Public Library staff is recommending the elimination of overdue fines.

Removing fines will eliminate existing and future fines for overdue materials. Patrons will still be charged for lost and damaged material and JCPL will continue to send notices to patrons about the status and due date(s) of their materials. Removing fines for overdue materials shows that JCPL is committed to living up to our core values of innovation, accountability, and excellence by increasing the access to and use of our libraries.

Benefits and Impacts

- Support strategic initiative to eliminate barriers to physical materials
- Remove barriers for disadvantaged patrons
- Increased staff time on other patron services that would have otherwise been spent on fines management
- Increased circulation and new patron accounts
- Better service to patrons who utilize multiple library systems, many of which are already fine free
- Actively demonstrate our values of caring, empowering, innovating, and exceeding expectations
- Stay relevant in library field and make policies based on best practices

Cost

\$257,050: projected decrease in revenue by removing overdue fines. This is 0.6% of the total budgeted revenue. The loss of fines revenue is included in the proposed 2020 budget, and is reflected in the 5 and 10 year financial plan.

JCPL Statistics

About 7% of patrons (11,227) who have checked out material in the last year are currently blocked because they owe more than \$10 in overdue fines or other charges. 113,701 patrons have a fine amount on their record as of May 30.

Checkouts of materials intended for use by children increased 5% year over year from 2017 to 2018. We attribute some of that increase to removing overdue fines on those materials.



MEMORANDUM

Background

Nationwide, many libraries have or are in the process of moving to eliminate overdue fines as a way to remove barriers to resources and to support and increase library use. The American Library Association recently made a recommendation which reads in part: “Whereas monetary fines ultimately do not serve the core mission of the modern library; now, therefore, be it *Resolved*, that the American Library Association (ALA), on behalf of its members

1. adds a statement to the Policy Manual that establishes that “The American Library Association asserts that imposition of monetary library fines creates a barrier to the provision of library and information services.”;
2. urges libraries to scrutinize their practices of imposing fines on library patrons and actively move towards eliminating them; and
3. urges governing bodies of libraries to strengthen funding support for libraries so they are not dependent on monetary fines as a necessary source of revenue.”¹

In addition, many Colorado libraries and library systems have already eliminated overdue fines. This includes Denver Public Library, Pikes Peak Library District, Arapahoe Libraries and High Plains Library District. Eliminating overdue fines is a way to reduce the penalizing aspect of using our libraries while expanding the exceptional service we strive to provide to all our patrons.

Research

High Plains Library District removed almost all overdue fines in 2015. After 18 months, they had seen circulation rates on children’s materials rise 16%. In addition, 95% of all materials were returned within a week of their due date.² Salt Lake City Public Library went fine free in 2017 and had a similar response to HPLD. After one year, total checkouts had risen 16%, they had 26,000 new cardholders, and prior users who had been blocked returned to the library.³

¹ American Library Association. (2019). Resolution on Monetary Library Fines as a Form of Social Inequity. http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/council/council_documents/2019_ms_council_docs/ALA%20CD%2038%20RESOLUTION%20ON%20MONETARY%20LIBRARY%20FINES%20AS%20A%20FORM%20OF%20SOCIAL%20JUSTICE%20Revised%201_27_0.pdf

² Graham, Ruth. (2017). Long Overdue: Why Public Libraries are Finally Eliminating the Late-Return Fine. Slate. Retrieved from <https://slate.com/culture/2017/02/librarians-are-realizing-that-overdue-fines-undercut-libraries-missions.html>

³ The City Library. (2018). The Fine Free Library: One Year Later. from <https://medium.com/@SLCPL/the-fine-free-library-one-year-later-d28c69743c15>



MEMORANDUM

In 2016, the Colorado State Library published a white paper, focused on barriers to accessing children's materials, in which they recommend removing overdue fines as there is little evidence that fines result in patrons returning materials on time.⁴

Additionally, the Colorado State Library white paper indicates that for many libraries, overdue fines account for such a small percentage of a library's budget that the administrative costs to manage them is more expensive than the revenue collected.⁵ The Assistant Director for Finance is comfortable that the generalization from the white paper would hold true for JCPL.

St. Paul Public Library (MN), Gleason Public Library (IL), and San Rafael Public Library (CA) libraries reported hold times were virtually unchanged after eliminating fines. Salt Lake City Library (UT) had a different experience. They found that materials returned late decreased from 9% with overdue fines in place to 4% after removing overdue fines. The system had longer hold times after going fine-free, but attributed that change to more people checking out items as the number of unique borrowers in the system increased by more than 10% during that same time.⁶

Community Impact

It might not seem like overdue fines should be much of a barrier, but they add up quickly and often come as a surprise to new patrons. After all, public libraries are often described as a free community service. In addition, many people stop using the library, or use different libraries, because of the penalizing aspect of overdue fines.

In May, a patron at Evergreen library asked if JCPL would go fine-free. She knows Denver Public Library is fine free and said she's been using those libraries more often because they don't charge if she's a few days late. There are stories like this one throughout Jefferson County, and across the country.

In 2017, Salt Lake City Library Executive Director Peter Bromberg asked his Lyft driver for her thoughts on libraries. According to the Salt Lake Tribune, "She told him she grew up loving her library, but now, with three kids ages 7 to 15, the late fees were 'like having an extra credit card bill that we couldn't afford at the end of the month.'"⁷

Sarah Houghton, director of San Rafael Public Library, had a woman come "into the library to return an armful of long-overdue children's books shortly after San Rafael

⁴ DePriest, M. (2016). Removing Barriers to Access: Eliminating Library Fines and Fees on Children's Materials. Colorado State Library. P.20. Retrieved from <http://www.cde.state.co.us/cdelib/removingbarrierstoaccess>

⁵ DePriest, M. (2016). Removing Barriers to Access: Eliminating Library Fines and Fees on Children's Materials. Colorado State Library. P.20. Retrieved from <http://www.cde.state.co.us/cdelib/removingbarrierstoaccess>

⁶ Hixon, Kieran. (2019). Eliminating Fines FAQs. Colorado Virtual Library. Retrieved from <https://www.coloradovirtuallibrary.org/resource-sharing/eliminating-fines-faqs/>

⁷ The City Library. (2018). The Fine Free Library: One Year Later. from <https://medium.com/@SLCPL/the-fine-free-library-one-year-later-d28c69743c15>



MEMORANDUM

Public Library instituted its no-fine policy for kids' books. When told that she wouldn't be fined, the mother broke down in tears. 'I can now afford to buy dinner tonight,' she said to Houghton."⁸

It is our belief that eliminating overdue fines is a rare opportunity to have an impact on every JCPL cardholder.

⁸ Morehart, Phil. (2018). Imagining A Fine-Free Future: Midwinter panel argues for the elimination of fines. Retrieved from <https://americanlibrariesmagazine.org/blogs/the-scoop/imagining-fine-free-future/>



memorandum

to: Donna Walker, Executive Director
from: Barbara Long, Assistant Director for Finance & Budget
re: 2020 Proposed Budget
Date: June 13, 2019

Jefferson County Public Library's 2020 Proposed Budget

JCPL's proposed budget for 2020 includes the capital project investments that were determined by the Library Board last month, funds library services to support community needs, and makes progress towards achieving the Library's strategic priorities.

Revenue Assumptions:

Projected revenue is largely unchanged from the estimates that were included in the long term planning scenarios in May. Property tax assumptions are:

- The mill levy is 4.5 for all years.
- The estimate of assessed value for 2020 is from the State Department of Local Affairs' final estimate for Jefferson County (published in April of 2019), which is the source used by the County.

Budgeted revenue for 2020 incorporates the projected impact of eliminating library fines for all patrons. In 2018, JCPL eliminated fines on children's materials and the 2020 budget expands this initiative to all household members. The projected decrease in revenue is around \$257,000.

Planned Expenses:

JCPL continues to invest in increased staffing in 2020, following the organizational analysis plan, but with the planned additions spread out over a longer time. The 2020 budget includes the addition of 24 FTE compared with 47.5 FTE in the original plan. The remaining 23.5 FTE are added a year later in 2021. This represents a more measured approach to adding staff while continuing to enhance library services.

The Library's capital projects in the 2020 budget and 5 year Capital Improvement Plan (CIP) reflect the community's priority of improving services in underserved areas with development of the South County Library and funding for Alternative Services. Funding for Annual Repair and Maintenance (ARM) allows the Library to take care of existing buildings and update the IT infrastructure that patrons and staff rely on.

The proposed budget for 2020 also includes continued investment in books and materials, library programming and other services with the goal of balancing growth and enhancements to library services with long-term financial sustainability.

Attachments

1. 2020 Budget Tables
2. Long Term Financial Plan
3. Capital Project Cost Detail for Golden and South County
4. Trustee 2020 Budget Cover Letter

**TABLE 1
JEFFERSON COUNTY PUBLIC LIBRARY
TOTAL FUND SUMMARY
2020 Budget**

Sources and Uses of Funds	2018 Actual	2019 Amended Budget	2020 Budget	\$ Incr(Decr) 2019 to 2020 Budget	% Incr(Decr) 2019 to 2020 Budget
Sources of Funds					
Revenues					
Property Tax (net of adjustments)	\$ 36,846,753	\$ 42,378,223	\$ 46,300,305	\$ 3,922,082	9%
Total Taxes	\$ 36,846,753	\$ 42,378,223	\$ 46,300,305	\$ 3,922,082	9%
Federal & State Grants	\$ 130,042	\$ 130,000	\$ 128,000	\$ (2,000)	-2%
Library Fees	495,864	492,731	239,513	(253,218)	-51%
Other Revenue	924,513	495,000	572,640	77,640	16%
Total Other Revenues	\$ 1,550,419	\$ 1,117,731	\$ 940,153	\$ (177,578)	-16%
Sub Total Revenues	\$ 38,397,172	\$ 43,495,954	\$ 47,240,458	\$ 3,744,504	9%
Transfer from Fund Balance	\$ -	\$ 3,248,054	\$ 2,568,645	\$ (679,409)	-21%
Transfer to Fund Balance	672,267	-	-	-	
Total Sources of Funds	\$ 37,724,905	\$ 46,744,008	\$ 49,809,103	\$ 3,065,095	7%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 13,365,746	\$ 14,766,591	\$ 15,991,223	\$ 1,224,632	8%
Benefits	3,988,172	4,818,086	5,548,636	730,550	15%
Total Salaries & Benefits	\$ 17,353,918	\$ 19,584,677	\$ 21,539,859	\$ 1,955,182	10%
Library Books & Materials	\$ 8,170,418	\$ 8,139,065	\$ 8,135,190	\$ (3,875)	0%
Supplies	1,283,607	1,587,418	1,449,965	(137,453)	-9%
Vehicles	104,805	-	-	-	
Other Services & Charges	3,407,329	4,589,726	4,914,583	324,857	7%
Internal Transactions /Cost Allocation	1,776,357	1,886,026	2,237,085	351,059	19%
Total Operating Expenditures	\$ 32,096,434	\$ 35,786,912	\$ 38,276,682	\$ 2,489,770	7%
Financing & Debt Service	\$ 1,486,667	\$ 1,448,432	\$ 1,410,421	\$ (38,011)	-3%
Capital Projects	\$ 3,448,762	\$ 9,508,664	\$ 10,122,000	\$ 613,336	6%
Total Uses of Funds	\$ 37,031,863	\$ 46,744,008	\$ 49,809,103	\$ 3,065,095	7%



**TABLE 2A
JEFFERSON COUNTY PUBLIC LIBRARY
FUND BALANCE SUMMARY
2020 Budget**

	2018 Actual	2019 Amended Budget	2020 Budget
Beginning Fund Balance	\$ 18,164,234	\$ 18,164,234	\$ 19,529,543
Revenues	\$ 36,741,825	\$ 41,546,261	\$ 45,106,825
Capital Funding	1,655,348	1,949,693	2,133,633
Total Revenues	\$ 38,397,173	\$ 43,495,954	\$ 47,240,458
Expenditures			
Operating Expenditures	\$ 32,096,434	\$ 35,786,912	\$ 38,276,682
Debt Service	1,486,667	1,448,432	1,410,421
Capital Projects	3,448,762	9,508,664	10,122,000
Total Expenditures	\$ 37,031,863	\$ 46,744,008	\$ 49,809,103
Ending Fund Balance	\$ 19,529,543	\$ 14,916,180	\$ 16,960,899
Increase/(Decrease) in Fund Balance	\$ 1,365,309	\$ (3,248,054)	\$ (2,568,645)
Fund Balance Policy Calculation			
	2018 Actual	2019 Amended Budget	2020 Budget
16% - Current Year Budgeted Revenues	\$ 6,143,548	\$ 6,959,353	\$ 7,558,473
9% - Current Year Budgeted Revenues - Uncertainty	3,455,746	3,914,636	4,251,641
Total Minimum F/B Reserve Requirements (FLOOR)	\$ 9,599,293	\$ 10,873,989	\$ 11,810,115
50% of Current Year Budgeted Revenues	\$ 19,198,586	\$ 21,747,977	\$ 23,620,229
Total Maximum F/B Reserve Requirements (CEILING)	\$ 19,198,586	\$ 21,747,977	\$ 23,620,229
Above/(Below) Minimum (FLOOR)	\$ 9,930,250	\$ 4,042,191	\$ 5,150,783
Above/(Below) Maximum (CEILING)	\$ 330,957	\$ (6,831,797)	\$ (6,659,330)



TABLE 3
JEFFERSON COUNTY PUBLIC LIBRARY
OPERATING EXPENDITURES
2020 Budget

Sources and Uses of Funds	2018 Actual	2019 Budget	2020 Budget	\$ Incr(Decr) 2019 to 2020 Budget	% Incr(Decr) 2019 to 2020 Budget
Sources of Funds					
Revenues					
Taxes					
Property Taxes	\$ 35,130,173	\$ 41,376,815	\$ 45,280,433	\$ 3,903,618	9%
Delinquent Taxes	40,938	105,503	48,032	(57,471)	-54%
Prior Year Cancellations	-	(80,608)	(92,339)	(11,731)	15%
Urban Renewal	-	(996,510)	(1,090,481)	(93,971)	
Penalties & Interest	20,294	23,330	21,027	(2,303)	-10%
Total Taxes	\$ 35,191,405	\$ 40,428,530	\$ 44,166,672	\$ 3,738,142	9%
Federal & State Grants	\$ 130,042	\$ 130,000	\$ 128,000	\$ (2,000)	-2%
Library Fees	367,082	365,000	107,950	(257,050)	-70%
Other Fees	128,782	127,731	131,563	3,832	3%
Investment Income	592,860	322,000	322,000	-	0%
Contributions from Private Sources	188,415	85,000	160,000	75,000	88%
E-Rate & Other	143,238	88,000	90,640	2,640	3%
Total Revenues	\$ 36,741,824	\$ 41,546,261	\$ 45,106,825	\$ 3,560,564	9%
Uses of Funds					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$ 11,373,583	\$ 13,872,155	\$ 15,148,599	\$ 1,276,444	9%
Awards & Bonuses	-	125,000	130,000	5,000	4%
Termination Pay	158,188	-	-	-	
Temporary Salaries	1,832,115	2,080,360	2,146,611	66,251	3%
Overtime	1,860	7,130	5,130	(2,000)	-28%
Vacancy Savings	-	(1,318,054)	(1,439,117)	(121,063)	9%
Benefits	3,988,172	4,818,086	5,548,636	730,550	15%
Total Salaries & Benefits	\$ 17,353,918	\$ 19,584,677	\$ 21,539,859	\$ 1,955,182	10%
Library Books & Materials	\$ 6,859,918	\$ 6,768,000	\$ 6,691,154	\$ (76,846)	-1%
Library Computer Materials	1,176,240	1,173,185	1,285,686	112,501	10%
Library Periodicals	134,260	197,880	158,350	(39,530)	-20%
Sub-Total Library Collections	\$ 8,170,418	\$ 8,139,065	\$ 8,135,190	\$ (3,875)	0%
Supplies	\$ 1,283,607	\$ 1,587,418	\$ 1,449,965	\$ (137,453)	-9%
Other Services & Charges	3,407,329	4,589,726	4,914,583	324,857	7%
Vehicles	104,805	-	-	-	
Direct Internal Charges	173,788	196,182	165,732	(30,450)	-16%
Indirect Cost Allocation	929,085	1,067,744	1,198,416	130,672	12%
Intra County Transactions	673,484	622,100	872,937	250,837	40%
Total Supplies and Other	\$ 6,572,099	\$ 8,063,170	\$ 8,601,633	\$ 538,463	7%
Total Operating	\$ 32,096,434	\$ 35,786,912	\$ 38,276,682	\$ 2,489,770	7%



Authorized Positions	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020
FTE Positions - Active	229.5	253.0	277.0	24.0
FTE Positions - Reserved	-	-	-	-
Total Authorized Positions	229.5	253.0	277.0	24.0



**TABLE 4
JEFFERSON COUNTY PUBLIC LIBRARY
DEBT SERVICE DETAIL
2020 Budget**

Sources and Uses of Funds	2018 Actual	2019 Budget	2020 Budget	\$ Change 2019 to 2020 Budget
Debt Service				
Principal - Arvada (2005-2024)	\$ 528,501	\$ 539,667	\$ 552,073	\$ 552,073
Interest - Arvada (2005-2024)	94,823	82,192	69,294	34,647
Principal - Refunding Series 2013	608,264	608,264	608,265	608,265
Interest - Refunding Series 2013	91,544	61,695	31,303	15,652
Principal - COP - Capital Projects	142,143	142,143	142,143	142,143
Interest - COP - Capital Projects	21,392	14,472	7,343	367,137
Total Debt Service	\$ 1,486,667	\$ 1,448,432	\$ 1,410,421	\$ (38,235)

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
2020 Budget

Sources and Uses of Funds	2018 Actual	2019 Amended Budget	2020 Budget	\$ Incr (Decr) 2019 to 2020 Budget
Sources of Funds				
Property Tax - Capital - 4.5%	\$ 1,668,527	\$ 1,949,693	\$ 2,133,633	\$ 183,940
Transfer from FB - Capital Expenses	-	3,248,054	2,568,645	(679,409)
Total Sources of Funds	\$ 1,668,527	\$ 5,197,747	\$ 4,702,278	\$ (495,469)
Uses of Funds				
Annual Replacement & Maintenance Program (ARM) & Ongoing Projects				
ARM-01 Capital Maintenance	\$ 348,088	\$ 229,559	\$ 250,000	\$ 20,441
ARM-02 Furniture & Equipment	17,724	36,000	36,000	-
ARM-03 Computer Replacement Plan	163,168	250,000	180,000	(70,000)
ARM-04 Book Sorter Replacement	88,954	250,000	300,000	50,000
ARM-05 IT Infrastructure Replacement	210,774	200,000	370,000	170,000
Alternative Services	-	-	450,000	450,000
2016 Projects				
16-10 Intranet/Document Management	57,920	-	-	\$ -
16-13 III Database Server	5,560	-	-	-
16-14 High Availability Internet Redundancy	-	72,000	-	(72,000)
2017 Projects				
17-01 Evergreen HVAC Rebuild	\$ 57,536	\$ -	\$ -	\$ -
17-02 Entry Door Replacement	29,605	-	-	-
17-11 Long-Range Facility Master Plan	30,960	-	-	-
17-13 Standley Lake Outdoor Learning Environment	20,735	24,465	-	(24,465)
2018 Projects				
18-05 Evergreen Parking Lot	-	125,000	-	\$ (125,000)
18-07 LSC Garage & Loading Dock Planning	-	150,000	-	(150,000)
18-08 Bookmobile Replacement	-	400,000	-	(400,000)
2019 Projects				
19-01 Standley Lake Clerestory Roof Replacement	\$ -	\$ 35,000	\$ -	\$ (35,000)
19-02 Document Management System	-	160,000	-	(160,000)
2020 Projects				
20-01 Arvada HVAC Control Upgrade	\$ -	\$ -	\$ 140,000	\$ 140,000
20-02 Golden Library	-	-	4,396,000	4,396,000
Multi-Year Construction Projects				
16-16 Columbine Library	\$ 126,270	\$ -	\$ -	\$ -
17-07 Edgewater Library	2,195,273	549,333	-	(549,333)
18-01 Belmar Remodel	96,194	6,677,307	-	(6,677,307)
19-03 South County Library	-	350,000	4,000,000	3,650,000
Total Capital Projects	\$ 3,448,761	\$ 9,508,664	\$ 10,122,000	\$ 613,336



TABLE 5
JEFFERSON COUNTY PUBLIC LIBRARY
CAPITAL IMPROVEMENT PROJECTS
2020 Budget

Sources and Uses of Funds	2018 Actual	2019 Amended Budget	2020 Budget	\$ Incr (Decr) 2019 to 2020 Budget
Bookmobile Sinking Fund Reserve				
Beginning Balance	\$ -	\$ 200,000	\$ -	
Source	-	200,000	-	
Use	-	400,000	-	
Balance	\$ -	\$ -	\$ -	



TABLE 6
JEFFERSON COUNTY PUBLIC LIBRARY
5 -Year Capital Improvement Plan
2020-2024

Project	2019 Amended Budget	2020	2021	2022	2023	2024	Total 2020-2024
Annual Replacement Plan							
ARM-01 Capital Maintenance	\$ 229,559	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
ARM-02 Furniture & Equipment	36,000	36,000	36,000	72,000	36,000	36,000	216,000
ARM-03 Computer 5-year Replacement Plan	250,000	180,000	250,000	250,000	250,000	250,000	1,180,000
ARM-04 Book Sorter Replacement	250,000	300,000	300,000	300,000	300,000	300,000	1,500,000
ARM-05 IT Infrastructure Replacement (2018 - Hardware: \$195,300; Software: \$126,350)	200,000	370,000	200,000	200,000	200,000	200,000	1,170,000
Alternative Services	-	450,000		200,000		50,000	700,000
Total ARM & Ongoing Projects	\$ 965,559	\$ 1,586,000	\$ 1,036,000	\$ 1,272,000	\$ 1,036,000	\$ 1,086,000	\$ 5,316,000
5-Year Capital Improvement Plan							
16-14 High Availability Internet Redundancy	72,000	-	-	-	-	-	-
17-07 Edgewater Library Tenant Finish	549,333	-	-	-	-	-	-
17-13 Standley Lake Outdoor Learning Environment	24,465	-	-	-	-	-	-
18-01 Belmar Library Remodel	6,677,307	-	-	-	-	-	-
18-05 Evergreen Parking Lot	125,000	-	-	-	-	-	-
18-07 LSC Garage & Loading Dock	150,000	-	-	-	-	-	-
18-08 Bookmobile Replacement	400,000	-	-	-	-	-	-
19-01 Standley Lake Clerestory Roof Replacement	35,000	-	-	-	-	-	-
19-02 Document Management System	160,000	-	-	-	-	-	-
19-03 South County Library	350,000	4,000,000	7,378,000	-	-	-	11,378,000
20-01 Arvada HVAC Control Upgrade	-	140,000	-	-	-	-	140,000
20-02 Golden Library		4,396,000					
21-01 Evergreen Library Remodel		-	350,000	3,170,000		-	3,520,000
21-02 Data Warehouse			125,000				
22-01 Standley Lake Library Remodel	-	-	-		350,000	8,300,000	8,650,000
23-02 ILS Replacement					750,000		
Total CIP	\$ 8,543,105	\$ 8,536,000	\$ 7,853,000	\$ 3,170,000	\$ 1,100,000	\$ 8,300,000	\$ 23,688,000
Total 5-Year Capital Plan	\$ 9,508,664	\$ 10,122,000	\$ 8,889,000	\$ 4,442,000	\$ 2,136,000	\$ 9,386,000	\$ 29,004,000



JEFFERSON COUNTY PUBLIC LIBRARY

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	ACTUAL 2018	PROJECTION 2019	PROJECTED BUDGET 2020	PROJECTED BUDGET 2021	PROJECTED BUDGET 2022	PROJECTED BUDGET 2023	PROJECTED BUDGET 2024	PROJECTED BUDGET 2025	PROJECTED BUDGET 2026	PROJECTED BUDGET 2027	PROJECTED BUDGET 2028
Property Tax	4.00 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills	4.5000 Mills
County Assessed Valuation	9,580,442,913	9,406,666,287	10,294,130,087	10,294,130,087	10,808,836,591	10,808,836,591	11,349,278,421	11,349,278,421	11,916,742,342	11,916,742,342	12,512,579,459
Subtotal Taxes	36,846,753	42,378,223	46,300,305	46,398,313	48,714,493	48,714,493	51,146,481	51,146,481	53,700,069	53,700,069	56,381,336
Subtotal Revenues	38,397,172	43,495,954	47,240,459	47,356,793	49,689,788	49,705,108	52,154,937	52,173,312	54,785,826	54,805,320	57,523,766
Use of Fund Balance											
TOTAL SOURCES	\$ 38,397,172	\$ 43,495,954	\$ 47,240,459	\$ 47,356,793	\$ 49,689,788	\$ 49,705,108	\$ 52,154,937	\$ 52,173,312	\$ 54,785,826	\$ 54,805,320	\$ 57,523,766
Salaries & Benefits	\$ 17,353,918	\$ 19,384,677	\$ 21,539,861	\$ 23,011,428	\$ 23,755,790	\$ 24,408,244	\$ 25,140,776	\$ 25,889,719	\$ 26,666,492	\$ 27,461,003	\$ 28,279,328
Supplies	1,283,608	1,537,418	1,449,965	1,490,564	1,532,300	1,575,204	1,619,310	1,664,651	1,711,261	\$ 1,759,176	\$ 1,808,433
Library Books and Materials	8,170,418	8,139,065	8,135,190	8,178,511	8,223,132	8,269,091	8,344,527	8,423,631	8,506,584	\$ 8,593,574	\$ 8,684,800
Operating Capital	104,805	-	-	-	-	-	-	-	-	\$ -	\$ -
Other Services & Charges	3,407,329	4,089,726	4,914,583	4,970,686	5,091,197	5,214,610	5,325,226	5,439,027	5,572,829	\$ 5,727,603	\$ 5,887,180
Operating Costs -So County	-	-	-	-	2,523,064	1,500,776	1,545,799	1,592,173	1,639,938	1,689,137	1,739,811
Operating - Golden				520,095	226,440	233,234	240,231	247,437	254,861	262,506	270,382
Interdepartmental	1,776,358	1,886,026	2,237,085	2,248,386	2,289,085	2,365,666	2,445,155	2,492,170	2,578,804	2,628,488	2,719,782
Subtotal Operating	\$ 32,096,436	\$ 35,036,912	\$ 38,276,684	\$ 40,419,670	\$ 43,641,007	\$ 43,566,824	\$ 44,661,024	\$ 45,748,809	\$ 46,930,769	\$ 48,121,487	\$ 49,389,714
Debt Service	1,486,667	1,448,432	1,410,421	621,818	621,944	621,744	623,700	-	-	-	-
Capital Projects and Equipment	2,523,859	1,515,798	140,000	-	-	-	-	-	-	-	-
ARMS	828,708	965,559	1,586,000	1,036,000	1,272,000	1,036,000	1,086,000	1,036,000	1,211,000	1,086,000	1,036,000
Facility Master Plan Projects	96,194	7,027,307	8,396,000	7,853,000	3,170,000	1,100,000	8,300,000	350,000	7,350,000	8,000,000	8,350,000
TOTAL USES	\$ 37,031,864	\$ 45,994,008	\$ 49,809,105	\$ 49,930,488	\$ 48,704,951	\$ 46,324,568	\$ 54,670,724	\$ 47,134,809	\$ 55,491,769	\$ 57,207,487	\$ 58,775,714
NET SOURCE (USE) OF FUNDS	\$ 1,365,308	\$ (2,498,054)	\$ (2,568,647)	\$ (2,573,695)	\$ 984,837	\$ 3,380,540	\$ (2,515,788)	\$ 5,038,503	\$ (705,943)	\$ (2,402,167)	\$ (1,251,948)
BEGINNING FUND BALANCE	\$ 18,164,235	\$ 19,529,543	\$ 17,031,489	\$ 14,462,842	\$ 11,889,147	\$ 12,873,984	\$ 16,254,524	\$ 13,738,736	\$ 18,777,239	\$ 18,071,296	\$ 15,669,130
Total Sources	38,397,172	43,495,954	47,240,459	47,356,793	49,689,788	49,705,108	52,154,937	52,173,312	54,785,826	54,805,320	57,523,766
Total Uses	37,031,864	45,994,008	49,809,105	49,930,488	48,704,951	46,324,568	54,670,724	47,134,809	55,491,769	57,207,487	58,775,714
ENDING FUND BALANCE	\$ 19,529,543	\$ 17,031,489	\$ 14,462,842	\$ 11,889,147	\$ 12,873,984	\$ 16,254,524	\$ 13,738,736	\$ 18,777,239	\$ 18,071,296	\$ 15,669,130	\$ 14,417,181
MINIMUM FUND BALANCE	\$ 9,599,293	\$ 10,873,989	\$ 11,810,115	\$ 11,839,198	\$ 12,422,447	\$ 12,426,277	\$ 13,038,734	\$ 13,043,328	\$ 13,696,456	\$ 13,701,330	\$ 14,380,942
MAXIMUM FUND BALANCE	\$ 19,198,586	\$ 21,747,977	\$ 23,620,229	\$ 23,678,396	\$ 24,844,894	\$ 24,852,554	\$ 26,077,468	\$ 26,086,656	\$ 27,392,913	\$ 27,402,660	\$ 28,761,883
FUND BALANCE OVER MIN	\$ 9,930,250	\$ 6,157,500	\$ 2,652,727	\$ 49,949	\$ 451,537	\$ 3,828,247	\$ 700,002	\$ 5,733,911	\$ 4,374,840	\$ 1,967,800	\$ 36,240

Construction or Renovation Project Budget:**South County - 30,000 sqft purchase of existing building****Capital Project Costs****Explanation**

Bldg Acquisition	4,000,000	Purchase building
Development fees	1,500,000	Fiber networking, utility expansion, access
Design & Engineering	360,000	10% of construction cost
Owner's Rep	0	JCPL Construction Mgr will serve as owner's rep
Construction	3,600,000	Construction cost of \$120/sqft
Permits, Fees	108,000	3% of construction cost
FF&E	1,000,000	\$32/sqft
Technology	800,000	Sorter & tech incl telecom, network, wiring, security, pcs
Contingency	360,000	10% of construction cost

Total Capital Project Costs	\$11,728,000.00
------------------------------------	------------------------

Start-up Operating Expenses

Books & Materials	1,000,000	Opening day collection
Communications, Graphics & Events	21,000	Banners, direct mailing, events - based on Edgewater
Supplies - office, cleaning, tech supplies	10,000	Based on Edgewater costs, adjusted for increased sqft
Services - security, cleaning	5,000	Based on Edgewater costs
Family Place supplies & staff training*	30,000	Based on Edgewater costs

Total Start-Up Operating Expense	\$1,066,000
---	--------------------

*Funded by donations

On-going Additional Operating Expenses

Lease cost	0	Will own building
FTE	1,310,564	Based on Columbine staffing costs
Library operations - supplies, programs	22,500	Based on Belmar staffing costs
Custodial services	70,000	Based on current custodial services contract
Utility costs	36,000	
Security services	0	
Delivery service	18,000	

Total Additional On-going Expenses	\$1,457,064
---	--------------------

Construction or Renovation Project Budget:**Golden Expansion - 25,000 sqft**

Expansion from 10,000sqft to 25,000sqft

Capital Project Costs

Design & Engineering	330,000	11% of construction cost
Owner's Rep	0	JCPL Construction Mgr will serve as owner's rep
Construction	3,000,000	Construction cost of \$120/sqft for tenant improvements
Permits, Fees		No cost - assumes City of Golden will pay
FF&E	416,000	\$32/sqft for 12,000 sqft - additional space above current GN
Technology	500,000	Sorter & tech incl telecom, network, wiring, security, pcs
Contingency	150,000	5% of construction cost

Total Capital Project Costs	\$4,396,000
------------------------------------	--------------------

Start-up Operating Expenses

Books & Materials	250,000	Opening day collection
Communications, Graphics & Events	15,000	Banners, direct mailing, events - based on Edgewater
Supplies - office, cleaning, tech supplies	5,000	Based on Edgewater costs, adjusted for increased sqft
Services - security, cleaning	2,000	Based on Edgewater costs
Family Place supplies & staff training*	28,250	Based on Edgewater costs

Total Start-Up Operating Expense	\$300,250
---	------------------

*Funded by donations

On-going Additional Operating Expenses

Lease cost		
FTE	198,845	Increased staffing for larger library
Library operations - supplies, programs	3,000	Increase to current budget
Custodial services		No estimated increase to current budget
Utility costs		No estimated increase to current budget
Security services		No estimated increase to current budget
Delivery service	18,000	Increase to current budget

Total Additional On-going Expenses	\$219,845
---	------------------

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

jeffcolibrary.org



To: Honorable Jefferson County Commissioners

From: Library Board of Trustees

Re: 2020 Proposed Budget

Date: June 20, 2019

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 2020. 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 2020 is a mill levy of 4.500. This mill levy will provide an estimated net property tax revenue of \$46.30 million dollars.

As Library Trustees, we take our fiduciary responsibility seriously and we believe the 2020 proposed budget represents a responsible level of spending to support Library services.

Charles Naumer, Chair

Library Board of Trustees



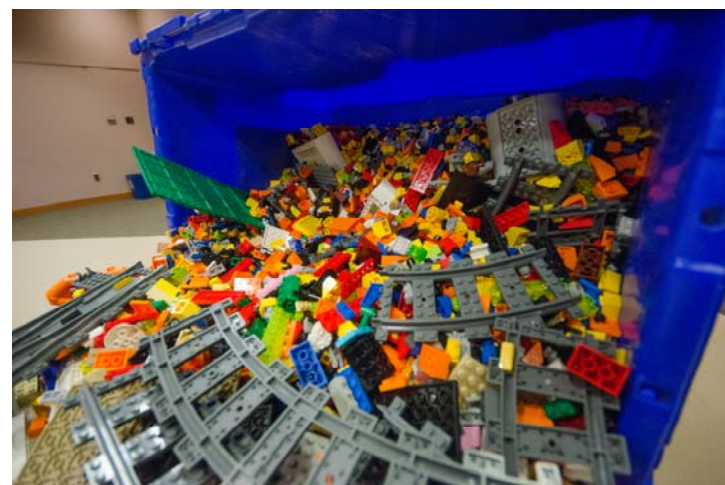
JCPL 2020 Proposed Budget

6-13-2019

2020 Proposed Budget Assumptions



- Property tax revenue is based on most current estimates of assessed value and 4.5 mills.
- Increase in salary cost is estimated at 3%.
- Health insurance cost increase is estimated at 10%.



2020 Proposed Budget Highlights



- Continue Phased Implementation of Staffing Plan
- Improve Services in Underserved Areas: South County Library & Alternative Services
- Address Library Strategic Priorities
Implement Fine Free



5 & 10 Year Financial Model – Looking Towards the Future



- Financial Outlook 10 years out
- Property Tax Revenue based on 4.5 Mills;
5% Valuation Increase
- Capital Investments Reflect Priorities Identified by Board of Trustees
- Phased Implementation of Staffing Plan and Facility Master Plan

The Big Picture – 5 Year Financial Model



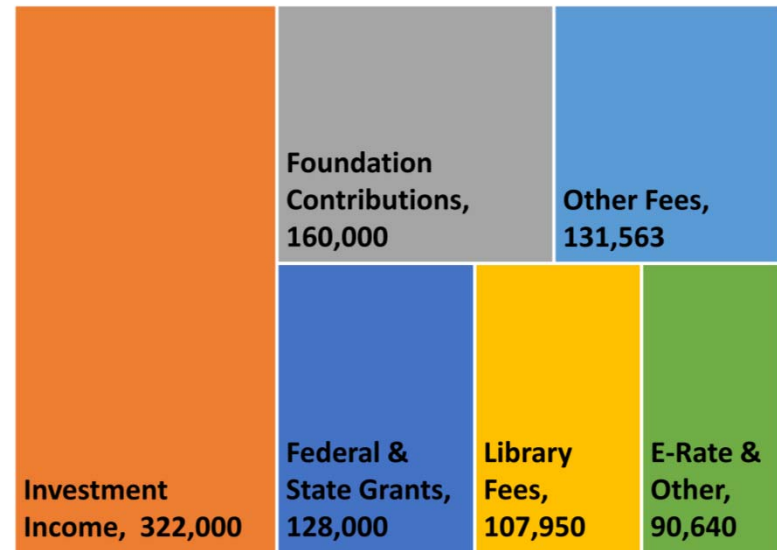
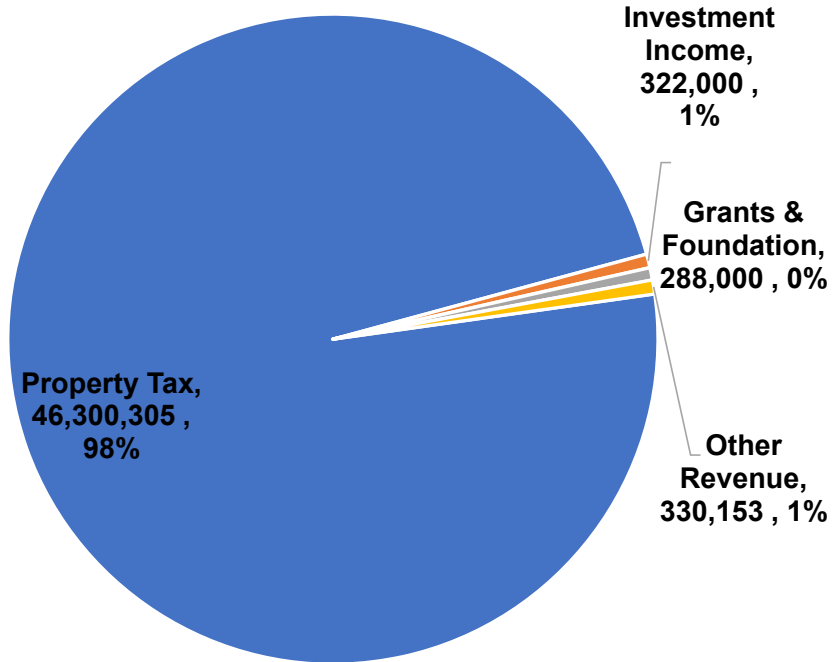
5 & 10 Year Plan Summary	Actual 2018	Projected Actuals 2019	Proposed Budget 2020	Projected Budget 2021	Projected Budget 2022	Projected Budget 2023
Revenue	38,397,172	43,495,954	47,240,459	47,356,793	49,689,788	49,705,108
Operating Expense	32,096,436	35,036,912	38,276,684	40,419,670	43,641,007	43,566,824
Debt Service	1,486,667	1,448,432	1,410,421	621,818	621,944	621,744
Capital Investment	3,448,761	9,508,664	10,122,000	8,889,000	4,442,000	2,136,000
Total Uses of Funds	37,031,864	45,994,008	49,809,105	49,930,488	48,704,951	46,324,568
Change to Fund Balance	1,365,308	(2,498,054)	(2,568,646)	(2,573,695)	984,837	3,380,540

The Big Picture – 5 Year Financial Model

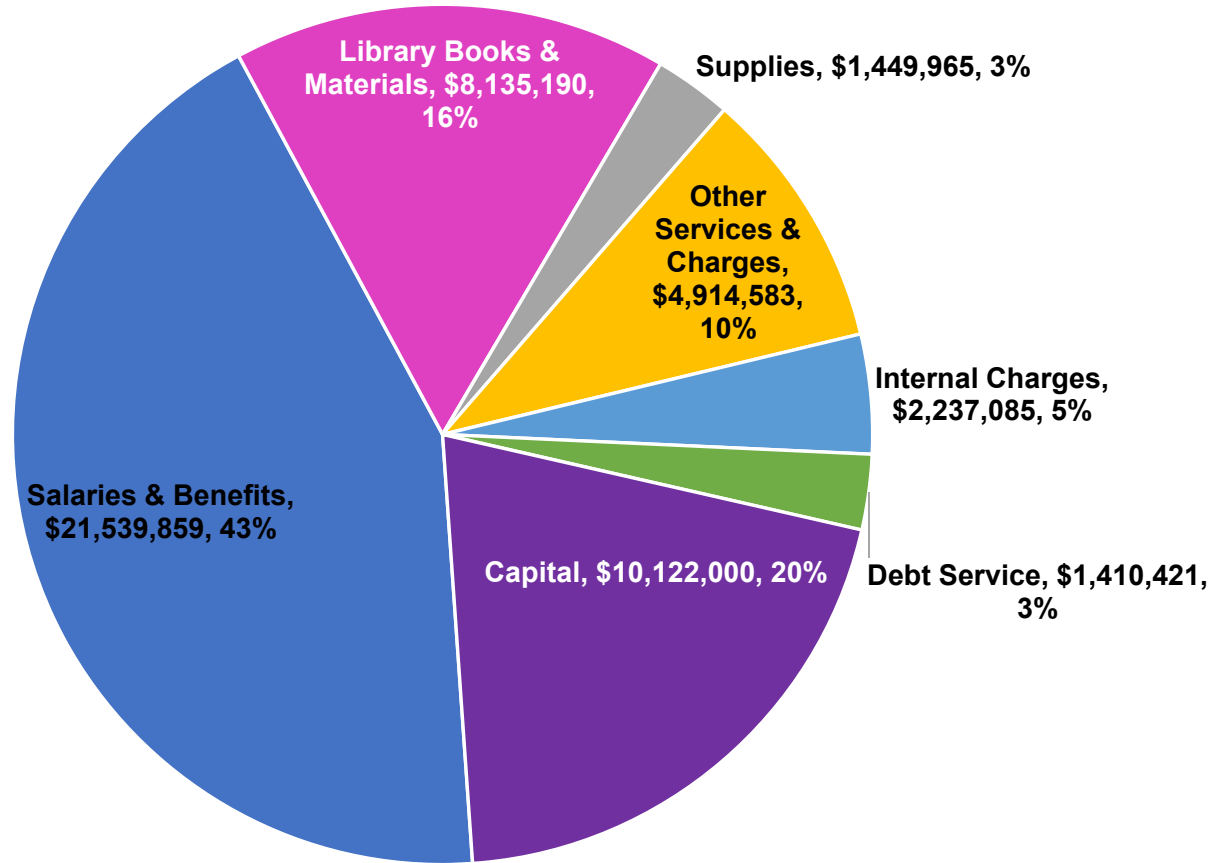


5 & 10 Year Plan Summary	Actual 2018	Projected Actuals 2019	Proposed Budget 2020	Projected Budget 2021	Projected Budget 2022	Projected Budget 2023
Beginning Fund Balance	18,164,235	19,529,543	17,031,489	14,462,842	11,889,147	12,873,984
Total Sources	38,397,172	43,495,954	47,240,459	47,356,793	49,689,788	49,705,108
Total Uses	37,031,864	45,994,008	49,809,105	49,930,488	48,704,951	46,324,568
Ending Fund Balance	19,529,543	17,031,489	14,462,842	11,889,147	12,873,984	16,254,524
Minimum Fund Balance	9,599,293	10,873,989	11,810,115	11,839,198	12,422,447	12,426,277
Maximum Fund Balance	19,198,586	21,747,977	23,620,230	23,678,397	24,844,894	24,852,554
Fund Balance Over Min	9,930,250	6,157,500	2,652,727	49,949	451,537	3,828,247

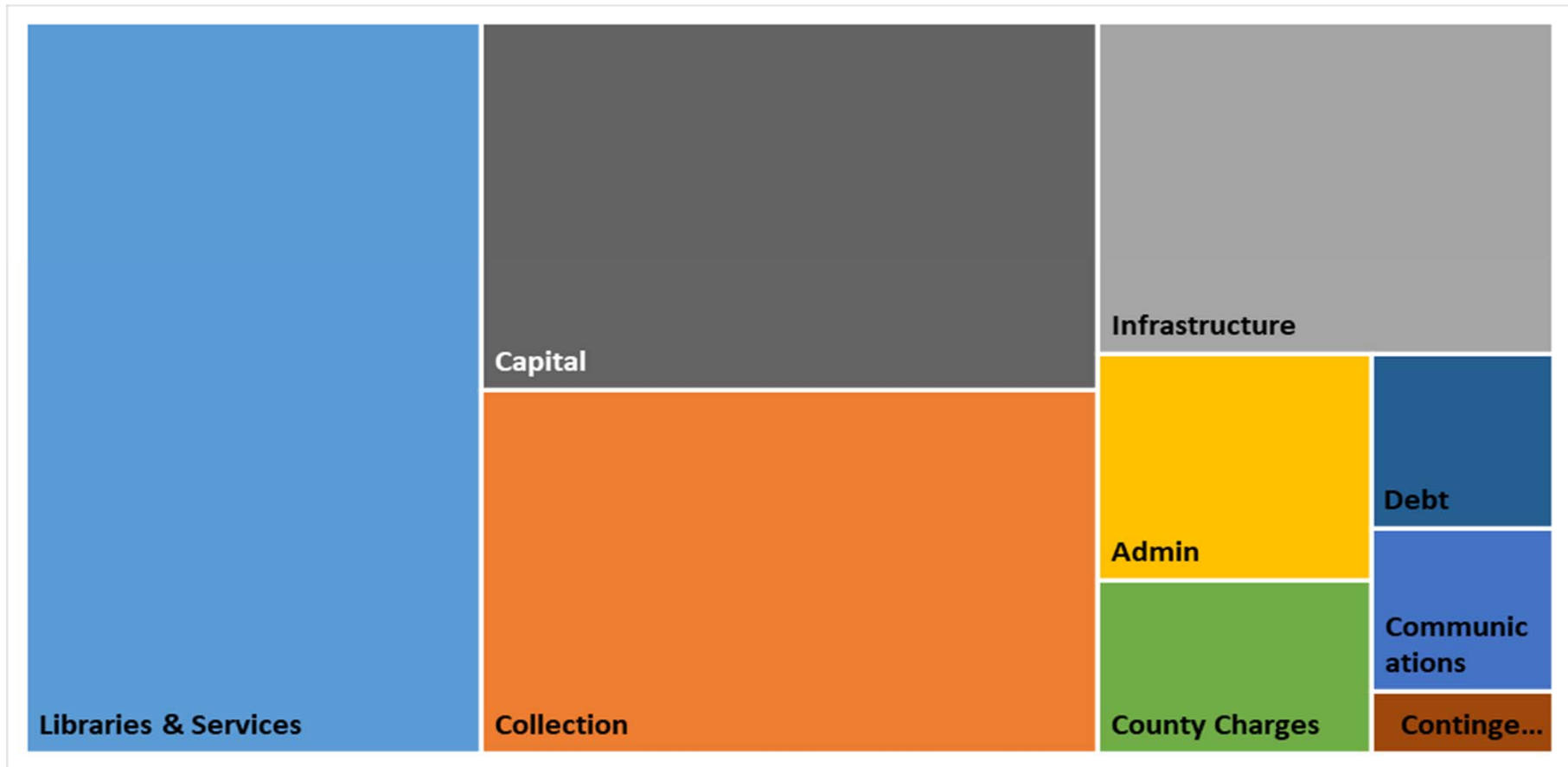
2020 Budget: Total Projected Revenue = \$47,240,458



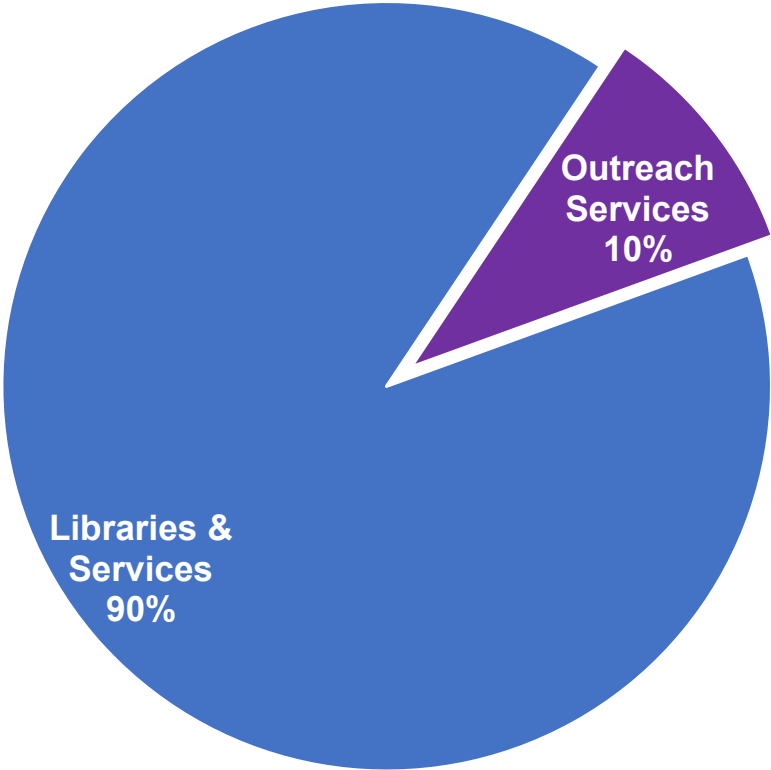
2020 Total Projected Expenses = \$49,809,103



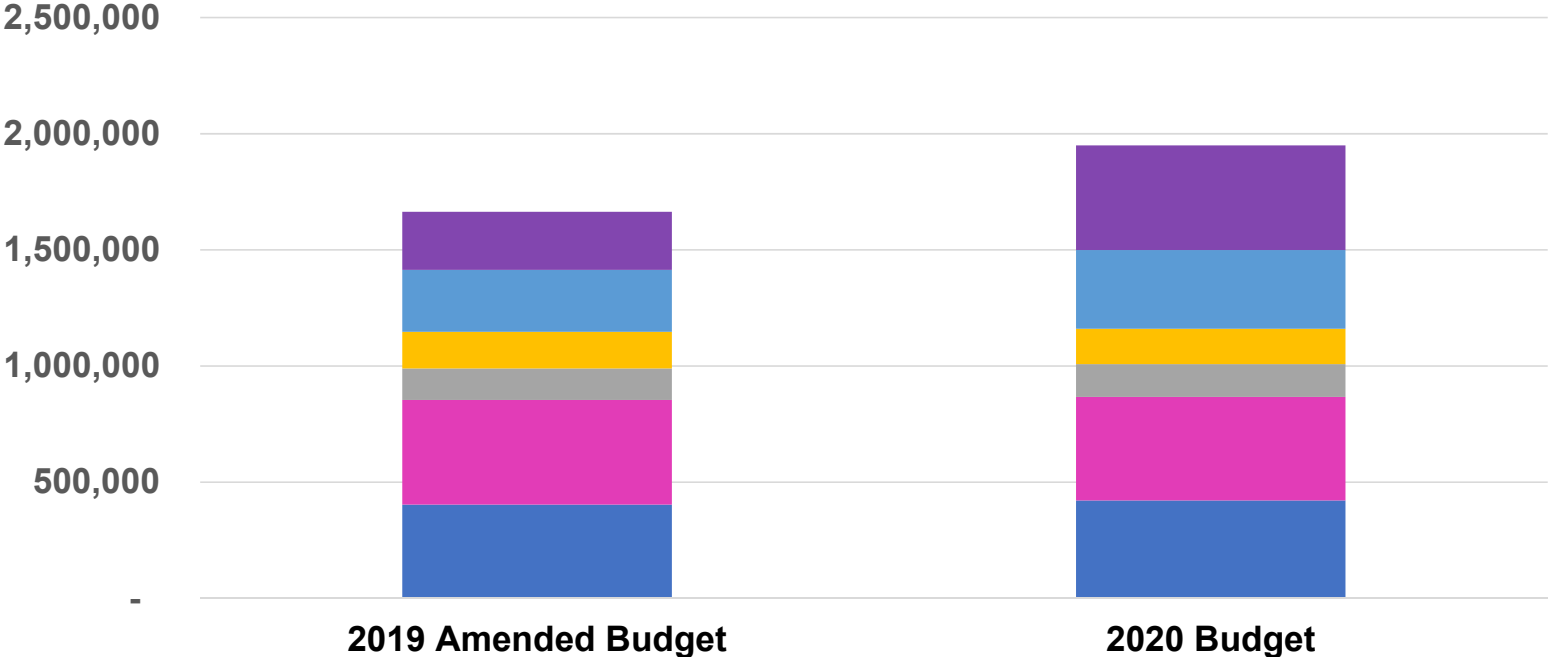
2020 Total Projected Expenses = \$49,809,103



Investment in Outreach Services



Outreach and Alternative Services



- Library 2 You
- Kids & Families
- Diversity & Inclusion
- Teen Services
- Adult Services
- Capital



2020 Capital Investments



Annual Replacement Plan & On-Going Projects	
ARM-01 Capital Maintenance	\$ 250,000
ARM-02 Furniture & Equipment	36,000
ARM-03 Computer 5-year Replacement Plan	180,000
ARM-04 Book Sorter Replacement	300,000
ARM-05 IT Infrastructure Replacement	370,000
Alternative Services	450,000
Total ARM	\$ 1,586,000
Capital Projects	
19-03 South County Library	4,000,000
20-01 Arvada HVAC Control Upgrade	140,000
20-02 Golden Library	4,396,000
Total Capital Projects	\$ 8,536,000
Total Capital Improvement Plan	\$ 10,122,000



Jefferson County
PUBLIC LIBRARY

Do you have questions or
concerns about the proposed
2020 Budget?

Barbara.Long@JeffCoLibrary.org

Next Steps:

Board Meeting June 20, 2019

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

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



jeffcolibrary.org

TO: Donna Walker, Executive Director

FROM: Debbi Mikash, Library Collections Manager

DATE: April 29, 2019

RE: MidWest Tape Third Annual Contract Renewal

History of Contract: MidWest Tape, Contract Renewal

In 2016 the library entered into an RFP process to ensure we were receiving the best value for materials and processing, as well as streamlining our workflow by using a primary vendor for audiovisual material. In July of 2016 the Board of Trustees authorized Jefferson County Public Library to make MidWest Tape our primary vendor for media, DVDs, CDs and Audiobooks. The approved contract allows us to renew it annually for four additional years. The first and second renewal of this contract was in 2017 and 2018. MidWest Tape continues to provide us with a quality product and the services outlined in our original RFP.

Total Cost:

Not to exceed \$3,000,000, this is the same amount approved in 2018.

Budget:

70082.426430 Books and Materials

This expenditure is within the approved 2019 budget.

Next Actions:

At the Board meeting on June 20, 2019 we will be requesting the Board of Trustees to approve the third renewal of this contract, and authorize the Executive Director to sign the renewal.