



Jefferson County
PUBLIC LIBRARY

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.

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	Fees are too high for children's books.

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.