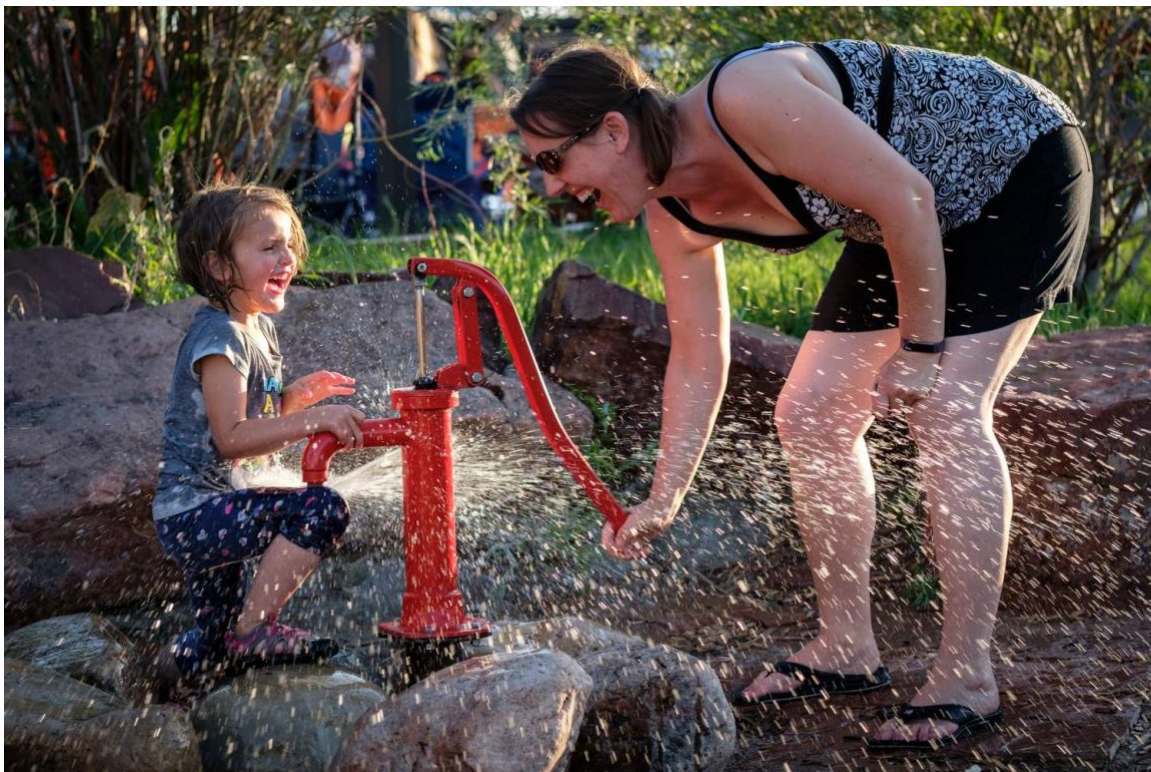


ANYTHINK LIBRARIES

# 2018 ANNUAL BUDGET AND 2018-2022 STRATEGIC PLAN

*Prepared by Nan Fisher  
Finance Manager  
January 31, 2018*



**Anythink Libraries**  
**Finance Office**  
**5877 East 120<sup>th</sup> Avenue**  
**Thornton, Colorado 80602**

## **2018 ANNUAL BUDGET AND 2018-2022 STRATEGIC PLAN**

### **Board of Trustees**

Lynne Fox, Vice President  
Linda Wisniewski, Secretary  
Yadira Caraveo, Trustee  
Suzie Brundage, Trustee  
Andrew C. Southard, Trustee

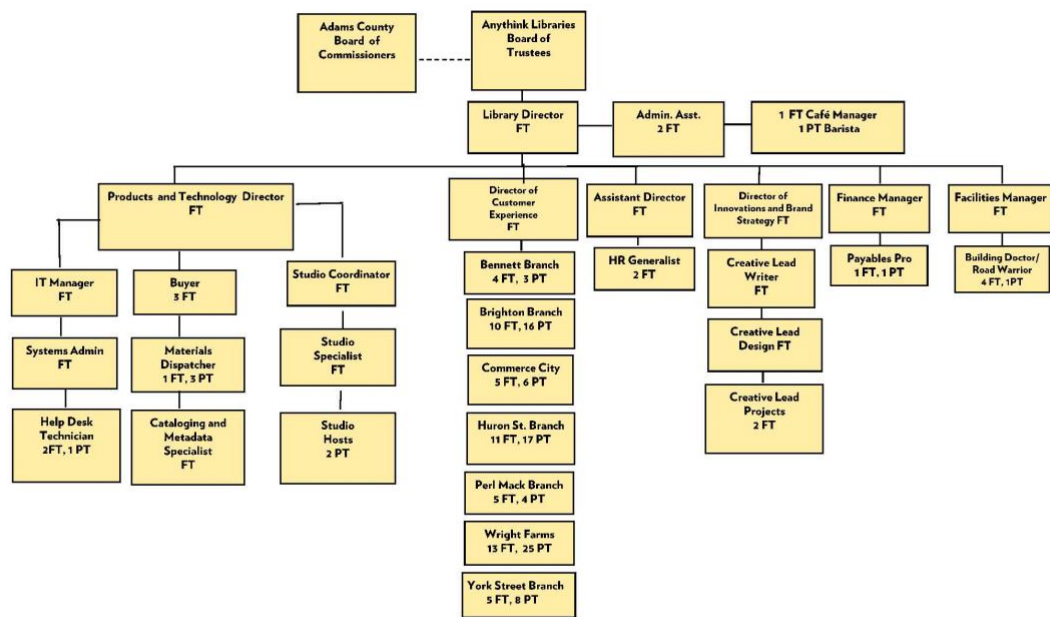
### **Administrative Staff**

Pam Sandlian Smith, Library Director  
Susan Dobbs, Assistant Director  
Stacie Ledden, Director of Innovations and Brand Strategy  
Logan Macdonald, Director of Products and Technology  
Suzanne McGowan, Director of Customer Experience  
Doug Squires, Facilities Manager  
Nan Fisher, Finance Manager

ANYTHINK LIBRARIES  
**2018 Annual Budget and Strategic Plan**  
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ANYTHINK LIBRARIES ORGANIZATIONAL CHART



Anythink Libraries Organizational Chart 2018  
88 Full-time, 53 Part-time 20 hour, 38 Part-time 25hr  
Total head count: 179 Total FTE: 135.25

# LETTER TO THE CITIZENS OF ADAMS COUNTY, BOARD OF TRUSTEES AND LIBRARY DIRECTOR

**November 15, 2017**

**To the Citizens of Adams County,  
To Board of Trustees and Library Director  
of Anythink Libraries:**

As Finance Manager, I am honored to present the 2018 Annual Budget and Strategic Plan on behalf of the citizens of Adams County. The 2018 Annual Budget has been prepared in compliance with the Colorado Budget Laws and in accordance with the policies, procedures and direction of the Board of Trustees, Library Director and Anythink administrative staff. The district's mission statement, strategic plan, operating plan and financial projections have been incorporated into a sustainable financial plan, allocating our resources efficiently and effectively.

The General Fund is the only active fund in 2018. Often referred to as the "operating budget," the General Fund receives revenues and appropriates expenditures for the day-to-day operations of the district.

The following sections of this document provide an overview of the budgeting process, how the strategic plan guides budget decisions, as well as describing the challenges and opportunities that lie ahead in designing future budgets.

Questions and comments are welcome.

Respectfully submitted,

Nan Fisher  
Finance Manager  
Anythink Libraries

## BUDGET OVERVIEW

The estimated total revenue for 2018 is \$ 19,012,774 and \$ 18,791,927 is appropriated for library expenditures in the General Fund.

<u>Fund</u>	<u>Beginning Fund Balance</u> <u>12/31/2017</u>	<u>Estimated Revenue and</u> <u>Transfers In</u>	<u>Appropriations</u> <u>(Expenditures) and</u> <u>Transfers Out</u>	<u>Ending Fund Balance</u>
General	\$ 14,389,726	\$ 19,012,774	\$ 18,791,927	\$ 14,610,573
Capital Projects	\$ -	\$ -		\$ -
Total All Funds	\$ 14,389,726	\$ 19,012,774	\$ 18,791,927	\$ 14,610,573
Excluded Transfers	\$ -	\$ -	\$ -	\$ -
Net Total All Funds	\$ 14,389,726	\$ 19,012,774	\$ 18,791,927	\$ 14,610,573

Statistics demonstrate that although Anythink remains near the bottom of local revenue per capita, as well as expenditures per capita for library service areas (LSA) in Colorado, we continue to grow in terms of expanded services and program attendance district-wide.

## REVENUE PER CAPITA

	2016	
Library	LSA Population	Local Revenue per Capita
HIGH PLAINS LIBRARY DISTRICT	265,639	\$ 135.49
ARAPAHOE LIBRARY DISTRICT	260,760	\$ 122.28
DOUGLAS COUNTY LIBRARIES	322,017	\$ 69.68
DENVER PUBLIC LIBRARY	683,096	\$ 63.42
PUEBLO CITY - COUNTY LIBRARY DISTRICT	163,348	\$ 58.05
JEFFERSON COUNTY PUBLIC LIBRARY	565,230	\$ 55.00
POUDRE RIVER PUBLIC LIBRARY DISTRICT	196,103	\$ 42.66
RANGEVIEW LIBRARY DISTRICT	377,353	\$ 40.06
PIKES PEAK LIBRARY DISTRICT	627,455	\$ 39.49
WESTMINSTER PUBLIC LIBRARY	112,737	\$ 27.32
AURORA PUBLIC LIBRARY	357,340	\$ 15.96

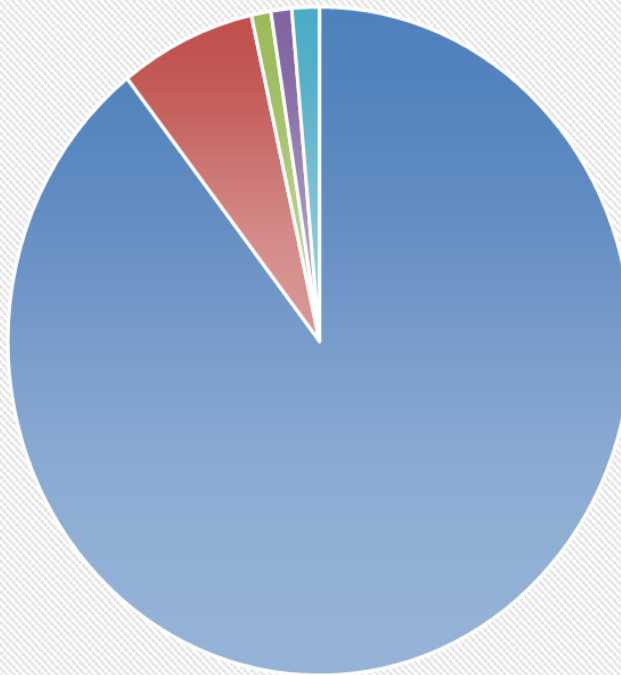
## EXPENDITURES PER CAPITA

	2016	
Library	LSA Population	Local Expenditures per Capita
ARAPAHOE LIBRARY DISTRICT	260,760	96.56
DOUGLAS COUNTY LIBRARIES	322,017	70.75
HIGH PLAINS LIBRARY DISTRICT	265,639	66.86
DENVER PUBLIC LIBRARY	683,096	66.60
JEFFERSON COUNTY PUBLIC LIBRARY	565,230	66.53
PUEBLO CITY - COUNTY LIBRARY DISTRICT	163,348	60.28
POUDRE RIVER PUBLIC LIBRARY DISTRICT	196,103	47.43
PIKES PEAK LIBRARY DISTRICT	627,455	41.62
<b>RANGEVIEW LIBRARY DISTRICT</b>	<b>377,353</b>	<b>41.21</b>
WESTMINSTER PUBLIC LIBRARY	112,737	32.16
AURORA PUBLIC LIBRARY	357,340	15.87

The sources and uses of the above funds are illustrated in the graphs below. Revenues are generated from property taxes, specific ownership taxes, fees, interest and miscellaneous/grants/gifts. The expenditure categories are Personnel Related Expenses, Professional & Technology Services, Facilities, Vehicle and Equipment Expenses, Operations, Library Materials and Library Services and for Lease Purchase Interest and Principal and other Miscellaneous expenses.

## REVENUES – \$ 19,012,774

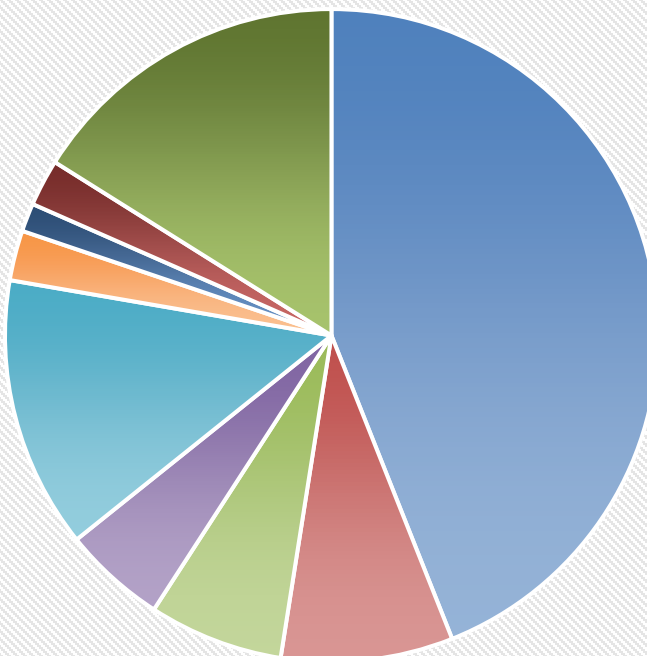
### Where the Money Comes From



- Property Taxes - 89% - \$ 16,998,523
- Specific Ownership Tax - 7% - \$ 1,346,651
- Fines and Fees - 1% - \$ 191,900
- Interest on Deposits > 1% - \$ 205,000
- Grants, Donations, Erate, Misc - 2% - \$ 270,700

## EXPENDITURES – \$ 18,791,927

### Where the Money Goes



- Personnel - 44% - \$ 8,263,290
- Professional and Technicals - 8% - \$ 1,582,653
- Facilities Expenses - 7% - \$ 1,251,366
- Administrative Services - 5% - \$ 959,335
- Library Materials - 13% - \$ 2,530,000
- Library Services - 3% - \$ 465,500
- Miscellaneous - 1% - \$ 263,758
- Capital Outlay - 3% - \$ 753,605



## REVENUE

Property tax revenue projections are calculated using the “Certification of Valuation by Adams County Assessor” received in mid-August.

Current year’s gross total taxable assessed valuation	\$ 4,747,065,180
Less TIF (tax incremental financing)	\$ 121,684,100

Current year’s net total taxable assessed value	\$ 4,625,381,080
---	------------------

Property tax receipts are calculated by taking the total assessed valuation multiplied by the mill rate (3.659) and dividing by 1,000:

\$ 4,625,381,080 x 3.659 divided by 1,000 =	\$ 16,924,269
Additional Abatement revenue from prior year-	\$ 46,254

The following table indicates an upward trend in property tax assessed valuations:

Assessed Valuation			
Levy/Collection Year	Assessed Valuation	Increase	% Increase
2001/2002	\$2,184,330,380		
2002/2003	\$2,301,344,350	\$117,013,969	5.36%
2003/2004	\$2,510,791,260	\$209,446,909	9.10%
2004/2005	\$2,612,001,890	\$101,210,629	4.03%
2005/2006	\$2,845,712,610	\$233,710,719	8.95%
2006/2007	\$2,947,771,890	\$102,059,279	3.59%
2007/2008	\$3,236,598,640	\$288,826,749	9.80%
2008/2009	\$3,317,379,040	\$80,780,399	2.50%
2009/2010	\$3,296,881,800	-\$20,497,241	-0.62%
2010/2011	\$3,259,281,600	-\$37,600,201	-1.14%
2011/2012	\$3,232,958,140	-\$26,323,461	-0.81%
2012/2013	\$3,281,189,640	\$48,231,499	1.49%
2013/2014	\$3,392,435,490	\$111,245,849	3.39%
2014/2015	\$3,484,113,730	\$91,678,239	2.70%
2015/2016	\$3,485,450,370	\$1,336,640	0.04%
2016/2017	\$3,829,901,720	\$344,451,350	9.88%
2017/2018	\$3,911,472,700	\$81,570,980	2.13%
2018/2019	\$4,643,035,309	\$731,562,609	18.70%

Revenues for 2018 total \$ 19,012,774, which is an increase of \$ 2,867,468 over budgeted revenues for 2017. Appropriations for operations (including lease purchase interest and principal) for 2018 are \$ 18,791,927, an increase of \$ 2,336,389 over 2017.

## EXPENDITURES

**PERSONNEL** – Part wizard, part genius and part explorer, every staff member contributes to the success of Anythink. Personnel expenditures include expenses related to salaries and wages, contract employment, payroll taxes, unemployment, worker's compensation and employee benefits.

- Personnel expenses for 2018 are \$ 8,263,290 compared to \$ 7,535,115 in 2017. As a percentage of total expenditures, personnel increased by 10 percent over expenses in 2017. The additional increases are the adding of staff in 2018. A total of 8.25 full-time employees, which includes: two Guides; part-time Graphic Designer; part-time Road Warrior/Building Doctor; full-time Programming Coordinator; full-time Café Barista; full-time Development Director; full-time Clerical support; full-time HR Generalist; and two interns at the Commerce City branch for the summer. A 5 percent increase in salaries is budgeted for merit increases. The actual merit salary increase that an employee could receive would range from 0-6 percent of their base salary. The amount of merit increase is based on the employee's performance evaluation.
- Health insurance premiums increased by 2 percent over 2017 rates.
- Employees' shared costs of benefits remain the same as in 2017.
- A new benefit offered in 2018 is pet insurance, in which the district will cover the first \$15 of coverage for each pet.

**PROFESSIONAL/TECHNOLOGY SERVICES** – In order to provide the best tools and resources to support 21<sup>st</sup> century skills in the community, Anythink continues to support technology development. Professional/technology expenditures include expenses related to legal and audit, professional services, cataloging and inter-library loan fees, technology equipment, technology maintenance fees, telecommunications and website development.

- Legal and audit expenses increased by \$ 42,500 over 2017. This increase is for legal services for the research and guidance regarding a mill levy increase campaign. Included in legal is also the cost of fees for clearance and U.S. federal trademarks.
- Professional services expenses increased with the addition of our contract security company that helps provide our staff and customers a safe place to visit and work.
- Cataloging and ILL resources remain the same as 2017.

- Technology equipment (computers and software) budget was increased for 2018 by \$235,800. The network will be upgraded, in addition to new print management solutions for public computers and the purchase of additional software.
- Telecommunications budget increased in 2018 due to additional equipment and contracts for services.
- Website development costs will remain the same to maintain the new website.

**FACILITIES, VEHICLE AND EQUIPMENT** – Anythink serves the residents of Adams County with its seven physical locations and Anythink in Motion, the district’s bookmobile. Our facilities are spaces of inspiration that invite customers to explore and create, and we take great pride in their maintenance. Facilities, vehicle and equipment expenditures include expenses related to building repair and maintenance, rent/leases, utilities, snow removal, grounds maintenance, janitorial services, equipment rental/leases, equipment maintenance and repair, fuel, gas and oil, and vehicle repair and maintenance.

- Building repair and maintenance costs increased by 50 percent as building maintenance costs trend upward as many Anythink buildings age to the 10-year mark.
- Rent and lease expenditures remained the same as in 2018.
- Utilities cost increased by 3 percent over 2017.
- Grounds maintenance budget increased by 20 percent to keep the nature gardens well maintained.
- Janitorial services budget increased by 10 percent due to the minimum wage increase with our cleaning contract, Kleen-Tech.
- Equipment rental (leases for copier/printer/fax/scanning equipment) decreased due to new contract negotiated with reduced conglomerate pricing for color and black-and-white copies included in the equipment pricing.
- Equipment maintenance and repair line item remains the same as 2017.
- Fuel, gas and oil budget has remained the same as 2017.
- Vehicle and equipment repair and maintenance increased slightly due to aging vehicles.

**OPERATIONS** – The funding of Anythink’s operations allows us to inform the community about Anythink’s offerings and provide top-notch training and experiences for our staff to share with the public. Operations expenditures include expenses related to advertising and marketing, property and liability insurance, meetings, travel, training, memberships, licenses, fees, postage and delivery, products for sale, supplies and non-consumables.

- Advertising and marketing budgets increased to continue advertising for the public awareness campaign.
- Property and liability insurance expenses increased by 6 percent.

- Meetings, travel and training costs increased to maintain the professional development of district employees and provide opportunities for staff. In 2018, additional staff will be attending the Public Library Association (PLA) biannual conference. For public libraries, this is the essential career opportunity.
- Memberships, licenses and fees increased to account for the bank fees associated with investment costs and agent fee which increased due to increased property taxes.
- Postage and delivery costs have increased due to the OCLC and CLiC courier costs.
- Supplies and non-consumables increased by 10 percent.

**LIBRARY MATERIALS** – Anythink is committed to providing the community with high-demand, cutting-edge materials, media and services. Library materials expenditures include expenses related to: books, materials processing supplies, non-print materials (audio/visual), downloadable materials, electronic resources and content, subscriptions and publications.

- Library materials expenditures, including electronic and downloadable media, increased by 23 percent to help enhance and expand Anythink's collections to meet the needs of the community.

**LIBRARY SERVICES** – Anythink's programs provide all ages with opportunities to learn, explore and create. Library services expenditures include expenses related to library programming, programming supplies and mySummer, Anythink's annual summer program.

- At the request of our community, library programming budgets increased by 101 percent to include funding for library programming, including the addition of district-wide programming, programming supplies and Studio programming for 2018. This increase in learning opportunities and experiences aligns with the district's new Strategic Plan, with the goal of elevating and expanding programming to support 21<sup>st</sup> century skills (creativity, collaboration, communication and critical thinking) and supporting the educational and entrepreneurial endeavors of the Adams County community.

**MISCELLANEOUS** – Miscellaneous expenditures include expenses related to lease-purchase principal and interest and treasurer's fees.

- In 2015, the 2008 Certificates of Participation were refinanced, saving \$791,081 in interest for 2015. This refinance will save a total of \$927,784 over the next 15 years in interest payments.
- Treasurer's fees increased in 2018 based on property taxes collected taxes collected.

**CAPITAL EXPENSES** – Capital expenditures include expenses related to office furnishings, building improvements, technology, vehicles and heavy equipment.

- A budget of \$145,000 is established for the rehab of furnishings. As each library confirms how its customers are best utilizing spaces, we plan to adapt furnishings to meet those changing needs.
- \$10,000 been added for new carpet at the Bennett location and the Wright Farms teen area.
- \$20,000 has been added for technology upgrades at The Studio at Anythink's Wright Farms location.
- \$200,000 has been budgeted for items that our Strategic Plan will implement.
- \$50,000 been added for replacement of two vehicles.

## CHALLENGES AND OPPORTUNITIES FOR 2018 AND BEYOND

In January 2016, the Anythink Board of Trustees, Anythink Foundation and library leadership team convened to discuss the library's future. Despite the library's national – and even international – reputation as a leader in the industry, the board knew that the organization must continue to innovate, evaluate and push forward in order to avoid a plateau or decline. They issued a challenge to Anythink leadership to evolve the library system so that it could grow along with the community to provide Adams County residents with the highest levels of service.

During the spring and summer of 2017, Anythink reached out to approximately 1,600 people in Adams County, Colo., including working adults, parents, seniors, students and children, the majority of whom were library cardholders. Through telephone polling, online and in-person surveys, and a series of 23 roundtable discussions, participants shared their ideas about community, family and personal aspirations. These individuals suggested ways that Anythink might help them and their communities become more successful. The culmination of these conversations led to the creation of the Anythink Strategic Plan 2018-2022, which is currently being implemented.

Adams County is experiencing exponential growth, causing capacity issues at the library. The Anythink board and leadership know that in order to sustain current levels of service and fully implement their goals, additional funding is necessary.

The Anythink Board of Trustees is currently considering a ballot measure for additional funding that would expand opportunities for children and families in Adams County. This would take the form of additional programming for kids and teens, expanded access to technology and computer help for those who need it, expanded service hours, and new facilities to help keep up with the tremendous growth happening in Adams County.

The library system needs additional funding to expand its capacity to keep pace with growth and adequately serve the residents of Adams County, including in new areas of the county that are being developed.

Additional funding will allow Anythink to provide more programs for kids, teens, families, seniors and job seekers so that more people can attend and not be turned away or waitlisted due to lack of capacity. The library needs to provide more computers, internet access and technology programs and skills training materials, along with books, ebooks, DVDs and CDs to keep up with customer demand. Along with that, the library needs to expand its service hours at the neighborhood branches to serve more people at times that fit their busy schedules. And, besides maintaining its current facilities, the library needs to build at least two additional branches to serve the growing community.

## **2017 SIGNIFICANT ACCOMPLISHMENTS**

### **Development of the Anythink Strategic Plan**

**2018-2022.** In 2017, Anythink developed a new strategic plan to help define the organization's work for the next five years. Working directly with Adams County residents through telephone polling, online and in-person surveys, and a series of 23 community roundtable discussions, Anythink leadership gathered more than 20,000 data points about Adams County – ideas about community, family and personal aspirations. The Anythink Strategic Plan 2018-2022 positions the library as the catalyst for innovation in the Adams County community, with strategic initiatives that focus on three specific areas: community, culture and career.



### **Anythink Strategic Plan 2018-2022**

**Our vision:** Anythink is the catalyst for innovation in our community.

- Strategic initiative #1 – Community: Anythink builds community by connecting people, organizations and agencies with ideas and each other.

- Strategic initiative #2 – Culture: Anythink is a cultural and learning destination for Colorado.
- Strategic initiative #3 – Career: Anythink supports the entrepreneurial spirit of the community.

**Director Pam Sandlian Smith serves as PLA president.** A division of the American Library Association, the Public Library Association (PLA) helps provide a diverse program of communication, advocacy and programming for the advancement of public library services across the country. Elected to serve as president of this organization by PLA members, Anythink Director Pam Sandlian Smith served the first year of her 2017-2018 term, helping guide the leadership of the organization to strengthen public libraries across the country.

**SPARK awarded by Society of Professional Journalists.** SPARK, Anythink’s magazine that connects its readers with people, places, ideas and inspiration, won three awards from the Society of Professional Journalists in their annual Top of the Rockies judged contest in April 2017. This contest highlights excellence in journalism for reporters and publications in Colorado, New Mexico, Utah and Wyoming in a variety of categories. SPARK received the following awards: First place in Agriculture: General Reporting for “Building agricultural STEAM”; first place in Feature Page Design for “Building agricultural STEAM”; and third place in Info Graphic for “What will your adventure be?”

**Launch of new website.** Anythink launched its redesigned website – *anythinklibraries.org* – in 2017. The new site has a fresh look, with improved usability for customers to more easily navigate Anythink’s online services. It’s also mobile-friendly, an important feature for the many community members who access the library’s website on-the-go from their devices.



**Expansion of The Studio.** The Studio at Anythink is guided by the philosophy that customers of all ages thrive when they discover and follow their passions, collaborate with others, and become creators. With traveling kits and artists in residence, these experiences are hosted at all seven Anythink locations, with dedicated physical spaces at Anythink Brighton and Anythink Wright Farms. In 2017, The Studio expanded to include a new flexible space at Anythink Wright Farms, designed help facilitate a wide and diverse set of opportunities for the community to experiment and create alongside staff and mentors. Whether it's discovering how to prototype with a 3D printer, tailor clothing with a sewing a machine, or record a podcast using microphones and software, The Studio supports the community's creative endeavors.

**Partnerships.** In an effort to provide comprehensive programs and opportunities for the community, Anythink continues to develop relationships with a variety of organizations. Local and national partnerships included the Adams County Government, the Aspen Institute, Bennett Economic Development, Brighton Economic Development Center, CU Science Discovery, Eastern Colorado Small Business Development Center, Denver Zoo, Exploration Universe, Great Divide Brewing, Junior Achievement, Ink Lounge, North Metro Small Business Development Center, Public Broadcasting Service (PBS), Public Library Association, Rocky Mountain PBS, and the Small Business Association.





**My Place To... awareness campaign.** To help the public understand the wide range of experiences available at the library, Anythink launched a new awareness campaign – “My Place To...” – in 2017. The fill-in-the-blank campaign juxtaposes text against imagery to highlight different aspects of the library – Anythink is “My place to tell my story,” “My place to tailor my wardrobe,” or “My place to build a rocket.” The campaign is promoted both internally and externally, with a social media component that allows people to interact with the campaign and share what the library is to

them. This is the organization’s first awareness campaign since launching the Anythink brand in 2009.

**Backyard Concert Series.** Anythink’s summer concert series continues to grow in attendance and recognition. For the fifth year in a row, community members gathered to meet neighbors and make new friends while listening to local music on the Anythink Wright Farms one-acre park. August’s lineup included local teen band Obliviate, who performed as opening act for the Hazel Miller Band after winning Anythink LIVE!, the library’s teen music contest. Funds raised through and beverage sales helped support the Anythink Foundation.

**Anythink Startup Month.** Throughout September 2017, Anythink celebrated Adams County’s entrepreneurial spirit by hosting Anythink Startup Month. This series provided opportunities for current and aspiring entrepreneurs to network and connect with resources, programs and special guests to help foster business and career skills. More than 35 programs were hosted, based on tracks that allowed attendees to explore everything from design thinking and marketing to micro-financing and web design. To help provide additional expertise, Anythink partnered with a variety of organizations, including the U.S. Small Business Administration, Rocky Mountain MicroFinance Institute and Junior Achievement.

**Inclusive Internship Initiative.** Two Anythink Commerce City customers were selected to take part in the Inclusive Internship Initiative (III), a program offered by the Public Library Association designed to introduce students from diverse backgrounds to careers in librarianship. The III is facilitated with the belief that it's important for the values of equity, diversity and inclusion to be



reflected in public library staff across the country. The two selected interns, aged 16 and 18, participated in a summer-long program with mentorship from Anythink Commerce City staff to launch community-minded projects. The two projects – one aimed on increasing public health and one focused on the naturalization process – were designed by interns with assistance from Anythink staff, and engaged the Commerce City community in meaningful ways.

**Perspectives on the Vietnam War.** Supported by an award from the American Library Association and the Public Broadcasting Service (PBS), Anythink hosted “Perspectives on the Vietnam War,” a panel and community dialogue in conjunction with the Ken Burns and Lynn Novick documentary series, “The Vietnam War.” Anythink was one of 50 libraries – and the only library in Colorado – selected for this opportunity. The panel, moderated by Laura Frank, president and general manager of news at Rocky Mountain PBS, featured Pulitzer-Prize winning photojournalist Neal Ulevich, Vietnam War veteran Alan Jaffe and professor of history and Asian studies Dr. Xiansheng Tian. “Perspectives on the Vietnam War” helped foster robust and personal conversations about this important historical and controversial topic, providing a space for community engagement.

## **BUDGET MESSAGE**

### **FINANCIAL REPORTING ENTITY**

Rangeview Library District was established by resolution of the Adams County Board of County Commissioners on Dec. 15, 2003, and on Jan.1, 2004, the Adams County Library System was merged into the new district. The general objectives are to provide citizens of the library district with library services for their education and recreation Operations of this district are generally governed by the Colorado State Statutes: Library Law, Title 24, Article 90 CRS.

### **BUDGET PROCESS**

The budget calendar is based on Colorado State Statute (29-1-108 (4), C.R.S.), as well as internal planning for completion of each phase. The process should begin in June, concurrent with analysis and updates to the Strategic Plan, to set objectives, goals, strategies and budgetary impact for all libraries and departments. This information becomes an intrinsic part of the overall budget process.

Detailed analysis of current and historical costs for operational expenses, and the 10-Year Financial Projection spreadsheet are all evaluated for essential inclusion in the annual budget. A preliminary budget is distributed to members of the Fiscal Affairs Committee for review, input and feedback.

On or before Oct. 15, a preliminary budget for the following year with a short narrative is officially submitted to the RLD Board of Trustees. This budget is based upon estimates of valuation for assessment prepared by the county assessor. Notice of a public hearing to be held at a subsequent meeting of the Board of Trustees is published with the Notice of Budget.

Prior to the public hearing, the budget for the coming year is available to the public for review. The Board of Trustees considers changes or adoption of the proposed budget at their meeting that is held after the public hearing. The budget may be approved at that time or may be tabled until a later meeting.

Final valuation for assessment numbers is not due from the county assessor until Dec. 10. Certification of the mill levy is due to the county commissioners by Dec. 15. The RLD Trustees may adopt a budget, appropriate funds for expenditures and certify the mill

levy at any time after the public hearing. It is not necessary to have a meeting between Dec. 10 and Dec. 15 unless there is a dramatic change in the final valuation for assessment.

No later than 30 days following the start of the fiscal year (Jan. 30, 2018), a certified copy of the adopted budget must be filed with the Colorado Division of Local Government.

A budget presents a complete financial plan by fund and by spending agency within each fund and sets the following:

- Proposed expenditures must be shown for administration, operations, maintenance, debt service, and capital projects to be undertaken or executed during the year.
- Anticipated revenue must be set forth.
- Estimated beginning and ending fund balances must be shown.
- Three years' worth of comparable data must be shown in the budget; the prior fiscal year's actual figures; the estimated figures through the end of the current fiscal year; and the coming budget year's data.
- Written budget message must:
  - Describe the important features of the budget
  - Include a statement of the budgetary basis of accounting used in the budget (cash, modified accrual, or encumbrance)
  - Include a description of the services to be delivered during the budget year
- Expenditures and revenues must be described with "...explanatory schedules or statements classifying the expenditures by object and the revenues by source."
- No deficit spending: No budget shall provide for expenditures in excess of available revenues and beginning fund balances.
- Lease-purchase agreement supplemental schedule: The adopted budget must separately set forth the total amount to be expended during the budget year for payment obligations under all lease purchase agreements for real property and for all other property. It must also show the total maximum payment liability under the agreement, and all optional renewal terms.

Filing the budget: A certified copy of the budget must be filed with the Division of Local Government by January 31. A certified copy means that it has on it a signed statement indicating:

*I, Nan Fisher, certify that the attached is a true and accurate copy of the adopted 2018 (year) Budget of the Rangeview Library District.*

## BUDGET TIMELINE

<u>DATE</u>	<u>ACTIVITY</u>	<u>PERSONNEL</u>
May 2017	Review current Strategic Plan and Operations Plan; begin evaluation of which 2018 actions will be moving into the 2018 Budget year.	Administration and Leadership Team
June 2017	Begin evaluation of preliminary plans for the 2018 Budget in relation to the Strategic Plan. Submit requests to Manager; managers collect and add your input and submit to Director/Finance Director.	Branch Managers, Supervisors, Administrative Team
July 2017	Deadline for input on District-wide equipment and capital expenditures from Administrative Team. Results will be incorporated into the budget.	Administrative Team
August 2017	Preliminary 2018 Budget prepared for Administrative Team Review. During review tie budget expenditures to Strategic Plan.	Administrative Team
September 2017	Revised Preliminary 2018. Budget presented to Administrative Team for Review.	Administrative Team
September 2017	Final Presentation to Administrative Team of 2018 Budget, including narrative tying to Strategic Plan.	Finance Manager
October 2017	Delivery of Draft 2018 Budget to Board of Trustees.	Finance Manager

November 2017	Official presentation of 2018_Budget to the Board of Trustees at Board Meeting. -Public hearing of the 2018_Budget	Finance Manager
December 2017	Board of Trustees meeting: Adoption & appropriation of the 2018 Budget; certification of mill levies. (State law requires that the Board must approve the Mill by December 15th)	Finance Manager

## PROCESS TO AMEND THE BUDGET

Changes to the budget can be made through a formal resolution process by the library Board of Trustees. If during the fiscal year the district receives unanticipated revenue or revenues not assured at the time of the adoption of the budget from any source other than the district's property tax mill levy, the library Board of Trustees may authorize the expenditure of these unanticipated funds by enacting a supplementary budget and appropriation.

## BASIS OF ACCOUNTING

Basis of accounting refers to the specific time at which revenues and expenditures are recognized in the accounts and reported in the financial statements. The General Fund and the Capital Project Fund both utilize the modified accrual basis of accounting.

Under the modified accrual basis of accounting, expenditures are recorded when a liability is incurred, regardless of the timing of related cash flows and revenues are recorded when earned. Property taxes are reported as a receivable and deferred revenue when levied and as revenue upon collection in the following year. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

When both restricted and unrestricted resources are available for use, it is the District's policy to use restricted resources first, and then unrestricted resources as they are needed.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues

are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period, not to exceed 60 days.

Property taxes and interest associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period.

Expenditures are generally recorded when a liability is incurred as under accrual accounting. An exception to the general rule is compensated absences which are recorded when the payment is due.

## BUDGETARY BASIS OF ACCOUNTING

There is no appreciable difference in the basis of accounting used for financial statements and the accounting method used for budgeting. The budgetary basis of accounting for budgeting purposes is also modified accrual. The only two funds for which budgets are formulated for Anythink are the General Fund and the Capital Fund – both funds reflect modified accrual basis of accounting for budgetary purposes.

## ANYTHINK FINANCIAL MANAGEMENT GUIDE

The district maintains a Financial Management Guide that describes the policies and procedures for the annual audit, financial planning, reserves, investing, capital expenditures, debt, financial reporting, cash management, purchasing, banking and records retention. These policies will be updated on a regular basis. All current financial policies are available for review from the Finance Department.

## GOVERNING BOARD

The Adams County Board of County Commissioners appoints the five-member Board of Trustees that oversees the operation of the district.

The current members of the RLD Board of Trustees, their positions on the Board and the years their terms expire are as follows:

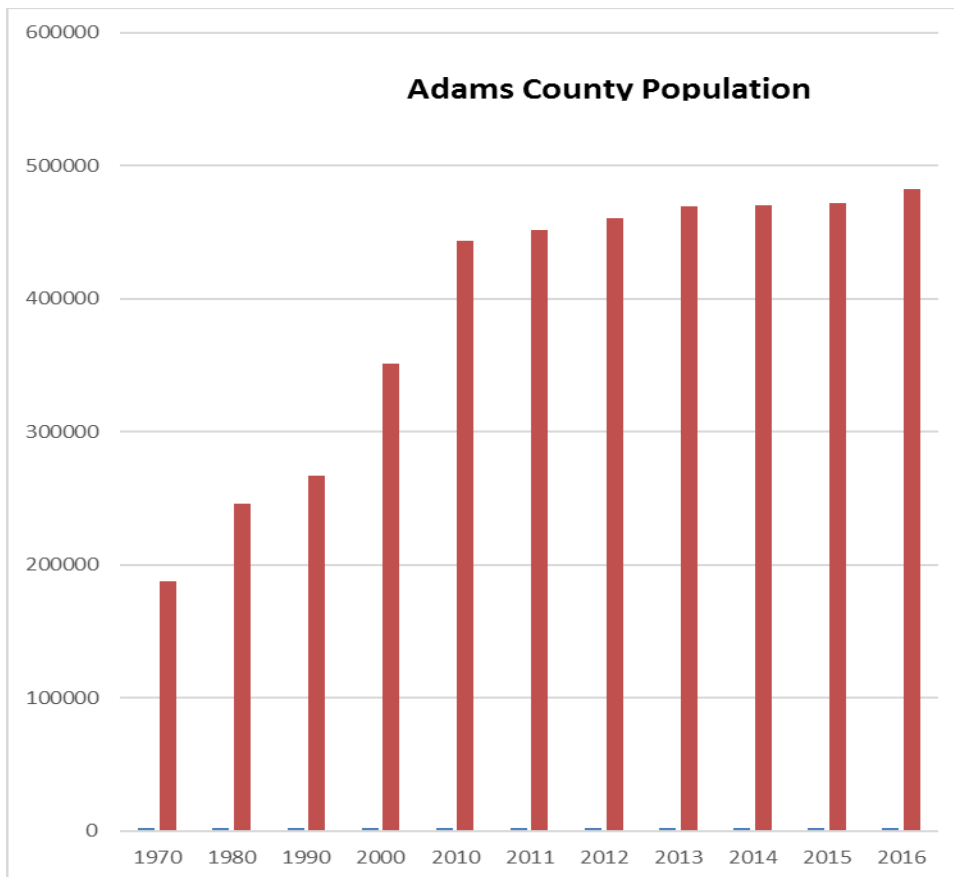
<u>Board Member</u>	<u>Board Position</u>	<u>Term Expires</u>
Lynne Fox	Vice President	2020
Linda Wisniewski	Secretary	2019
Yadira Caraveo	Trustee	2022
Suzie Brundage	Trustee	2021
Andrew C. Southard	Trustee	2023





## HISTORY, DEMOGRAPHICS AND LOCATIONS

The Adams County Public Library was first established in 1953 and became the Adams County Library System in 1988. Rangeview Library District was established pursuant to the Colorado Library Law, Article 90 of Title 24, C.R.S., as amended, by resolution of the Adams County Board of County Commissioners on December 15, 2003. On January 1, 2004, the Adams County Library System was merged into the new district. The district encompasses most of the county (approximately 1,192 square miles) except for the City of Aurora, the City of Westminster and Deer Trail School District 26-J, all of which are served by libraries that existed before the establishment of the district. According to the U.S. Census Bureau, the county had an estimated population of 485,000 in 2016. From the 2010 census to the 2016, Adams County population increased by 10 percent.



The county is one of the seven major counties making up the Denver metropolitan area, and it is located just north of the City and County of Denver. The district serves a diverse population and a large geographic area. It serves the rural towns of Bennett and Strasburg; the cities of Brighton, Commerce City, Federal Heights, Northglenn and Thornton; and all unincorporated portions of the county.

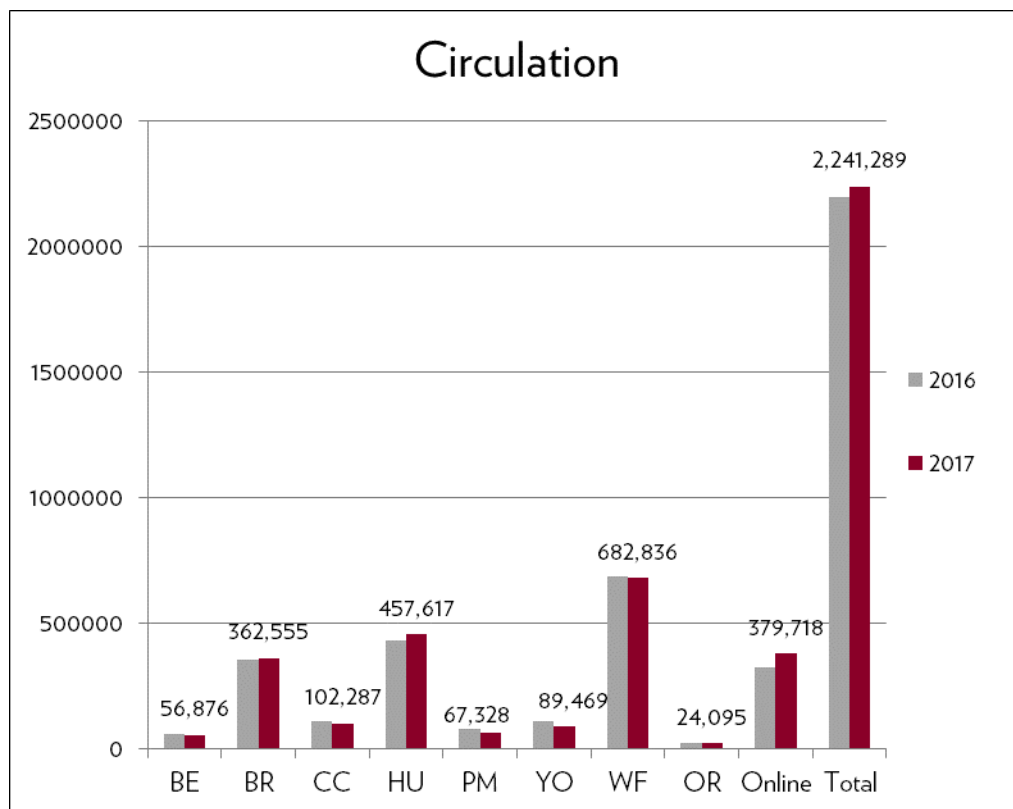
## LIBRARY SERVICES

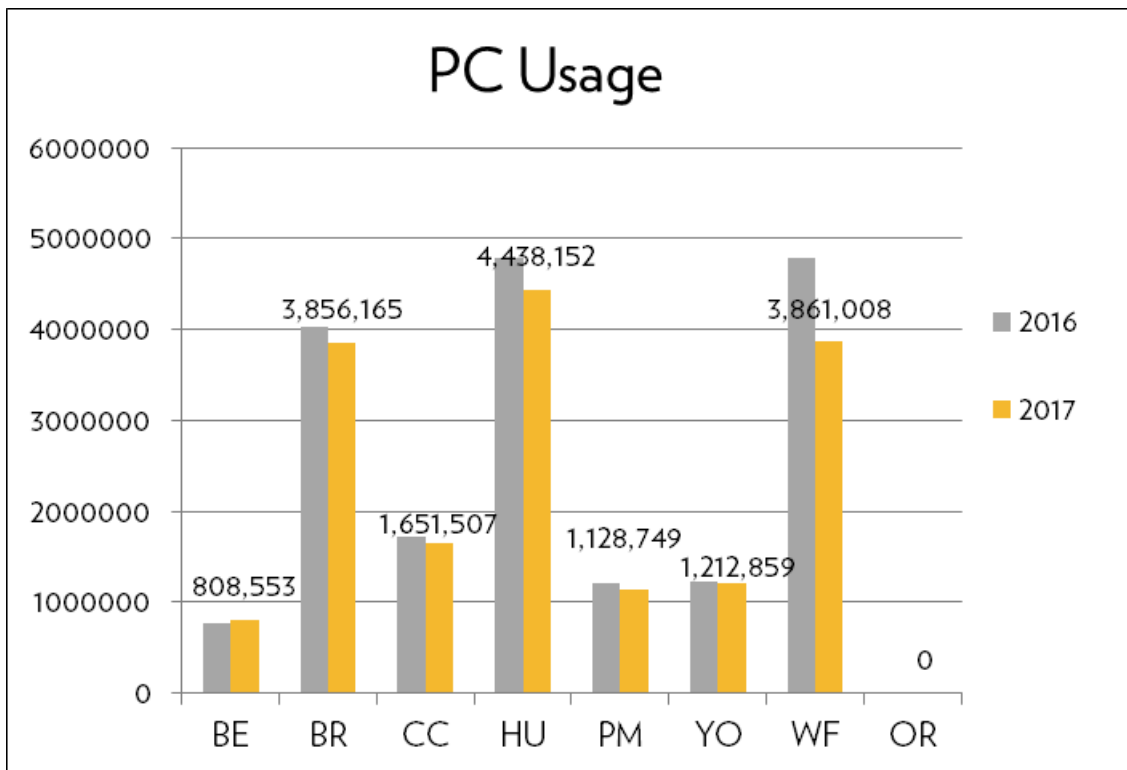
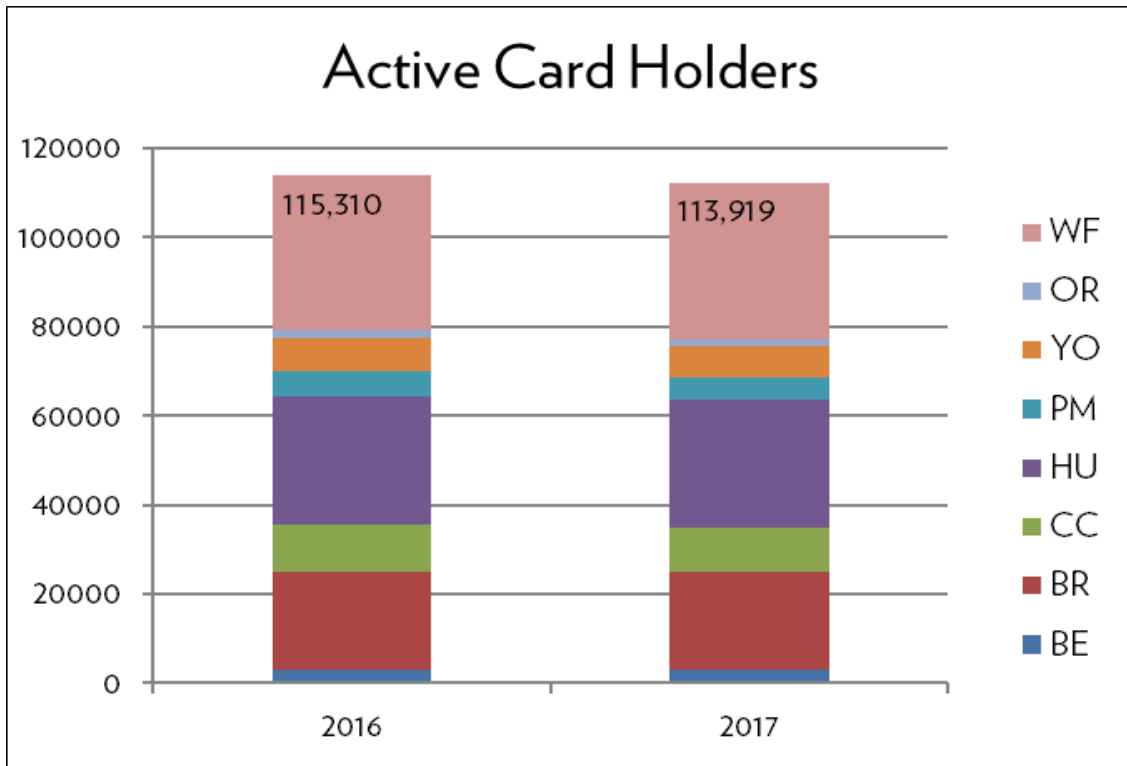
Anythink's collection includes books, audio books, DVDs, magazines and CDs. More than 90 percent of the collection is less than 5 years old.

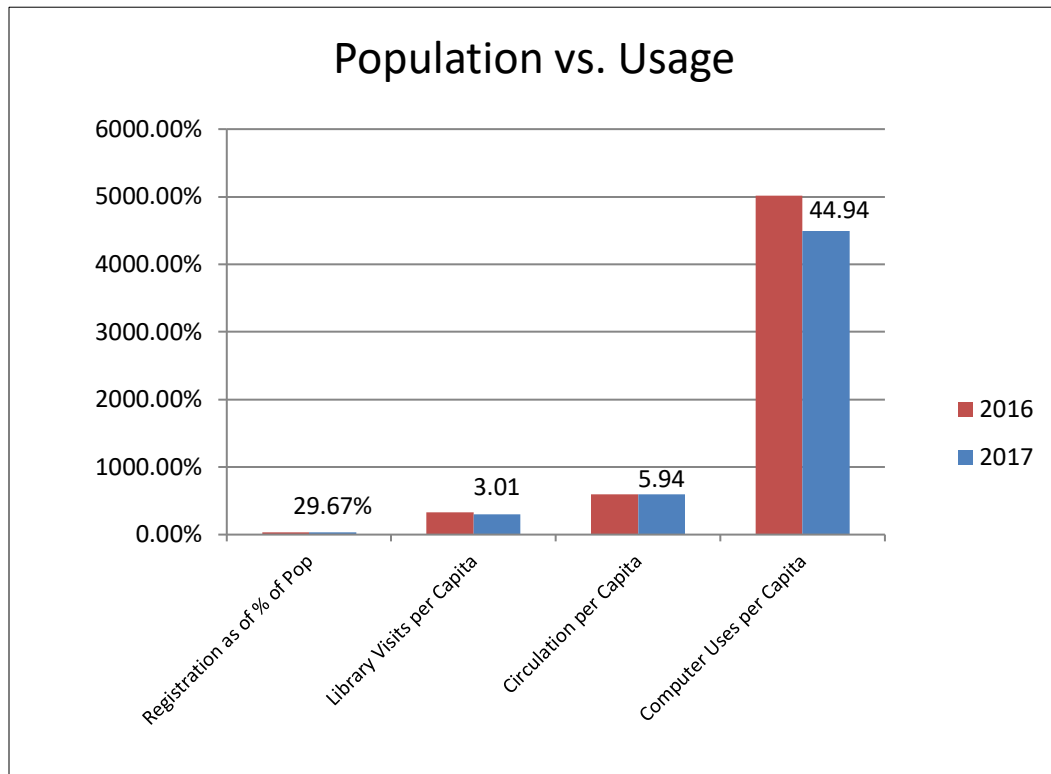
Public access computers at all library locations, including the bookmobile, provide access to the Internet and a wealth of premium electronic databases and downloadable ebooks and audiobooks. Customers can also utilize many resources through the library's website at [anythinklibraries.org](http://anythinklibraries.org), including instant streaming services for television, movies and audiobooks, top-rated business, creative and educational tutorials and language-learning services.

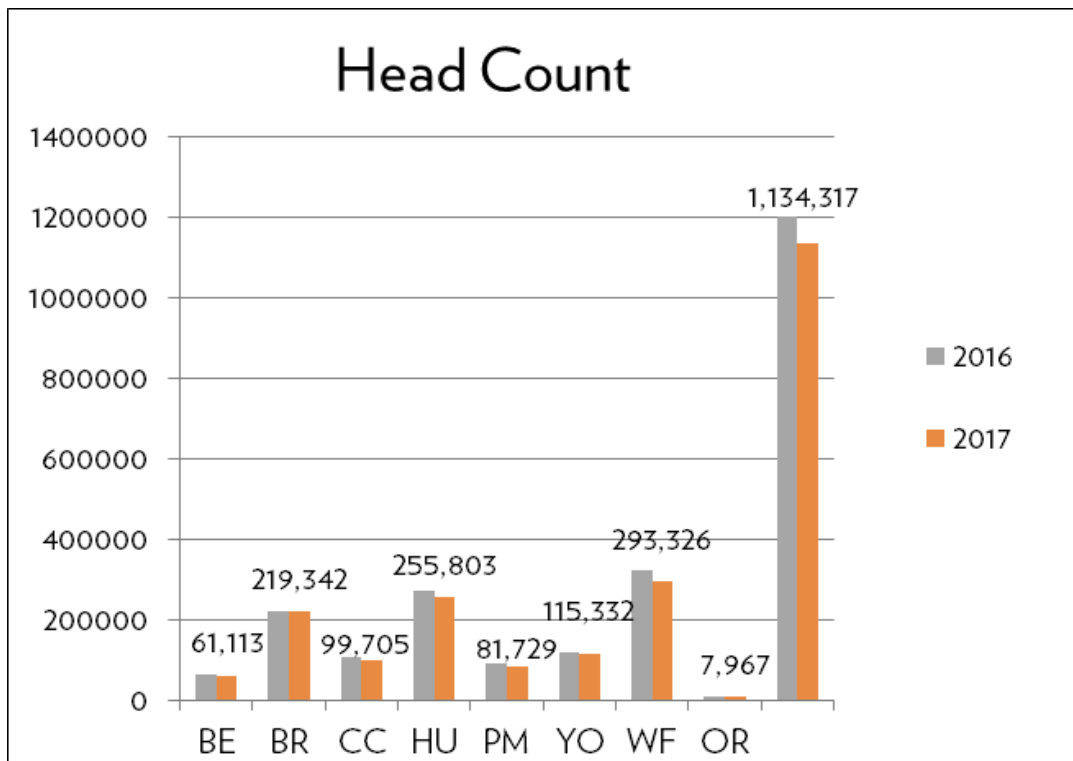
Anythink libraries offer programs for adults, teens and children to showcase their collections and resources. Anythink's programs are designed to do everything from support early literacy skills to help develop 21<sup>st</sup> century skills for teens and adults.

The Outreach/Anythink In Motion Department provides library services to customers who are not able to visit a library facility.









## ANYTHINK LOCATIONS

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### **Anythink Bennett**

495 7th Street  
 Bennett, CO 80102  
 303-405-3231  
 Position Open, Anythink manager  
 Tue, Thurs, 10 am-7 pm  
 Wed, Fri and Sat, 10 am-5:30 pm  
 Sunday and Monday, Closed

### **Anythink Commerce City**

7185 Monaco Street  
 Commerce City, CO 80022  
 303-287-0063  
 Ricardo Cardenas, Anythink manager  
 Tues and Thurs, 11 am-7 pm  
 Wed, Fri and Sat, 9:30 am-5:30 pm  
 Sunday and Monday, Closed

### **Anythink Brighton**

327 E. Bridge Street  
 Brighton, CO 80601  
 303-405-3230  
 Kelly Allen, Anythink manager  
 Mon-Thurs, 9:30 am-8:30 pm  
 Fri and Sat, 9:30 am-5:30 pm  
 Sunday, Closed

### **Anythink Huron Street**

9417 Huron Street  
 Thornton, CO 80260  
 303-452-7534  
 Genne Boggs, Anythink manager  
 Mon-Thurs, 9:30 am-8:30 pm  
 Fri and Sat, 9:30 am-5:30 pm  
 Sunday, Closed

**Anythink Perl Mack**

7611 Hilltop Circle  
Denver, CO 80221  
303-428-3576  
Annette Martinez, Anythink manager  
Tues and Thurs, 11 am-7 pm  
Wed, Fri and Sat, 9:30 am-5:30 pm  
Sunday and Monday, Closed

**Anythink Wright Farms**

5877 E. 120th Avenue  
Thornton, CO 80602  
303-405-3200  
Rebecca Bowman, Anythink manager  
Mon-Thurs, 9:30 am-8:30 pm  
Fri and Sat, 9:30 am-5:30 pm  
Sunday, 1-5 pm

**Anythink York Street**

8990 York Street, Ste. A  
Thornton, CO 80229  
303-405-3234  
Kathy Totten, Anythink manager  
Tues and Thurs, 11 am-7 pm  
Wed, Fri and Sat, 9:30 am-5:30 pm  
Sunday and Monday, Closed

**Outreach/Anythink In Motion**

303-288-2018

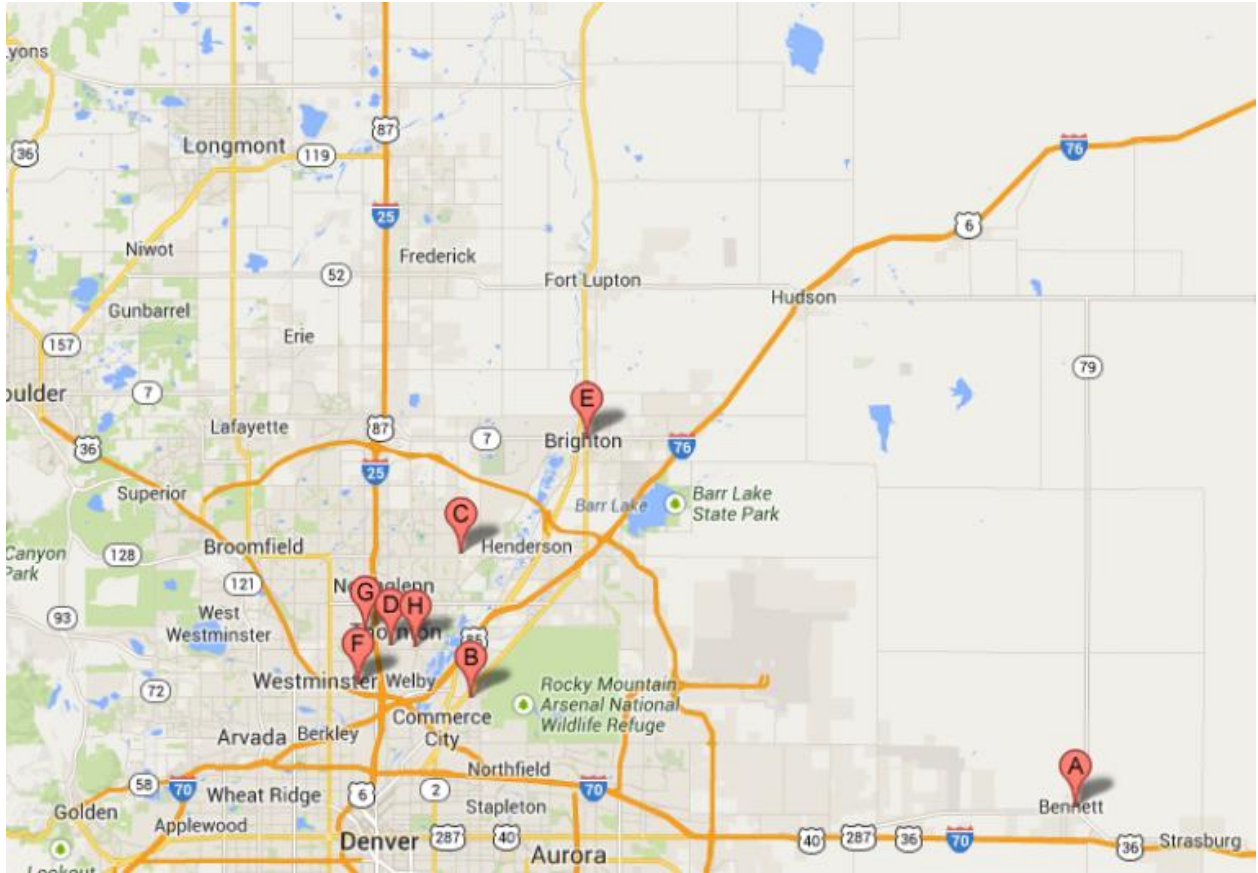
**Anythink Administration**

5877 E. 120<sup>th</sup> Ave.  
Thornton, CO 80602  
303-288-2001  
Mon-Fri, 8 am-5 pm

**Anythink Support Services at  
Northglenn**

10530 Huron St.  
Northglenn, CO 80234

## ANYTHINK LOCATIONS



<b>A</b>	<b>Anythink Bennett</b>	495 Seventh Street, Bennett, CO 80102
<b>B</b>	<b>Anythink Commerce City</b>	7185 Monaco Street, Commerce City, CO 80022
<b>C</b>	<b>Anythink Wright Farms</b>	5877 E. 120 <sup>th</sup> Avenue, Thornton, CO 80602
<b>D</b>	<b>Anythink Brighton</b>	327 E. Bridge Street, Brighton, CO 80601
<b>E</b>	<b>Anythink Perl Mack</b>	7611 Hilltop Circle, Denver, CO 80221
<b>F</b>	<b>Anythink Huron Street</b>	9417 Huron Street, Thornton, CO 80260
<b>G</b>	<b>Anythink York Street</b>	8990 York Street, Suite A, Thornton, CO 80229

## ANYTHINK STRATEGIC PLAN 2018-2022

In 2017, Anythink worked directly with Adams County residents through telephone polling, online and in-person surveys, and a series of 23 roundtable discussions. Participants were invited to share their ideas about community, family and aspirations, resulting in more than 20,000 data points collected. The results and ideas from this outreach has informed the library's plans for the next five years, the focus of which positions the library as the catalyst for innovation in the Adams County community. The 2018-2022 Strategic Plan will guide the organization's next steps as it continues to grow with its community.

### MISSION

*We open doors for curious minds.*

### OUR VALUES

We are guided by these shared values in everything we do:

- Compassion for our customers and for each other
- Passion for our product
- Eagerness to learn
- Optimistic attitude – we believe that anything is possible
- Everyone is creative

### ANYTHINK LIBRARIES

## 2018-2022 STRATEGIC PLAN

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**OUR VISION:** Anythink is the catalyst for innovation in our community.

### COMMUNITY

**OUTCOME:** *People are happy, healthy and safe.*

**STRATEGIC INITIATIVE:** Anythink builds community by connecting people, organizations and agencies with ideas and each other.

- **Anythink as Town Square** – Anythink is a place where people come together for civic engagement, social interaction and information. The Anythink Town Square convenes on a district-wide and hyperlocal level, in spaces both physical and online.



## CULTURE

OUTCOME: *People are enriched by learning and culture.*

STRATEGIC INITIATIVE: Anythink is a cultural and learning destination for Colorado.

- **Reimagine Anythink's spaces** – As Adams County grows exponentially, Anythink will examine, refine and expand its spaces to support the learning and cultural enrichment of its customers.
- **Anythink 2.0** – Elevate and expand Anythink experiences, programs, products and services to support 21st century skills – creativity, collaboration, communication and critical thinking – through staff support and strategic partnerships.

## CAREER

OUTCOME: *People are prosperous and creative.*

STRATEGIC INITIATIVE: Anythink supports the entrepreneurial spirit of the community.

- **Support People Development** – Anythink is a place where people can experiment, innovate, invent and grow, gaining critical skills to help them live successful, creative lives.
- **Support Economic Development** – Anythink is a place where small businesses and start-ups can access tools, spaces, mentorship and more to help them succeed.



		2016	2017	2018
		<u>Audited</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>
<b>Operations Expense</b>				
	Advertising & Marketing	144,493	225,000	250,000
	Liability & Property Insurance	97,956	99,000	105,000
	Business Meeting and Milage	35,787	45,000	52,000
	Training and Travel	35,283	145,000	210,000
	Memberships, Licenses & Fees	49,918	50,000	64,000
	Postage & Delivery	19,671	22,000	37,250
	Supplies & Non-Consumables	235,552	213,000	241,085
	<b>TOTAL OPERATIONS</b>	<b>618,660</b>	<b>799,000</b>	<b>959,335</b>
<b>Library Materials</b>				
	Books	764,426	779,226	870,680
	Materials Processing Supplies	342,676	320,000	385,000
	Non-Print Materials (Audio/Visual)	433,162	461,100	546,640
	Downloadable Materials	349,127	359,200	525,680
	Electronic Resources and Content	100,328	102,500	165,000
	Subscriptions/Publications	35,391	35,000	37,000
	<b>TOTAL LIBRARY MATERIALS</b>	<b>2,025,110</b>	<b>2,057,026</b>	<b>2,530,000</b>
<b>Library Services</b>				
	Library Programming	33,131	52,000	100,000
	Programming Supplies	56,187	55,000	60,500
	Studio Programming and Materials	0	28,000	50,000
	Ditric-wide Programming	0	0	100,000
	Neighborhood Innovations Projects	0	0	50,000
	Summer Reading	81,524	96,000	105,000
	<b>TOTAL LIBRARY SERVICES</b>	<b>170,842</b>	<b>231,000</b>	<b>465,500</b>
<b>Miscellaneous</b>				
	Lease Purchase Interest & Principal	3,013,370	3,022,825	3,023,025
	Paying Agent Fees	8,280	9,000	9,200
	Treasurer's Fees	201,516	214,681	254,558
	<b>TOTAL MISCELLANEOUS</b>	<b>3,223,166</b>	<b>3,246,506</b>	<b>3,286,783</b>
	<b>Total Expenditures</b>	<b>14,904,585</b>	<b>16,285,038</b>	<b>18,356,927</b>
<b>Capital Expenses</b>				
	Office Furniture & Fixtures	227,145	115,500	145,000
	Building Improvements	667,539	55,000	40,000
	Strategic Improvements	0	-	200,000
	Vehicles & Heavy Equipment	0	0	50,000
	<b>Total Capital Expenses</b>	<b>894,684</b>	<b>170,500</b>	<b>435,000</b>
	<b>Total Expenditures &amp; Capital Expenses</b>	<b>15,799,269</b>	<b>16,455,538</b>	<b>18,791,927</b>
<b>ENDING BALANCE</b>		<b>17,351,101</b>	<b>14,079,494</b>	<b>14,376,770</b>

## JOB POSITIONS

### 2018

Director	Full-time Regular
Administrative Assistant	Full-time Regular
Clerical Support	Full-time Regular
<b>Innovations and Brand Strategy</b>	
Director of Brand Strategy	Full-time Regular
Creative Lead Design	Full-time Regular
Creative Lead Writer	Full-time Regular
Creative Lead Anythink Projects	Full-time Regular
Creative Programming Lead	Full-time Regular
<b>Human Resources</b>	
HR Director	Full-time Regular
HR Generalist (2)	Full-time Regular
<b>Finance</b>	
Finance Manager	Full-time Regular
Payables Pro/Accounting Ace	Full-time Regular
Payables Pro	Part-time Regular
<b>Public Service</b>	
Public Services Director	Full-time Regular
<b>Products and Technology</b>	
Director of Products and Technology	Full-time Regular
IT Manager	Full-time Regular
System Administrator	Full-time Regular
Help Desk Specialist	Full-time Regular
Help Desk Technician	Part-time Regular
Materials Dispatcher (3)	Part-time Regular
ILL Tech	Full-time Regular
Cataloging Assistant	Full-time Regular
<b>Development Director</b>	Full-time Regular
<b>Facilities</b>	
Facilities Manager	Full-time Regular
Building Doctor (3)	Full-time Regular
Library Courier	Full-time Regular
Road Warrior	Part-time Regular
<b>Café</b>	
Café Manager	Full-time Regular
Barista	Part-time Regular

### BENNETT

Anythink Manager	Full-time Regular
Guide	Full-time Regular
Concierge (2)	Full-time Regular
Concierge (3)	Part-time 25 Hours
Wrinkler (1)	Part-time Regular

### BRIGHTON

Anythink Manager	Full-time Regular
Guide (5)	Full-time Regular
Concierge (4)	Full-time Regular
Concierge (5)	Part-time 25 Hours
Wrinkler (11)	Part-time Regular

### COMMERCE CITY

Anythink Manager	Full-time Regular
Guide (3)	Full-time Regular
Concierge (2)	Full-time Regular
Concierge (3)	Part-time 25 Hours
Wrinkler (4)	Part-time Regular
Intens (2)	Part-time Regular

### HURON

Anythink Manager	Full-time Regular
Guide (4)	Full-time Regular
Concierge (5)	Full-time Regular
Concierge (4)	Part-time 25 Hours
Wrinkler (12)	Part-time Regular

### OUTREACH

Anythinker in Motion (2)	Full-time Regular
Anythinker in Motion (1)	Part-time 25 Hours

### PERLMACK

Anythink Manager	Full-time Regular
Guide (2)	Full-time Regular
Concierge (2)	Full-time Regular
Concierge (2)	Part-time 25 Hours
Wrinkler (2)	Part-time Regular

### YORK STREET

Anythink Manager	Full-time Regular
Guide (2)	Full-time Regular
Concierge (5)	Part-time 25 Hours
Wrinkler (3)	Part-time Regular

### WRIGHT FARMS

Branch Manager	Full-time Regular
Guide (7)	Full-time Regular
Concierge (6)	Full-time Regular
Concierge (11)	Part-time 25 Hours
Wrinkler (16)	Part-time Regular

<b>GENERAL FUND</b>	<b>Audited 2016</b>	<b>Amend Budget 2017</b>	<b>Adopted 2018</b>
<b>BALANCE, Beginning of Year***</b>	14,367,333	14,389,730	14,079,498
<b>Revenue</b>	15,821,666	16,145,306	19,012,774
<b>TRANSFERS FROM CAPITAL</b>			
<b>Total Revenue</b>	15,821,666	16,145,306	19,012,774
<b>Total Expenditures</b>	15,799,269	16,455,538	18,791,927
<b>TRANSFERS TO CAPITAL</b>	0	0	0
<b>BALANCE, End of Year</b>	14,389,730	14,079,498	14,300,345
<b>BALANCE, Restricted*</b>	5,629,700	5,490,530	5,674,971
<b>BALANCE, Available</b>	8,760,030	8,588,968	8,625,374
<b>RESERVES</b>			
<b>Emergency reserve (3% of Revenue less Bond Proceeds)</b>	474,650	484,359	570,383
<b>Operating Reserves</b>	3,655,050	3,506,171	3,604,588
<b>COP's Reserve</b>	-	-	-
<b>Replacement Funds Reserved</b>	500,000	500,000	500,000
<b>Capital Reserve (future projects)</b>	1,000,000	1,000,000	1,000,000
<b>TOTAL RESTRICTED</b>	5,629,700	5,490,530	5,674,971

## 10-YEAR FINANCIAL PROJECTIONS

This document is a forecast of the long-range financial picture for Anythink Libraries. It includes revenues and expenses for the General Fund, updated annually when the current year budget is prepared, and updated again at the close of the year when actual current year figures are available. This document is used throughout the year to analyze debt obligations, determine when certain projects might best be implemented and to generally ascertain how long our current revenue and expense patterns will continue to support our objectives without necessitating additional tax monies.

The General Fund 10-Year Projections show a positive unassigned fund balance through the end of 2026 of \$7,942,547.

In 2015, the district refinanced the Certificate of Participation which saved a total of \$246,232 in interest and the reserve final payment of \$3,244,998 was applied to the outstanding debt. The district was able to avoid the June 2015 interest payment of

\$798,837 due to the timing of the refinance. This additional money in the general fund has been allocated to the remodel of the Northglenn office building for 2016.

In the reserves, TABOR requires 3 percent to be reserve of operating revenue. It is also required for a reserve of three months of expenses, which is the operating reserves. Additional reserves are \$1.5 million for capital projects and replacement funds.

Revenues from the mill levy increased by 3 percent for 2017 and projections are 10 percent increase in 2018. The assessed values have increased due to the economy and growth in Adams County.

2017 began with \$13,325,039 in our Operating Fund Balance, and it is projected to end with a balance of approximately \$13,010,607 million. The fund balance increased during years when construction projects and renovations were taking place. As those funds have been expended, the fund balance decreased and will continue to decline slightly during the next 10 years.

- In 2007, \$3,314,630 was added to the fund balance.
- In 2008, \$6,157,502 was added to the fund balance.
- In 2009, \$1,324,129 was added to the fund balance.
- In 2010, \$1,295,620 was added to the fund balance.
- In 2011, \$3,559,035 was added to the fund balance (\$1,500,000 of which was earmarked for capital reserves and replacement reserves).
- In 2012, the fund balance increased by \$333,933 due to expenses budgeted in 2012 that were not expended and were re-allocated to the budget in 2013.
- In 2013, the fund balance decreased by \$539,601. Operating expenses were greater than collected revenue.
- In 2014, the fund balance increased by \$531,113 due to the economic improvement.
- In 2015, the fund balance increased by \$326,860 also based on continuing economic growth.
- In 2016, the fund balance decreased by \$415,162 due to the remodel of the Northglenn Support Services Building.
- In 2017, the fund balance \$900,968 due to the sale of a building located on Washington Street, and the increase of vehicle ownership taxes.

RANGEVIEW LIBRARY DISTRICT											
GENERAL FUND - REVENUE/EXPENDITURE BUDGET FORECAST FOR YEARS 2018 TO 2027											
		2018 Estimated Budget	2019 Estimated Budget	2020 Estimated Budget	2021 Estimated Budget	2022 Estimated Budget	2023 Estimated Budget	2024 Estimated Budget	2025 Estimated Budget	2026 Estimated Budget	2027 Estimated Budget
GENERAL FUND BEGINNING BALANCE		14,155,923	14,376,770	14,606,121	15,229,942	15,656,403	16,297,152	16,687,616	16,892,130	17,122,013	17,377,689
REVENUES											
	Property Tax	16,970,523	17,309,933	18,002,331	18,542,401	19,284,097	19,669,779	20,063,174	20,665,069	21,285,022	21,497,872
	Delinquent Property Tax	28,000	28,280	28,563	28,848	29,137	29,720	30,314	30,920	31,539	31,854
	Specific Ownership Tax	1,346,651	1,387,051	1,428,662	1,471,522	1,500,952	1,515,962	1,546,281	1,577,207	1,608,751	1,624,838
	Fees	191,900	201,495	203,510	209,615	211,711	215,946	220,265	222,467	226,917	229,186
	Interest on Deposits	205,000	215,250	219,555	226,142	230,664	237,584	242,336	247,183	252,126	254,648
	Café Revenues	50,000	48,000	48,480	50,000	52,000	55,000	57,000	58,000	59,160	59,752
	Grants, E-Rate	220,700	150,000	150,000	125,000	125,000	125,000	125,000	125,000	127,500	128,775
	Total Revenue	19,012,774	19,340,009	20,081,101	20,653,528	21,433,562	21,848,990	22,284,370	22,925,847	23,591,014	23,826,924
	Total funds available	33,168,697	33,716,779	34,687,221	35,883,470	37,089,965	38,146,142	38,971,987	39,817,976	40,713,027	41,204,613
EXPENDITURES											
	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	
Personnel											
	Salaries and Wages	6,343,869	6,661,062	6,994,116	7,343,821	7,711,012	8,096,563	8,501,391	8,841,447	9,195,105	9,654,860
	Contract Employment										
	Payroll Taxes	507,510	599,496	629,470	660,944	693,991	728,691	765,125	795,730	867,346	868,937
	Unemployment & Compensation	15,000	20,000	21,000	21,630	22,495	23,395	24,331	26,000	30,000	30,000
	Employee Benefits										
	1110 LTD and Life Insurance Premiums	30,000	30,300	36,360	38,178	39,323	40,896	41,305	42,131	43,395	44,263
	1150 Employee Assistance	5,000	6,000	7,000	8,000	9,000	9,500	9,500	10,000	10,300	10,506
	1100 Employee Awards	28,000	29,000	32,000	32,000	35,000	36,000	36,000	36,500	37,595	38,347
	1130 Retirement Contributions	443,417	465,588	502,835	517,920	533,458	549,461	565,945	582,923	600,411	612,419
	1120 Medical and H.S.A.	846,434	854,898	923,290	960,222	989,028	1,018,699	1,039,073	1,070,246	1,102,353	1,124,400
	1080 Dental Insurance	42,000	42,420	45,814	45,814	47,188	49,076	50,057	52,560	54,137	55,219
	1140 Vision Insurance	2,060	1,750	2,000	2,300	2,500	2,800	3,000	3,500	3,605	3,677
	TOTAL PERSONNEL	8,263,290	8,710,514	9,193,885	9,630,829	10,082,996	10,555,081	11,035,728	11,461,037	11,944,247	12,442,629
Professional & Technology Services											
	Legal/CPA/Audit	102,500	80,000	84,000	85,000	86,000	87,000	88,000	88,000	90,000	90,000
	Professional Services	410,000	451,000	473,550	487,757	502,389	512,437	517,561	527,913	538,471	549,240
	BCR/Cataloging/ILL	10,500	10,605	10,711	10,925	11,144	11,367	11,480	11,595	11,943	12,182
	Technology Equipment	408,200	250,000	200,000	200,000	200,000	200,000	200,000	250,000	250,000	250,000
	Technology Maintenance Fees	160,150	164,955	169,903	175,000	180,250	185,658	189,371	193,158	197,021	198,000
	Technology Hosting Fees	129,303	134,000	136,000	140,000	145,000	150,000	151,000	152,000	155,000	155,000
	Telecommunications	320,000	329,600	339,488	349,673	360,163	367,366	374,713	382,208	389,852	401,547
	Website Development	60,000	65,000	65,000	70,000	75,000	75,000	80,000	80,000	80,000	80,000
	TOTAL PROFESSIONAL & TECHNOLOGY	1,600,653	1,485,160	1,478,652	1,518,355	1,559,946	1,588,827	1,612,126	1,684,874	1,712,287	1,735,969
Facilities, Vehicle & Equipment Expenses											
	Building Repairs & Maintenance	195,000	160,000	160,000	160,000	175,000	175,000	177,000	177,000	180,000	180,000
	Rent & Leases	5,000	15,000	15,000	15,000	16,000	20,000	20,000	20,000	20,000	20,000
	Utilities	346,080	353,002	363,592	374,499	385,734	397,306	409,226	421,502	429,932	438,531
	Snow Removal & Ground Maintenance	242,150	244,572	247,017	271,719	279,871	285,468	288,323	296,972	302,912	308,970
	Janitorial	284,500	298,725	307,687	323,071	332,763	342,746	364,174	356,559	363,690	370,964
	Equipment Rental (Leases)	134,636	140,000	140,000	140,000	140,000	160,000	165,000	165,000	165,000	168,300
	Equipment Maintenance and Repair	6,000	7,000	7,500	8,500	9,000	9,000	10,000	10,000	10,000	10,200
	Fuel, Gas & Oil	17,000	18,000	18,900	20,000	21,000	21,000	21,420	22,000	23,000	23,460
	Vehicle & Equip. Repair & Maint.	21,000	23,100	18,000	18,900	20,000	20,600	22,000	22,000	22,000	22,440
	TOTAL FACILITIES, VEHICLE & EQUIP.	1,251,366	1,259,398	1,277,696	1,331,689	1,379,368	1,431,120	1,459,142	1,491,033	1,516,534	1,542,865
Operations Expense											
	Advertising & Marketing	250,000	225,000	225,000	225,000	250,000	250,000	250,000	250,000	255,000	255,000
	Liability & Property Insurance	105,000	105,000	106,000	110,000	110,000	115,000	115,000	115,000	115,000	118,000
	Meetings, Travel and Training	262,000	185,000	185,000	190,000	190,000	190,000	190,000	195,000	195,000	200,000
	Memberships, Licenses & Fees	64,000	55,000	55,000	65,000	55,000	55,000	55,000	55,000	55,000	600,000
	Postage & Delivery	37,250	38,000	38,000	38,000	39,000	39,000	40,000	40,000	41,000	42,000
	Products for Sale	4,000	5,500	5,500	5,500	6,000	6,000	6,000	6,000	6,000	6,500
	Supplies & Non-Consumables	237,085	240,000	247,200	254,616	262,254	270,122	278,226	286,573	295,170	301,073
	TOTAL OPERATIONS	959,335	853,500	861,700	888,116	912,254	925,122	934,226	947,573	962,170	1,522,573
Library Materials											
	Books	870,680	957,748	986,480	1,035,804	1,056,521	1,088,216	1,109,980	1,132,180	1,154,824	1,177,920
	Materials Processing Supplies	385,000	404,250	424,463	445,686	459,056	472,828	482,284	491,930	501,769	511,804
	Non-Print Materials (Audio/Visual)	546,640	601,304	631,369	662,938	682,826	703,311	717,377	738,898	753,676	768,750
	Downloadable Materials	525,680	551,964	579,562	608,540	626,797	645,600	664,968	684,917	698,616	712,588
	Electronic Resources and Content	165,000	173,250	181,913	191,008	196,738	202,641	206,693	212,894	217,152	221,495
	Subscriptions/Publications	37,000	40,000	43,000	43,000	43,000	45,000	45,000	45,000	45,000	45,900
	TOTAL LIBRARY MATERIALS	2,530,000	2,728,516	2,846,787	2,986,976	3,064,937	3,157,596	3,226,303	3,305,820	3,371,036	3,438,457
Library Services											
	Library Programming	300,000	315,000	80,000	83,000	85,000	88,000	90,000	92,000	92,000	95,000
	Programming Supplies	60,500	65,000	68,250	71,663	73,812	76,027	77,547	81,425	115,000	120,000
	Summer Reading	105,000	105,000	105,000	105,000	105,000	105,000	105,000	107,000	108,000	110,000
	TOTAL LIBRARY SERVICES	465,500	485,000	253,250	259,663	263,812	269,027	272,547	280,425	315,000	325,000
Miscellaneous											
	Lease Purchase Interest & Principal	3,023,025	3,011,625	3,012,825	3,014,831	3,016,025	3,014,025	3,012,525	3,013,125	3,016,875	3,013,525
	Treasurer's Fees	263,758	276,946	282,485	296,609	308,473	317,728	327,259	337,077	347,190	357,605
	TOTAL MISCELLANEOUS	3,286,783	3,288,570	3,295,310	3,311,440	3,324,498	3,331,753	3,339,784	3,350,202	3,364,065	3,371,130
	Total Expenditures	18,356,927	18,810,658	19,207,279	19,927,067	20,587,813	21,258,526	21,879,857	22,520,964	23,185,338	24,378,624
Capital Expenses											
	Office Furniture & Fixtures	145,000	150,000	100,000	150,000	100,000	150,000	100,000	150,000	100,000	150,000
	Strategic Improvements	200,000									
	Building Improvements	40,000	150,000	150,000	100,000	55,000	50,000	50,000	-	50,000	100,000
	Vehicles & Heavy Equipment	50,000		-	50,000	50,000	-	50,000	25,000	-	-
	Total Capital Expenses	435,000	300,000	250,000	300,000	205,000	200,000	200,000	175,000	150,000	250,000
	Total Expenditures & Capital Expenses	18,791,927	19,110,658	19,457,279	20,227,067	20,792,813	21,458,526	22,079,857	22,695,964	23,335,338	24,628,624
ENDING BALANCE		14,376,770	14,606,121	15,229,942	15,656,403	16,297,152	16,687,616	16,892,130	17,122,013	17,377,689	16,575,989
RESERVES											
	Emergency Reserves (Tabor 3 %)	570,383	580,200	602,433	619,606	643,007	655,470	668,531	687,775	707,730	714,808
	Operating Reserves 15% of total expenditures	2,818,789	2,866,599	3,008,592	3,034,060	3,118,922	3,218,779	3,311,978	3,404,395	3,500,301	3,694,294
	Capital Reserve (Future Projects)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Replacement Funds Reserved	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
	Total Reserved funds	4,889,172	4,946,799	5,021,025	5,153,666	5,261,929	5,374,249	5,480,510	5,592,170	5,708,031	5,909,101
ENDING FUND BALANCE AVAILABLE		\$9,487,598	\$9,659,322	\$10,208,917	\$10,502,737	\$11,035,223	\$11,313,368	\$11,411,620	\$11,529,843	\$11,669,657	\$10,666,888
	Increase/Decrease In Fund	220,847	229,351	623,821	426,461	640,749	390,464	204,513	229,883	255,676	(801,700)

# CERTIFICATION OF VALUATION BY ADAMS COUNTY ASSESSOR

Patsy Melonakis  
ASSESSOR



Assessor's Office  
4430 South Adams County Parkway  
2nd Floor, Suite C2100  
Brighton, CO 80601-8201  
PHONE 720.523.6038  
FAX 720.523.6037  
[www.adcogov.org](http://www.adcogov.org)

December 1, 2017

Rangeview Library District  
C/O Nan Fisher  
5877 E. 120th Avenue  
Thornton Colorado 80602

Dear Ms. Fisher:

Enclosed is the final 2017 certified value.

This value is subject to change by the State Board of Assessment Appeals and  
The State Board of Equalization as provided by law.

In accordance with the law, you are directed to certify a mill levy for the year 2017  
By December 15, 2017.

Please note: If the mill levy is 0, a DLG form still needs to be returned.

Certification forms should be mailed to: Adams County Finance Department  
4430 S. Adams County Pkwy. Ste. C4000A  
Brighton, CO 80601

If you are going to fax your form in please fax to : Nancy Duncan: 720-523-6058  
Phone: 720-523-6276. Email: [MillLevy@adcogov.org](mailto:MillLevy@adcogov.org)

Sincerely,



Patsy Melonakis  
Adams County Assessor  
PM/dms



# **CERTIFICATION OF VALUATION BY ADAMS COUNTY ASSESSOR**

Name of Jurisdiction: **002 - RANGEVIEW LIBRARY DISTRICT**

IN ADAMS COUNTY ON 11/21/2017

New Entity: No

## **USE FOR STATUTORY PROPERTY TAX REVENUE LIMIT CALCULATIONS (5.5% LIMIT) ONLY**

IN ACCORDANCE WITH 39-5-121(2)(a) AND 39-5-128(1), C.R.S. AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES THE TOTAL VALUATION FOR ASSESSMENT FOR THE TAXABLE YEAR 2017 IN ADAMS COUNTY, COLORADO

1. PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	\$3,909,482.500
2. CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION: *	\$4,747,065.180
3. LESS TIF DISTRICT INCREMENT, IF ANY:	\$121,684.100
4. CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	\$4,625,381.080
5. NEW CONSTRUCTION: **	\$86,684.720
6. INCREASED PRODUCTION OF PRODUCING MINES: #	\$0
7. ANNEXATIONS/INCLUSIONS:	\$0
8. PREVIOUSLY EXEMPT FEDERAL PROPERTY: #	\$0
9. NEW PRIMARY OIL OR GAS PRODUCTION FROM ANY PRODUCING OIL AND GAS LEASEHOLD ## OR LAND ( 29-1-301(1)(b) C.R.S.):	\$0
10. TAXES COLLECTED LAST YEAR ON OMITTED PROPERTY AS OF AUG. 1 (29-1-301(1))(a) C.R.S.):	\$922.09
11. TAXES ABATED AND REFUNDED AS OF AUG. 1 (29-1-301(1)(a) C.R.S.) and (39-10-114(1)(a)(I)(B) C.R.S.):	\$46,070.52

\* This value reflects personal property exemptions IF enacted by the jurisdiction as authorized by Art. X, Sec.20(8)(b), Colo.

\*\* New construction is defined as: Taxable real property structures and the personal property connected with the structure.

# Jurisdiction must submit respective certifications (Forms DLG 52 AND 52A) to the Division of Local Government in order for the values to be treated as growth in the limit calculation.

## Jurisdiction must apply (Forms DLG 52B) to the Division of Local Government before the value can be treated as growth in the limit calculation.

## **USE FOR 'TABOR' LOCAL GROWTH CALCULATIONS ONLY**

IN ACCORDANCE WITH THE PROVISION OF ARTICLE X, SECTION 20, COLO CONST, AND 39-5-121(2)(b), C.R.S. THE ASSESSOR CERTIFIES THE TOTAL ACTUAL VALUATION FOR THE TAXABLE YEAR 2017 IN ADAMS COUNTY, COLORADO ON AUGUST 25, 2017

1. CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY: @	\$41,675,189.993
ADDITIONS TO TAXABLE REAL PROPERTY:	
2. CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: !	\$712,161.473
3. ANNEXATIONS/INCLUSIONS:	\$0
4. INCREASED MINING PRODUCTION: %	\$0
5. PREVIOUSLY EXEMPT PROPERTY:	\$2,683,940
6. OIL OR GAS PRODUCTION FROM A NEW WELL:	\$0
7. TAXABLE REAL PROPERTY OMITTED FROM THE PREVIOUS YEAR'S TAX WARRANT:	\$0
(If land and/or a structure is picked up as omitted property for multiple years, only the most current year's actual value can be reported as omitted property.)	

DELETIONS FROM TAXABLE REAL PROPERTY:

8. DESTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS:	\$1,678,620
9. DISCONNECTIONS/EXCLUSION:	\$0
10. PREVIOUSLY TAXABLE PROPERTY:	\$5,364,994

@ This includes the actual value of all taxable real property plus the actual value of religious, private schools, and charitable real property.

! Construction is defined as newly constructed taxable real property structures.

% Includes production from new mines and increases in production of existing producing mines.

IN ACCORDANCE WITH 39-5-128(1), C.R.S. AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES TO SCHOOL DISTRICTS: 1. TOTAL ACTUAL VALUE OF ALL TAXABLE PROPERTY:----->

\$0

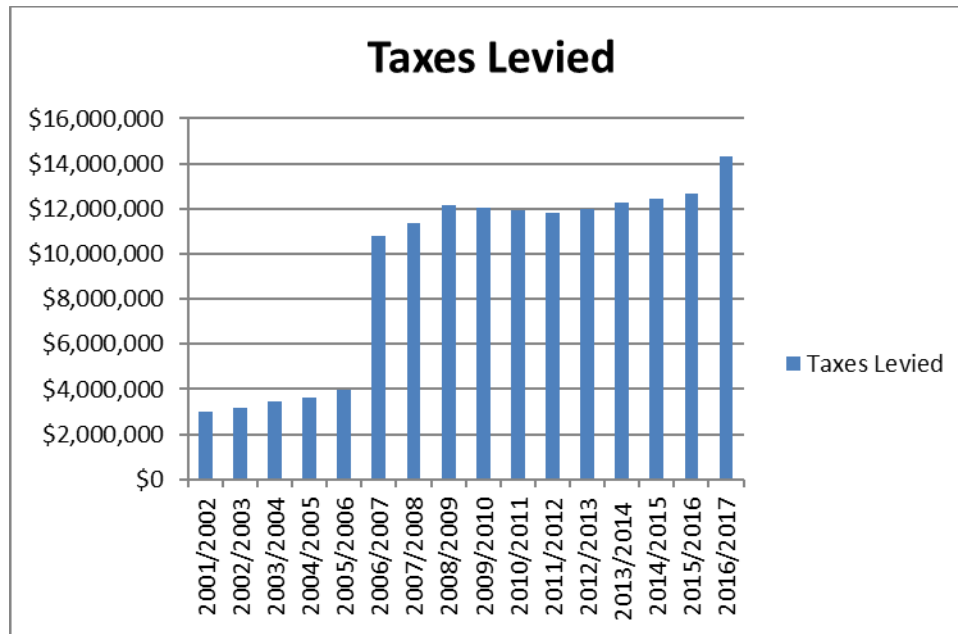
NOTE: All levies must be Certified to the Board of County Commissioners NO LATER THAN DECEMBER 15, 2017

Data Date: 11/21/2017

Property Tax Collections			
Levy/Collection Year	Taxes Levied	Taxes Collected	% of Collections
2001/2002	\$3,031,851	\$2,990,036	98.62%
2002/2003	\$3,201,170	\$3,180,542	99.36%
2003/2004	\$3,482,468	\$3,461,430	99.40%
2004/2005	\$3,641,131	\$3,630,542	99.71%
2005/2006	\$3,948,849	\$3,935,800	99.67%
2006/2007	\$10,785,897	\$10,758,092	99.74%
2007/2008	\$11,341,042	\$11,351,643	100.09%
2008/2009	\$12,138,290	\$12,110,931	99.77%
2009/2010	\$12,063,290	\$12,044,670	99.85%
2010/2011	\$11,951,068	\$11,891,819	99.50%
2011/2012	\$11,829,394	\$11,941,238	100.95%
2012/2013	\$12,005,872	\$11,849,741	98.70%
2013/2014	\$12,288,792	\$12,367,139	100.64%
2014/2015	\$12,443,407	\$12,410,353	99.73%
2015/2016	\$12,666,868	\$12,367,367	97.64%
2016/2017	\$14,312,079	\$14,288,856	99.84%

Mill Levy History	
Levy/Collection Year	% Increase
2001/2002	1.386
2002/2003	1.391
2003/2004	1.387
2004/2005	1.394
2005/2006	1.388
2006/2007	3.659
2007/2008	3.504
2008/2009	3.659
2009/2010	3.659
2010/2011	3.659
2011/2012	3.659
2012/2013	3.659
2013/2014	3.659
2014/2015	3.659
2015/2016	3.659
2016/2017	3.659
2017/2018	3.659

Assessed Valuation			
Levy/Collection Year	Assessed Valuation	Increase	% Increase
2001/2002	\$2,184,330,380		
2002/2003	\$2,301,344,350	\$117,013,969	5.36%
2003/2004	\$2,510,791,260	\$209,446,909	9.10%
2004/2005	\$2,612,001,890	\$101,210,629	4.03%
2005/2006	\$2,845,712,610	\$233,710,719	8.95%
2006/2007	\$2,947,771,890	\$102,059,279	3.59%
2007/2008	\$3,236,598,640	\$288,826,749	9.80%
2008/2009	\$3,317,379,040	\$80,780,399	2.50%
2009/2010	\$3,296,881,800	-\$20,497,241	-0.62%
2010/2011	\$3,259,281,600	-\$37,600,201	-1.14%
2011/2012	\$3,232,958,140	-\$26,323,461	-0.81%
2012/2013	\$3,281,189,640	\$48,231,499	1.49%
2013/2014	\$3,392,435,490	\$111,245,849	3.39%
2014/2015	\$3,484,113,730	\$91,678,239	2.70%
2015/2016	\$3,485,450,370	\$1,336,640	0.04%
2016/2017	\$3,829,901,720	\$344,451,350	9.88%
2017/2018	\$3,911,472,700	\$81,570,980	2.13%
2018/2019	\$4,643,035,309	\$731,562,609	18.70%



# CERTIFICATION OF TAX LEVIES FOR NON-SCHOOL GOVERNMENTS

County Tax Entity Code \_\_\_\_\_ DOLA LGID/SID 01054/

## CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners<sup>1</sup> of Adams County, Colorado.  
 On behalf of the Rangeview Library District,  
 (taxing entity)<sup>A</sup>  
 the Board of Trustees  
 (governing body)<sup>B</sup>  
 of the Rangeview Library District  
 (local government)<sup>C</sup>

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 4,747,065,180 assessed valuation of: (GROSS<sup>D</sup> assessed valuation, Line 2 of the Certification of Valuation Form DLG 57<sup>E</sup>)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area<sup>F</sup> the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ 4,625,381,080 (NET<sup>G</sup> assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)  
**USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED BY ASSESSOR NO LATER THAN DECEMBER 10**

Submitted: 12/13/2017 for budget/fiscal year 2018  
 (no later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY <sup>2</sup>	REVENUE <sup>2</sup>
1. General Operating Expenses <sup>H</sup>	<u>3.659</u> mills	\$ <u>16,924,269</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction <sup>I</sup>	< <u>        </u> > mills	\$ < <u>        </u> >
<b>SUBTOTAL FOR GENERAL OPERATING:</b>	<u>3.659</u> mills	\$ <u>16,924,269</u>
3. General Obligation Bonds and Interest <sup>J</sup>	_____ mills	\$ _____
4. Contractual Obligations <sup>K</sup>	_____ mills	\$ _____
5. Capital Expenditures <sup>L</sup>	_____ mills	\$ _____
6. Refunds/Abatements <sup>M</sup>	<u>0.010</u> mills	\$ <u>46,253.81</u>
7. Other <sup>N</sup> (specify): _____	_____ mills	\$ _____
	_____ mills	\$ _____
<b>TOTAL:</b> [Sum of General Operating Subtotal and Lines 3 to 7]	<u>3.669</u> mills	\$ <u>16,970,523</u>

Contact person: (print) Elizabeth A. Dauer Daytime phone: ( 303 ) 770-2700  
 Signed: Elizabeth Dauer Title: Attorney Reg #43606

*Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.*

<sup>1</sup> If the taxing entity's boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.  
<sup>2</sup> Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).

**CERTIFIED COPY OF RESOLUTION TO ADOPT BUDGET AND  
APPROPRIATE FUNDS FOR YEAR 2018**

**RANGEVIEW LIBRARY DISTRICT  
BOARD OF TRUSTEES**

**CERTIFIED COPY OF RESOLUTION TO ADOPT BUDGET AND APPROPRIATE  
FUNDS FOR YEAR 2018**

STATE OF COLORADO            )  
  ) ss.  
COUNTY OF ADAMS            )

The Board of Trustees of the Rangeview Library District, Adams County, Colorado held a regular meeting at the Anythink Wright Farms Library, 5877 East 120<sup>th</sup> Ave, Thornton, CO 80602 on Wednesday, November 15, 2017, at the hour of 5:00 p.m.

The following members of the Board of Trustees were present:

Treasurer:	Burke Beu
Trustee:	Yadira Caraveo
President:	Kerry Glenn
Vice President:	Lynne Fox
Secretary:	Linda Wisniewski

Counsel reported that, prior to the meeting, each of the Trustees were notified of the date, time and place of this meeting and the purpose for which it was called. Counsel further reported that this meeting is a regular meeting of the Board of Trustees of the District and that a Notice of Regular Meeting was posted at least three places within the boundaries of the District and at the Adams County Administration Building in Brighton, Colorado, and to the best of Counsel's knowledge, remains posted to the date of this meeting. A copy of the published Notice as to Amended 2017 Budget and Proposed 2018 Budget, as shown below, and is incorporated into these proceedings.

**NOTICE AS TO AMENDED 2017 BUDGET  
AND PROPOSED 2018 BUDGET**

NOTICE IS HEREBY GIVEN that a proposed 2018 budget has been submitted to the **RANGEVIEW LIBRARY DISTRICT** for the fiscal year 2018. A copy of such proposed budget has been filed in the office of the District Finance Director, located at 5877 East 120<sup>th</sup> Avenue, in Thornton, Colorado, where same is open for public inspection. Such proposed budget will be considered at a regular meeting of the Rangeview Library District to be held at 5:00 p.m. on Wednesday, November 15, 2017. If necessary, an amended 2017 budget will be filed in the office of the District Finance Director and open for public inspection for consideration at the regular meeting. The meeting will be held at the Anythink Wright Farms Library, located at 5877 East 120<sup>th</sup> Avenue, Thornton, Colorado. Any interested elector within the Rangeview Library District may inspect the amended and proposed budgets and file or register any objections at any time prior to the final adoption of the amended 2017 budget and proposed 2018 budget.

BY ORDER OF THE BOARD OF TRUSTEES:  
RANGEVIEW LIBRARY DISTRICT

By: /s/ SETER & VANDER WALL, P.C.  
Attorneys for the District

Publish in: *Northglenn/Thornton Sentinel*  
Publish on: Thursday, November 9, 2017

Thereupon, Trustee Wisniewski introduced and moved the adoption of the following Resolution:

RESOLUTION

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET, LEVYING PROPERTY TAXES FOR COLLECTION IN THE YEAR 2018 TO HELP DEFRAID THE COSTS OF GOVERNMENT, AND APPROPRIATING SUMS OF MONEY TO EACH FUND IN THE AMOUNTS AND FOR THE PURPOSES SET FORTH HEREIN FOR THE RANGEVIEW LIBRARY DISTRICT, ADAMS COUNTY, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2018, AND ENDING ON THE LAST DAY OF DECEMBER, 2018.

WHEREAS, the Board of Trustees of the Rangeview Library District has authorized its budget officer to prepare and submit a proposed budget to said governing body at the proper time; and

WHEREAS, the proposed budget has been submitted to the Board of Trustees of the District for its consideration; and

WHEREAS, upon due and proper notice, published in accordance with law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on November 15, 2017, and interested electors were given the opportunity to file or register any objections to the proposed budget; and

WHEREAS, the budget being adopted by the Board has been prepared based on the best information available to the Board regarding the effects of Article X, Section 20 of the Colorado Constitution; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law.

{00306705}

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE RANGEVIEW LIBRARY DISTRICT OF ADAMS COUNTY, COLORADO:

Section 1. Summary of 2018 Revenues and 2018 Expenditures. That the estimated revenues and expenditures for each fund for fiscal year 2018, as more specifically set forth in the budget attached hereto, are accepted and approved.

Section 2. Adoption of Budget. That the budget as submitted, amended and attached hereto and incorporated herein is approved and adopted as the budget of the Rangeview Library District for fiscal year 2018.

Section 3. Levy of General Property Taxes. That the foregoing budget indicated that the amount of money necessary to balance the budget for the General Fund for operating expenses from property tax revenue is \$16,924,269 and that the 2017 valuation for assessment, as certified by the Adams County Assessor, is \$4,625,381,080. That for the purposes of meeting all general operating expenses of the District during the 2018 budget year, there is hereby levied a tax of 3.659 mills upon each dollar of the total valuation of assessment of all taxable property within the District for the year 2017.

Section 4. Levy of Debt Retirement Expenses. That the foregoing budget indicated that the amount of money necessary to balance the budget for the Debt Service Fund for debt retirement expense from property tax revenue is \$46,253.81 and that the 2017 valuation for assessment, as certified by the Adams County Assessor, is \$4,625,381,080. That for the purposes of meeting all debt retirement expenses of the District during the 2018 budget year, there is hereby levied a tax of 0.010 mills upon each dollar of the total valuation of assessment of all taxable property within the District for the year 2017.

Section 5. Certification to County Commissioners. That the Secretary of the District, or its designee, is hereby authorized and directed to immediately cause to have certified to the County Commissioners of Adams County, the mill levy for the District hereinabove determined and set forth on the Certification of Tax Levies for Non-School Governments attached hereto.

{00306705}



Section 6. Budget Certification. That the budget shall be certified by the Secretary or Acting Secretary of the District, and made a part of the public records of the Rangeview Library District.

The foregoing Resolution was seconded by Trustee Caraveo.

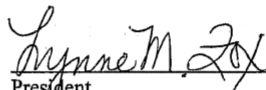
RESOLUTION APPROVED AND ADOPTED THIS 15TH DAY OF NOVEMBER,  
2017.

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{00306705}

*Rangeview Library District*  
*2018 Budget Resolution Signature Page*

RANGEVIEW LIBRARY DISTRICT

By:   
President

ATTEST:

By:   
Secretary

(00306705)

## DEBT AND LEASE OBLIGATIONS

### Debt Obligations

During 2007, Rangeview Library District began planning and construction of multiple new library buildings. In 2008, to finance the construction, \$43,847,800 in Certificates of Participation were executed and delivered by a Special Purpose Trust.

In 2015, the District refinanced the outstanding Certificates of Participation and applied the escrow reserve payment of \$3,244,998 to the outstanding debt. The refinance saved \$246,232 in interest. The new debt service will continue thru December 2030.

This lease will be an annually renewable obligation of the district payable solely from Base Rentals and Additional Rentals and will not be a general obligation or other indebtedness of the district or a multiple fiscal year direct or indirect debt or other financial obligation.

### Lease Obligations

When appropriate and fiscally prudent, the district's leadership believes in leasing technology equipment. We have found that leasing provides the most up-to-date technologies available for both the library staff and customers. Currently, we have multiple leases for multi-function copiers and a postage machine.

Rangeview Library District						
All Components of Leased Property						
Payment Schedule for Series 2015						
	<u>Base Rentals</u>					
<u>Base Rentals Payment Date</u>	<u>Principal Portion</u>	<u>Base Rentals Interest Portion</u>	<u>Total Base Rentals</u>	<u>Series 2008 Remaining - Principal</u>	<u>Series 2008 Interest</u>	<u>Total Payment</u>
December 1, 2017	\$0.00	\$583,312.50	\$583,312.50	\$ 1,720,000.00	\$ 70,100.00	\$2,373,412.50
June 1, 2018		\$583,312.50	\$583,312.50		\$ 35,700.00	\$619,012.50
December 1, 2018	\$0.00	\$583,312.50	\$583,312.50	\$ 1,785,000.00	\$ 35,700.00	\$2,404,012.50
June 1, 2019		\$583,312.50	\$583,312.50			\$583,312.50
December 1, 2019	\$1,845,000.00	\$583,312.50	\$2,428,312.50			\$2,428,312.50
June 1, 2020		\$546,412.50	\$546,412.50			\$546,412.50
December 1, 2020	\$1,920,000.00	\$546,412.50	\$2,466,412.50			\$2,466,412.50
June 1, 2021		\$522,415.50	\$522,415.50			\$522,415.50
December 1, 2021	\$1,970,000.00	\$522,415.50	\$2,492,415.50			\$2,492,415.50
June 1, 2022		\$483,012.50	\$483,012.50			\$483,012.50
December 1, 2022	\$2,050,000.00	\$483,012.50	\$2,533,012.50			\$2,533,012.50
June 1, 2023		\$442,012.50	\$442,012.50			\$442,012.50
December 1, 2023	\$2,130,000.00	\$442,012.50	\$2,572,012.50			\$2,572,012.50
June 1, 2024		\$388,762.50	\$388,762.50			\$388,762.50
December 1, 2024	\$2,235,000.00	\$388,762.50	\$2,623,762.50			\$2,623,762.50
June 1, 2025		\$344,062.50	\$344,062.50			\$344,062.50
December 1, 2025	\$2,325,000.00	\$344,062.50	\$2,669,062.50			\$2,669,062.50
June 1, 2026		\$285,937.50	\$285,937.50			\$285,937.50
December 1, 2026	\$2,445,000.00	\$285,937.50	\$2,730,937.50			\$2,730,937.50
June 1, 2027		\$249,262.50	\$249,262.50			\$249,262.50
December 1, 2027	\$2,515,000.00	\$249,262.50	\$2,764,262.50			\$2,764,262.50
June 1, 2028		\$186,387.50	\$186,387.50			\$186,387.50
December 1, 2028	\$2,640,000.00	\$186,387.50	\$2,826,387.50			\$2,826,387.50
June 1, 2029		\$120,387.50	\$120,387.50			\$120,387.50
December 1, 2029	\$2,775,000.00	\$120,387.50	\$2,895,387.50			\$2,895,387.50
June 1, 2030		\$51,012.50	\$51,012.50			\$51,012.50
December 1, 2030	\$2,915,000.00	\$51,012.50	\$2,966,012.50			\$2,966,012.50
	\$27,765,000.00	\$11,905,831.00	\$39,670,831.00	\$ 5,155,000.00	\$417,800.00	\$41,567,393.50

## **FINANCIAL POLICIES**

### **AUDIT POLICY**

As required by the Colorado Revised Statutes (CRS), Local Government Audit Law, 29-1-601 through 29-1-608, and Library Law, 24-90-109, and the belief that sound financial reporting is an essential element of public-sector accountability to the citizens they serve, the Rangeview Library District Board of Trustees shall ensure that an annual audit of the financial statements of the District be conducted for each fiscal year and that the District complies with all applicable provisions of CRS 29-1-601 through 29-1-608.

The audit report:

#### **A) Content**

Financial statements setting forth the financial position and results of operation of each fund and activity of Rangeview Library District and a comparison of actual figures with budgeted figures for each fund or activity for which a budget has been prepared.

The opinion of the auditor with respect to the financial statements of the District.

Full disclosure by the auditor of violations of state or local law, which are identified during the audit process.

#### **B) Submission of report**

Audit shall be completed and the audit report submitted by the auditor to the Rangeview Library District Board of Trustees no later than the June Board meeting.

The District will send one copy of the audit to the state auditor within 30 days after receipt by the District but no later than July 31.

One copy of the audit shall be maintained as a public record for public inspections at reasonable times at the principal office of the District.

#### **C) Responsibilities**

A) An audit committee, comprised of two members of the Board of Trustees, working with the Director of Finance and the Library Director, will initiate a formal Request for Proposal (RFP) process every three years, at a minimum, to acquire the services of an auditor. The committee will evaluate submitted proposals, conduct interviews if necessary, and select a certified public accountant or partnership of certified public accountants. However, the contract for audit services may be renewed for two

additional years pending approval of the audit committee and the Board of Trustees. The committee will work with the Director of Finance, the Library Director and the auditor to reach agreement regarding the scope of audit work for the annual audits.

B) The Board of Trustees shall approve the selection of a certified public accountant or partnership of certified public accountants, based on the recommendation of the Audit Committee, at the close of each fiscal year.

C) The Director of Finance will be responsible for the preparation of a working trial balance, analysis of various accounts, complete files of Board minutes, contracts, bank confirmations, and any additional schedules or information necessary to complete the audit. The Director of Finance will also be responsible for the production work necessary to complete the final audit reports.

ADOPTED: April 21, 2010

## **BUDGET POLICY**

Annual budget preparation and adoption by the Rangeview Library District shall comply with all statutory requirements stipulated in the Colorado Local Government Budget Law, Section 29-1-101 et seq., C.R.S. The preparation of the budget, or financial plan, of the District shall also be compiled using recommended GAAP (Generally Accepted Accounting Principles) and GASB (Governmental Accounting Standards Board) standards for budget preparation and presentation.

An Operations Plan and/or a Strategic Plan will be developed for each fiscal year, consisting of objectives, strategies and tactics to be used as a guide in the development of the annual budget. It is based on the needs of the community and recommendations from the staff and Board of Trustees on how best to meet those needs.

### **A) Scope**

This policy is applicable to all funds, departments and financial functions of the District.

### **B) Responsibilities**

The Board of Trustees shall be responsible for the annual approval and adoption of the budget and certification of the mill levy in accordance with the time frame requirements as mandated by Statute. The Board of Trustees shall also be responsible for the approval and adoption of the Strategic Plan.

The Finance Office shall be responsible for distribution of budgetary materials, compilation of budget requests, preparation of revenue estimates, and final preparation and distribution of materials necessary to comply with Statute.

The Department Directors (or managers) shall be responsible for reviewing and making recommendations for budgetary submissions and adjustments for their departments, and ensuring budgetary compliance with the Operations, Strategic and Long-Range Financial projections.

ADOPTED: April 21, 2010

## RESERVE POLICY

It is the policy of the Rangeview Library District to establish reserves of District funds for specified reasons or purposes. The reserves represent District funds, assets or revenues that are “set aside” and not generally available for appropriation for the current year's operating or capital projects budgets unless authorized by the Board of Trustees. Reasons and purposes for the reserves may include compliance with laws governing the District, compliance with legal obligations resulting from binding agreements entered into by the District, for prudent and responsible management of the District's financial affairs and for other reasons and purposes that may be specified and approved by the Board of Trustees. Reserves and reserve amounts are approved annually through the budget process.

Reserves shall be established for the following reasons and purposes:

### **A) Taxpayer Bill of Rights (TABOR) Emergency Reserve**

The reserve shall be in an amount to comply with Article X, Section 20 of the Colorado Constitution, The Taxpayer Bill of Rights that requires the District to maintain an emergency reserve in an amount equal to 3% or more of the District's fiscal year spending (as defined by TABOR) less bonded debt service. The minimum amount required for compliance shall be placed in reserve unless a higher amount is approved by the Board of Trustees. These Emergency Reserves may be used only for emergencies declared by resolution of the Board of Trustees.

### **B) Operating Reserve**

The District shall maintain an Operating Reserve equal to at least 30 days and up to 90 days of estimated operating expenditures for the budget year. In general, approximately 15% of the annual budgeted operating expenditures are held as an operating reserve. The purpose of the reserve is to lessen the impact to the District in the event of an unforeseen revenue shortfall or emergency.

Reserves shall be established for the following reasons and purposes if required by legal obligations or otherwise at the discretion of the Board of Trustees.

### **C) Capital Projects Fund**

If the District issues bonds to be used for specific capital projects, the use of the bond proceeds is restricted or “reserved” for the specific projects for which the bonds are issued. Such restricted funds are part of the Capital Projects Fund. The District may reserve additional funds for other specific capital projects.

### **D) Debt Service Fund**

Funds may be reserved for the payment of debt service on bonds or other debt. In addition, legal documents related to bonds and other debt may require funds to be set aside in a reserve account to be held throughout the duration of the obligation. In both instances, such funds are held in a Debt Service Fund.

### **E) Replacement Reserves**

Upon approval by the Board of Trustees, the District may utilize a reserve for replacement of designated fixed assets. The Replacement Reserves will typically be calculated using a replacement reserve schedule. This schedule includes the future replacement costs of the fixed assets, the year the assets are expected to be replaced, and the annual amount of funding needed so that funds will be available to replace the assets. The purpose of the reserve is to “set aside” funds over time to be used to replace specific fixed assets when the fixed asset reaches the end of its useful life.

ADOPTED: April 21, 2010

### **INVESTMENT POLICY**

It is the policy of the Rangeview Library District to invest excess funds not needed for current operations or obligations to the best advantage of the library in such securities and/or depositories as are permitted by law, as defined in C.R.S. 24-75-601.

The Finance Manager is designated as investment officer for the library and is responsible for all investment decisions and investment activities and for providing periodic reports of investment activities to the Board of Trustees. Two signatures will be required to establish and/or close accounts, the investment officer and the Library Director.

The investment officer will be guided by the “Prudent Investor Rule” which states that investments shall be made with judgment and care under circumstances then prevailing, not for speculation but for investment, considering the probable safety of their capital



as well as the probable income to be derived. The guiding principles for investments are:

**Safety of Principal** – The primary objective is to protect against the loss of any principal.

**Liquidity** – Investments are managed to ensure that funds are available to meet obligations as necessary.

**Yield** – Investments are managed to optimize returns within the appropriate safety and liquidity constraints.

The investment officer, acting within the guidelines of library policy and state law and exercising due diligence, shall not be held personally responsible for specific investment transactions. The investment officer will be held responsible for maintaining a balanced investment portfolio, insuring sufficient liquidity of investments so that library operations can be maintained consistently.

All deposit-type securities (e.g., certificates of deposit) shall be collateralized as required by Public Deposit Protection Act for any amount exceeding FDIC or FSLIC coverage. Money market instruments such as SEC registered money market mutual funds qualified under C.R.S. 24-75-601 and state pools under C.R.S. 24-75-701 shall be collateralized as required by law.

Short-term investment maturities for all funds shall be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures (payroll, bond payments) as well as considering sizeable blocks of anticipated revenue (property taxes, state and federal transfer payments).

No long-term investments shall exceed 5 years without approval by the Rangeview Library District Board of Trustees.

The District may retain the services of a qualified investment advisor to assist with investment strategy, security selection, transaction execution and investment reporting. The actions and recommendations of the qualified investment advisor are subject to the investment policies established by the Board of Trustees and applicable provisions of State statutes.

This Policy shall not apply to the investment of proceeds from sale/lease back transactions or other financing mechanisms wherein the investment of funds is governed by the documents related to the specific transaction.

ADOPTED: June 16, 2010

## FIXED ASSET POLICY

The purpose of the Fixed Assets Policy is to present a uniform method of maintaining and updating the Rangeview Library District's fixed asset property records. The incorporated principles are in accordance with Generally Accepted Accounting Principles (GAAP).

It is the policy of the Rangeview Library District to record Fixed Asset items in the Fixed Asset Group of accounts. Fixed Assets represent land, buildings, vehicles, equipment and materials owned by the District and acquired by purchase or donation. The capitalization threshold for recording items in the Fixed Asset Group of Accounts is \$5,000 for all individual items. Materials, specifically books and audio-visual materials of lasting value, will be recorded in aggregate at year-end for inclusion in the Fixed Asset Group.

In accordance with Colorado State Statute, C.R.S. 29-1-506, an inventory of such assets will be performed each year. The inventory of fixed assets will be reconciled annually to the general ledger, and any differences reconciled and adjusted.

Estimated useful lives of each asset are as follows:

- |                         |          |
|-------------------------|----------|
| • Buildings             | 40 years |
| • Computers/Electronics | 5 years  |
| • Equipment             | 7 years  |
| • Furniture             | 10 years |
| • Shelving              | 20 years |
| • Books & Materials     | 4 years  |
| • Vehicles              | 4 years  |

Depreciation of fixed assets will occur annually based on this schedule, and adjustments will be made to the Fixed Asset Group.

ADOPTED: June 16, 2010

## DEBT POLICY

The Board of Trustees of the Rangeview Library District may adopt a resolution to issue debt or enter into capital lease arrangements as a means of financing long-term capital projects subject to applicable provisions and requirements of the Colorado Constitution and Colorado Revised Statutes upon determining that doing so is in the best interest of the district and its residents. Such indebtedness may be subject to approval by the resident voters of the District.

## **Introduction**

This policy sets forth the requirements and restrictions that govern purchases of goods and services for the Rangeview Library District. The intent of this policy is to maximize the use of the District's funds by employing prudent, time efficient, and professional acquisition and procurement practices to achieve the best possible value in meeting the District's needs for goods and services. This policy is designed to provide sound safeguards, yet allow appropriate decision-making flexibility for purchasing staff to function effectively in the public's interest. It is the goal of the Rangeview Library District to extend honest, courteous and impartial treatment to all vendors.

Purchases of goods and services for the District shall be subject to the requirements and restrictions in this policy.

## **Exclusions**

This policy does not apply to the following:

- Real property and Insurance;
- Dues and memberships in trade or professional organizations;
- Subscriptions for periodicals, advertisements;
- Postage;
- Petty cash purchases;
- Utility services;
- Copyrighted materials, patented material, art and artistic services;
- Employee benefits;
- Library materials;
- Legal Services;
- Fees and costs of job-related travel, seminars, registrations and training; and
- Procurement, transfer, sale or exchange of goods or services between the District and other governmental entities or nonprofit organizations.

## **A) Responsibilities**

The Rangeview Library District uses centralized purchasing to ensure competitive buying, sound vendor relationships, and adherence to the purchasing policies adopted by the Board of Trustees.

In general, purchasing responsibilities are as follows: The Board of Trustees is responsible for the approval and/or revision of this policy. The Director has the

delegated authority to approve or disapprove purchases according to the guidelines stated herein, and to create procedures for efficient execution of this policy. The Finance Office is responsible for obtaining bids and quotations, developing vendor information, handling all procedural purchasing functions within a comprehensive centralized purchasing format, and maintaining an inventory of all fixed assets.

Before entering into any contract for services with the Rangeview Library District, all contractors complete the Contractor's Certification of Compliance.

## **B) Bids and Quotations**

### **SINGLE ITEM PURCHASES**

Single items ordered and purchased individually. (Example - one computer, one copy machine, one book return, etc.)

\$0.00-\$3,000.00	Multiple quotations not required Authorized through the Purchase Order System if over \$1,000.
\$3,000.01-\$10,000.00	Three or more written, catalog or telephone quotations required. Authorized by Director or designee and through the Purchase Order System if over \$1,000.

### **AGGREGATE SINGLE ITEM PURCHASES**

Single, identical items ordered and purchased in lots or groups. (Example - 20 printers, 50 chairs, 4 desks, etc.) EXCLUDED: The purchase of materials (e.g., books, CDs, DVDs, etc.). Major materials vendors are chosen through a formal proposal process every three years.

\$0.00-\$3,000.00	Multiple quotations not required Authorized through the Purchase Order System if over \$1,000.
\$3,000.01-\$10,000.00	Three or more written, catalog or telephone quotations required Authorized by Director or designee and through the Purchase Order System if over \$1,000.

### **FOR ALL PURCHASES**

\$10,000.01-\$25,000.00	Three or more written quotations or proposals required Authorized by Director or designee and through the Purchase Order System
\$25,000.01-\$100,000.00	Three or more written quotations or proposals required Approval by the Board of Trustees [Director approval can be granted in lieu of Board of Trustees approval if a

	specific expenditure has been approved through the formal budget process. These items must be individually, specifically itemized through the budget approval process.]
\$100,000.01 or more	Formal bid, RFP or proposal process required Approval by the Board of Trustees [Director approval can be granted in lieu of Board of Trustees approval if a specific expenditure has been approved through the formal budget process. These items must be individually, specifically itemized through the budget approval process.] [The Board of Trustees, by resolution, may waive the requirement for formal bids over \$100,000.01 on a case by case basis.]

NOTE: The number of bids or quotations to be obtained is subject to the other provisions of this policy. If other provisions of this policy do not apply, and it is not possible or reasonable to obtain the required number of bids or quotations, the reason is included in the documentation.

### **C) Evaluation of Bids, Quotations and Proposals**

A purchase order is awarded to the most acceptable and responsible bidder, judged in terms of overall suitability, e.g. quality, delivery, terms, service, and life expectancy – in addition to price and discount. Selection of specific products that have rated high in product performance evaluations may be justified as best buys for the District. The Board of Trustees reserves the right to reject any or all bids and to accept the bid that appears to be in the best interests of the District. All bids are a matter of public record.

## **Exceptions To Purchases Based On Bids And Quotations**

### **A) State Purchase Program**

The Rangeview Library District is eligible to purchase various commodities under the Colorado State Purchasing Program. Contracts and price agreements that have been awarded by the state are acceptable as satisfying bid and quotation requirements of the District.

### **B) Cooperative Purchasing**

The District may participate in joint bidding and/or other cooperative purchasing ventures with other library organizations and government agencies if it is deemed in the best interests of the District to do so.

### **C) Sole Source Purchases**

A sole source purchase may be made if it has been determined that only one vendor is capable of meeting all specifications and purchase requirements or that it is in the District's best interests. Purchases may then be made on the basis of prices established by negotiation. District may purchase from a sole source supplier under the following circumstances:

1. Product or service is available from only one source.
2. Product or service is wanted for experimental trial or testing.
3. Product is purchased for resale.
4. Additional products and services are needed to complete an ongoing task, or to supplement an existing system.
5. Product or service is purchased from, or a sale is made to, another unit of government.
6. Item is a component or replacement part for which there is no commercially available substitute and which can be purchased only from the manufacturer or distributor.
7. Compatibility is the overriding consideration for purchasing that specific item or service, or the purchase matches an existing product or service.
8. Technical support agreements.
9. The District has a compelling and valid interest in selecting a particular vendor.
10. The vendor is uniquely qualified to provide the product or service.

The justification for any sole-source purchase in excess of \$10,000 shall be documented in writing and approved by the Library Director or designee.

### **D) Emergency Purchases**

An emergency purchase can only be made outside of normal purchasing department hours. Management staff may purchase materials, supplies, etc. from a vendor without a purchase order under "emergency" conditions as outlined below:

An emergency is any condition that will adversely affect the welfare of the District, or may endanger lives or property should the necessary materials, supplies, or services not be secured immediately.

A Purchase Order is initiated at the start of the next business day accompanied by any invoices supporting the purchase.

### **E) Professional/Personal Services**

Agreements for professional or personal services, including but not limited to architectural, engineering, legal and consulting services, are negotiated on the basis of

demonstrated competence and qualifications at fees not in excess of market rates.

A secondary service provider may be selected on the advice of a primary service provider, e.g. the Board attorney may recommend bond counsel; or the financial advisor may recommend an appraiser. An agreement for performance of services may be extended to include a wider or expanded scope of services if the extension is within two years of the initial agreement; the fee does not exceed market rates; and the process is not in violation of any Colorado law or Constitutional regulation.

## **Other**

### **A) Selection of Vendor**

The Library District will make selection based on the best value, selection and service. Review of all Library District vendors is done regularly to ensure the best value and versatility to our patrons and citizens.

### **B) Contract Review**

All contract renewals with increases in excess of 15% from one period to the next go out for bid in accordance with the District's Purchasing policies.

All contracts with open price arrangements are subject to bid annually.

All contracts are reviewed annually to determine whether market conditions or other factors may allow for more favorable contracts.

### **C) Standardization**

All materials, supplies and equipment are standardized as much as possible for better prices through centralization, quantity purchases of fewer varieties of materials, and an increased proficiency in evaluating product and vendor performance.

### **D) Local Vendor Preference**

Independent vendors located in Adams County may be given a 5% price allowance in order to encourage local purchasing. When selecting an independent vendor over a national or regional vendor, all other criteria are met in terms of quality, availability, service, etc.

### **E) Code of Ethics**

No employee of the District, member of the employee's immediate family, or firm owned by same, is allowed to sell to the District goods or services of any kind without

the prior written consent of the Board of Trustees for expenditure of over \$500.00 per item/incident. Goods or services costing \$500.00 per item/incident or less can be approved by the Director or designee.

No member of the Board of Trustees, or member of the Board of Trustees' immediate family, or firm owned by same, is allowed to sell to the District goods or services of any kind, at any cost, without the prior written consent of the Board of Trustees. Members of the Board of Trustees follow all rules of conduct as outlined in C.R.S. (Colorado Revised Statutes) Title 24; Article 18.

[Excerpt: Subsection C.R.S. 24-18-108.5.: "Rules of conduct for members of boards and commissions. (1) Proof beyond a reasonable doubt of commission of any act enumerated in this section is proof that the actor has breached his fiduciary duty. (2) A member of a board, commission, council or committee who receives no compensation other than a per diem allowance or necessary and reasonable expenses shall not perform an official act which may have a direct economic benefit on a business or other undertaking in which such member has a direct or substantial financial interest."]

No employee or trustee of the District accepts a fee, gift, or other valuable item or service for personal use from any person or group of persons when such gift or other valuable item or service is given in the hope or expectation of receiving preferential treatment over others wishing to do business with the Rangeview Library District.

ADOPTED: August 18, 2010

#### PURCHASING CARD POLICY

Purchasing (credit) cards may be issued to District employees at the request of the employee's Department Head or the Director.

The Purchasing Card Policies and Procedures Manual establishes minimum standards for use of the Rangeview Library District Purchasing Card. In order to participate in the use of a purchasing card the employee is required to read and be familiar with the Purchasing Card Policies and Procedures Manual and review and sign the Purchasing Cardholder Agreement.

Participation in the Purchasing Card Program is a privilege that may be revoked for repeated violations of the Purchasing Card Policies and Procedures. It is the cardholder's responsibility to be knowledgeable of and follow all Purchasing Card Policies and Procedures contained in the manual.

ADOPTED: August 18, 2010



## REIMBURSEMENT FOR TRAVEL POLICY

It is the policy of Rangeview Library District to reimburse employees, the Director and members of the Board of Trustees for reasonable, authorized travel expenses incurred in business-related activities for the District. Reimbursable expenses may include automobile mileage, airfare, parking, meals, lodging, tips, taxi and tolls.

The Rangeview Library District has adopted an "Accountable Plan" for the reimbursement of business related travel. An accountable plan is defined in the Internal Revenue Code (IRS), and requires that certain conditions be met, including: (1) the expense must be business related; (2) the employee must substantiate the expense, and (3) the employee must return any amounts received in excess of substantiated amounts.

ADOPTED: September 15, 2010

## BANKING POLICY

The Board of Trustees approves all bank accounts to be opened and/or closed by resolution. The Finance Director is the only District employee authorized to open or close a bank account.

### **Authorized Check Signatories**

All checks for goods or services are signed by the Director. In his or her absence, checks are signed by the Library Board President or Treasurer. Checks over \$100,000 require two signatures; the Director and either the Library Board President or Treasurer, unless they are a part of budgeted expenses that are contracted and/or are to major materials vendors (e.g., books, CDs, DVDs, etc.), and do not exceed the annual budget.

ADOPTED: September 15, 2010

## RECORDS RETENTION POLICY

The Rangeview Library District recognizes a need for a comprehensive records retention schedule for the district's non-permanent records and the retention of those records that have long-term administrative, fiscal and historical value. The Colorado State Archives has developed a statewide record retention schedule in cooperation with the Colorado Special Districts Association, the Colorado Attorney General's Office and the State Auditor's Office for special districts to use and follow.

The Rangeview Library District has adopted the 2008 Colorado State Archives Special District Records Retention Schedule and all subsequent revisions as the records retention policy for the district, and authorizes the District Secretary to submit the request to be used as legal authority for the destruction and preservation of district records to the Colorado State Archives on behalf of the district.

ADOPTED: September 5, 2010

## POST ISSUANCE COMPLIANCE POLICY

### PURPOSE:

The purpose of this post-issuance compliance policy and procedure manual is to adopt policies and procedures to guide the RANGEVIEW LIBRARY DISTRICT in meeting the requirements of the Internal Revenue Code of 1986, as amended, and Treasury Regulations (the "Tax Code") concerning tax-exempt and tax-advantaged debt ("debt issuances"). Non-compliance with the Tax Code may result in fines and/or loss of the preferential status of the debt issuances.

### COMPLIANCE OFFICER:

The Compliance Officer shall be the person primarily responsible for ensuring that the RANGEVIEW LIBRARY DISTRICT successfully carries out its post-issuance compliance requirements under applicable provisions of the Tax Code with regard to all debt issuances of the RANGEVIEW LIBRARY DISTRICT. The Compliance Officer shall be assisted by other RANGEVIEW LIBRARY DISTRICT staff and officials when appropriate. The Compliance Officer will also be assisted in carrying out post-issuance compliance requirements by contracted entities including Bond Counsel, Financial Advisor, Paying Agent, Trustee, Arbitrage Consultant, and/or other consultants deemed necessary.

The Compliance Officer shall be responsible for assigning post-issuance compliance responsibilities to other RANGEVIEW LIBRARY DISTRICT staff, Bond Counsel, the Financial Advisor, the Paying Agent, the Trustee and the Arbitrage Consultant. The Compliance Officer shall utilize such other professional service organizations as are necessary to ensure compliance with the post-issuance compliance requirements of the RANGEVIEW LIBRARY DISTRICT.

### DUE DILIGENCE REVIEW AT REGULAR INTERVALS

This policy and its related procedures start with a review of the due diligence measures that will take place at regular intervals, as well as each filing date to ensure that each debt issuance is compliant with the requirements of the Tax Code. The RANGEVIEW LIBRARY DISTRICT will complete the annual due diligence review every year on all debt issuances.

## IDENTIFYING THE COMPLIANCE OFFICER RESPONSIBLE FOR REVIEW

The Finance Department is primarily responsible for the administration of this policy. Within the Finance Department the Compliance Officer will be responsible for the due diligence review. The due diligence review will apply to all debt issuances.

## TRAINING OF COMPLIANCE OFFICER

The Compliance Officer has and will continue to take all necessary steps to maintain an adequate understanding of post-issuance compliance requirements relating to the debt issuances for which he/she will review. These steps include, but are not limited to: Attending trainings, review materials and have one on one conversations with the Arbitrage Staff.

## RETENTION OF ADEQUATE RECORDS TO SUBSTANTIATE COMPLIANCE

### General overview

1. Debt not refunded: Currently the IRS record retention requirements are to keep all records, data and documents associated with non-refunded debt issuances for three years past the final maturity date for the debt issuance (or longer if required by local or state law.)
2. Refunded debt: Since the refunding debt issuance (new debt issuance) is dependent on the tax-exempt or tax-advantaged status of the refunded debt issuance (old debt issuance), all records are required to be maintained for three years past the final maturity of both debt issuances (or longer if required by local or state law).

(The complete policy and procedure can be requested from the Finance Department)

## GLOSSARY

### Acronyms

**ADA**

Americans with Disabilities Act

**ALA**

American Library Association

**ALTA**

American Library Trustee Association

**AST**

Advanced Search Team

**AVRLSS**

Arkansas Valley Regional Library Service

**BCR**

Bibliographic Center for Research

**CARL**

Colorado Alliance of Research Libraries

**CAL**

Colorado Association Libraries

**CGFOA**

Colorado Government Finance Officers Association

**CLiC**

Colorado Library Consortium

**COPs**

Certificates of Participation

**DLG**

Division of Local Government

**DRCOG**

Denver Regional Council of Governments

**ESL**

English as a Second Language

**GFOA**

Government Finance Officers Association

**ILL/ILO**

Interlibrary Loan Office

**ILS**

Integrated Library System

**IPMA**

International Personnel Management Association

**LSTA**

Library Services & Technology Act

**MH**

Materials Handler

**MLS**

Master of Library Science degree

**MPLA**

Mountain Plains Library Association

**MSEC**

Mountain States Employers Council

**OCLC**

Online Computer Library Center

**OPAC**

Online public access catalog

**PLA**

Public Library Association

**PSS**

Patron Services Specialist

**QMOE**

Qwest Metro Optical Ethernet

**RLD**

Rangeview Library District

**RFID**

Radio Frequency Identifier

**RFP**

Request for Proposal

**SDA**

Special District Association

**TDD**

Telephone Device for the Deaf

## DEFINITIONS

**Abatement** – A complete or partial cancellation of a levy imposed by a government.

**Accrual Basis** – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Ad Valorem Taxes** – Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the mill levy (tax) rate.

**Amortization** – The reduction of debt by regular payment of principal and interest sufficient to retire the debt by maturity.

**Amortization Schedule** – A schedule of debt service payments separating the portions of payments attributable to principal and interest.

**Annualize** – Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriation** – A legal authorization to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation** – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**Asset** – Resources owned or held by a government having no monetary value.

**Attrition** – A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

**Audit** – A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities. The auditor obtains this evidential matter through inspection, observation, inquiries and confirmations with third parties.

**Authorized Positions** – Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Available (Undesignated) Fund Balance** – This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**Balance Sheet** – The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with GAAP (Generally Accepted Accounting Principles).

**Base Budget** – Cost of continuing the existing levels of service in the current budget year.

**Basis of Accounting** – A term used to refer to *when* revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

**Basis Point** – Equal to 1/100 of one percent. If interest rates rise from 7.50 percent to 7.75 percent, the difference is referred to as an increase of 25 basis points.

**Bond** – A long term IOU or promise to pay. It is a promise to repay a specified amount of money (the face amounts of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**General Obligation (G.O.) Bond** – This type of bond is backed by the full faith, credit and taxing power of the government.

**Revenue Bond** – This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**Bond Refinancing** – The payoff and re-issuance of bonds, to obtain better interest rates and / or bond conditions.

**Budget** – A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

**Budget Message** – A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message and recommendations regarding the financial policy for the coming period.

**Budgetary Basis** – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar** – The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Budgetary Control** – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Assets** – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Budget** – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**Capital Improvements** – Expenditures related to the acquisition, expansion or rehabilitation of an element of government's physical plant; sometimes referred to as infrastructure.

**Capital Improvement Program (CIP)** – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**Capital Outlay** – Fixed assets which have a value of \$500 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project** – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Capital Reserve** – An account used to segregate a portion of the government's equity to be used for future capital program expenditures.

**Cash Basis** – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CGFOA** – Colorado Government Finance Officers Association. Colorado chapter of the Government Finance Officers Association (see GFOA).

**CGFO** – Certified Government Finance Officer. Certification program offered and administered through the CGFOA.

**Compensated Absences** – Absences, such as vacation, illness and holidays, for which it is expected employees will be paid. The term does not encompass severance or termination pay, post-retirement benefits, deferred compensation or other long-term fringe benefits, such as group insurance and long-term disability pay.

**Component Units** – Legally separate organizations for which the elected officials of the primary government are financially accountable.

**Comprehensive Annual Financial Report (CAFR)** – An annual financial report of the government's fiscal condition, which includes a minimum of three parts: 1) Introductory section providing background on the government; 2) Financial section including the combined general purpose financial statements and notes; and 3) Statistical section comprising 15 or more tables of non-audited information composed of 10-year trend data on revenues, expenditures and tax collections.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Cost-of-living Adjustment (COLA)** – An increase in salaries to offset the adverse effect of inflation on compensation.

**Debt Service** – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Deficit** – The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single account period.

**Department** – The basic organizational unit of government which is functionally unique in its delivery of services.

**Disbursement** – The expenditure of monies from an account.

**Employee (or Fringe) Benefits** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Enterprise fund** – Proprietary fund type used to report an activity for which a fee is charged or contributions are received from external users for goods or services.

**Expenditure** – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**Expense** – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.



**Facilities to Provide Service** – Building, vehicle and equipment operating costs, including facility maintenance & repair, insurance, utilities, leases, and capital outlay expenses.

**Fiscal Policy** – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A 12-month period designated as the operating year for accounting and budgeting purposes in an organization.

**Fixed Assets** – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full Faith and Credit** – A pledge of government's taxing power to repay debt obligations.

**Full-time Equivalent Position (FTE)** – A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**Fund** – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance** – The excess of the assets of a fund over its liabilities, reserves, and carryover.

**GAAP** – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

**GASB** – Governmental Accounting Standards Board. The authoritative accounting and financial reporting standard-setting body for government entities.

**GFOA** – Government Finance Officers Association. A national group whose membership includes government finance officers through the USA and Canada. Formed to network ideas and strategies for best governmental accounting strategies. Provides input and limited funding to the GASB.

**Goal** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants** – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Hourly** – Employees who are paid on a per-hour basis, and receive limited benefits.

**Indirect cost** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** – The physical assets of a government (e.g., streets, water, sewer, public building and parks).

**Inter-fund Transfers** – The movement of monies between funds of the same governmental entity.

**Levy** – To impose taxes for the support of government activities.

**Line-item Budget** – A budget prepared along departmental lines that focuses on what is to be bought.

**Long-term debt** – Debt with a maturity of more than one year after the date of issuance.

**Lump-sum Appropriation** – An appropriation made for a stated purpose, or for a named department, without specifying further the amounts that may be spent for specific activities or for particular objects of expenditure.

**Materials and Services** – Books, non-print materials, subscriptions and digital materials which compose the library collections, program supplies and expense necessary to provide services to the public; and operating supplies necessary to conduct departmental operations.

**Mill** – The property tax rate which is based on the valuation of property. A tax rate one mill produces one dollar of taxes on each \$1,000 assessed property valuation.

**Millage** – Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

**Modified Accrual Basis** – The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments are recognized when they become susceptible to accrual, this is when they become both “measurable” and “available to finance expenditures of the current period.” “Available” means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

**Objective** – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Obligations** – Amounts which a government may be legally required to meet out of its resources.

**Operations Expense** – Expense incurred for the general administration of the Rangeview Library District. This includes operating expenses for Finance, Human Resources, Communications & Marketing, and the office of the Director. Also included are tax collection costs, professional fees and postage.

**Output Indicator** – A unit of work accomplished, without reference to the resources required to do the work (e.g. number of permits issued, number of refuse collections made, or number of books checked out). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**Pay-as-you-go Basis** – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**People to Provide Service (Personnel)** – Expenditures for salaries, wages, and fringe benefits of a government’s employees.

**Performance Budget** – A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Measure** – Data collected to determine how effective or efficient a program is in achieving its objectives.

**Program** – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget** – A budget which allocates money to the functions or activities of a government rather than to specific items or costs or to specific departments.

**Program Performance Budget** – A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**Program Revenue (Income)** – Revenues earned by a program, including fees for services, license and permit fees, and fines.

**Prospector** – A consortium of public and academic libraries which share their materials through an on-line catalog ordering system.

**Purpose** – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**Reserve** – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Reserved Fund Balance** – Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

**Resolution** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue** – Sources of income financing the operations of government.

**Supplemental Appropriation** – An additional appropriation made by the governing body after the budget year or biennium has started.

**Tax Levy** – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Turnover Rate** – How many times each item is check out in a year.

**Unreserved Fund Balance** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Governmental Accounting, Auditing and Financial Reporting, Government Finance Officers Association, Chicago, IL, 2001

The Best of Governmental Budgeting: A guide to Preparing Budget Documents, Government Finance Officers Association, Chicago, IL, 1994