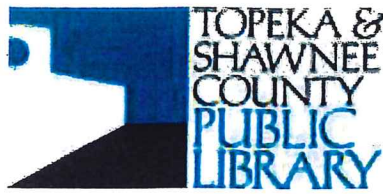


June 11, 2018

Board of Trustees 2019 Budget Work Session #1

Legend of Documents:

1. Budget Work Session Agenda for June 11th and July 9th Sessions (white)
2. Narrative of 2019 Budget Strategy and Key Issues (white, stapled)
3. 10-Year Retrospective of Budgeted Revenues and Expenditures, Actual Cash Balances and Mill Rates (pink)
4. 10-Year Retrospective of Budgeted Expenditures, Graphed (beige)
5. 10-Year Retrospective of Mill Rate Values, Graphed (yellow)
6. Funding Matrix and Timeline for Facilities Master Plan (beige shaded)
7. Funding Matrix for Non-Facilities Master Plan Budget Items (green)



Topeka and Shawnee County Public Library Agenda
Board of Trustees
2019 Budget Work Sessions

June 11, 2018: Budget Work Session #1 (Hughes Room 205, noon to 3:00 pm)

Meeting Purpose: First review of preliminary 2019 budget strategy, review funding matrices for the Facilities Master Plan and all other non-Facilities-Master-Plan budget items

Expected Product: Engage Trustees and Library Management Team members in budget planning and development, understand and discuss key issues and consider prioritization and funding strategies with emphasis on facilities

Agenda

- Review and discuss the Springsted Classification and Compensation Study Report and recommendations – Ann Antonsen, Springsted and Jesse Maddox, Human Resources Director
- Review and discuss the elimination of the debt service mill levy in 2019 – Chuck Engel, Engel Law, P.A.
- Review and discuss funding matrix and timeline for infrastructure and building projects related to the Facilities Master Plan – Thad Hartman, Community & Strategic Services Manager
- Review and discuss TSCPL employee benefit plans – Jesse Maddox, Human Resources Director
- Review historical data, 2019 budget strategy and funding matrix for non-Facilities-Master-Plan budget items – Kim Torrey, Chief Financial Officer

Lunch will be provided at this session.

July 9, 2018: Budget Work Session #2 (Hughes Room 205, noon to 3:00 pm)

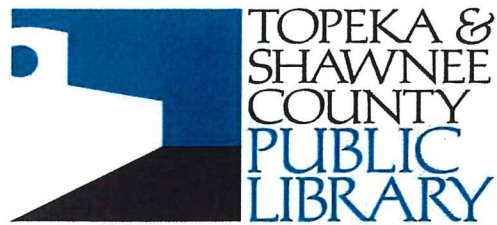
Meeting Purpose: Review proposed 2019 budget, including county property valuations

Expected Product: Reach agreement on the 2019 budget proposal to allow action at the July 19th Board meeting for publication requirements

Agenda

- Review changes and trends in managing Library Collections – Scarlett Fisher-Herreman, Technical Services Supervisor and Paul Brennan, Collections Director
- Review upcoming significant security upgrades – Greg Gaul, Safety and Security Supervisor and David King, Digital Services Director
- Review updated information for property valuations and other key expenditures for the budgeted funds: General, Employee Benefit, Debt Service and State Aid – Kim Torrey, Chief Financial Officer
- Review proposed documents to be published: Budget Summary, Notice of Budget Hearing –Kim Torrey, Chief Financial Officer

Lunch will be provided at this session.



Budget Narrative

June 11, 2018

Board of Trustees 2019 Budget Work Session #1

Overview

The Board of Trustees and Library management have worked to develop a budget review and preparation process that is based on a comprehensive assessment of operational and strategic needs. This is a logical and responsible progression for funding, and more importantly accomplishing, the initiatives within strategic, community and facilities plans, as well as fulfilling Topeka and Shawnee County Public Library's (TSCPL's) mission and goals. This methodology will be particularly important as the Library finalizes its implementation of a strategic plan for the next decade based on five Community Impact Goals and makes decisions regarding prioritization and completion of projects in the multi-year Facilities Master Plan. Further, the Library's past successes have been accomplished by wisely using its resources and maintaining a stable mill levy rate.

Starting with the 2016 budget preparation process, the first Board budget work session was re-designed to focus more on education, review and discussion of key issues and prioritization of initiatives. This seemed to work well, in advance of the property valuations, actual budget numbers and the technical budget document. Thus, this year's first budget work session will follow a similar approach.

These key goals, initiatives and issues must guide the 2019 budget preparation:

- Supporting mission and vision statements, strategic plan, and tasks and tactics for implementation of the Community Impact Goals:
 1. Every child will be ready for kindergarten.
 2. Everyone will discover their passion for learning.
 3. Everyone will continue learning new ways to live their best life.
 4. Topeka & Shawnee County will be an engaged community of readers.
 5. The library will be a learning organization committed to excellence in: leadership, planning, customer focus, process management and partner focus.
- Prioritizing and funding phases, projects and infrastructure needs proposed in the Facilities Master Plan.
- Leading and funding technological advancements, including electronic materials, to support the expectations and requirements of customers and the community, and to demonstrate how technology can enhance learning and living.

The budget should emphasize: (1) an exceptional customer experience everywhere library services are provided; (2) a responsible approach to building infrastructure and maintenance, as well as ensuring the building serves 21st century library customer needs; (3) leadership by the Library to provide opportunities for the community in support of literacy and learning based on a fundamental set of core values; and (4) funding operations within the resources provided at the current mill levy rate.

This may present some challenges and decisions will be necessary on how best to continue the Library's current momentum and community impact. Property valuation information will not be available from the County Clerk until June 15th. The 2019 budget may have several scenarios presented in which revenues remain the same, but different combinations of expenditures could be considered. These scenarios will be presented at the second Board budget work session on July 9th.

Status, Issues and Initiatives

Here is what is known at this point in the process:

- There has been little reported in local media this year regarding property valuations. Shawnee County Appraiser Steve Bauman provided the following statistics to the County Commission in February, 2018:
 - Commercial market values are increasing this year by about 3% and new commercial construction has added a little more than \$66 million to Shawnee County property values.
 - Residential market values are rising approximately 2% and new residential construction has added a little more than \$59 million to Shawnee County property values.

The actual valuations for budget preparation purposes by taxing entities will be distributed by the Shawnee County Clerk no later than June 15th.

- Estimates of motor vehicle tax revenues provided by Shawnee County for use in the budget are nearly \$42,500 more than 2018 for the three levied funds.
- Cash balances remain generally healthy. Use of cash balances must be weighed against the need to retain a superior credit rating for the bonds and having sufficient fund reserves in the event of an emergency or other unplanned situation.
- The outstanding bonds are paid in full on September 1, 2019. The Board is permitted under K.S.A. 12-1270 to levy a tax (a separate mill levy) for the purpose of paying principal and interest on the bonds. There has been some speculation regarding this portion of the total mill levy once the bonds are paid in full. Could the total mill levy, which was inclusive of the debt service levy, be allocated between the two remaining funds (General and Employee Benefit) once the debt is extinguished? One reason for potentially following this strategy is to begin contributions to the special accruing fund (capital improvements) which have been suspended under K.S.A. 12-1268 until bonded indebtedness ends. Only interest has been allowed as additions to this fund and those earnings have been very low for most of the time in which the debt service has

been repaid. It seems to be better strategy to replenish this fund when legally allowed and have a reserve for qualifying expenditures instead of initiating new debt or raising taxes. From the senior administrative team's perspective, this minimizes the impact on taxpayers and is a prudent approach to funding ongoing capital expenditures.

A legal review has determined that, because the purpose of the debt service mill levy expires upon final payment of the bonds, there is no authority for the Board to continue the levy and allocate the revenues between the two other levied funds. Thus, the revenues formerly allocated to the Bond and Interest Fund will be unavailable starting with the 2020 budget.

That does not preclude the Board from raising the mill levy for either the General or Employee Benefit Fund, but the provisions of the tax lid laws would apply and require various types of resolutions and publications.

Another aspect of the end of bonded indebtedness concerns possible options for the ending balance in the Bond and Interest Fund. This fund balance was originally sourced from an allocation of General Fund monies by the Board and has since been funded from the specific mill levy for debt service payments. Currently the target ending cash reserve is \$750,000. In 2014, the Board decided to reduce this balance from \$1 million to \$750,000. There have been no negative ramifications from this decision in regard to bond ratings or cash sufficiency.

It has been legally determined that any ending balance in the Bond and Interest Fund, remaining after the indebtedness has been paid, can be transferred to the General Fund for other purposes or be allocated from the General Fund to the special accruing fund (capital improvements). These actions would occur in the 2020 budget preparation.

There are at least two potential strategies regarding the Bond and Interest fund balance. A further reduction of the reserve balance, such as reducing it from \$750,000 to \$500,000 could occur in 2019. This would be accomplished by reducing the revenues generated from the mill levy for debt service and spending down the cash balance to the targeted level. If the total mill levy remained the same, this would allow the revenues that were allocated to the Bond and Interest Fund to be redirected to the General and/or Employee Benefit Fund. This would be a one-time strategy to fund current year expenditures. Both the General and Employee Benefit Funds are subject to statutory restrictions on the amount of ending cash balances to be carried forward to the next year. Thus, the revenues from a one-time reduction in the Bond and Interest Fund reserve balance and reallocation of the total mill levy likely could not be saved to fund future expenditures.

A better strategy might be to retain the current reserve cash balance in the Bond and Interest Fund until the bonds are paid in full. Both the transfer of this final ending cash balance of approximately \$750,000 to the General Fund and an allocation to the special accruing fund (capital improvements) could be budgeted for 2020. This would allow the money to be saved without limit in the special accruing fund for future years' expenditures, subject to the limited

purposes of these funds as defined by K.S.A. 12-1268. This statute restricts any such transfer to the special accruing fund to 20% of “any annual budget prepared, published and approved by the board”. This is assumed to be approved expenditures. General Fund budgeted expenditures in 2018, excluding carry forward cash balance, are \$14,134,092. A 20% maximum of this amount is \$2.82 million which is beyond what the Library will have to transfer, probably in any year. An allocation of the transferred cash balance in the Bond and Interest Fund is projected to be only \$750,000 and is well within the statutory cap.

- The Board of Trustees approved the Facilities Master Plan on July 21, 2016. This approval was contingent upon it being a multi-year plan, to be done in phases likely over 10 years, and subject to available public and private funding, with each project specifically approved by the Board. The Plan encompasses both infrastructure needs and building remodeling and renovation to ensure relevancy and to support the way in which customers need to use the Library now, as well as support the Community Impact goals.
- This is a major initiative and an important and responsible action for good stewardship of the Library’s resources and assets. Here is a brief history of the events that led to the approval of the Plan:
 - On July 22, 2015, the Board approved the Chief Executive Officer to contract with an architect for the development of a multi-year Facilities Master Plan. This plan was expected to:
 - allow the Library to support service changes;
 - keep the library current and relevant to 21st century library users;
 - minimize inconvenience to customers;
 - allow the Board to fund any structural changes in a reasonable and cost-effective manner;
 - address long-standing challenges with way-finding and awareness of collections and services;
 - redesign the children’s library.

The local architectural firm, Tevis Architects, was selected to develop the Master Facilities Plan.

- On March 17, 2016, the Board adopted and approved guidelines for the draft Facilities Master Plan, with these guidelines intended to provide direction and set priorities in the Plan’s development and implementation.
 1. Maintain optimal conditions and operation of the building, its site, systems, furnishings, technology and other physical infrastructure.
 2. Increase public space used to support learning, literacy and civic engagement.
 3. Preserve the Library’s architectural integrity and character.

4. Improve people's ability to use the services, programs, collections and learning experiences provided by a 21st century library.
 5. Exercise good stewardship of public and private resources in maintaining and improving the building, its site, its systems, furnishings, technology and other physical infrastructure.
- Funding for the phases and projects of the Facilities Master Plan is expected to originate from a combination of the General Fund operating budget, the Capital Improvements Fund, the State Aid Fund, contributions by the Friends of the Library, and gifts to the Library Foundation. As a reminder, no additional funds can be added to the Capital Improvement Fund until the debt service is fully paid in September 2019. The fund balance as of May 31, 2018 is \$1,969,075.
 - Several projects, including flooring replacement in the rotunda and circulation plaza, roof replacement, and building repairs are planned in 2018 which will utilize the Capital Improvement Fund. It is estimated the portion of these projects paid with Capital Improvement Funds will be \$720,000 which will have a significant impact on the fund balance.
 - The Facilities Master Plan includes reorganizing the Alice C. Sabatini Gallery to increase visibility to Library patrons. The gallery space will be reconfigured to relocate the exhibition galleries to the west, adjacent to the rotunda. This will provide the opportunity to add interior windows to promote viewing into the galleries from the rotunda and corridor. This project is planned for 2019 and will be part of the discussion regarding funding facilities projects.
 - The Major Initiatives Funding Matrix is a multi-year planning and funding tool that has proven successful for all three Boards – Library, Foundation and Friends. The Facilities Master Plan encompasses many of the needs and projects previously estimated and reported on the Major Initiatives Funding Matrix. However, there are some other specific future equipment, building maintenance and vehicle needs that must be planned.

These purchases will need funding sources: (1) the automated materials handling system which is at end of life, but currently satisfactorily operational (parts are becoming difficult to obtain); (2) the self-service kiosks, in year four of an estimated five year life; (3) the building security, clock and key systems; current security badges and readers are no longer supported; (4) carpeting/flooring replacement on a regular cycle; (5) chairs for meeting rooms and public spaces (most were purchased in 2001 for the new building); (6) relocation of the Maker Space and potential additional equipment; (7) garage space sufficient for all vehicles; (8) ongoing placement of lockboxes within the community; (9) new book return boxes and wraps on a replacement cycle; and (10) rainwater storage.

- The 2018 approved budget included funding for professional consulting services to conduct a compensation study for all Library positions. This was last completed about 10 years ago and should be completed on a regular cycle to

ensure staff pay is consistent with market rates and the rate of inflation. Any recommended pay increases as a result of the study will impact future budgets.

- During the past few years, the administration team has been working to find the best way to continue to deliver health benefits of the highest quality and value at a competitive cost for the Library and its employees. Cost containment must continue, to maximize the ability to meet the Library's public service goals. Below is a summary of changes already enacted and actions still necessary.

- A qualified high deductible health plan (QHDHP), with pre-loaded Health Savings Accounts (HSA) as an incentive, was implemented for the 2015 plan year. This plan is expected to provide significant savings over the long term. It also dovetails with the team's opinion that the Library and its employees will benefit from increasing emphasis on wellness and from a consumer's perspective on health care costs.
- 46% of active employees are enrolled in the plan. This is up from 40% in 2017.
- The QHDHP is accompanied by Health Savings Accounts with contributions made by the employer. The initial recommendation for 2019 is to continue the employer contributions at their current rates:

Single Plans: \$15 in each of 24 pay periods; 2-\$500 lump-sum contributions in January and June

Dependent Plans: \$30 in each of 24 pay periods; 2-\$1,000 lump-sum contributions in January and June

The lump-sum contributions are split since these accounts belong to the employee and will not be repaid should an employee leave the Library.

Employer contributions for part-time employees are one-half of the listed amounts.

- The premium cost sharing between the employee and the Library for the traditional medical plan, as well as some of the co-payments, were changed beginning with the 2016 plan year. Employees who choose this less risky plan are charged slightly more under the assumption that less risk generally means increased price. The co-payment also was increased from \$25 to \$35 per visit.
- The retiree post-employment health care policy for participation in the health plan was significantly amended by the Board effective April 16, 2015. The Library moved from a 50% premium subsidy to a flat dollar premium reduction. For 2018 the premium contribution by the Library for all retiree health plans is \$300 per month. No subsidy of dental plans is offered. This rate of subsidy is recommended to continue for 2019.

- The health and dental plans were taken to market for the 2016 plan year. This was the first time in many years that the plans were opened for competitive pricing. The medical plan remained very competitive in premium pricing, provided the best local network of health care providers and had excellent negotiated service rates. Blue Cross Blue Shield was again selected as the medical insurance carrier. However, the bid process resulted in a dental premium savings of over 25% by moving from Blue Cross Blue Shield to Delta Dental with virtually identical benefits. An employee-paid vision plan also was offered for the first time.
- The premiums increased in 2017 by 25.6% for the traditional health plan and 28% for the qualified high-deductible health plan.
- Based on plan usage (claims) information provided by Blue Cross and Blue Shield, increases for 2018 were projected to be in the same range as 2017. For that reason, 30% was budgeted for the projected increase in health insurance. In early September 2017 we received Early Final rates that included a 25.9% increase for the traditional plan and 25.6% for the qualified high deductible health plan (QHDHP). Due to our Blue Cross and Blue Shield representative going back to actuaries with additional information, the final increases were 11.3% for the traditional plan and 11% for the QHDHP.
- Jesse Maddox, HR Director, and Kim Torrey, CFO, met with the Blue Cross and Blue Shield representative on May 16, 2018. Through April 2018 usage (claims) versus premiums is 62%. Comparatively, usage at this time in 2017 was at 99%. Another meeting will occur later in June to review the most recent data and determine potential renewal costs for budget purposes.
- If increases are projected to be low, it is proposed that we increase the deductible for the traditional plan from current rates of \$500 for an individual and \$1,000 for dependent plans to \$1,000 for an individual and \$2,000 for dependent plans. This would be a step in the direction of continuing to plan for the future and avoid large increases.
- The Delta Dental plan has a rate increase cap of 8% for the 2019 plan year.
- The employer share of KPERS will *increase* by .50% on January 1, 2019 in accordance with state law; from 8.39% to 8.89%. The rates were set by state law to meet unfunded actuarial projections. The death and disability insurance rate for employers will be 1% effective January 1, 2019.
- No communication has yet been received from State Librarian Eric Norris regarding state budget reductions to the State Library and their potential impact on individual libraries.

- Just a brief history of “tax lid” laws concerning the Library:

The 1992 enacting legislation (K.S.A. 12-1267) for the Topeka and Shawnee County Public Library District imposed restrictions and requirements on setting mill levies: (1) set an original mill levy limit of five mills; (2) authorized the Board to annually increase the levy by up to a one-quarter mill maximum, with a total levy to never exceed eight mills; and (3) required the Board pass a resolution for any increase in the mill levy beyond five mills and publish the resolution twice in the official county newspaper, once per week for two weeks. Provided no petition signed by at least 5% of the qualified electors was filed to request an election to contest the increase, it could be implemented for the budget year and all subsequent budget years. If a qualified petition was filed, the tax increase would be contingent upon approval by the majority of electors or otherwise denied.

The 1999 Kansas Legislature suspended all existing mill levy rates and limits by passing a bill to create K.S.A. 79-5040. This law did not amend every specific statute with a mill levy rate or limit and instead served as an “umbrella” law effectively suspending these limits in all statutory cites. However, it did not suspend the resolution and publication requirements shown in item (3) in the above paragraph, nor the right for the constituency to petition for a public vote to contest a tax increase, if there is *any increase* in the mill levy (now that the limits are all removed). This has most recently been confirmed by *Attorney General Opinion No. 2007-34*.

Each year at the State’s municipal budget training this tax lid suspension statute is discussed, as well as the Attorney General Opinion regarding the lack of a suspension of procedural requirements for tax increases which “evidences an intent to allow the electorate a means of challenging specific proposed tax increases”. A specific request was made by Sheryl Weller to the State training team to review the Library’s K.S.A. 12-1267 that includes the suspended tax levy limits, as well as procedural requirements for tax increases. Their non-legal interpretation was that the Board would have to follow the resolution and publication requirements for a potential public petition for any increase in the mill levy beyond the original limit of 5 mills. Of course, the Library’s mill levy has been in excess of five mills for many years. The Shawnee County Clerk’s website has all county taxing entities’ mill levies published back to 2002 (for the 2003 budget year) when the Library’s total levy was 9.821 mills.

The State’s interpretation was submitted for legal review which found that the resolution and publication requirements in K.S.A. 12-1267 are only necessary if the Board makes *any increase* in the mill levy. This is not required if the budget increases without a Board-approved mill levy increase, i.e. valuation increase, and not because the Library’s levy now exceeds five mills.

Since the 1999 global tax lid suspension legislation, the Kansas legislature has enacted K.S.A. 79-7925b which sets limits in tax increases, contingent upon the *Consumer Price Index for All Urban Consumers*, and requires a resolution be passed and the Board’s vote published, should a tax increase beyond the allowable limit be approved.

Under this law, the Library's taxing limit and requirements for a proposal to exceed it would apply as follows.

- If and when the property (ad valorem) tax funding in the approved 2019 budget exceeds the property tax funding for 2018 by more than the *Consumer Price Index for Urban Consumers* for the prior calendar year (2017 is 2.1%), the statutory calculation would be exceeded. (This is based solely on a dollar amount increase, even if that increase occurs from applying a flat total mill levy to increased valuations).
- If the increase in property tax funding exceeds the limit and is approved by a majority vote of the Board, a resolution must be passed and the notice of vote must be published in the official county newspaper. The vote by individual Trustee need not be published and the publication cannot occur until after the Board approves its budget, currently scheduled for August 9th. A copy of the dated newspaper clipping must accompany the budget filed with the County Clerk (done by the CFO).

The Kansas Department of Administration offers this sample publication:

Notice of Vote – Topeka and Shawnee County Public Library

In adopting the 2019 budget, the governing body voted to increase property taxes in an amount greater than the amount levied for the 2018 budget, adjusted by the 2017 CPI for urban consumers.

- Given the legal review and the Attorney General Opinion, how do K.S.A. 12-1267 and K.S.A. 79-7925b interact and be complied with should the Board choose to increase the mill levy beyond the limits? A legal review indicates that the Board may increase the budget without a mill levy increase over the prior year by a majority vote. If the increase is solely due to increased property valuations, the mill levy must be reduced to the amount allowable by the increase in the *Consumer Price Index for All Urban Consumers*. If the Board chooses not to lower the mill levy to meet the allowable increase or chooses to enact any mill levy increase, then the resolution and publication requirements within K.S.A. 12-1267 must be followed and the electorate allowed to petition for a public vote on the tax increase.
- The biggest concern with K.S.A. 79-7925b is that the requirement that cities and counties must conduct a *public vote*, if the proposed property tax revenues exceed the *Consumer Price Index* test, could be eventually applied to all taxing subdivisions.

TOPEKA & SHAWNEE COUNTY PUBLIC LIBRARY
SUMMARY BUDGETED AD VALOREM TAX, TOTAL REVENUES AND EXPENDITURES AND TOTAL MILL RATES - 2009 - 2018

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Actual Mill Rate										
General Fund	6.614	6.287	6.155	6.865	7.007	6.915	6.958	7.155	7.852	6.612
Employee Benefit Fund	1.414	1.879	1.770	1.802	1.733	2.011	1.823	1.702	0.986	2.252
Debt Service Fund	0.971	0.852	1.178	1.106	1.043	0.857	1.006	0.941	0.943	0.923
TOTAL MILL RATE BY YEAR	8.999	9.018	9.103	9.773	9.783	9.783	9.787	9.798	9.781	9.787
Difference from Prior Year	0.040	0.019	0.085	0.670	0.010	-	0.004	0.011	(0.017)	0.006
% Change from Prior Year	0.45%	0.21%	0.94%	7.36%	0.10%	0.00%	0.04%	0.11%	-0.17%	0.06%
									budgeted mill	9.781

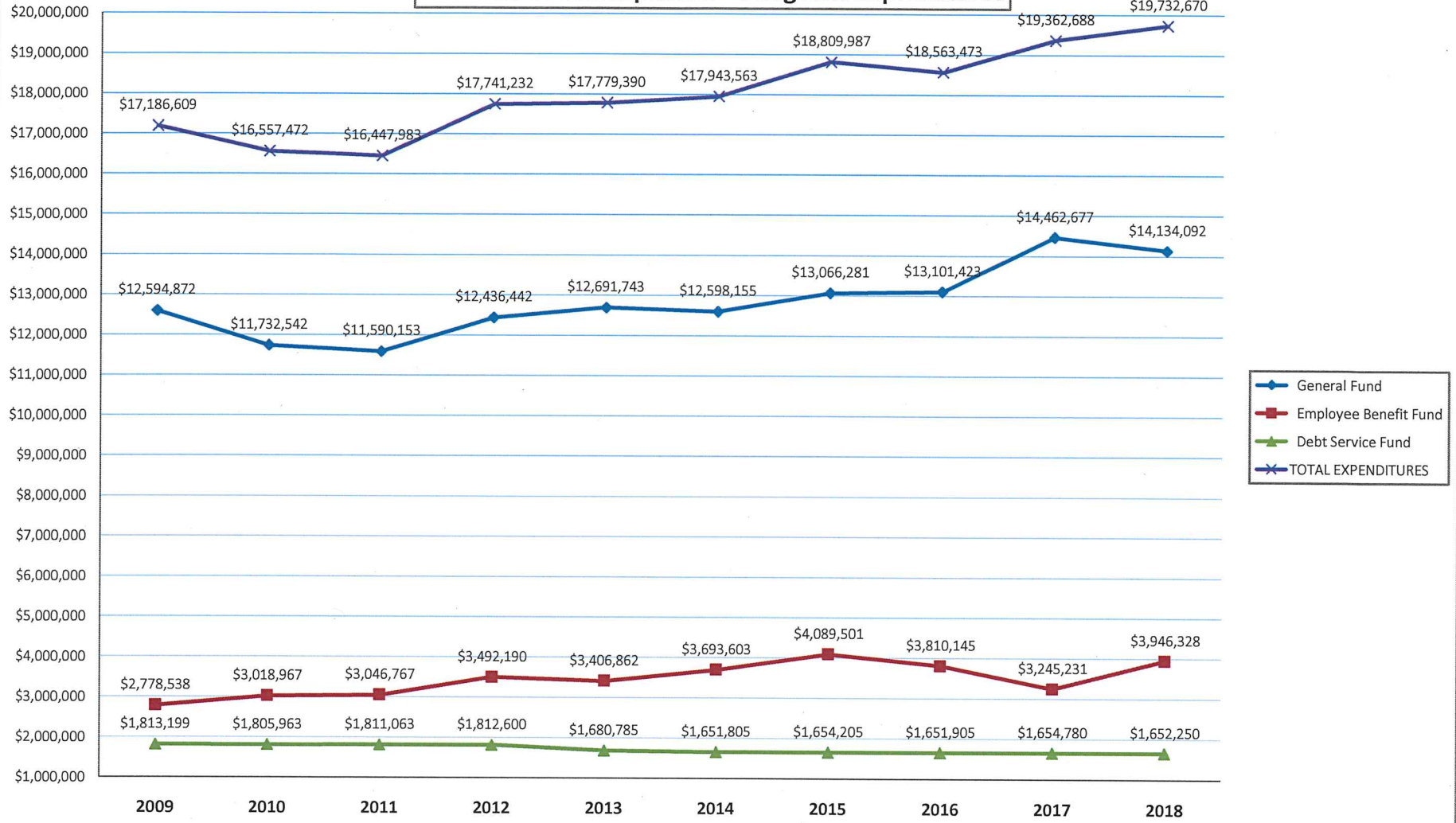
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total Budgeted Ad Valorem Property Taxes										
General Fund	9,825,044	9,186,035	8,909,342	10,040,747	10,228,960	10,375,781	10,444,222	11,007,194	12,278,880	10,513,795
Employee Benefit Fund	2,095,591	2,745,241	2,561,476	2,634,392	2,529,505	3,016,383	2,735,758	2,618,296	1,540,725	3,580,993
Debt Service Fund	1,441,319	1,244,074	1,704,531	1,617,713	1,522,370	1,285,760	1,509,009	1,446,979	1,474,129	1,467,546
TOTAL	13,361,954	13,175,350	13,175,349	14,292,852	14,280,835	14,677,924	14,688,989	15,072,469	15,293,734	15,562,334
% of Total Budgeted Revenues	83.92%	83.63%	83.77%	85.22%	85.41%	87.29%	85.75%	86.19%	87.55%	87.36%

Total Budgeted Revenues										
General Fund	11,737,998	11,224,107	10,823,376	11,845,801	12,026,117	11,940,924	12,242,743	12,747,755	13,900,546	12,334,393
Employee Benefit Fund	2,441,463	3,101,651	3,040,055	3,094,495	2,992,599	3,453,950	3,240,757	3,125,474	1,930,408	3,840,675
Debt Service Fund	1,741,896	1,429,357	1,864,001	1,831,295	1,701,456	1,420,636	1,646,673	1,613,496	1,638,148	1,638,559
TOTAL	15,921,357	15,755,115	15,727,432	16,771,591	16,720,172	16,815,510	17,130,173	17,486,725	17,469,102	17,813,627

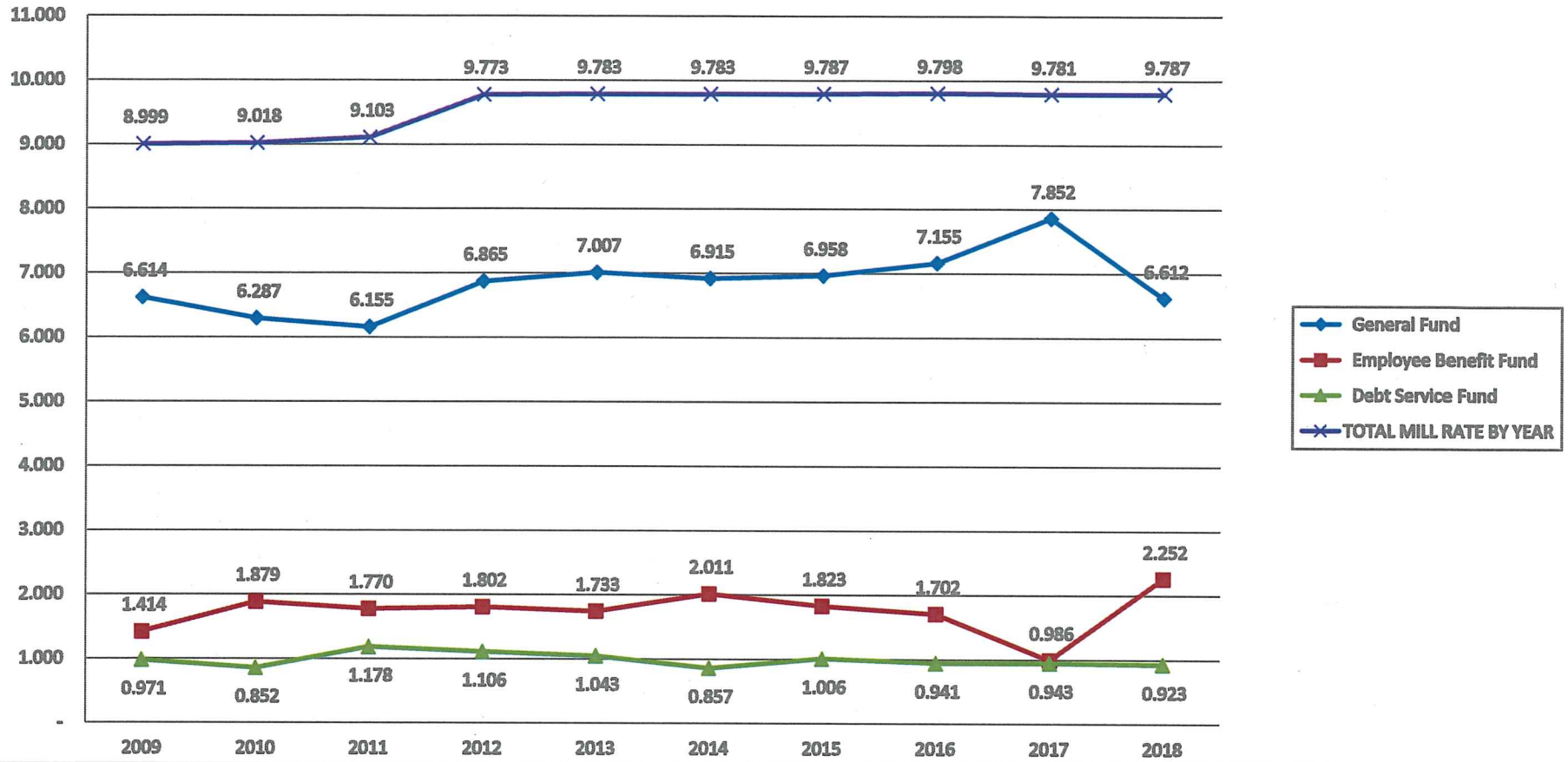
Total Budgeted Expenditures										
General Fund	12,594,872	11,732,542	11,590,153	12,436,442	12,691,743	12,598,155	13,066,281	13,101,423	14,462,677	14,134,092
Employee Benefit Fund	2,778,538	3,018,967	3,046,767	3,492,190	3,406,862	3,693,603	4,089,501	3,810,145	3,245,231	3,946,328
Debt Service Fund	1,813,199	1,805,963	1,811,063	1,812,600	1,680,785	1,651,805	1,654,205	1,651,905	1,654,780	1,652,250
TOTAL	17,186,609	16,557,472	16,447,983	17,741,232	17,779,390	17,943,563	18,809,987	18,563,473	19,362,688	19,732,670

Actual Unencumbered Beginning Cash Balance										
General Fund	2,685,502	2,240,018	2,557,418	2,694,568	2,532,937	2,619,880	2,616,796	2,789,460	3,105,758	4,289,984
Employee Benefit Fund	587,781	252,481	628,427	891,375	1,072,681	852,355	1,361,347	1,407,737	1,895,762	750,732
Debt Service Fund	1,514,846	1,323,668	928,367	981,384	994,896	1,017,984	828,862	836,900	811,866	808,664
TOTAL	4,788,129	3,816,167	4,114,212	4,567,327	4,600,514	4,490,219	4,807,005	5,034,097	5,813,386	5,849,380

TSCPL 10-Yr Retrospective - Budgeted Expenditures



TSCPL 10-Yr Retrospective - Actual Mill Rate Values (2018 budgeted @9.781 mills)



Facilities Master Plan

PROJECT TASKS	EST COST	FUNDING SOURCES					TOTAL FUNDING	
		GENERAL	CAP IMPROVMNT	FRIENDS	FOUNDATION	STATE AID		
Transfer to 2018 budget*	Misc	\$1,050,000.00	\$1,050,000.00		\$18,416.74		\$1,068,416.74	
2018 Architectural Fees	Arch	\$148,750.00	\$148,750.00				\$148,750.00	
Phase 1 (NRR / Pass-through / Collab Spaces)								
Phase 1 (NRR / Pass-through / Collab Spaces)	Phase 1	\$309,392.70	\$309,392.70				\$309,392.70	
Flooring for Reference Rms & change orders	Phase 1	\$19,708.94		\$2,935.21		\$16,773.73	\$19,708.94	
North Reading Room Magazine Shelving	Phase 1	\$18,763.00	\$18,763.00				\$18,763.00	
Collaborative Spaces Furniture	Phase 1	\$16,738.42				\$16,738.42	\$16,738.42	
Collaborative Spaces Computer Equipment	Phase 1	\$15,610.71				\$15,610.71	\$15,610.71	
North Reading Room table dividers	Phase 1	\$2,389.00		\$2,389.00			\$2,389.00	
Cabling for cafe security gates	Phase 1	\$2,724.53	<i>completed using digital services general fund budget</i>				\$0.00	
Café Pass Through Furniture	Phase 1	\$10,807.20	\$1,895.33	\$8,911.87			\$10,807.20	
Café & Collab Space Security Measures	Phase 1	\$8,204.27	\$8,204.27				\$8,204.27	
Floor outlets in Reference Room	Phase 1	\$3,421.70				\$3,421.70	\$3,421.70	
Repair wiring in Team Rooms	Phase 1	\$273.50		\$273.50			\$273.50	
Table outlets and install	Phase 1	\$2,497.62	\$893.00	\$1,441.38		\$163.24	\$2,497.62	
New Service Points	Phase 1	\$1,265.20	\$1,265.20				\$1,265.20	
Replacement glass marker board	Phase 1	\$895.90		\$895.90			\$895.90	
Team Room network cabling	Phase 1	\$836.50	\$836.50				\$836.50	
Change order - carrel fixes & light switches	Phase 1	\$1,775.40		\$1,775.40			\$1,775.40	
1001 Garfield								
Architectural Fees	Garfield	\$19,250.00			\$19,250.00		\$19,250.00	
Asbestos Removal	Garfield	\$2,156.00			\$2,156.00		\$2,156.00	
1001 Garfield	Garfield	\$3,000.00			\$3,000.00		\$3,000.00	
Asbestos Testing	Garfield	\$3,300.00			\$3,300.00		\$3,300.00	
Platwork	Garfield	\$3,200.00			\$3,200.00		\$3,200.00	
Asbestos Oversight	Garfield	\$4,030.00			\$4,030.00		\$4,030.00	
Civil Engineer	Garfield	\$22,000.00			\$22,000.00		\$22,000.00	
Landscaping	Garfield	\$10,000.00			\$10,000.00		\$10,000.00	
Paving	Garfield	\$50,000.00			\$50,000.00		\$50,000.00	
Demolition	Garfield	\$106,400.00			\$106,400.00		\$106,400.00	
Site Survey	Garfield	\$4,900.00			\$4,900.00		\$4,900.00	
Capital Improvement								
Café kitchen floor	CI	\$10,823.00		\$10,823.00			\$10,823.00	
Drain Pans (M1)	CI		<i>completed using maintenance general fund budget</i>				\$0.00	
Humidifiers and Water Softeners (M3)	CI	\$136,394.00		\$136,394.00			\$136,394.00	
Dock Study Civil Engineer	CI	\$3,500.00		\$3,500.00			\$3,500.00	
Review loading dock area drainage system (A8)	CI	\$50,000.00		\$50,000.00			\$50,000.00	
Miscellaneous								
Café 220 volt circuit for coffee brewer	Misc	\$1,330.00		\$1,330.00			\$1,330.00	
Subtotal		\$2,044,337.59	\$1,540,000.00	\$200,717.00	\$38,369.00	\$228,236.00	\$52,707.80	\$2,060,029.80
Budget			\$1,540,000.00	\$1,900,000.00	\$38,369.00	\$600,000.00	\$52,707.80	\$4,131,076.80
Remaining			\$0.00	\$1,699,283.00	\$0.00	\$371,764.00	\$0.00	\$2,071,047.00

2017

Facilities Master Plan

PROJECT TASKS	EST COST	FUNDING SOURCES					TOTAL FUNDING
		GENERAL	CAP IMPROVMNT	FRIENDS	FOUNDATION	STATE AID	
Claire's Courtyard							
West Courtyard Expansion (Claire's Corner)							
Construction	\$1,020,972.00				\$1,020,972.00		\$1,020,972.00
Architects Fees	\$145,000.00				\$145,000.00		\$145,000.00
AV Equipment	\$25,000.00				\$25,000.00		\$25,000.00
Furniture	\$50,000.00				\$50,000.00		\$50,000.00
Landscaping	\$15,500.00				\$15,500.00		\$15,500.00
Water feature	\$25,000.00				\$25,000.00		\$25,000.00
Contingency	\$50,000.00				\$50,000.00		\$50,000.00
Signage	\$5,000.00				\$5,000.00		\$5,000.00
Subtotal	\$1,336,472.00	\$0.00	\$0.00	\$0.00	\$1,336,472.00	\$0.00	\$1,336,472.00
Budget					\$1,337,521.00		\$1,337,521.00
Remaining		\$0.00	\$0.00	\$0.00	\$1,049.00	\$0.00	\$1,049.00

Facilities Master Plan

PROJECT TASKS	EST COST	FUNDING SOURCES					
		GENERAL	CAP IMPROVMNT	FRIENDS	FOUNDATION	STATE AID	TOTAL FUNDING
Architectural Fees for 2019							
Fees for 2019	Arch \$100,000.00	\$100,000.00					\$100,000.00
Monument Signs arch fees	Arch \$7,500.00			\$7,500.00			\$7,500.00
Flooring arch fees	Arch \$10,000.00	\$8,000.00		\$2,000.00			\$10,000.00
Circulation Plaza / Learning Center							
Circulation Plaza	Circ \$770,000.00	\$440,000.00			\$330,000.00		\$770,000.00
Security Office	Circ \$40,000.00	\$40,000.00					\$40,000.00
Circulation Plaza Furniture and Equipment	Circ \$36,706.00	\$35,600.00		\$1,106.00			\$36,706.00
Donor recognition	Circ \$35,000.00	\$28,469.00		\$6,531.00			\$35,000.00
Learning Lab	Circ \$193,000.00	\$143,000.00			\$50,000.00		\$193,000.00
Learning Lab Computers	Circ \$40,000.00	\$40,000.00					\$40,000.00
Learning Lab Furniture	Circ \$20,000.00	\$15,800.00			\$4,200.00		\$20,000.00
Capital Improvement							
Flooring	CI \$350,000.00	\$168,531.00	\$181,469.00				\$350,000.00
Concrete east center stairwell (A7)	CI \$5,000.00		\$5,000.00				\$5,000.00
Entire roof (A1 & A2)	CI \$500,250.00		\$500,250.00				\$500,250.00
Repair rotunda windows & atrium framing (A4)	CI \$22,500.00		\$22,500.00				\$22,500.00
Replace sealant & parapet cap stones (A3)	CI \$11,042.00		\$11,042.00				\$11,042.00
Layout and Furniture							\$0.00
Living Room Furniture and Equipment	Misc \$50,000.00					\$50,000.00	\$50,000.00
Kids Computers and Furniture	Misc \$10,000.00			\$4,075.00	\$10,000.00		\$14,075.00
Chairs for North Reading Room	Misc \$11,025.00			\$11,025.00			\$11,025.00
Outdoor Signage							\$0.00
2 monument signs for north side of building	Misc \$30,600.00	\$30,600.00					\$30,600.00
Subtotal	\$2,242,623.00	\$1,050,000.00	\$720,261.00	\$32,237.00	\$394,200.00	\$50,000.00	\$2,246,698.00
Budget		\$1,050,000.00	\$1,699,283.00	\$32,237.00	\$189,800.00	\$50,000.00	\$3,021,320.00
Remaining		\$0.00	\$979,022.00	\$0.00	-\$204,400.00	\$0.00	\$774,622.00

any remaining Friends?

ORDERED 1/9/21018

Note - Some of the funding for the Learning Lab computers may be able to come from the DS replacement computer budget used to replace the current Computer Training Center computers

Foundation - \$85,600 designated for Kids Library infrastructure changes

Foundation - \$50,000 from SBC fund for Learning Lab

Foundation - Probable donor for building sign on north side of the building - \$25,000 (or more)

Friends - \$4,075 designated for Kids Library

Foundation - \$4,000 (Building Fund)

Friends - \$6,531 designated for digital display for donor recognition

Friends - \$18,416.74 carried over from 2017

Foundation - \$315,000 for Red Carpet Space / \$15,000 for Booktique window display

Facilities Master Plan

PROJECT TASKS	EST COST	FUNDING SOURCES					TOTAL FUNDING	
		GENERAL	CAP IMPROVMNT	FRIENDS	FOUNDATION	STATE AID		
2019 Gallery	Design	\$475,000.00			\$475,000.00		\$475,000.00	
Architectural Fees for 2020	Design	\$175,000.00	\$175,000.00				\$175,000.00	
Exterior masonry (A9)	Maint	\$4,025.00		\$3,500.00			\$3,500.00	
Exterior masonry mortar and sealant (A10)	Maint	\$11,500.00		\$10,000.00			\$10,000.00	
Interior finishes (A13)	Maint	\$51,750.00		\$45,000.00			\$45,000.00	
Pedestrian paving (A11)	Maint	\$8,625.00		\$7,500.00			\$7,500.00	
Railings (A12)	Maint	\$17,250.00		\$15,000.00			\$15,000.00	
1001 Garfield							\$0.00	
Parking Lot	Garfield	\$25,000.00			\$25,000.00		\$25,000.00	
Landscaping	Garfield	\$25,000.00			\$25,000.00		\$25,000.00	
Subtotal		\$793,150.00	\$175,000.00	\$81,000.00	\$0.00	\$525,000.00	\$0.00	\$781,000.00
Budget				\$979,022.00		\$420,000.00		\$1,399,022.00
Remaining			-\$175,000.00	\$898,022.00	\$0.00	-\$105,000.00	\$0.00	\$618,022.00

Foundation - \$75,000 designated for Gallery + \$75,000 = \$150,000

Foundation - NEH matching fund for remained of Gallery

Foundation - NEH matching fund for arch fees???

Facilities Master Plan

PROJECT TASKS	EST COST	FUNDING SOURCES					TOTAL FUNDING
		GENERAL	CAP IMPROVMNT	FRIENDS	FOUNDATION	STATE AID	
Pub Serv and Tech Serv staff space relocated	Design \$1,152,000.00	\$1,069,000.00			\$83,000.00		\$1,152,000.00
Architectural Fees for 2021	Design \$210,000.00	\$210,000.00					\$210,000.00
Floor in YS (A15)	Maint \$15,000.00		\$15,000.00				\$15,000.00
Replace boilers (M2)	Maint \$341,160.00		\$341,160.00				\$341,160.00
Review rotunda for dehumid & HVAC (M7)	Maint \$44,160.00		\$44,160.00				\$44,160.00
Upgrade generator (E2)	Maint \$288,000.00		\$288,000.00				\$288,000.00
Ventilate or cool air compressor room (M4)	Maint \$15,120.00		\$15,120.00				\$15,120.00
Wood paneling (A14)	Maint \$18,000.00		\$18,000.00				\$18,000.00
Subtotal	\$2,083,440.00	\$1,279,000.00	\$721,440.00	\$0.00	\$83,000.00	\$0.00	\$2,083,440.00
Budget			\$898,022.00				\$898,022.00
Remaining		-\$1,279,000.00	\$176,582.00	\$0.00	-\$83,000.00	\$0.00	-\$1,185,418.00

2020

Foundation - \$83,000 from Talking Books Fund

Facilities Master Plan

PROJECT TASKS	EST COST	FUNDING SOURCES					TOTAL FUNDING
		GENERAL	CAP IMPROVMNT	FRIENDS	FOUNDATION	STATE AID	
Make-It Lab / collab work spaces on 2nd level	Design	\$1,156,250.00	\$1,156,250.00				\$1,156,250.00
Architectural Fees 2022	Design	\$68,750.00	\$68,750.00				\$68,750.00
Replace air conditioning chillers (M5)	Maint	\$540,000.00		\$540,000.00			\$540,000.00
Replace chilled and hot water pumps (M6)	Maint	\$12,500.00		\$12,500.00			\$12,500.00
Upgrade fire alarm control panel (E3)	Maint	\$156,250.00		\$156,250.00			\$156,250.00
Upgrade lighting to LED (E1)	Maint	\$18,750.00		\$18,750.00			\$18,750.00
Upgrade plumbing fixtures (P1)	Maint	\$9,375.00		\$9,375.00			\$9,375.00
Subtotal		\$1,961,875.00	\$1,225,000.00	\$736,875.00	\$0.00	\$0.00	\$1,961,875.00
Budget				\$176,582.00			\$176,582.00
Remaining			-\$1,225,000.00	-\$560,293.00	\$0.00	\$0.00	-\$1,785,293.00

2021

Facilities Master Plan

PROJECT TASKS	EST COST	FUNDING SOURCES					TOTAL FUNDING
		GENERAL	CAP IMPROVMNT	FRIENDS	FOUNDATION	STATE AID	
Expansion of Edge & Lingo Story (Kids Library)????????	Design	\$370,000.00					\$0.00
Outdoor sculpture for north side for building	Misc	\$25,000.00	\$25,000.00				\$25,000.00
Subtotal		\$395,000.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$25,000.00
Budget				-\$560,293.00			-\$560,293.00
Remaining			-\$25,000.00	-\$560,293.00	\$0.00	\$0.00	-\$585,293.00

2022

Funding Sources

	YEAR	AMOUNT	FMP BUDGET	MAJOR PROJECTS	REMAINING	NOTES
GENERAL FUND - FAC MAINT PLAN	2017	\$1,540,000	\$1,540,000	Collab spaces / Café pass through	\$0	Transfer some funds to 2018
	2018	\$1,050,000	\$881,469	Circ Plaza / Learning Lab	\$168,531	
	2019	\$0	\$175,000		-\$175,000	
	2020	\$0	\$1,279,000	Staff spaces	-\$1,279,000	
	2021	\$0	\$1,225,000	Second floor public space	-\$1,225,000	
	2022	\$0	\$25,000	Kids library	-\$25,000	

	FUND	STARTING AMOUNT	FMP BUDGET	MAJOR PROJECTS	REMAINING	NOTES
CAPITAL IMPROVEMENT	2017	\$1,900,000	\$200,717	Humidifiers / Kitchen floor	\$1,699,283	
	2018	\$1,699,283	\$888,792	New roof	\$810,491	
	2019	\$810,491	\$81,000	Interior finishes / railings	\$729,491	
	2020	\$729,491	\$721,440	Boilers / generator	\$8,051	
	2021	\$8,051	\$736,875	Fire alarm control panel	-\$728,824	
	2022	-\$728,824	\$0		-\$728,824	

	FUND	BALANCE (4/30/2017)	FMP BUDGET	PROJECTS	REMAINING	RESTRICTIONS
FOUNDATION - DESIGNATED	NEH Match Grant	\$301,850	\$301,850	Gallery (2019)	\$0	Gallery
	Building Fund	\$4,200	\$4,200	Learning Lab F&E (2018)	\$0	None
	Lingo	\$592,900	-\$771,764	1001 Garfield (2017)	\$1,364,664	1001 Garfield
	SBC Grant	\$51,600	\$50,000	Learning Lab (2018)	\$1,600	Learning Lab
	YS - Kids Library	\$85,600	\$85,600	YS Computers (2018)	\$0	Kids Library

	FUND	POSSIBLE AMOUNT	FMP BUDGET	PROJECTS	REMAINING	RESTRICTIONS
ANTICIPATED & POSSIBLE FUNDING SOURCES	Sunderland Grant	\$50,000			\$50,000	
	Collb Spaces Naming				\$0	
	Learning Lab Naming				\$0	
	Outdoor Signage Donor	\$25,000	\$25,000	Outdoor Signage (2018)	\$0	
	Sabatini	\$75,000	\$75,000	Gallery (2019)	\$0	Gallery
	Library Materials*	\$938,000			\$938,000	Library Materials*
	Landberg	\$300,000			\$300,000	Red Carpet / Accessibility
	Carol Jory (If Only)	\$168,000			\$168,000	None ("If Only" fund)

* - Library Materials fund will be used to purchase library materials and the equivalent General Fund amount will be reallocated from Library Materials for FMP

	YEAR	AMOUNT	FMP BUDGET	PROJECTS	REMAINING	RESTRICTIONS
FRIENDS	2017	\$38,369	\$38,369	Café Pass F&E / Collab Floor / NRR F&E	\$0	
	2018	\$6,531	\$6,531	Circ Plaza F&E	\$0	Donor recognition (carry over money)
	2019					
	2020					

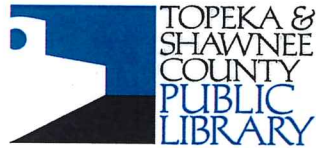
	FUND	AMOUNT	FMP BUDGET	PROJECTS	REMAINING	RESTRICTIONS
OTHER	State Aid - 2017	\$52,708	\$52,708	Collab Space F&E (2017)	\$0	Furniture and Equip
	State Aid - 2018	\$50,000	\$50,000	Living Room F&E (2018)	\$0	Furniture and Equip

Timeline

PROJECT	PURCHASE	STATUS	FUNDING	PROCUREMENT TYPE	AMOUNT	DATE
Café pass through / Collab spaces / North Reading Room	Construction of new spaces	In process	General	RFP - Board approval of the bid	\$307,800	3/16/2017
Café pass through / Collab spaces / North Reading Room	Magazine shelving for the North Reading Room	Signed quote / to be installed this summer	General	Sole source	\$18,763	5/1/2017
Café pass through / Collab spaces / North Reading Room	Computers and equipment for collaborative spaces	Equipment on order	State Aid	At least 3 quotes - report to Board only	\$15,000	6/15/2017
Maintenance Projects	New floor in café kitchen	RFP posted	Capital Improvement	RFP - Board approval of the bid	\$14,000	6/15/2017
Café pass through / Collab spaces / North Reading Room	Luxury vinyl tile for collaborative spaces flooring	Planning with Tevis	Friends	At least 3 quotes - report to Board only	\$8,000	7/20/2017
Café pass through / Collab spaces / North Reading Room	Furniture for area near new pass through (e.g. bistro tables and service point)	Planning with Tevis	Friends	At least 3 quotes - report to Board only	\$18,000	7/20/2017
Café pass through / Collab spaces / North Reading Room	New security cameras for café during times the area is not staffed but still open for customers to pass through	Research	Friends	Sole source	\$10,000	7/20/2017
Café pass through / Collab spaces / North Reading Room	Furniture for new collaborative spaces	Planning with Tevis	State Aid	RFP - Board approval of the bid	\$37,708	7/20/2017
1001 SW Garfield	Asbestos abatement	RFP posted	Foundation	RFP - Board approval of the bid	\$50,000	7/20/2017
1001 SW Garfield	Demolition and paving	RFP posted	Foundation	RFP - Board approval of the bid	\$500,000	7/20/2017
Maintenance Projects	Review loading dock area drainage system	Planning with Tevis	Capital Improvement	RFP - Board approval of the bid	\$50,000	8/17/2017
Maintenance Projects	Humidifiers and water softeners	Planning	Capital Improvement	RFP - Board approval of the bid	\$96,800	9/21/2017
West courtyard expansion (Claire's Corner)	Construction of the space (plus other associated costs)	Planning with Tevis	Foundation	RFP - Board approval of the bid	\$1,000,000	9/21/2017
Café pass through / Collab spaces / North Reading Room	Furniture for North Reading Room (e.g. smaller tables and comfortable seating)	Planning with Tevis	Friends & General	At least 3 quotes - report to Board only	\$15,000	9/21/2017
Circulation Plaza / Learning Lab	Construction of Circulation Plaza and Learning Lab	Planning	General (\$820,000) & Foundation (\$50,000)	RFP - Board approval of the bid	\$870,000	3/15/2018
Circulation Plaza / Learning Lab	Circulation Plaza furniture and equipment including donor recognition digital display	Planning	General (\$48,469) & Foundation (\$6,531)	RFP - Board approval of the bid	\$55,000	4/19/2018
Kids Library	New furniture and layout for kids computers	Planning	Foundation	RFP - Board approval of the bid	\$89,675	4/19/2018

Timeline

PROJECT	PURCHASE	STATUS	FUNDING	PROCUREMENT TYPE	AMOUNT	DATE
Circulation Plaza / Learning Lab	Learning lab computers and equipment (some of this may be able to be purchased with regularly scheduled computer replacement funding)	Planning	General	RFP - Board approval of the bid	\$40,000	4/19/2018
Circulation Plaza / Learning Lab	Learning lab furniture	Planning	General (\$15,800) & Foundation (\$4,200)	RFP - Board approval of the bid	\$20,000	4/19/2018
Signage	Art sculpture for north side of building	Planning	Foundation (possible donor)	RFP - Board approval of the bid	\$25,000	4/19/2018
Living room redesign	New furniture and shelving for the Living Room	Not yet started	General	RFP - Board approval of the bid	\$80,000	5/17/2018
Maintenance Projects	Concrete east center stairwell	Not yet started	Capital Improvement	At least 3 quotes - report to Board only	\$5,000	5/17/2018
Maintenance Projects	New roof	Not yet started	Capital Improvement	RFP - Board approval of the bid	\$500,250	5/17/2018
Maintenance Projects	Repair rotunda windows and atrium framing	Not yet started	Capital Improvement	RFP - Board approval of the bid	\$22,500	5/17/2018
Maintenance Projects	Replace sealant and parapet cap stones	Not yet started	Capital Improvement	At least 3 quotes - report to Board only	\$11,042	5/17/2018
Signage	2 monument signs for north side of building	Planning	General	RFP - Board approval of the bid	\$30,600	5/17/2018

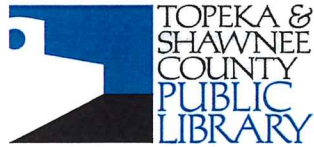


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**Major Initiatives Funding Matrix for Non-Facilities-Master-Plan Initiatives
As of June 11, 2018 - Board 2019 Budget Work Session #1**

Proposed Funding Source:

Initiative	Priority	Estimated Cost	Operating Budget	Bdgt Line Item	Existing Non-Budgeted Fund	Friends of TSCPL	The Library Foundation	Capital Improvement Fund
2019								
Lockboxes- Locs #3 & #4		\$ 60,000	\$ 30,000	FE			\$ 30,000	
Carpeting-Youth Services		\$ 50,000	\$ 50,000	OP				
Replacement of kiosk hardware (computers, money handlers)		55,000	55,000	DS/SA				
Furniture Replacement - Chairs in meeting rooms & public spaces - likely will require a multi-year approach		50,000	50,000	FE				
Sub-total		\$ 215,000	\$ 185,000		\$ -	\$ -	\$ 30,000	\$ -
Budget Line Item: DS - Digital Services Support (Genl Fd); FE - Furniture & Equipment (Genl Fd); OP - operating budget (Genl Fd); SA - State Aid Fund; SP - Special Projects (Genl Fd)								
2020								
Lockboxes - Loc #5 & #6		\$ 60,000	\$ 30,000	FE			\$ 30,000	
Replace controlled access security system		125,000	125,000	FE				-
Furniture Replacement - Chairs in meeting rooms & public spaces - likely will require a multi-year approach		50,000	50,000	FE				
Sub-total		\$ 235,000	\$ 205,000		\$ -	\$ -	\$ 30,000	\$ -
Budget Line Item: DS - Digital Services Support (Genl Fd); FE - Furniture & Equipment (Genl Fd); OP - operating budget (Genl Fd); SA - State Aid Fund; SP - Special Projects (Genl Fd)								
2021 and Future								
Note: From this year forward, funds may be budgeted/transferred into the special accruing fund (capital improvements) to accumulate without limit								
Lockboxes - Loc #7 & #8		\$ 60,000	\$ 30,000	FE			\$ 30,000	
Automated Materials Handling System replacement		350,000						350,000
New book return box replacement cycle (5 per cycle) with wraps		25,000	25,000	OP				
Replace clock system		4,000	4,000	OP				
Replace key system		3,500	3,500	OP				
Relocation of the Maker Space; additional equipment		25,000	25,000	DS				
Garage space sufficient for all vehicles		1,500,000					750,000	750,000
Flooring replacement cycle		50,000	50,000	OP				
Rainwater Storage		75,000						75,000



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**Major Initiatives Funding Matrix for Non-Facilities-Master-Plan Initiatives
As of June 11, 2018 - Board 2019 Budget Work Session #1**

Proposed Funding Source:

Initiative	Priority	Estimated Cost	Operating Budget	Bdgt Line Item	Existing Non-Budgeted Fund	Friends of TSCPL	The Library Foundation	Capital Improvement Fund
Sub-total		\$ 2,092,500	\$ 137,500	\$ -	\$ -	\$ -	\$ 780,000	\$ 1,175,000
Budget Line Item: DS - Digital Services Support (Genl Fd); FE - Furniture & Equipment (Genl Fd); OP - operating budget (Genl Fd); SA - State Aid Fund; SP - Special Projects (Genl Fd)								
Total All Initiatives		\$ 2,542,500	\$ 527,500	\$ -	\$ -	\$ -	\$ 840,000	\$ 1,175,000