

# Big Horn County

## Library Capital Improvements Plan 2018—2024



**Prepared for:**

Big Horn County Library  
419 N Custer Avenue  
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# 1. INTRODUCTION

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The Big Horn County Library is located in Hardin, Montana and is owned and operated by Big Horn County. Big Horn County is in southeastern Montana and is home to several small communities, in addition to the Crow and Northern Cheyenne Indian Nations. The County is rich in culture and time-honored traditions.

The Big Horn County Library has been a part of the community since it was built with an original investment from money donated by Scottish businessman and philanthropist Andrew Carnegie in 1918. Carnegie made similar investments in rural area libraries throughout the United States. A total of 2,509 Carnegie libraries were built between 1883 and 1929.

Like many counties in rural Montana, Big Horn County faces continuing challenges in maintaining infrastructure due to a limited tax base from which to fund the preservation of said infrastructure. Beyond ordinary operation and maintenance, there is always the need to keep up with the responsibility of improving and replacing public facilities and systems in order to provide adequate service to the population of the county.

The Library is a hub of learning and services to Big Horn County. It is an Adult Learning Center. The Hardin Adult Basic Education (ABE) Program runs its programs from the Library. It is sponsored by the Montana Office of Public Instruction, the Hardin School District, and the Big Horn County Library. The purpose of the Hardin ABE Program is to provide the tutoring and testing necessary for Big Horn County residents to receive their Montana issued high school equivalency certificate, HiSET – High School Equivalency Test (formerly known as a GED).

The ABE program offers assessments to place students correctly on their individual educational path, provides one-on-one tutoring to increase the academic knowledge and skills of individuals to a level consistent with a high school graduate, and is a testing center for the HiSET exam.

The Human Resource Development Council (HRDC) provides finance and homebuyer classes at the library. The County Extension Service offers classes in nutrition, cooking, and exercise. Other local groups use the library meeting room for their meetings and activities.

Children’s programming includes PreSchool Storytime year-round for 0-5 year olds and programs for PreSchool through 6th grades in the summer. The County Public Health Nurse provides occasional health programs for youth. Young adults are encouraged to utilize the teen area in the upper level of the Library and the local football team and band students have been engaged in reading programs for younger children.



The Big Horn Room is a compilation of history from around Big Horn County. The collection includes books about the Little Bighorn Battle, General Custer, Crow History, and Northern Cheyenne History. The collection of books includes many first editions (some signed) and some only editions making this a very valuable collection that is kept behind locked doors and opened only upon staff approval.

The Big Horn County Library is supported by a Library mill levy that is currently voted on by County residents in elections held every two years. The Library is hoping to be successful with a vote in 2018 for a permanent levy. In addition to this taxpayer support, the Friends of the Library serve to raise funds for special projects and Library staff regularly write grant applications for the summer reading program. There has been considerable investment over the years from the Montana Coal Board in special projects such as a new large addition to the library in 1987 and new carpeting, baseboards, window dressings, and furniture in 2012.

## 2. CAPITAL IMPROVEMENTS PLANNING

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A Comprehensive Capital Improvements Plan (CCIP) is a budgeting and financial tool used by local government entities to establish long term goals for maintaining and improving a current government operation or building new public facilities. The general planning process used to develop a CCIP identifies specific projects, costs, priorities, timetables, and funding sources. CCIP's can be developed for all facilities that are the responsibility of the local government or a specific public facility such as this document prepared for the Big Horn County Library.

This CCIP for the Big Horn County Library (the Library) covers a minimum of a 5-year period planning period from Fiscal Years 2019 to 2024 and is a living document that will be updated annually. As the Library needs change to reflect community needs, environmental factors, and staff priorities, the CCIP will be updated to add new projects and/or reprioritize existing needs. As well as aiding the Library with annual budgeting requirements, the CCIP is intended to provide tangible goals and objectives for the Library to improve and replace their facility before they are faced with severe degradation or catastrophic failure.

This CCIP was developed through a cooperative process managed by a team that included consultants from Stahly Engineering & Associates, members of the Big Horn County Library Board and management team, and the Big Horn County Library staff. Since the Library is a Big Horn County facility it is authorized and supported by the County Board of Commissioners.

### **a) Objectives**

The Library realizes the need for a planning tool that will provide direction to current and future leadership, management, and staff. This long-term plan identifies the need for improvements before an emergency occurs. It is also useful because it analyzes the financial options available in detail and may improve the Library's chances for obtaining grants.

Big Horn County has a current CCIP that is reviewed on a regular basis and is scheduled for a full update in 2019. The Library management and staff feel that they have enough significant projects to outline their own CCIP. They used the County's Growth Policy and CCIP to ensure the improvement projects coincide with the goals presented in the County's Growth Policy, including:

- Maintaining and improving local services.
- Keeping infrastructure such as roads, highways, and County owned buildings and facilities in good condition in order to attract and retain residents.

Primarily, the Library's CCIP will allow the County, library management, and library staff to maintain the safety and efficiency of the facility, and complete updates to accommodate future use of the facility. The planning process of a CCIP initiates citizen participation to ensure a better understanding of the community's needs by the local citizens, in addition to demonstrating that the County is fulfilling its obligation to the tax payers in a long-term, financially efficient manner.

In addition, the implementation of a CCIP encourages unity among stakeholders through a clearly defined scope of work, budget, and time frame. Adopting a CCIP permits the entity to establish a Capital Improvement Fund in their budgeting process, which allows funds to be

earmarked and carried forward from one year to the next in a formal budgeting process. With project needs identified in an overall planning document, it is easier to anticipate financial needs in order to maximize available federal, state, and private funding.

## b) Planning Area and Population Served

In general, an awareness of planning area characteristics and population trends provides a valuable guide for planning, budgeting, and financing decisions. Population, along with the distribution and characteristics of population centers, is a basic indicator of the services that are needed to serve the residents of a region.



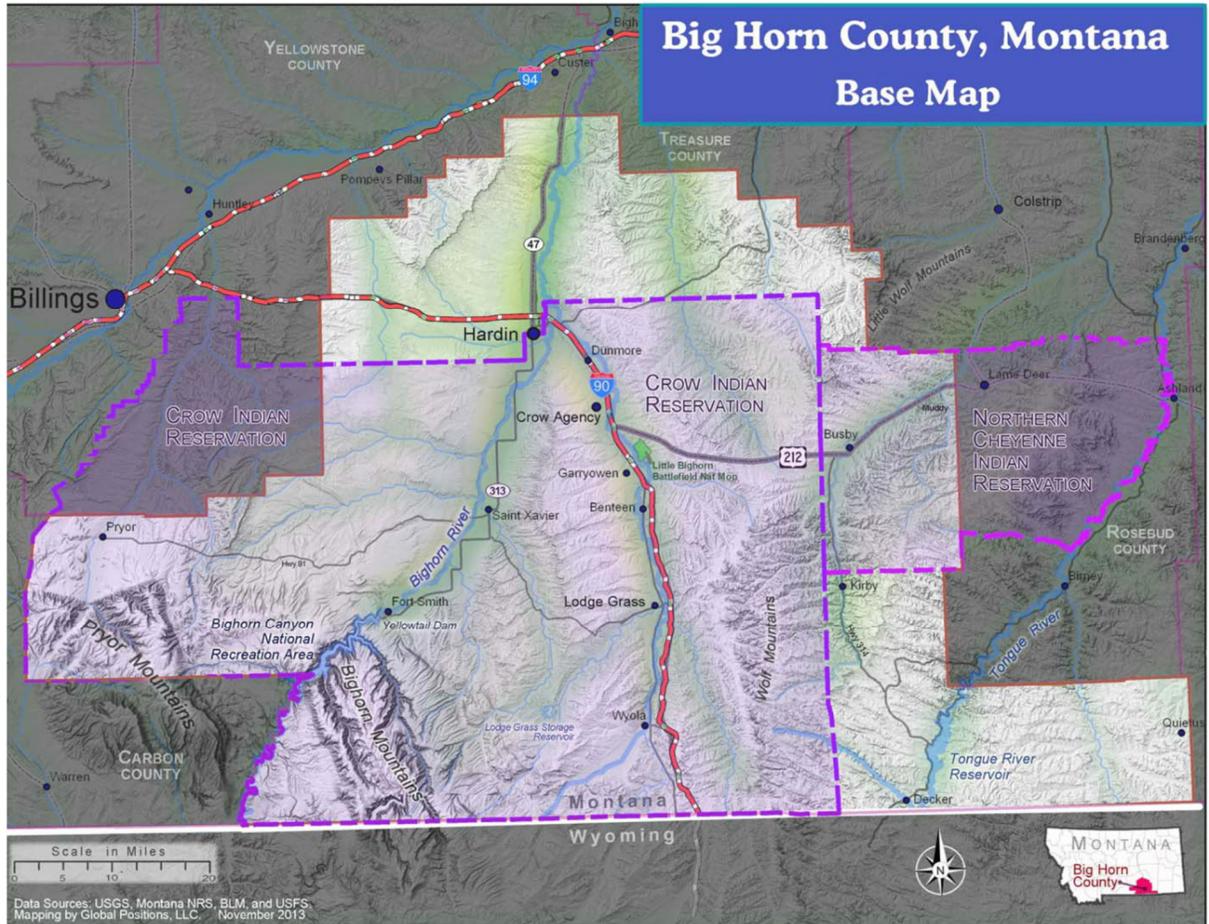
The planning area for this CCIP is Big Horn County, Montana, which is located in southeastern Montana, and is extremely diverse culturally and geographically. Big Horn County is home to the Crow and Northern Cheyenne Indian Nations, as well as the Little Bighorn Battlefield and the Big Horn Canyon National Recreation Area. The southern border of Big Horn County is comprised of approximately 95 miles of interstate border with Wyoming.

Big Horn County encompasses 5,023 square miles, and is the sixth largest county in Montana. There are two incorporated towns located within the county.

- Hardin, located along the northern edge of the county, is the county seat, and home to approximately 3,500 residents.
- Lodge Grass, located in the west central portion of the County, is home to approximately 430 residents.

Smaller communities located within Big Horn County include Busby, Crow Agency, Fort Smith, Pryor, Saint Xavier, and Wyola.

Currently, the Library serves all areas of the County through its location in Hardin.



The table below presents a summary of historical Census populations in Big Horn County, Hardin and Lodge Grass from 1970 to 2010. Though the trend shows a steady, moderate growth for Big Horn County, the incorporated towns have not kept pace with the overall growth or have lost population. This information is based on actual U.S. Census data through 2010 with 2016 County data only provided by the Montana census and economic information center.

**Table 2-1**

Historical Population Summary						
Population Center and Data	1970	1980	1990	2000	2010	2016
Big Horn County	10,057	11,096	11,337	12,671	12,865	13,343
Hardin	2,733	3,300	2,940	3,384	3,505	
Lodge Grass	806	499	517	510	428	

The steady growth experienced by Big Horn County over the last 40 years reflects the need for planning at the county level, and a continued effort to set tangible goals for the county to

improve and replace public facilities. As the county seat, the recent growth in Hardin is also an indication of needed planning efforts by the County.

Future growth projections for Big Horn County have been provided by the Census and Economic Information Center (CEIC) and are a product of Regional Economic Models, Inc. (REMI). REMI provides complete demographic forecasts through 2060 for Montana and each individual county within the state.

**Table 2-2**

Population Projection Summary				
2020	2030	2040	2050	2060
12,780	11,925	10,262	8,728	7,627

Any growth in the County will have an impact on public services such as the library. The Institute of Museum and Library Services, in a research brief in September 2013 ([www.ims.gov](http://www.ims.gov)) states that “small and rural libraries make up the majority of public library system in the United States (80.5%) and that although per capita revenue has decreased over the past three years, visitation and circulation have increased for rural libraries.” In Montana, 70.4% of the libraries are considered rural and 90.1% are classified as “small”. The brief identifies the role small and rural libraries play in rural communities, especially as those communities contract as a result of financial challenges.



SMALL AND RURAL LIBRARIES SERVE A STRATEGIC ROLE IN EXTENDING PUBLIC SERVICES TO RESIDENTS THAT MAY BE HARD TO REACH BY OTHER MEANS. RURAL LIBRARIES ARE ACCUSTOMED TO LINKING WHAT MIGHT BE CONSIDERED TRADITIONAL LIBRARY SERVICES WITH A VARIETY OF OTHER SOCIAL, EDUCATIONAL AND ECONOMIC DEVELOPMENT PROGRAMS.

*Institute of Museum and Library Services*

Trends identified in the Big Horn County Growth Policy that may affect the Library include:

- Although population increase overall has slowed from expectations, the Native American population is increasing which includes a significant increase in young people (less than 20 year of age)
- High school drop-out rates are rising – one of the highest rates of high schools in Montana.
- The number of persons in the county over the age of 65 increased 20% between 2000 and 2010.
- The county’s base economic drivers remain strong – agriculture, coal mining, and tourism

These trends continue to make it imperative that the Library keep up with the current needs and deferred maintenance of the facility.

### 3. CAPITAL IMPROVEMENT PLAN DEVELOPMENT

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The CCIP planning process allows for the identification, review, planning and budgeting of capital expenditures. This process identifies projects, encourages public discussion of needs, and allows citizens to provide advice and recommendations regarding potential projects and expenditures.

The creation of a CCIP, as identified in the “Capital Improvements Planning Manual” published by the Montana Department of Commerce, follows a logical and sequential process, as outlined below:

#### **a) Assess needs**

The first step in the CCIP planning process assessed the overall needs of the Library. A survey was distributed to Library staff to identify specific capital needs. The CCIP team, made up of Stahly Engineering personnel, library staff, and members of the library board, met to further develop the list of project needs for improvements to the Library’s capital assets. During the meeting, capital needs that will improve service and preserve the historic library building were identified. Maintenance and repair issues were discussed and the consequences of forgoing a project were identified. A public meeting was held by the Big Horn County Commission to provide the opportunity for public input on project needs. Appendix A includes copies of the surveys that were returned by each department that participated and the public meeting presentation before the Big Horn County Commission held in January, 2018.

At the end of this needs assessment process, the Library CCIP team was able to prepare a comprehensive needs list of possible capital improvements projects compiled from Library staff and public input and an on-site inventory of identified issues. Stahly Engineering staff researched cost and details related to each project so as staff prioritized needs they were able to consider cost estimates, project schedules, funding availability, and public input.

#### **b) Identify projects and prioritize needs**

The second step in the CCIP planning process evaluated potential projects and prioritized the capital needs of the Library. Ranking criteria were developed to prioritize potential projects. Ranking criteria provided the CCIP team with an objective means to establish project priorities. Weighted scores were used in the ranking process based on the importance of the criteria. Library staff were able to assign a zero score to any priority if it did not pertain to the project.

The CCIP team established the following ranking criteria for evaluating the capital needs of the county:

- **Public Health and Safety (0 or 3 to 5 points):** Does the project address an urgent health or safety concern, legal mandate, or code compliance? (5 points if it addresses a significant concern, down to 3 points for a minor concern)
- **Service to the Community (0 to 5 points):** Does the project provide a benefit to the entire community, or only to a particular segment of the population based on location or need? Does the project improve or enhance the lives of individuals residing in the County? (5 points if the project provides a benefit to the entire population and enhances the community, down to 0 point for providing a benefit to

only a select few and thus, not considered an improvement on the lives of individuals)

- Comfort and Aesthetics (0 to 5 points): Does the project improve or increase the overall experience of the visitor? Does the visitor feel physically and emotionally comfortable in the library?
- Avoids Deterioration (0 to 5 points): Will the proposed project prevent the library from experiencing wear and tear due to environmental factors? Is the project replacing an area that is deteriorating and making the library unsafe?
- Update Components of the Facility (3 to 5 points): Is the project replacing equipment and/or structural components that have not been updated before or are out of date?

All recommended projects were given a score based on the above criteria, which enabled the CCIP team to define a prioritized list of projects (Appendix B). The final project list has been adopted as the Big Horn County Library Comprehensive Capital Improvements Plan.

### **c) Evaluate funding options**

After the final project list was completed, the CCIP team identified potential funding sources for implementing projects. All available sources of funding were evaluated in an effort to identify all possible options for financing the final project list.

During this process, a financial analysis was prepared to provide a clear picture of the County and Library's current and future finances and capabilities. This process examined existing budget requirements and commitments of revenue. Researching this financial outlook makes it possible to estimate the funding available for projects in each budget year of the plan.

There are a number of options available to the Library for the purpose of funding capital projects. Some of these funding options include:

- General Funds
- Grant Funding
- Loans

These options are evaluated further in Section 5 of the CCIP.

After researching all funding options, a potential funding scenario was created for each project on the final CCIP. Due to the scope and size of some projects, more than one funding source may be identified for a single project. This can be advantageous, as funding strategies that are not dependent on one source are less vulnerable to changes in funding availability and are more likely to be successful.

### **d) Adopt and implement the CCIP**

The final step in completing the Big Horn County Library CCIP was to adopt and implement the plan. Prior to formal adoption, a draft CCIP was provided to Library staff and board members for final review and comment. The availability of the draft CCIP for review was published in the Big Horn County News prior to a final Big Horn County Commission public meeting. Appendix C contains copies of the published notice.

The CCIP was adopted by resolution at a public meeting held on ??????. The formal adoption of the CCIP enables the Big Horn County Library staff to begin implementation of the projects identified. A copy of the public meeting minutes adopting the plan is in Appendix E.

## 4. CAPITAL IMPROVEMENT INVENTORIES AND NEEDS

This section describes existing facility needs, summarizes needed improvements, discusses the implication of deferment of the project and identifies any changes in operation and maintenance costs. All projects are associated with the Library building and its functions and are separated by program or physical area.

### a) Library Exterior

#### 1) Description of Existing Facility

The Big Horn County Library is located at 419 Custer Avenue in Hardin. Open landscaping and sidewalk surround the building. The building has a brick exterior and a mixed asphalt shingled and membrane roof with wooden painted soffits. A gutter system conveying stormwater is attached to the roofline. A historic entrance, as indicative of Carnegie libraries, graces the north side of the building. Since this entrance is not compliant with the Americans with Disabilities Act (ADA), an accessible entrance, now serving as the main entrance, is located off the parking lot on the west side of the building. A carport area which houses the library's book drop is also on the west side of the building. That area was once used for parking the library's bookmobile.



#### 2) Summary of Needed Improvements and Implication of Deferment of Project

i) **Rain gutter system.** The current system drains from the roof gutters to the lawn area located on the north and west sides of the building. While attempts have been made to convey storm water away from the building, landscaping that slopes toward the building has caused water to pond next to the building and significant damage to the concrete foundation is evident. To prevent further damage, landscaping improvements sloping away from the building will be completed.



Deferment of the project will cause additional foundation damage and could cause leakage within the building.

*Estimated Cost: \$8,000-\$12,000*

*Possible funding: Big Horn County*

ii) **Library roof.** Leakage from the roof has been evident in recent years with the advent of large storm events. County staff has provided temporary repairs but the entire roof should be inspected and repaired in a permanent manner based on inspection results.

Deferment of roof inspection and repair has the potential to cause significant interior damage in the event of major wet weather.

*Estimated Cost: \$1,500-\$2,000 for inspection; TBD depending on repairs.*  
*Possible funding: Big Horn County*

iii) **Front lawn fencing.** Safety and property damage concerns have been raised by library staff whereby transient and intoxicated individuals have been found utilizing the north side lawn as a place for inappropriate activities. A metal fence will be installed surrounding the property to add security to the library.



Deferment of the fencing project will continue to expose library patrons to potentially unsafe and unsanitary conditions.

*Estimated Cost: \$15,000 - \$20,000*  
*Possible funding: Big Horn County*

iv) **Soffit painting.** No regular schedule for maintenance of painted soffits on the library is in place. The library staff identified this as an important element in keeping the building up to date and in good condition. Painting the soffits will be added to the maintenance plan and completed on a biannual basis.

Deferment of this maintenance item will continue to degrade the existing paint, making the improvement more costly in the long run due to the need to replace damaged pieces of the soffit. It will also degrade the appearance of the library as a source of community pride.

*Estimated Cost: \$930-\$1,200*  
*Possible funding: Big Horn County*

## b) General Facility

- 1) Description of Existing Facility – The Big Horn County Library is a brick structure consisting of five floors of usable space and an entrance vestibule, staff work area, and covered car port on the west side. The main floor houses non-fiction books and DVDs and computer portals for use in research, job applications, and other general use. Library personnel offices and a central circulation desk is also on the main floor. The building is accessible via elevator.

The mezzanine floor is where the Big Horn Room is located containing the local history collection.



The third floor has a young adult seating area along with the adult fiction book collection and the lower level is the children's area where story time and craft areas are accessible by smaller children. Mechanical space and the staff lounge area is also located on the lower level. The Hardin Adult Basic Education Program uses this section of the facility.

2) Summary of Needed Improvements and Implication of Deferment of Project

- i) **Entrance.** The ceiling in the library foyer has significant water damage. The skylight is out of date and seeps water. The area near the library elevator also has water damage. County maintenance personnel have sealed the skylight and repairing just the drywall is an option, however, it would be ideal if the skylight could be replaced as well to solve any future issues with leakage.



Deferment of repairing the drywall is primarily an aesthetic issue. The area that is damaged is evident upon entrance to the library giving the sense that the building is under maintained.

*Estimated Cost: Drywall repair - \$300-\$500, Drywall and Skylight - \$800-\$1,700*

*Possible funding: Big Horn County for repairs, grants for replacement of the skylight*

- ii) **Computer Upgrades.** The Library's computer system is in excess of seven years old with out-of-date programming and software. They system is unable to print or open documents created in newer programs.

Modern library programming is dependent on access to technology. Without these upgrades the Library is unable to fully complete the facility's mission to serve the educational, cultural, and economic needs of residents of Big Horn County.

*Estimated Cost: \$45,000*

*Possible funding: Coal Board Grant; Big Horn County*

- iii) **Security system.** Currently, the library has a security camera system installed. However, the cameras are not operating because the main unit that allows them to function is not working. The security of staff and patrons, as well as inventory control is a major contributor to the importance of this equipment. The unit that allows the cameras to operate will be replaced.

Failure to install new security equipment is a health and safety issue for staff and patrons and may prove costly to the County over the long term due to loss of inventory.

*Estimated Cost: \$5,000*  
*Possible funding: Big Horn County*

iv) **Windows.** The windows currently installed in the original Carnegie area of the library are out of date and inefficient. The windows will be replaced with up to date, energy efficient windows.

Deferment of window replacement will continue to cause temperature comfort issues for patrons and staff and cost the County in higher utility bills.

*Estimated Cost: \$40,000-\$50,000*  
*Possible funding: Montana History Foundation*

v) **Staff lounge area.** The staff lounge and bathroom is out of date, has damage to the floor, and lacks accessibility. The floor creates a trip hazard for employees.

Having a safe, relaxing, and functional atmosphere for employee breaks is conducive to employee satisfaction. Failure to provide that type of space may affect the library's ability to recruit and retain professional staff and could lead to costly workplace injuries.



*Estimated Cost: \$2,500-\$4,000*



*Possible funding: Coal Board Grant, Big Horn County*

- vi) **Wall covering.** The wall paper that is currently in the library was installed 30 years ago. It is showing wear and peeling at the wall seams. The paper will be replaced with new wallpaper or removed and painted.

Deferment of this capital project will continue to make the library appear under cared for and outdated. The existing wall paper will continue to peel and crack and be unsightly.

*Estimated Cost: \$30,000-\$40,000*

*Possible funding: Fundraising, possible grant funds*

- vii) **Car port.** A car port on the west side of the building adjacent to the library's entrance was once used to house the book mobile. Since the program no longer proved to be affordable for the library and the program was discontinued the book mobile was sold and the car port became primarily outdoor storage. Realizing this is not the best use of space, an enclosed 13.5 by 36-foot indoor space is planned for use as genealogy records and research room and a law library.

Genealogy records for Big Horn County are currently housed in the local LDS church building. The church would like to discontinue access to and storage of those records, leaving valuable historic data without permanent access. This project could solve that issue.



Deferment of utilizing the car port space for a law library leave the County without access to that resource and the potential for education, growth, and economic development related to the law profession.

*Estimated Cost: \$90,000-\$130,000*

*Possible funding: Coal Board grants, other grants*

- viii) **Book drop.** Library staff has identified the book drop as a facility component they would like to update. The current book drop is fairly small and has external damage. It resides in the car port. The staff suggested a new drive-up book drop be installed at the gate in front of the building.

Deferment of replacing the book drop could result in damaged books. Making this service more accessible may result in a more efficient book return rate.

*Estimated Cost: \$1,500-\$2,000*  
*Possible funding: Grant*

### **c) Children's Room**

1) Description of Existing Facility

The lower level of the library includes a colorful and cheery children's area with space for story time and games.

2) Summary of Needed Improvements and Implication of Deferment of Project

- i) **Ceiling.** The ceiling in the children's room has significant water damage. The water damage is from the upstairs bathroom previously overflowing, not a permanent leak. The library staff would like to repair the ceiling to prevent further damage.

Deferment of ceiling repairs is primarily an aesthetic issue. Proper maintenance and the appearance of the building lend to respect of the space and the staff who are responsible for it. This is particularly important in teaching children proper behavior in social settings.

*Estimated Cost: \$300-\$500*  
*Possible funding: Big Horn County*

- ii) **Shelving.** The bookshelves in the children's room are bowed due to overuse and age. In order to accommodate the children's books, new shelves will be installed.

Deferment of the installation of new bookshelves could cause personal and property damage.

*Estimated Cost: \$11,000-\$14,000*  
*Possible funding: Big Horn County*

- iii) **Pest Evaluation.** The Children's Room (Carnegie area) needs to undergo a pest evaluation because bats have gotten into the area in summer months. Once the evaluation is conducted and the damaged area where the bats are entering is identified, a mitigation project will be planned.

Failure to determine the source of the bat intrusion is a public health and safety issue and could result in illness of staff or patrons. Property damage caused by the bats may also ensue.

*Estimated Cost: \$2,000-\$3,000 (evaluation only)*  
*Possible funding: Big Horn County*



## d) Outreach

### 1) Description of Existing Facility

Currently, the Big Horn County Library has no way to serve people that don't live in Hardin. Big Horn County has a population of around 13,000 and Hardin's population is only 3,000. Many County residents have to travel extensive distances to visit the library.

### 2) Summary of Needed Improvements and Implication of Deferment of Project

- i) **Bookmobile.** The long-term goal for the library is to invest in a bookmobile to travel throughout the county to other communities and schools. The mobile will require one additional part time staff member and an annual fuel and maintenance budget depending on the vehicle and amount of use.

The unfortunate loss of revenue and staff to support the once active bookmobile to serve outlying areas of the County will continue with deferment of this project. Children and adults who could benefit from the literary services provided by the program will continue to lack that resource in communities like Lodge Grass and Buzby, reservation communities that do not have local library services and struggle to provide healthy activities for young people.

*Estimated Cost: \$236,440 (vehicle only)*

*Possible funding: Grant funding*

## 5. FUNDING SOURCES

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Capital improvement plan projects can be funded from a variety of sources. Following is a general discussion of the more common sources available in Montana and a more detailed discussion of how Big Horn County will plan for funding opportunities for capital improvement projects at the Big Horn County Library.

### **a) General Funds**

The most commonly used method of financing capital improvement projects is the use of general funds, which are gathered from local and State taxes. The general fund is typically inadequate to fund larger project needs; however, it is a practical source for funding small capital improvement projects.

A copy of the Big Horn County 2018 budget is in Appendix D. The budget includes a history of taxable valuation for the County from year ???. With few exceptions, the history shows only a slight difference from year to year in the amount of revenue available for budgeting in Big Horn County. From that historical analysis it has been determined that there will likely be no dramatic changes to revenue in the next five years.

One factor that has potential to affect revenue in the next five to twenty years is a trend for the Crow Tribe to reacquire land that was purchased by non-tribal members in years past and return the land to tribal land. This would eliminate any land acquired from Big Horn County's taxable valuation.

Another factor affecting revenue is oil, gas, and coal production levels from which federal royalties are allocated to the state and distributed to counties based on their contribution to the production. This is a somewhat volatile factor that could significantly increase or decrease revenue.

#### ***Effect of Taxable Value and Debt Limits on Potential for Increased Revenue***

Montana laws govern County indebtedness and bonding capacity.

1. A county may not issue bonds or incur other indebtedness for any purpose in an amount, including existing indebtedness that in the aggregate, exceeds 2.5% of the total assessed value of taxable property within the county as ascertained by the last assessment for state and county taxes.
2. With some exception, a county may not incur indebtedness or liability for any single purpose to an amount exceeding \$1,000,000 without the approval of a majority of the electors of the county voting at an election as provided by law.

The Board of County Commissioners may not borrow money for any single purpose in an amount exceeding the limits set on indebtedness unless first submitting the question of a loan to a vote of the electors of the county; and obtaining the approval of a majority of the electors of the county. A county may borrow the following amounts without a vote of the electorate:

- up to \$1 million if the county's taxable value is less than \$50 million;
- up to \$1.5 million if the county's taxable value is between \$50 million and \$100 million; and
- up to \$2 million if the county's taxable valuation is greater than \$100 million.

Currently no major projects, exceeding \$1 million are planned by the Library so, debt limits are not a factor.

Big Horn County conducts a yearly budgeting process in which they review prior years' expenditures and plan for coming year revenue and expenses. In participating in this process each major department head is asked to provide a budget that is then incorporated into the overall county budget. The County utilizes a special revenue fund for capital improvements for the Library and that fund is reviewed at budget time each year. A copy of the 2018 Library special revenue fund is in Appendix D.

Funds within the General Fund can be earmarked for a special departmental project whereby departments can request that the Commission pass a resolution to budget each year to save for upcoming projects. Additionally, as revenues exceed budgets, departments can request a Commission resolution that overages be credited to the capital improvement account for each department.

Utilizing savings from department efficiencies and planned capital improvement budgets will provide leverage for potential other funding sources which may include grant funding.

## **b) Grant Funding**

Grants are one of the primary means to fund large capital improvement projects, and there are state and federal grant programs available for the critical capital improvement needs of communities. These include Montana Department of Commerce (MDOC), Department of Natural Resources and Conservation (DNRC), and United States Department of Agriculture (USDA) managed grant programs. Typically grant funds are allocated for projects that are protecting and preserving the health and welfare of the residents; however, grants may also be obtained for stimulating economic development and protecting renewable resources. Grant applications are generally ranked and processed on a competitive basis, based on the severity of the project need and the financial need of the community. Library capital projects are generally not eligible for funding from many of these programs.

Potential sources of public grant funds in Montana that may be used for the library include:

- USDA Rural Development (RD) – RD grants may award up to 75% of the eligible project costs for public works infrastructure and public facilities in rural communities. Libraries may be eligible. Grant awards are based on available funding and applicant eligibility.
- Montana Coal Board – The Board was created to assist local governmental units that have been required to expand the provision of public services as a consequence of large-scale development of coal mines and coal-using energy complexes or as a consequence of a major decline in coal mining or in the operation of coal-using energy complexes.

The Board considers applications and awards Coal Board Impact grants to counties, communities, school districts, Indian Tribes, or other governmental units to assist them in adequately providing governmental services or facilities that are needed as a direct consequence of an increase or decrease in coal development or in the consumption of coal by a coal-using energy complex.

In addition to limited sources of public grant funds, several private charitable foundations may provide funding options for libraries. Some would require funding through an independent nonprofit 501(c)(3) group that supports the library. These include:

- The Montana History Foundation – currently conducting historic preservation projects for Carnegie Libraries
- Montana Community Foundation
- Gilhousen Family Foundation
- Steele Reese Foundation
- Treacy Foundation
- Paul G. Allen Foundation
- M.J. Murdock Charitable Trust

### **c) Loans**

Potential loan sources for library capital improvements include:

- Rural Development (RD) – RD provides loans for projects with an emphasis on assisting small, rural communities, with loan interest rates based on median household income and user rates. There is no maximum amount of loan funding, but it is limited by the applicant's ability to repay the loan. The typical repayment length is 40 years, or the maximum life of the facility.
- Intermediate Term Capital Program (INTERCAP) – INTERCAP loans may be used for a number of projects, including infrastructure projects, new or used vehicle and equipment purchases, preliminary engineering costs, and grant writing. Projects may receive 100% financing, with no local match required; however, for loans over \$200,000, the full board of directors must review the loan application. INTERCAP loans typically have a 10 year repayment cycle.

Although most loan programs have a low interest rate, some may require a matching share or have very strict administration or project requirements.

## 6. CAPITAL IMPROVEMENTS PLAN

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The capital improvement projects defined in Section 4 of this document were selected in accordance with the process outlined in Section 3 and represent the most pressing projects to be executed in order to maintain and improve services and the physical plant of the Big Horn County Library. Table 6-1 presents the Comprehensive Capital Improvements Plan for the Library for the Fiscal Years 2019 - 2025. The projects are listed in date and priority order, and each project line item includes the following: estimated project cost, possible annual recurring costs, the target date for completion, and possible funding sources. It also details the estimated cost of the project that Big Horn County will be responsible for and a plan for which budgetary fund that amount will be drawn from.

It is now the responsibility of the Big Horn County Commission and the Big Horn County Library and Board of Directors to utilize this document in their annual budgeting and planning to ensure that the projects are completed as planned. It is also important that the commission and library staff continue to update and renew this plan to maintain proper planning efforts and keep their goals on track.

**Appendix A**  
**Needs Assessment Surveys**  
**Public Meeting Presentation**

**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

Type of Project:

Equipment Purchase

Facilities – New Construction

Facilities – Maintenance or Upgrade

Other

Description and justification of project (include a description of the existing system to be replaced, if any):

landscaping - currently our yard slopes into the building and causes flooding in the building. We need to have the ground worked up to pull water away from the building

Estimated cost of project (if available) \_\_\_\_\_

How soon would you like to see this project implemented? \_\_\_\_\_

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Will this project require additional permanent personnel? If so, please explain.

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

Will there be a need for land or easement acquisition? If so, please explain.

*PVC pipes installed*

*are being*

*broken - kids skate boards*



**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

*#1 priority*  
*County to Coal Board*  
*1/18/18*

Department: Big Horn County Library

Contact: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase
- Facilities – New Construction
- Facilities – Maintenance or Upgrade
- Other

*County - \$10,000*

Description and justification of project (include a description of the existing system to be replaced, if any): Update Computer System - current system

is 7 years old. It does not print or open documents created on newer up-to-date programs

Estimated cost of project (if available) 45,000

How soon would you like to see this project implemented? \_\_\_\_\_

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Grant funds

Will this project require additional permanent personnel? If so, please explain.

No

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

\_\_\_\_\_

Will there be a need for land or easement acquisition? If so, please explain.

No

\_\_\_\_\_

**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

*May be  
fixed -  
shingles*

Department: Big Horn County Library

Contact: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

Type of Project:

Equipment Purchase

Facilities – New Construction

Facilities – Maintenance or Upgrade

Other

Description and justification of project (include a description of the existing system to be replaced, if any):

The entire roof should be inspected and repaired where necessary. Damage to the ceiling in the entry way shows evidence of a leak

Estimated cost of project (if available) \_\_\_\_\_

How soon would you like to see this project implemented?

Summer 2018

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Operating Budget

Will this project require additional permanent personnel? If so, please explain.

\_\_\_\_\_  
\_\_\_\_\_

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

\_\_\_\_\_  
\_\_\_\_\_

Will there be a need for land or easement acquisition? If so, please explain.

\_\_\_\_\_  
\_\_\_\_\_

**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase                       Facilities – New Construction  
 Facilities – Maintenance or Upgrade     Other

Description and justification of project (include a description of the existing system to be replaced, if any): Soffets need to be painted.

Those near the top of the roof are peeling

Estimated cost of project (if available) \_\_\_\_\_

How soon would you like to see this project implemented? Summer 2018

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Operating budget

Will this project require additional permanent personnel? If so, please explain.

No Maintenance staff can do this

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

It should be done on a semi-annual basis,

Will there be a need for land or easement acquisition? If so, please explain.

No

**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: Donelle - 30yr employee

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase                       Facilities – New Construction  
 Facilities – Maintenance or Upgrade     Other

*Drive up  
may be desirable  
or behind  
gate at  
front of  
building*

Description and justification of project (include a description of the existing system to be replaced, if any): New Book Drop

Estimated cost of project (if available) \$ 1500 - 2,000 for book

How soon would you like to see this project implemented? \_\_\_\_\_

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Grant Funds

*May need  
to move  
from  
current place*

Will this project require additional permanent personnel? If so, please explain.

No

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

\_\_\_\_\_

Will there be a need for land or easement acquisition? If so, please explain.

No

**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: Donelle

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase                       Facilities – New Construction  
 Facilities – Maintenance or Upgrade     Other

Description and justification of project (include a description of the existing system to be replaced, if any): Energy-efficient windows on the Carnegie section

Estimated cost of project (if available) \_\_\_\_\_

How soon would you like to see this project implemented? \_\_\_\_\_

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Grant Funds - MT Hist Foundation

Will this project require additional permanent personnel? If so, please explain.

No

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

\_\_\_\_\_

Will there be a need for land or easement acquisition? If so, please explain.

No

**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: Donelle

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase
- Facilities – New Construction
- Facilities – Maintenance or Upgrade
- Other

Description and justification of project (include a description of the existing system to be replaced, if any): FLOOR - Lounge - shifting due to concrete cracking

Estimated cost of project (if available) \_\_\_\_\_

How soon would you like to see this project implemented? \_\_\_\_\_

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Grant Funds

Will this project require additional permanent personnel? If so, please explain.

No

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

\_\_\_\_\_

Will there be a need for land or easement acquisition? If so, please explain.

no



**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase                       Facilities – New Construction  
 Facilities – Maintenance or Upgrade     Other

*Old section  
evaluation for  
bats in  
kids room.*

Description and justification of project (include a description of the existing system to be replaced, if any): late summer bats come in

and are in the children's room

*July - Aug*

*Found  
Bin 10 days*

Estimated cost of project (if available) \_\_\_\_\_

How soon would you like to see this project implemented? \_\_\_\_\_

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Will this project require additional permanent personnel? If so, please explain.

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

Will there be a need for land or easement acquisition? If so, please explain.



**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase                       Facilities – New Construction  
 Facilities – Maintenance or Upgrade     Other

*Bathroom  
overflowed  
- not a  
perm  
leak*

Description and justification of project (include a description of the existing system to be replaced, if any): ceiling above children's desk. from  
water damage

Estimated cost of project (if available) \_\_\_\_\_

How soon would you like to see this project implemented? \_\_\_\_\_

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)  
\_\_\_\_\_

Will this project require additional permanent personnel? If so, please explain.  
\_\_\_\_\_  
\_\_\_\_\_

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.  
\_\_\_\_\_  
\_\_\_\_\_

Will there be a need for land or easement acquisition? If so, please explain.  
\_\_\_\_\_  
\_\_\_\_\_

**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase                       Facilities – New Construction  
 Facilities – Maintenance or Upgrade     Other

Description and justification of project (include a description of the existing system to be replaced, if any): Ceiling in foyer from water damage

water damage also to ceiling from ground level by elevator/dollhouse

*Skylight  
- fixed  
in '89  
  
- not  
currently  
leaking*

Estimated cost of project (if available) \_\_\_\_\_

How soon would you like to see this project implemented? \_\_\_\_\_

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

\_\_\_\_\_

Will this project require additional permanent personnel? If so, please explain.

\_\_\_\_\_  
\_\_\_\_\_

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

\_\_\_\_\_  
\_\_\_\_\_

Will there be a need for land or easement acquisition? If so, please explain.

\_\_\_\_\_  
\_\_\_\_\_



**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase
- Facilities – Maintenance or Upgrade
- Facilities – New Construction
- Other

*Maintenance  
Preferred  
would go  
away &  
repaint*

Description and justification of project (include a description of the existing system to be replaced, if any): wallpaper is 30 years old - showing wear and peeling at seams

Estimated cost of project (if available) \_\_\_\_\_

How soon would you like to see this project implemented? \_\_\_\_\_

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Will this project require additional permanent personnel? If so, please explain.

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

Will there be a need for land or easement acquisition? If so, please explain.



**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: Donelle

Telephone: 406-665-1808 Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase                       Facilities – New Construction  
 Facilities – Maintenance or Upgrade       Other

Description and justification of project (include a description of the existing system to be replaced, if any):

A tall metal fence similar to the one around the Ford Parking Lot. On Back activity.

*Around yard to keep the undesirable*

Estimated cost of project (if available) \$20,000 - 25,000

How soon would you like to see this project implemented? As soon as possible

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Most likely it would have to be funded by grant.

Will this project require additional permanent personnel? If so, please explain.

No. Once it's built it could be maintained by existing staff.

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

If built sturdy enough this fence could be maintained at very minimal costs.

Will there be a need for land or easement acquisition? If so, please explain.

No.

A tall strong fence around the library would be protection against the defacement of the building that occurs regularly now by individuals after business hours. The cornerstone has been defaced, drain pipes are pulled down as quickly as they are put back up. I have caught people on numerous occasions urinating on the walls. The lawn on the north side of the building is often littered with empty alcohol containers from the previous evening's partying that goes on in the shadows. This area is also where the windows to the children's department <sup>are</sup> often the kids are witness to people drinking, fighting, sleeping, and even having sex on occasion.

A fence will certainly not end this type of abhorrent behavior but at least the library would not have to be the site for these kinds of carnal activities.

**BIG HORN COUNTY LIBRARY CAPITAL IMPROVEMENT PLAN**

**Project Request Form**

Department: Big Horn County Library

Contact: Donelle

Telephone: 406-665-1808 Email: \_\_\_\_\_

Type of Project:

- Equipment Purchase
- Facilities – Maintenance or Upgrade
- Facilities – New Construction
- Other

*Part of computer request - to coal board 1/18/18*

Description and justification of project (include a description of the existing system to be replaced, if any): Upgrade of our Wi-Fi system to include new Routers and an increase in available speed. On back

Estimated cost of project (if available) \_\_\_\_\_

How soon would you like to see this project implemented? As soon as possible.

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Probably operating funds plus grant funds

Will this project require additional permanent personnel? If so, please explain.

The new equipment necessary could be installed and maintained we are contracted to already

Will this project require additional yearly maintenance, supply, or fixed costs? If so, please explain.

\_\_\_\_\_  
\_\_\_\_\_

Will there be a need for land or easement acquisition? If so, please explain.

No.  
\_\_\_\_\_  
\_\_\_\_\_

Many of our patrons use our Wi-Fi and prefer to use that as opposed to using a public computer as they are at times working with personal information they would like to keep private. Currently our Wi-Fi is unable to meet the needs of our patrons because of its age and slow working speed. In addition the Wi-Fi is out of order most of the time and unavailable.

# Big Horn County

## Library Comprehensive Capital Improvements Plan



PLANNING SESSION AND PUBLIC MEETING #1  
JANUARY 17, 2018



# Comprehensive Capital Improvements Plan (CCIP) Process



- **Benefits to Preparing a CCIP**
  - Saves Money
    - ✦ Long-term financial plan
    - ✦ Identifies need for improvements before an emergency occurs
    - ✦ Analyzes financial options
    - ✦ May improve chances for obtaining grants



# Comprehensive Capital Improvements Plan (CCIP) Process



- **Benefits to Preparing a CCIP**

- Helps Local Government agencies understand and be more responsive to citizens' needs

- ✦ Prevents funding of “pet projects” that only benefit a small group
- ✦ Builds support for critical projects
- ✦ Shows taxpayers the total of responsibility for a wide range of projects – illuminates all infrastructure responsibilities
- ✦ Educates the public about the long-term building issues and consequences and the hard choices that must be made by library staff and board



# Comprehensive Capital Improvements Plan (CCIP) Process



- **Benefits to Preparing a CCIP**
  - Helps Local Government agencies operate more efficiently
    - ✦ Establishes priorities for projects that are most critical
    - ✦ Builds consensus and communication among local officials and staff
    - ✦ Requires staff to justify project requests
    - ✦ Provides consistency through staff and commission transition

## Discussion: Big Horn County Library Goals in Developing a CCIP?



- **What are your goals?**
  - Identify Library needs and issues
  - Quantify cost of capital purchases or building upgrades
  - Demonstrate ongoing improvement to library services
  - Utilize document to assist in acquiring grant funding
  - Others?

# What Will the CCIP Look Like?



## Draft Table of Contents

1. **Introduction**
  - a) Objectives
  - b) Planning Area Description
    - a) County information
    - b) Library history and services
    - c) Library use statistics
    - d) Population Trends
2. **Planning Process**
  - a) CIP Development and Prioritization
3. **Capital Improvement Inventories and Needs**
  - a) Building Improvements
  - b) Capital Purchases
  - c) Program Needs
  - d) Others?
  - e) Non-prioritized Projects
4. **Capital Improvements Plan**
  - a) Prioritized Projects with Costs and Dates (5-year plan)
5. **Funding Sources**
  - a) County revenues/expenses
  - b) Grants and loans

# What Steps Do We Take to Complete the Plan?



# What Steps Do We Take to Complete the Plan?

## Assessing Needs

1. Library board and staff define objectives
2. Inventory existing facilities
3. Examine historic budgets, define Capital improvements funds/accounting
4. Gather input from library staff
  - a) Survey
  - b) Individual meetings
5. Public participation
  - a) Presentation of objectives, possible projects (Library priorities), and potential funding sources
  - b) Allow comment period (written comment, web site access)



# Library Staff Survey



- Survey is available
  - See handout
  - Discuss what to include
    - ✦ Dollar value limit (i.e. >\$5,000)
    - ✦ Encourage research in to costs and alternatives
    - ✦ Stahly Engineering will follow up on details of projects as needed
    - ✦ Reasonable timeline
  - All projects may not be prioritized



# What Steps Do We Take to Complete the Plan?

## Prioritizing Needs

1. Library staff/board establish ranking criteria
  - a) Example rating system:
    1. Already committed projects
    2. Threat to public health and safety or that violate regulations (ADA compliance)
    3. Deteriorating existing facilities
    4. Projects that will increase visitation to the Library
    5. Projects that will benefit decreasing long-term costs
    6. Projects that will leave a legacy for Library board and staff



# What Steps Do We Take to Complete the Plan?



## Prioritizing Needs

Order by priority	Department	Project Description	Facility	Estimated Cost			Annual Recurring Costs	Target Date (Fiscal Year) for Completion of Project	Start Date to Complete Project by Target Completion Date	Possible Funding Source	Scoring Matrix					Total Points
				Current	Projected	County Obligation					Public Health and Safety (3-6 or zero)	Currently Planned Project (3-6)	Increase Visitation (0-6)	Protect Building Investment (0-6)	Decrease long-term costs(0-3)	
H	Children's	Increase space allocated to Children's area; purchase new shelving and furniture	Library	\$120,000	add 5%/year for inflation	\$10,000		FY2018/19	July-18	Coal Board	6	0	6	1	1	14
H	Adult Ed	Rotation of purchase of upgraded and additional computers for use for Adult Education (3/year)	Library	\$4,500		\$4,500		FY2018/19	December-18	Private foundation grant	0	6	6	0	3	15
M	Big Horn Rm	New carpeting for Big Horn Room	Library	\$8,000		\$0		FY2018/19	December-18	Fundraising	3	0	2	5	0	10
H	General Facility	Improve building storm drain system to move water away from the building exterior.	Library	\$12,000		\$12,000		FY2018/19	July-18		6	6	0	6	3	21



# What Steps Do We Take to Complete the Plan?



## Prioritizing Needs

2. Evaluate needs to answer specific questions
  - a) Capital costs
    1. Engineering/architectural
    2. Construction
    3. Land
    4. Utilities
    5. Preparation of grant/loan applications
    6. Other costs associated with funding (bonding, formation of district)
  - b) Impacts on local government financing
  - c) Financing
  - d) Other impacts: cultural, economic, public support



# What Steps Do We Take to Complete the Plan?



## Prioritizing Needs

Priority	Department	Project	Project Scheduled Date	Location	Description	Existing System	Land or Easement Required	Benefits	Estimated Cost at Date Scheduled	Change in O&M Costs	Funding	Total Estimated Cost County Fund to Big Horn County	budgeted for County portion of Cost	Tax & Economic Effects	Public Support	Estimated Life Expectancy**	Date of Project Completion
2018																	
1	Children's	Expand Children's Story Time Area	18-May	Children's Area	Increase space allocated to Children's area; purchase new shelving and furniture	Inadequate space; shelving too high; furniture inadequate	None	More attractive space for reading and crafts; improve library visitation	\$120,000	None	Coal Board; fundraising	\$10,000	Library Capital Improvements Fund	None	Yes		
2	Adult Education	Adult Ed Computers	18-Dec	Adult Ed	Rotation of purchase of upgraded and additional computers for use for Adult Education (3/year)	Old, inadequate number of computers	None	Improve library visitation; economic assistance to local residents	\$4,500/year	Savings of \$300/YEAR	Private foundation grants; Library Capital Improvements Fund	\$1,000/year	Library Capital Improvements Fund	None	Yes		
3	Big Horn Room	Big Horn Room Carpet	18-Dec	Big Horn Room	New carpeting for Big Horn Room	Worn carpet	None	Library aesthetics; protect investment in collection; improve library visitation	\$8,000	None	Fundraising	None	N/A	None	Yes		
4	General Facility	Storm drain system	18-Jun	Library exterior	Improve building storm drain system to move water away from the building exterior.	Storm drain gutters are leaking and causing building damage.	None	Building preservation.	\$12,000	Savings of \$2,000/YEAR	Library Capital Improvements Fund	\$12,000	Library Capital Improvements Fund	None	Yes	30 years	



# What Steps Do We Take to Complete the Plan?

## Evaluate Funding Options

1. Local Governments Agency's Financial Condition
  - a) General overview of Big Horn County finances.
  - b) Where does Library funding come from?
  - c) Can the Library borrow funds?
  - d) Economic and community development trends that might affect tax base?
  - e) Ability of property tax payers to carry burden of additional assessments?
2. Availability of funds from other sources: current cash, user fees, fundraising, grants
  - a) Special accounts earmarked for financing capital improvements
  - b) Grants expected.



# What Steps Do We Take to Complete the Plan?



## Evaluate Funding Options

3. Identify funding options
  - a) Revenue Bond
  - b) GO Bond
  - c) Capital Improvement Fund – may be established for replacement improvement, and acquisition of property, facilities, or equipment that costs  $> \$5,000$  and has a life expectancy of  $\geq 5$  years
  - d) Grants and loans
  - e) Fees
  - f) Current revenues
  - g) Other funding – interlocal agreements, privatization, fundraising
4. Utilize financial depreciation to finance replacement of the facility



# What Steps Do We Take to Complete the Plan?

## Evaluate Funding Options

5. Develop a Comprehensive Funding Strategy
  - a) Type of funding
  - b) Availability over time
  - c) Matching requirements
  - d) Ceilings
  - e) Local administrative requirements
  - f) Preparation of applications



# What Steps Do We Take to Complete the Plan?



## Adopt and Implement the CIP

1. CIP Document Requirements
  - a) At least a 5 year plan
  - b) Inventory of existing facilities
  - c) Population projections and impact on facilities
  - d) Identification and prioritization of needs
  - e) Estimated year for each project
  - f) Estimated cost
  - g) Amount and potential sources of funding
  - h) Specific requirements and timing issues
2. Adopt the Plan
  - a) Resolution following public meetings and at least one formal public hearing
  - b) Adopt year 1 of the CIP as part of the annual budget – update each budget year
  - c) Brief new officials and staff on the CIP



# What Steps Do We Take to Complete the Plan?



## Adopt and Implement the CIP

3. Yearly review to include
  - a) Trends that will increase cost of projects
  - b) Need for new projects
  - c) Removal of completed projects
  - d) Increases or decreases in grant or other revenue that changes the timing of a project
  - e) New economic development activity
4. Adoption=Implementation



# Scope of Work – Who Does What?



- **What Stahly Engineering Will Provide**
  - **Assessing Needs**
    - ✦ Facilitate and organize needs assessment meetings with library staff/board, local government officials, public
    - ✦ Inventory and assess existing facilities
    - ✦ Analyze historic budget information
  - **Prioritizing Needs**
    - ✦ Facilitate prioritization process including establishment of ranking criteria
    - ✦ Assist with research regarding projects identified
    - ✦ Preliminary cost estimates



# Scope of Work – Who Does What?



- **What Stahly Engineering Will Provide**
  - Evaluate Funding Options
    - ✦ Provide information about potential funding sources
    - ✦ Review County finances and recommend funding alternatives
  - Complete a Written Document
    - ✦ Ensure compliance with potential funding agency requirements
  - Adoption and Implementation
    - ✦ Assist with implementing yearly goals of the CIP



# Scope of Work – Who Does What?



- **What Library Personnel Will Provide**
  - Assessing Needs
    - ✦ Participate in needs assessment meetings with local government officials and public
    - ✦ Provide lists and assistance with the inventory of existing facilities
    - ✦ Provide historic and up to date financial information
  - Prioritizing Needs
    - ✦ Establish ranking criteria
    - ✦ Assist with research regarding projects identified

# Scope of Work – Who Does What?



- **What Library Personnel Will Provide**
  - Evaluate Funding Options
    - ✦ Identify existing funding mechanisms utilized by the Library/County
    - ✦ Assist with review of Library/County finances
  - Review Written Document
    - ✦ Provide timely comments on draft versions in order to have the CIP prepared for budgeting process
  - Adoption and Implementation
    - ✦ Formally adopt the CIP
    - ✦ Commit to projects identified
    - ✦ Review the CIP each year in conjunction with the budgeting process



# Getting Started



- Description of Current Facilities and Groups or Individuals who Will Provide Feedback
  - Adult Learning Center
  - Education Opportunity Center
  - Children's Programming
  - Big Horn Room

# Getting Started



- Project Ideas/Library Board and Staff Priorities
  - Existing Projects
    - ✦ ???

# Getting Started



- Future Projects

- ???



# Next Steps



Activity	Who is Responsible	Date Due
Survey Library Staff and Others	Stahly – develop survey BHCL – distribute survey	12/17 Return surveys by 2/1/18
Kick off and Public Meeting	Stahly – facilitate meetings BHCL – attend all meetings	1/17/18
Meet with Staff as needed to clarify needs identified	Stahly – assist if necessary BHCL – facilitate meetings	2/15/18
Gather data	Stahly – facilities condition inventory, population, trends, funding, etc. BHCL – assist in providing data	2/15/18 – 4/1/18
Prioritization meeting (may be via conference call)	Stahly – facilitate BHCL – attend meeting	4/13/18



# Next Steps



Activity	Who is Responsible	Date Due
Draft CCIP completed	Stahly – draft and print review copies of the document BHCL – review and make comment	Draft delivered 5/15/18 Review comments back by 6/18/18
Make draft available for public comment	Stahly – assist with on line comment forum and other forms of comment BHCL – advertise availability of document for comment; document all comments received	6/20/18-8/3/18
Incorporate comments into CCIP	Stahly – facilitate discussion regarding comments to incorporate BHCL – assist in prioritizing any changes suggested during comment period	8/15/18
Final document completed	Stahly – complete and provide printed and electronic copies BHCL – adopt CCIP, make copies available to public	9/1/18

# Next Steps



**Appendix B**  
**Project Prioritization Worksheet**

Big Horn County Library  
Comprehensive Capital Improvements Plan  
Priority Matrix

Order by priority	Department	Project Description	Facility	Estimated Cost			Annual Recurring Costs	Target Date (Fiscal Year) for Completion of Project	Start Date to Complete Project by Target Completion Date	Possible Funding Source	Scoring Matrix					Total Points
				Current	Projected	County Obligation					Health & Safety (3-5 or 0)	Service to the Community (0-5)	Comfort and Aesthetics (0-5)	Avoids Deterioration (0-5)	Update Components of the Facility (3-5 or 0)	
1	General Facility	Security system - replace main unit that operates the cameras	Library	\$5,000 (verify with Candy)			None	FY2019	April-18	BHC						16.5
1	Computer System	Update computer system including an upgrade to the wi-fi system (new routers and increased speed)	Library	\$45,000			Maintenance - no new costs	FY2018/2019	in progress	Coal Board - applied for/assurance of \$20,000 when funds available, \$10,000 BHC						16.5
2	Exterior	Landscaping to alleviate flooding in building due to poor rain gutter system	Library	\$8,000 - \$12,000			None	FY2019	May-18	BHC						15.5
2	Exterior	Roof needs to be inspected and repaired	Library	Inspection only \$1,500 - \$2,000; repair TBD depending on inspection			None	FY2018/2019	April-18	BHC						15.5
3	Children's Room	Childrens room ceiling needs to be fixed from water damage	Library	\$300 - \$500				FY2018/19	April-18	BHC						14.5
3	Entrance	Ceiling in foyer needs replacing due to water damage/ also from ground floor to ceiling by elevator-dollhouse - determine if this should be a longer term remodel plan	Library	Drywall repair: \$300 - \$500 Drywall and new skylight: \$800 - \$1,700				FY2018/19 for repairs; 2020 for additional	April-18	BHC (repairs); grants for remodel						14.5
3	Children's Room	Childrens room shelving	Library	\$11,000 - \$14,000				FY2019/2020	July-18	BHC						13.25
4	General Facility	Energy efficient windows in Carnegie area	Library	\$40,000 - \$50,000				FY2020	September-18	Montana Historical Foundation - Carnegie Project	0	2	5	1	5	13
5	Lounge Area	Bathroom for staff needs remodeling	Library	\$2,500 - \$4,000				FY2020	January-19	Coal Board Grant; BHC						13
5	Children's Room	Childrens room (Carnegie area) evaluation to determine access to bats from July-Aug	Library	\$2,000 - \$3,000				FY2018/19	April-18	BHC						13
6	Lounge Area	Floor in lounge area needs replacing due to concrete cracking & shifting	Library	\$6,500 - \$8,000				FY2020	January-19	Coal Board Grant; BHC						12.75

Big Horn County Library  
Comprehensive Capital Improvements Plan  
Priority Matrix

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				Current	Projected	County Obligation					Health & Safety (3-5 or 0)	Service to the Community (0-5)	Comfort and Aesthetics (0-5)	Avoids Deterioration (0-5)	Update Components of the Facility (3-5 or 0)	
6	General Facility	New wall covering throughout the building	Library	\$30,000 - \$40,000				FY2022	July-19	Grants/Fundraiser						<b>12.75</b>
7	Exterior	Metal Fence around front lawn for added security	Library	\$15,000 - \$20,000			Maintenance	FY2022		Fundraising; BHC						<b>10.25</b>
8	Big Horn Room	New bookcase for Montana books	Library	\$800 - \$1,200				FY2019	July-18	BHC						<b>9</b>
9	General Facility	Turn existing carport into enclosed genealogy room/Law Library (Approx 13'6" X 36')	Library	\$90,000 - \$130,000			Maintenance	FY2020/2021	September-18	Coal Board/other grants						<b>8.5</b>
10	General Facility	New book drop-off box	Library	\$1,500 - 2,000 (verify range depending on type of box and need for site work)				FY2020/2021		Grant						<b>7.75</b>
11	Exterior	Soffit painting	Library	\$930 - \$1,200			Maintenance - plan for semi-	FY2019	July 2018, 2020, 2022	BHC						<b>7</b>
12	Outreach	Book mobile to travel to outlying communities and schools	Library	\$236,440 (vehicle only)			1 additional PT staff member; fuel; maintenance - all will depend on type of vehicle and amount of use (see notes)	FY2023	July-19	Grants						<b>6.75</b>

Order by priority	Department	Project Description	Facility	Estimated Cost			Annual Recurring Costs	Target Date (Fiscal Year) for Completion of Project	Start Date to Complete Project by Target Completion Date	Possible Funding Source	Scoring Matrix					Total Points
				Current	Projected	County Obligation					Health & Safety (3-5 or 0)	Service to the Community (0-5)	Comfort and Aesthetics (0-5)	Avoids Deterioration (0-5)	Update Components of the Facility (3-5 or 0)	
							<p>*Mileage            That will depend on the size of the service area and the type of vehicle. Most of it will depend on the distance from stops to main base.</p> <p>Fuel Cost            Will also be determined on decisions about the vehicle. Type of fuel to use and whether or not it will be a hybrid or use solar. Average about \$85 to \$140 every week for diesel, depending on the stops for that week.</p>									

**Appendix C**  
**Notice of Availability of the Draft CCIP**

**Appendix D**  
**Big Horn County 2018/19 Budget**  
**Library Special Revenue Account Report**

**Appendix E**  
**Resolution to Adopt**  
**the Big Horn County Library CCIP**