



COLUMBINE LIBRARY

Jefferson County Public Library

INVESTING IN **EXCELLENCE**



2018 BUDGET



Jefferson County
PUBLIC LIBRARY



VISION

Jefferson County Public Library will be the essential destination where all generations connect, discover and create.

MISSION

Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

VALUES

We serve with care; everyone is welcome here. We meet you where you are, give you our full attention and strive to exceed your expectations

Our Core Values are **Innovation, Accountability** and **Excellence**.

- **Innovation** - we collaborate, evaluate and continually improve. We are creative and flexible. We take risks, embrace change and look for opportunities to say yes.
- **Accountability** - we are committed and honest. We participate and communicate. We take personal responsibility, provide follow through and build trust.
- **Excellence** - we are positive and productive. We perform with purpose to transform lives. We focus on quality, consistently aim high and deliver outstanding results.

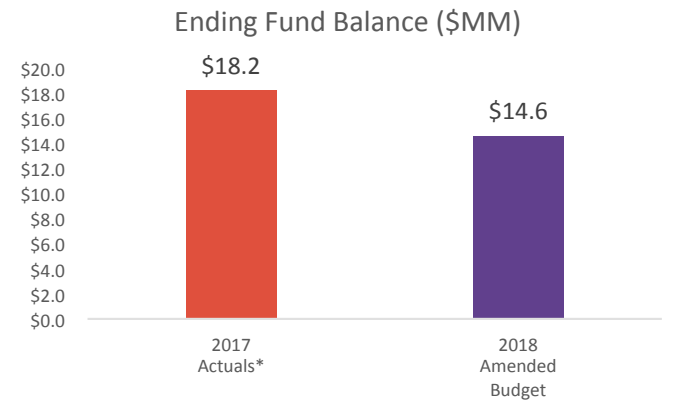
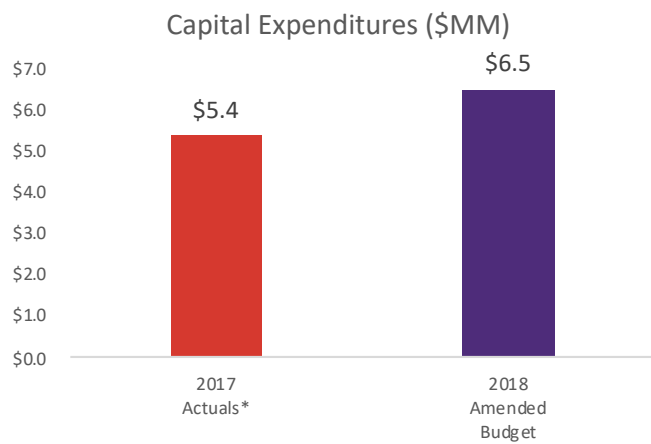
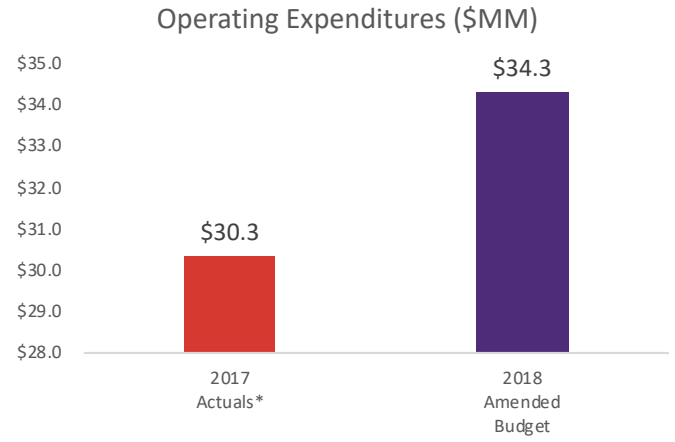
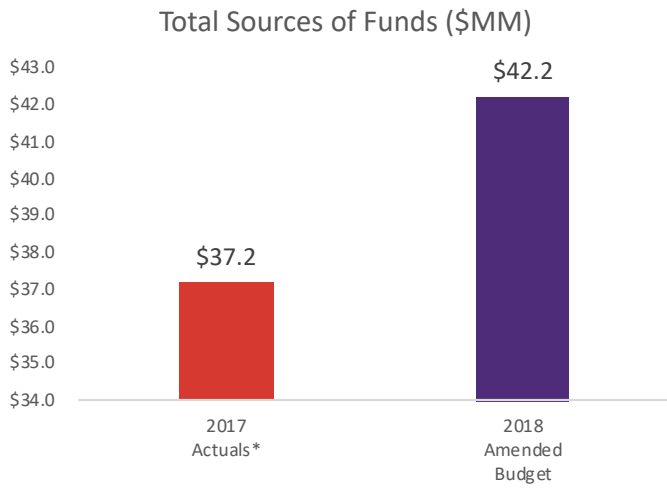




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FINANCIAL TRENDS



2018 BUDGET REQUEST FROM THE BOARD OF TRUSTEES

The Library's budget-development process is governed by the Jefferson County Board of County Commissioners' annual guidelines and the Library Board of Trustees' fiduciary responsibilities. State of Colorado Library Law (24-90-109 Powers and Duties of the Board of Trustees) instructs the Board of Trustees to submit an annual budget and certify to the County Commissioners the mill levy necessary to maintain and operate the library during the ensuing year.

In 2018, the amount that the Board of Trustees has determined necessary to operate the Library and provide the residents of Jefferson County with a responsible level of Library service is a mill levy of 4.0. This is well below the authorized maximum of 4.5 mills and supports the Board's ongoing commitment that we will only ask for what we need.

A mill levy of 4.0 mills will provide an estimated net property tax revenue of \$37.3 million, based on the most recent projected assessed property valuation. Total revenue is expected to be \$38.3 million. The mill levy will substantially support \$42.2 million in projected expenditures, with the Library carrying forward \$1.0 million in capital funds from 2017 and contributing the remaining \$2.9 million from its fund balance. This contribution supports the Board's policy that the Library should maintain a minimum fund balance equal to 25 percent of annual revenues and that the fund balance should never exceed 50 percent of revenues.

The original budget was submitted in July 2017. At our February meeting, the Board of Trustees authorized the following amendments to the 2018 plan and budget:

- We added 13.5 full-time equivalent (FTE) employee positions;
- We transferred \$1.2 million from line item Library Books and Materials, with \$732,093 transferred to Salaries and Benefits to support additional FTE positions and \$467,907 transferred to the Contingency fund; and
- We authorized a \$1,060,751 carry-forward from 2017 capital funds into 2018 to complete ongoing capital projects.

We have exciting projects underway, including the grand opening of a new Library in Edgewater, the phased implementation of a system-wide Organizational Analysis and a comprehensive Master Facilities Plan.

We remain committed to providing Jefferson County residents with a maximum return on their investment in Library services. We believe our 2018 budget strikes an elegant balance between striving for excellence in Library services while serving as responsible stewards of taxpayer dollars.

Sincerely,

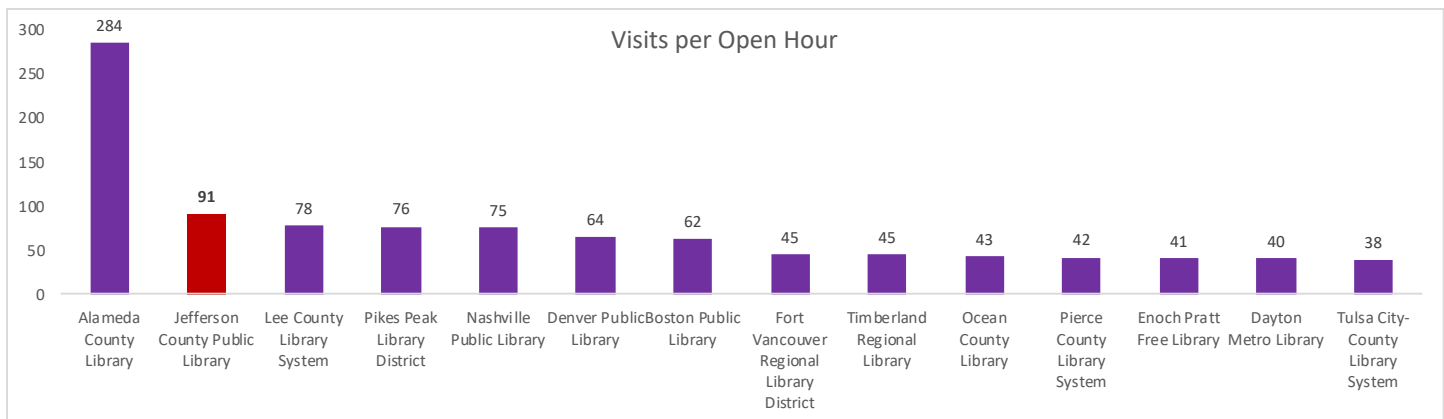
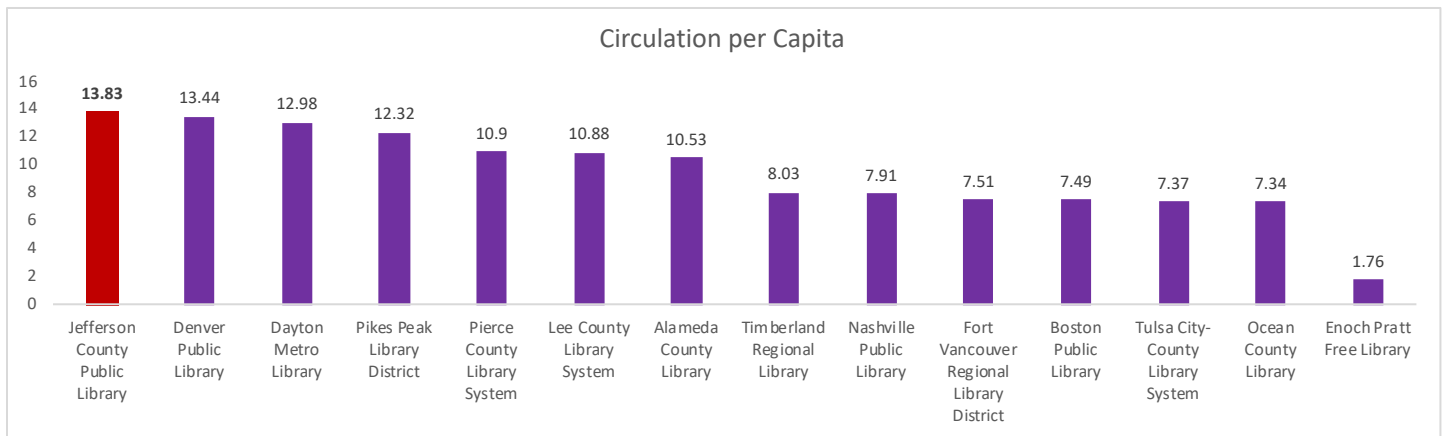


Julia Hill-Nichols, Chair
Library Board of Trustees

MESSAGE FROM THE EXECUTIVE DIRECTOR

Jefferson County Public Library is committed to providing exceptional Library services to the people of Jefferson County. We'd like to be recognized as a best-in-class U.S. public library within the next few years.

In the past two years, we've taken steps to recover from the 2009 - 2015 economic downturn. We expanded service hours, bought more books and materials, updated our technology infrastructure and began to catch up on delayed capital maintenance. Last year, we completed a major remodel of the Columbine Library and planned for a new Library in Edgewater. As a result of these and other projects, I'm pleased to say that we now rank at or near the top of our peer group in key service measures, including Circulation per Capita and Library Visits per Library Service Hour.



Unfortunately, we're still performing below the 25th percentile on other key measures, including Library Square Footage per Capita, Public Service Hours per 1,000 Capita and Full-time Equivalent Employees (FTE) per 1,000 Capita. Going forward, improvements in service and usage measures will be hampered by current facilities and staffing constraints. In the past two years, we've completed deep, data-driven analyses of our customer base, facilities needs and organizational structure, so we can begin to address these issues efficiently and cost-effectively.

Our recently completed Master Facilities Plan indicates that we have work to do to continue to update current facilities and expand into underserved areas. A system-wide Organizational Analysis, completed in 2017, indicates that we need to restore staffing to pre-recession levels and ensure sufficient support for facilities and service enhancements. These will be major priorities as we go forward.

In 2018, we'll focus on:

- Investing \$8.3 million in books and materials
- Continuing to provide access to current and emerging technologies
- Completing a new 10,000-square foot library in Edgewater's new Civic Center
- Planning for a major update to the Belmar Library in Lakewood
- Adding 13.5 FTE positions to support a new, expanded Library in Edgewater and provide support for key initiatives
- Updating our five-year financial plan and 10-year forecast to guide future investments and ensure effective stewardship of taxpayer dollars

Before the recession, JCPL was recognized for innovation and excellence by Library Journal and Gale in the 2009 and 2010 Library of the Year award competitions. We're working hard to reclaim our position as a leading Library system, and to give Jefferson County residents the Library services they deserve.

As always, we look forward to serving you.



TOTAL FUND SUMMARY 2018 BUDGET

SOURCES AND USES OF FUNDS	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2018 AMENDED BUDGET
SOURCES OF FUNDS				
Revenues				
Property Tax (net of adjustments)	\$32,888,617	\$36,299,870	\$37,287,492	\$37,287,492
Total Taxes	\$32,888,617	\$36,299,870	\$37,287,492	\$37,287,492
Federal & State Grants	\$131,085	\$131,272	\$133,000	\$133,000
Fines & Fees	700,219	692,908	530,850	530,850
Other Revenue	327,952	705,809	329,400	329,400
Total Other Revenues	\$1,159,256	\$1,529,989	\$993,250	\$993,250
Sub Total Revenues	\$34,047,873	\$37,829,859	\$38,280,742	\$38,280,742
Transfer from Fund Balance	-	-	\$2,885,293	\$3,946,044
Transfer to Fund Balance	(4,383,466)	(672,267)	-	-
Total Sources of Funds	\$29,664,407	\$37,157,592	\$41,166,035	\$42,226,786

USES OF FUNDS				
Operating Expenditures				
Salaries & Employee Benefits				
Salaries	\$11,926,754	\$12,430,918	\$13,006,602	\$13,562,993
Benefits	3,444,953	3,460,853	4,037,798	4,213,500
Total Salaries & Benefits	\$15,371,707	\$16,071,771	\$17,044,400	\$17,776,493
Library Books & Materials	\$5,816,450	\$8,296,242	\$9,493,119	\$8,293,119
Supplies	974,281	1,105,821	1,460,309	1,460,309
Operating Capital	-	-	120,000	120,000
Other Services & Charges	2,758,004	3,197,461	4,422,776	4,890,683
Internal Transactions /Cost Allocation	1,386,406	1,599,493	1,748,514	1,748,514
Total Operating Expenditures	\$26,306,849	\$30,270,788	\$34,289,118	\$34,289,118
Financing & Debt Service	\$1,554,199	\$1,519,238	\$1,486,667	\$1,486,667
Capital Development Fund	\$1,803,360	\$5,367,566	\$5,390,250	\$6,451,001
Total Uses of Funds	\$29,664,407	\$37,157,592	\$41,166,035	\$42,226,786

FUND BALANCE SUMMARY 2018 BUDGET

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2018 AMENDED BUDGET
Beginning Fund Balance	\$13,108,503	\$17,491,968	\$17,491,968	\$18,552,719*
Revenues	\$32,574,475	\$36,161,332	\$36,607,089	\$36,607,089
Capital Funding	1,473,398	1,668,527	1,673,653	1,673,653
Total Revenues	\$34,047,873	\$37,829,859	\$38,280,742	\$38,280,742
Expenditures				
Operating Expenditures	\$26,306,849	\$30,270,788	\$34,289,118	\$34,289,118
Debt Service	1,554,199	1,519,238	1,486,667	1,486,667
Capital Projects	1,803,360	5,367,566	5,390,250	6,451,001
Total Expenditures	\$29,664,408	\$37,157,592	\$ 41,166,035	\$42,226,786
Ending Fund Balance	\$17,491,968	\$18,164,235	\$14,606,675	\$14,606,675
Increase/(Decrease) in Fund Balance	\$4,383,466	\$672,267	\$(2,885,293)	\$(3,946,044)

* Includes \$1,060,751 carry-over funds from 2017.

FUND BALANCE POLICY CALCULATION

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2018 AMENDED BUDGET
16% - Current Year Budgeted Revenues	\$5,447,660	\$6,052,777	\$6,124,919	\$6,124,919
9% - Current Year Budgeted Revenues - Uncertainty	3,064,309	3,404,687	3,445,267	3,445,267
Total Minimum F/B Reserve Requirements (FLOOR)	\$8,511,968	\$9,457,465	\$9,570,186	\$9,570,186
50% of Current Year Budgeted Revenues	\$17,023,936	\$18,914,930	\$19,140,371	\$19,140,371
Total Maximum F/B Reserve Requirements (CEILING)	\$17,023,936	\$18,914,930	\$19,140,371	\$19,140,371
Above/(Below) Minimum (FLOOR)	\$8,980,000	\$8,706,770	\$5,036,489	\$5,036,489
Above/(Below) Maximum (CEILING)	\$468,032	\$(750,694)	\$(4,533,696)	\$(4,533,696)

FIVE YEAR CAPITAL IMPROVEMENT PLAN

PROJECT	2018	2018 AMENDED BUDGET	2019	2020	2021	2022	TOTAL 2018 AMENDED -2022
ANNUAL REPLACEMENT PLAN							
ARM-01 Capital Maintenance	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
ARM-02 Furniture & Equipment	36,000	36,000	36,000	36,000	36,000	36,000	180,000
ARM-03 Computer 5-year Replacement Plan	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
ARM-04 Book Sorter Sinking Fund	350,000	350,000	300,000	200,000	200,000	200,000	1,250,000
"ARM-05 IT Infrastructure Replacement (2018 - Hardware: \$195,300; Software: \$126,350)"	321,650	321,650	200,000	200,000	200,000	200,000	1,121,650
Total ARM	\$1,207,650	\$1,207,650	\$1,036,000	\$936,000	\$936,000	\$936,000	\$5,051,650
5-YEAR CAPITAL IMPROVEMENT PLAN							
16-10 Intranet/Document Management	\$120,000	\$171,282	\$-	\$-	\$-	\$-	\$171,282
16-14 High Availability Internet Redundancy	36,000	36,000	36,000	36,000	-	-	108,000
16-16 Columbine Remodel	-	798,342					798,342
17-01 Evergreen HVAC Rebuild	-	57,536					57,536
17-02 Entry Door Replacement - Golden	18,600	18,600	-	-	-	-	18,600
17-07 Edgewater Library Tenant Finish	2,600,000	2,722,631	-	-	-	-	2,722,631
17-11 Long-Range Facility Master Plan	-	30,960	-	-	-	-	30,960
17-13 St. Lake Outdoor Learning Environment	-	-	-	-	-	-	-
18-01 Belmar Library Remodel	350,000	350,000	4,712,000	-	-	-	5,062,000
18-02 Lakewood Fence Replacement	55,000	55,000	-	-	-	-	55,000
18-03 Lakewood Public Restroom Expansion	120,000	120,000	-	-	-	-	120,000
18-04 Lakewood Admin Restroom Remodel	48,000	48,000	-	-	-	-	48,000
18-05 Evergreen Parking Lot	125,000	125,000	-	-	-	-	125,000
18-06 Sorter Replacement	500,000	500,000	500,000	500,000	-	-	1,500,000
18-07 LSC Garage & Loading Dock	10,000	10,000	150,000	-	-	-	160,000
18-08 Bookmobile Replacement	200,000	200,000	200,000	-	-	-	400,000
19-01 Belmar AHU	-	-	165,000	-	-	-	165,000
19-02 Belmar Chiller Replacement	-	-	145,000	-	-	-	145,000
19-03 Belmar Parking Lot Replacement	-	-	300,000	-	-	-	300,000
19-04 Evergreen Library Remodel	-	-	250,000	2,676,000	-	-	2,926,000
19-05 St. Lake Clerestory Roof Replacement	-	-	70,000	-	-	-	70,000
20-01 Lakewood Library Remodel	-	-	-	250,000	3,681,000	-	3,931,000
20-02 South County Tenant Finish	-	-	-	3,780,000	-	-	3,780,000
21-01 Arvada Library Remodel	-	-	-	-	250,000	5,586,000	5,836,000
22-01 Standley Lake Library Remodel	-	-	-	-	-	250,000	250,000
Total CIP	\$4,182,600	\$5,243,351	\$6,528,000	\$7,242,000	\$3,931,000	\$5,836,000	\$28,780,351
Total 5-Year Capital Plan	\$5,390,250	\$6,451,001	\$7,564,000	\$8,178,000	\$4,867,000	\$6,772,000	\$33,832,001



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