



# Jefferson County Public Library

## 2019 BUDGET

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### WHAT'S NEXT?



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.



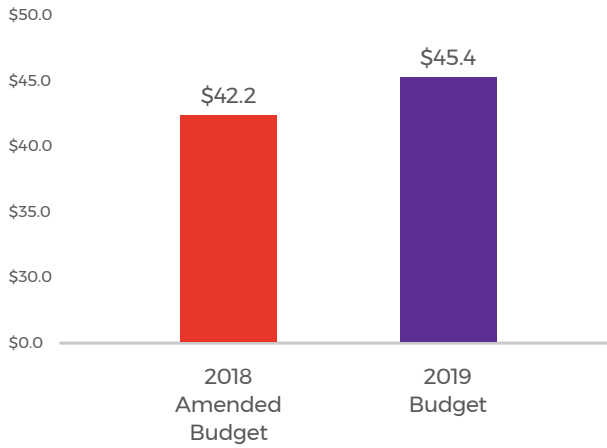


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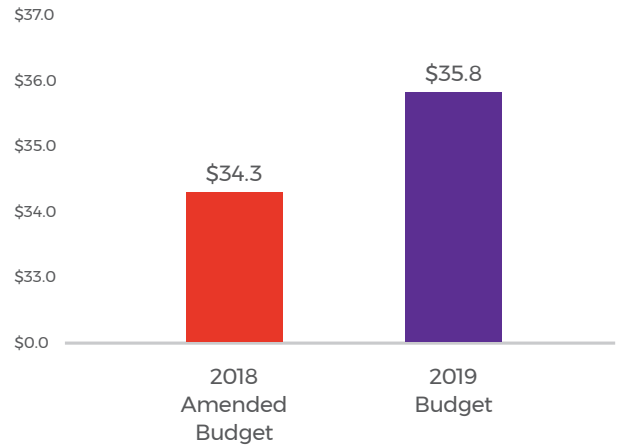
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## FINANCIAL TRENDS

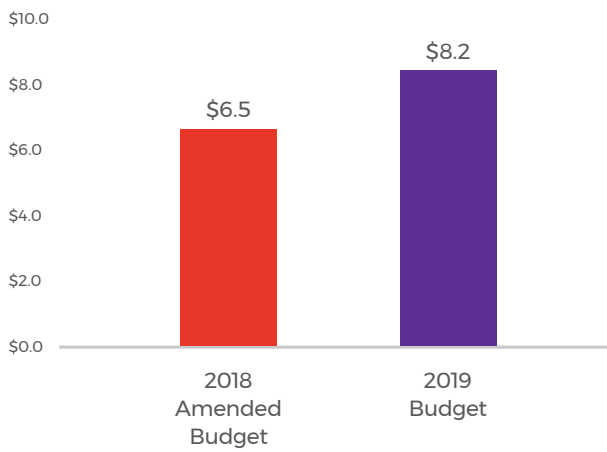
Total Sources of Funds (\$MM)



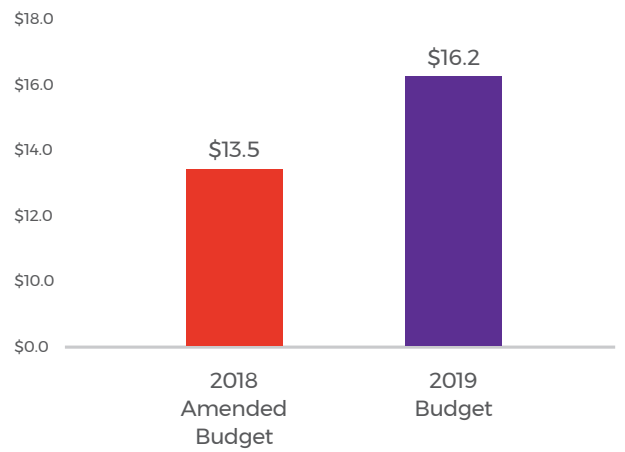
Operating Expenditures (\$MM)



Capital Expenditures (\$MM)



Ending Fund Balance (\$MM)



## 2019 BUDGET REQUEST/BOARD OF TRUSTEES

To: Honorable Jefferson County Commissioners  
From: Library Board of Trustees  
Re: 2019 Proposed Budget  
Date: June 21, 2018

Honorable County Commissioners,

Working collaboratively with the County staff and the Library staff, the Library Board of Trustees' has submitted a proposed budget for the year 2019. The budget development process is governed by the 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 board of trustees** instruct the Board of Trustees to:

III (d) "Submit annually a budget as required by law and certify to the legislative body of the governmental unit or units that the library serves the amount of the mill necessary to maintain and operate the library during the ensuing year.

The Board of Trustees', in submitting this budget, support and acknowledge our responsibility to present the budget necessary to provide citizens of Jefferson County with a high quality library, which continues to fulfil our promises and supports the community's needs.

- Continue to invest in books and materials;
- Provide access to updated technology;
- Repair and refurbish existing facilities;
- Improve service in underserved areas; and
- Stabilize long-term finances.

The amount that the Board of Trustees has determined necessary to deliver on our promises, operate the library and provide the residents of Jefferson County with a responsible level of library services in 2019 is a mill levy of 4.500. This mill levy will provide an estimated net property tax revenue of \$42.40 million dollars.

As Library Trustees, we take our fiduciary responsibility seriously and we believe the 2019 proposed budget represents a responsible level of spending to support Library services.



Julia Hill-Nichols, Chair  
Library Board of Trustees

## MESSAGE FROM THE EXECUTIVE DIRECTOR

2018 was a year of change for Jefferson County Public Library.

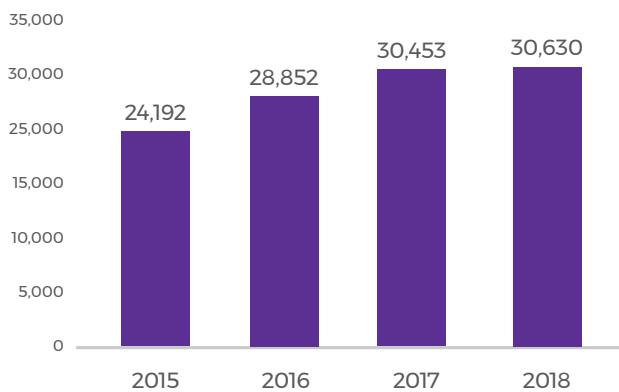
I was named executive director in September, following Pam Nissler's retirement. When I joined JCPL as Director of Public Services in 2012, we hadn't had a mill levy increase in nearly 30 years. We were in the throes of a recession, and we spent the next few years reducing services and staffing to balance our budget.

In 2015, Jeffco voters approved a 1.0 mill increase to the Library's mill levy. Since then, we've worked to deliver on the promises we made to voters - to restore services, increase access to books and materials, expand service hours, update technology, catch up on delayed capital maintenance and expand in underserved areas.

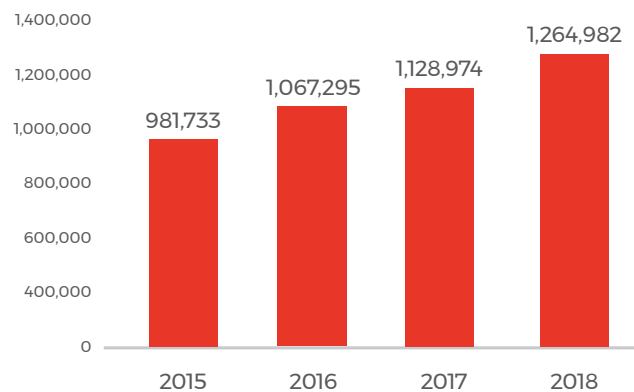
I'm pleased to report progress on all fronts. Since 2015, we've expanded open hours, grown the collection and updated our technology. We compare our technology offerings to the Library Industry via an annual survey that inventories tech offerings of public libraries, and we continue to perform well above the industry average.



### Annual Open Hours



### Items in the Collection



We've made progress in capital maintenance as well, with the 2017 remodel of the Columbine library. Last year, in partnership with the City of Edgewater, we completed a new 10,000 sq. ft. library in their new city civic center.

Going forward, we'll continue to build on these successes. Major 2019 investments include more than \$8 million to purchase books and materials, \$6.4 million to support a major redesign of the Belmar Library and \$350,000 to investigate the expansion of services in underserved areas.

We still have work to do to recover from the recession, especially in the areas of facilities and staffing. We've completed two system-wide analyses, one that will enable us to align staffing levels to meet service requirements and a second one to align facilities improvements and service expansions with projected resources. We now have everything in place to take JCPL to the next level.

I'm pleased to announce that we're embarking on a long-range planning process to envision future library services. We'll look for innovative and cost-effective ways to expand resident access to resources; create great spaces where residents can connect and engage; continue to support shared community goals; and continue to improve the efficiency and effectiveness of Library services. And we'll do it in ways that delight and surprise you.

I've never been more excited about the possibilities in store for us, and I look forward to working with all of you to make our collective future exceptional.

Sincerely,



Donna Walker  
Executive Director





## TOTAL FUND SUMMARY 2019 BUDGET

SOURCES AND USES OF FUNDS	2017 ACTUAL	2018 BUDGET	2018 AMENDED BUDGET	2019 BUDGET*
<b>SOURCES OF FUNDS</b>				
<b>Revenues</b>				
Property Tax (net of adjustments)	\$36,299,870	\$37,287,492	\$37,287,492	\$42,378,223
<b>Total Taxes</b>	<b>\$36,299,870</b>	<b>\$37,287,492</b>	<b>\$37,287,492</b>	<b>\$42,378,223</b>
<b>Federal &amp; State Grants</b>	\$131,272	\$133,000	\$133,000	\$130,000
<b>Fines &amp; Fees</b>	692,908	530,850	530,850	492,731
<b>Other Revenue</b>	705,809	329,400	329,400	495,000
<b>Total Other Revenues</b>	\$1,529,989	\$993,250	\$993,250	\$1,117,731
<b>Sub Total Revenues</b>	<b>\$37,829,859</b>	<b>\$38,280,742</b>	<b>\$38,280,742</b>	<b>\$43,495,954</b>
<b>Transfer from Fund Balance</b>	-	\$2,885,293	\$3,946,044	\$1,929,890
<b>Transfer to Fund Balance</b>	672,267	-	-	-
<b>Total Sources of Funds</b>	<b>\$37,157,592</b>	<b>\$41,166,035</b>	<b>\$42,226,786</b>	<b>\$45,425,844</b>

<b>USES OF FUNDS</b>				
<b>Operating Expenditures</b>				
<b>Salaries &amp; Employee Benefits</b>				
Salaries	\$12,430,918	\$13,006,602	\$13,566,138	\$14,766,591
Benefits	3,640,853	4,037,798	4,213,500	4,818,086
<b>Total Salaries &amp; Benefits</b>	<b>\$16,071,771</b>	<b>\$17,044,400</b>	<b>\$17,779,638</b>	<b>\$19,584,677</b>
Library Books & Materials	\$8,296,242	\$9,493,119	\$8,273,586	\$8,139,065
Supplies	1,105,821	1,460,309	1,470,059	1,587,418
Vehicles	-	120,000	140,000	-
Other Services & Charges	3,197,461	4,422,776	4,840,532	4,589,726
Internal Transactions /Cost Allocation	1,599,493	1,748,514	1,748,514	1,886,026
<b>Total Operating Expenditures</b>	<b>\$30,270,788</b>	<b>\$34,289,118</b>	<b>\$34,252,329</b>	<b>\$35,786,912</b>
<b>Financing &amp; Debt Service</b>	<b>\$1,519,238</b>	<b>\$1,486,667</b>	<b>\$1,486,667</b>	<b>\$1,448,432</b>
<b>Capital Projects</b>	<b>\$5,367,566</b>	<b>\$5,390,250</b>	<b>\$6,487,790</b>	<b>\$8,190,500</b>
<b>Total Uses of Funds</b>	<b>\$37,157,592</b>	<b>\$41,166,035</b>	<b>\$42,226,786</b>	<b>\$45,425,844</b>

\*At its February 2019 meeting the Board approved a carry-forward budget amendment in the amount of \$1,160,331 and a transfer from contingency in the amount of \$157,833 to fund 2018 capital projects which are continuing into 2019. This brings the total capital projects budget to \$9,508,664.



## FUND BALANCE SUMMARY 2019 BUDGET

	2017 ACTUAL	2018 BUDGET	2018 AMENDED BUDGET	2019 BUDGET*
<b>Beginning Fund Balance</b>	<b>\$17,491,968</b>	<b>\$17,491,968</b>	<b>\$17,491,968</b>	<b>\$18,164,234</b>
Revenues	\$36,161,332	\$36,607,089	\$36,607,089	\$41,546,261
Capital Funding	1,668,527	1,673,653	1,673,653	1,949,693
<b>Total Revenues</b>	<b>\$37,829,859</b>	<b>\$38,280,742</b>	<b>\$38,280,742</b>	<b>\$43,495,954</b>
<b>Expenditures</b>				
Operating Expenditures	\$30,270,788	\$34,289,118	\$34,252,329	\$35,786,912
Debt Service	1,519,238	1,486,667	1,486,667	1,448,432
Capital Projects	5,367,566	5,390,250	6,487,790	8,190,500
<b>Total Expenditures</b>	<b>\$37,157,592</b>	<b>\$41,116,035</b>	<b>\$42,226,786</b>	<b>\$45,425,844</b>
<b>Ending Fund Balance</b>	<b>\$18,164,234</b>	<b>\$14,606,675</b>	<b>\$13,545,924</b>	<b>\$16,234,344</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>\$672,267</b>	<b>\$(2,885,293)</b>	<b>\$(3,946,044)</b>	<b>\$(1,929,890)</b>

## FUND BALANCE POLICY CALCULATION

	2017 ACTUAL	2018 BUDGET	2018 AMENDED BUDGET	2019 BUDGET 4.5 MILLS*
16% - Current Year Budgeted Revenues	\$6,057,945	\$6,124,919	\$6,124,919	\$6,959,353
9% - Current Year Budgeted Revenues - Uncertainty	3,407,594	3,445,267	3,445,267	3,914,636
<b>Total Minimum F/B Reserve Requirements (FLOOR)</b>	<b>\$9,465,539</b>	<b>\$9,570,186</b>	<b>\$9,570,186</b>	<b>\$10,873,989</b>
50% of Current Year Budgeted Revenues	\$18,931,079	\$19,140,371	\$19,140,371	\$21,747,977
<b>Total Maximum F/B Reserve Requirements (CEILING)</b>	<b>\$18,931,079</b>	<b>\$19,140,371</b>	<b>\$19,140,371</b>	<b>\$21,747,977</b>
<b>Above/(Below) Minimum (FLOOR)</b>	<b>\$8,698,695</b>	<b>\$5,036,489</b>	<b>\$3,975,738</b>	<b>\$5,360,355</b>
<b>Above/(Below) Maximum (CEILING)</b>	<b>\$(766,845)</b>	<b>\$(4,533,696)</b>	<b>\$(5,594,447)</b>	<b>\$(5,513,633)</b>

## CAPITAL IMPROVEMENT PROJECTS

SOURCES AND USES OF FUNDS	2018 BUDGET	2018 AMENDED BUDGET	2019* BUDGET
<b>SOURCES OF FUNDS</b>			
Property Tax - Capital - 4.5%	\$1,673,653	\$1,673,653	\$1,949,693
Transfer from FB - Edgewater Library Project	2,600,000	2,600,000	-
Transfer from FB - Capital Expenses	285,293	1,346,044	1,929,890
<b>Total Sources of Funds</b>	<b>\$4,558,946</b>	<b>\$5,619,697</b>	<b>\$3,879,583</b>
<b>USES OF FUNDS</b>			
<b>Annual Replacement &amp; Maintenance Program (ARM)</b>			
ARM-01 Capital Maintenance	\$250,000	\$370,000	\$200,000
ARM-02 Furniture & Equipment	36,000	36,000	36,000
ARM-03 Computer Replacement Plan	250,000	250,000	250,000
ARM-04 Book Sorter Replacement	350,000	350,000	300,000
ARM-05 IT Infrastructure Replacement	321,650	351,650	200,000
<b>Capital Projects</b>			
16-10 Intranet/Document Management	\$120,000	\$171,282	\$-
16-14 High Availability Internet Redundancy	36,000	36,000	36,000
17-01 Evergreen HVAC Rebuild	-	57,536	-
17-02 Entry Door Replacement - Golden	18,600	18,600	-
17-11 Long-Range Facility Master Plan	-	30,960	-
17-13 St. Lake Outdoor Learning Environment	-	45,200	-
18-02 Lakewood Fence Replacement	55,000	55,000	-
18-03 Lakewood Public Restroom Expansion	120,000	-	-
18-04 Lakewood Admin Restroom Remodel	48,000	48,000	-
18-05 Evergreen Parking Lot	125,000	125,000	-
18-06 Sorter Replacement	500,000	500,000	-
18-07 LSC Garage & Loading Dock Planning	10,000	10,000	150,000
18-08 Bookmobile Replacement	200,000	200,000	200,000
19-01 Standley Lake Clerestory Roof Replacement	-	-	\$35,000
19-02 Document Management System	-	-	60,000
19-03 South County Library	-	-	350,000
16-16 Columbine Remodel	-	798,342	-
17-07 Edgewater Library	2,600,000	2,684,220	-
18-01 Belmar Remodel	350,000	350,000	6,423,500
<b>Total Capital Projects</b>	<b>\$5,390,250</b>	<b>\$6,487,790</b>	<b>\$8,190,500</b>
<b>Bookmobile Sinking Fund Reserve</b>			
Beginning Balance	\$-	\$-	\$200,000
Source	200,000	200,000	200,000
Use	-	-	400,000
<b>Balance</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>-</b>

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN

PROJECT	2018 AMENDED BUDGET	2019*	2020	2021	2022	2023	TOTAL 2019 -2023
<b>ANNUAL REPLACEMENT PLAN</b>							
ARM-01 Capital Maintenance	\$370,000	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,200,000
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 Replacement	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)"	351,650	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Total ARM</b>	<b>\$1,357,650</b>	<b>\$936,000</b>	<b>\$986,000</b>	<b>\$986,000</b>	<b>\$986,000</b>	<b>\$986,000</b>	<b>\$4,880,000</b>
<b>5-YEAR CAPITAL IMPROVEMENT PLAN</b>							
16-10 Intranet/Document Management	\$171,282	\$-	\$-	\$-	\$-	\$-	\$-
16-14 High Availability Internet Redundancy	36,000	36,000	-	-	-	-	36,000
16-16 Columbine Remodel	798,342	-	-	-	-	-	-
17-01 Evergreen HVAC Rebuild	57,536	-	-	-	-	-	-
17-02 Entry Door Replacement - Golden	18,600	-	-	-	-	-	-
17-07 Edgewater Library Tenant Finish	2,684,220	-	-	-	-	-	-
17-11 Long-Range Facility Master Plan	30,960	-	-	-	-	-	-
17-13 St. Lake Outdoor Learning Environment	45,200	-	-	-	-	-	-
18-01 Belmar Library Remodel	350,000	6,423,500	-	-	-	-	6,423,500
18-02 Lakewood Fence Replacement	55,000	-	-	-	-	-	-
18-04 Lakewood Admin Restroom Remodel	48,000	-	-	-	-	-	-
18-05 Evergreen Parking Lot	125,000	-	-	-	-	-	-
18-06 Sorter Replacement	500,000	-	-	-	-	-	-
18-07 LSC Garage & Loading Dock	10,000	150,000	-	-	-	-	150,000
18-08 Bookmobile Replacement	200,000	200,000	-	-	-	-	200,000
19-01 Standley Lake Clerestory Roof Replacement	-	35,000	-	-	-	-	35,000
19-02 Document Management System	-	60,000	-	-	-	-	60,000
19-03 South County Library	-	350,000	3,650,000	12,000,000	-	-	16,000,000
21-01 Evergreen Library Remodel	-	-	-	300,000	3,170,000	-	3,470,000
22-01 Standley Lake Library Remodel	-	-	-	-	300,000	8,300,000	8,600,000
23-01 Admin Construction	-	-	-	-	-	300,000	300,000
<b>Total CIP</b>	<b>\$5,130,140</b>	<b>\$7,254,500</b>	<b>\$3,650,000</b>	<b>\$12,300,000</b>	<b>\$3,470,000</b>	<b>\$8,600,000</b>	<b>\$35,274,500</b>
<b>Total 5-Year Capital Plan</b>	<b>\$6,487,790</b>	<b>\$8,190,500</b>	<b>\$4,636,000</b>	<b>\$13,286,000</b>	<b>\$4,456,000</b>	<b>\$9,586,000</b>	<b>\$40,154,500</b>

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