

JEFFERSON COUNTY PUBLIC LIBRARY 2016 BUDGET

Pathway to Excellence



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.

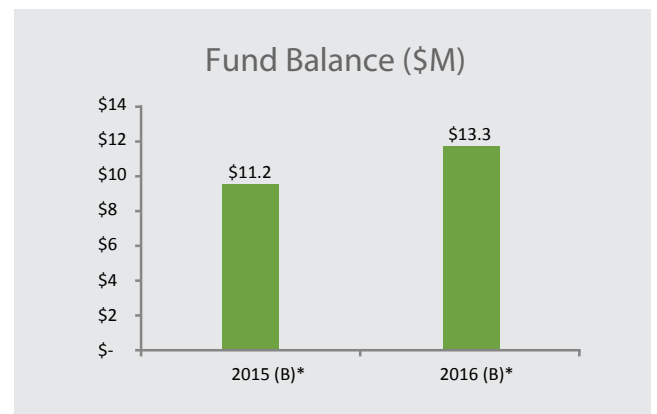
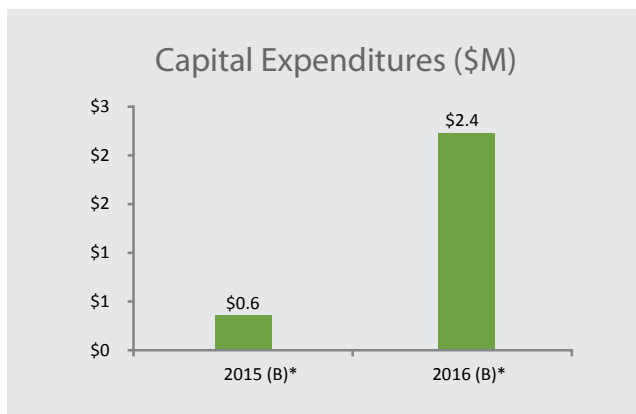
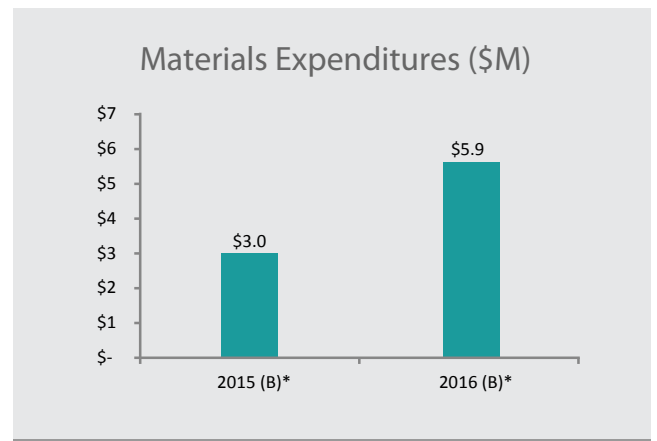
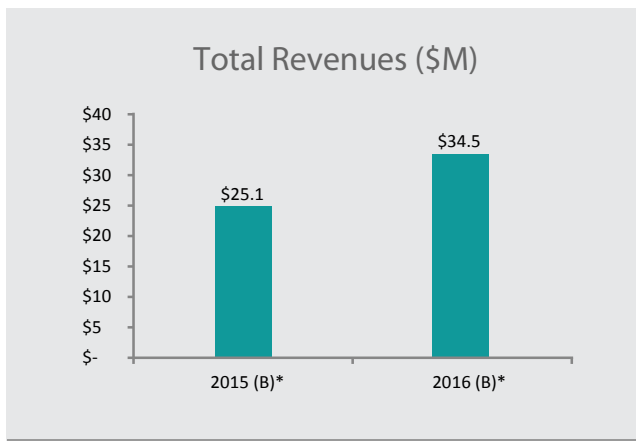
Our core values are Innovation, Accountability and Excellence.

- 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.

TABLE OF CONTENTS

Financial Trends	1
Message from the Executive Director	2
Service Trends	4
Benchmark Trends	5
Total Fund Summary	6
Fund Balance Summary	7
5 Year Capital Projects Plan	8

FINANCIAL TRENDS



*Adopted Budget

Thanks to a successful mill levy initiative in 2015, we now have the revenue we need to restore hours to pre-recession levels, restore our materials budget, update our technology, catch up on delayed repairs and maintenance, and have enough financial flexibility to manage contingencies and meet the needs of Jefferson County residents, both now and in the future.

MESSAGE FROM THE EXECUTIVE DIRECTOR

In 2015, thanks to the residents of Jefferson County, the Library received a mill levy increase – our first in 29 years! Effective January 1, 2016, the Library's maximum mill levy was increased from 3.5 mills to 4.5 mills, giving us the financial support and flexibility we need to begin to restore library services and put JCPL back on a path to excellence.

Background

From 2010 to 2015, JCPL struggled to maintain a responsible level of service. During that time, with ongoing revenue challenges, we were forced to reduce hours (twice!), reduce our investment in books and materials, lay off nearly 70 full-time-equivalent (FTE) positions, forego updates to technology, delay important capital projects, and use savings to support library operations. As a result, our service levels dropped and JCPL fell to the bottom quartile of performance when compared to a basket of national peers.

In 2013, in an effort to stem that tide, we completed an exhaustive review of actions we could take to secure the future of the Library, and in 2014, we completed an assessment of community needs and priorities related to Library service. In early 2015, we convened a Citizens' Advisory Committee to review our options and make a recommendation to JCPL. Their recommendation was unanimous: we needed additional revenue to deliver 21st-century library services; we should place a mill levy initiative on the 2015 ballot; and we should seek a full 1.0 mill increase, to a maximum of 4.5 mills.

As a result, our Board of Trustees voted in July to place a mill levy initiative on the November ballot. In September, thanks to a cadre of passionate volunteers, Yes for Jeffco Libraries (a campaign issue committee), was formed. They worked tirelessly to secure our future, and in November, the mill levy initiative passed 53 percent to 47 percent.

Our Board of Trustees remains committed to serving as effective and efficient stewards of taxpayer dollars. They are charged with submitting an annual budget and certifying to the County Commissioners the mill levy necessary to maintain and operate the library during the ensuing year. For 2016, the Library Board requested a mill levy of 4.121 mills, well below the maximum allowable level, but enough to begin to restore services. In December, the Library's mill levy request and 2016 budget were approved by the County Commissioners.

2016 Budget Highlights

Our 2016 budget includes:

- a mill levy of 4.121 mills, up from 3.425 mills in 2015;
- total revenues of \$34,453,776, up from \$25,064,191 in 2015, which reflects the increase in the voter-approved mill levy passed in November;
- total operating expenditures of \$29,979,604, up from \$24,510,802 in 2015, to support initiatives to restore hours, purchase more books and materials, update technology, stabilize finances and plan for expansion of services in underserved areas;
- capital expenditures of \$2,416,525, up from \$553,389 in 2015, to begin to catch up on deferred capital maintenance projects; and
- a \$2,057,647 contribution to the Library's fund balance in anticipation of increased capital and other costs in 2017 and beyond as the Library undertakes plans to refurbish buildings and expand services in underserved areas.



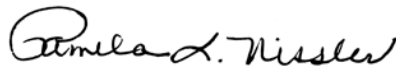
Delivering on Our Promises

When we were investigating ways to secure our future, we heard a clear mandate from the community that they wanted us to restore our materials budget, restore hours to pre-recession levels, update our technology, catch up on delayed repairs and maintenance, and have enough financial flexibility to manage contingencies and meet the needs of Jefferson County residents, both now and in the future.

We have developed a five-year plan and 10-year forecast to ensure that we can restore and expand services to respond to community needs as we go forward. Following are the major initiatives we plan to undertake in 2016:

- Beginning April 4, we plan to expand open hours at all 10 JCPL libraries. Our seven larger libraries will be open 65 hours per week and the three smaller libraries will be open 40-48 hours per week. This will require the addition of 26 full-time equivalent (FTE) positions.
- We're investing nearly \$3 million more in books and materials in 2016 than we did in 2015, in the hopes that we can make a noticeable difference in the availability of high-demand materials as quickly as we can.
- We plan to update more than 100 public access computers as quickly as possible, expand bandwidth and wireless access points at all 10 libraries and update critical infrastructure.
- We're investing \$2.4 million to address the following delayed capital maintenance projects:
 - › Replacing parking lots at the Lakewood Library and the Library Service Center;
 - › Replacing the Standley Lake Library boiler;
 - › Removing dead trees and fixing sidewalks at the Columbine Library;
 - › Replacing the heating, ventilation and air conditioning (HVAC) system at the Wheat Ridge Library;
 - › Rebuilding the Air Handling Unit at the Evergreen Library;
 - › Repairing carpet at the Belmar Library; and
 - › Completing routine capital maintenance projects.
- We'll also begin to plan for future projects, including the 2017 refurbishment of the Columbine Library and the expansion of library services in South County.

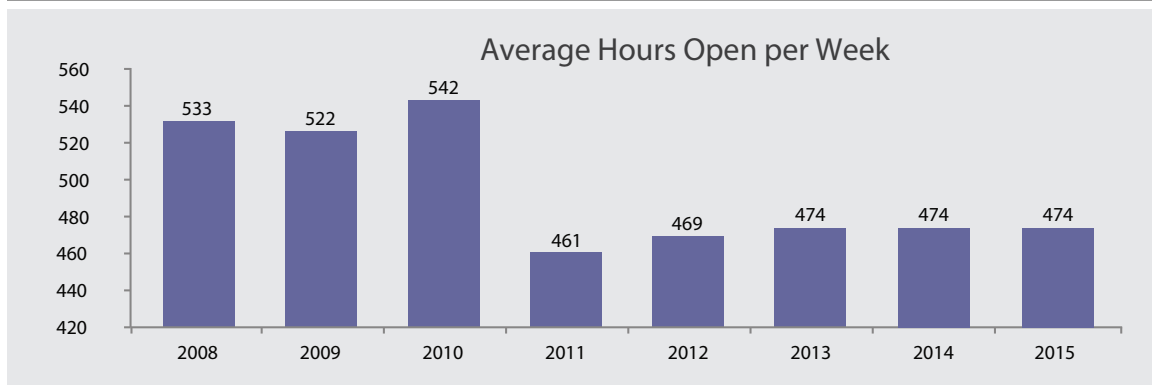
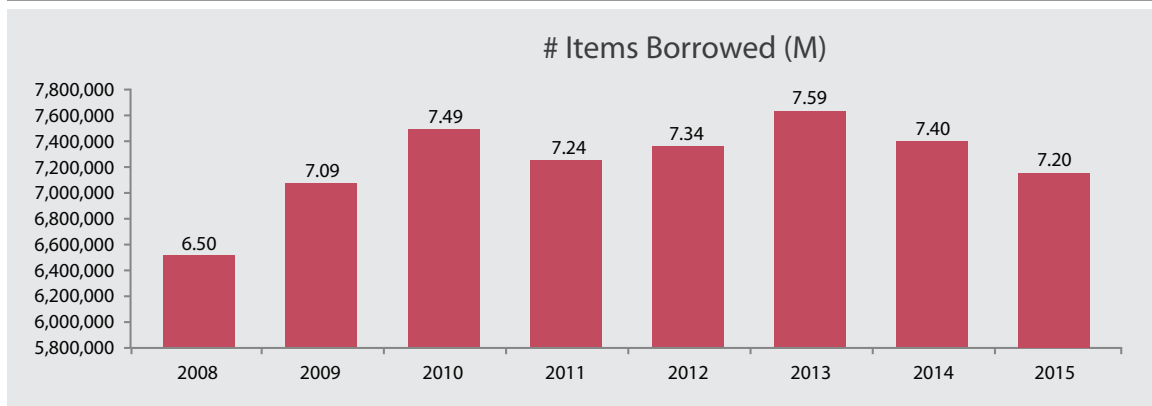
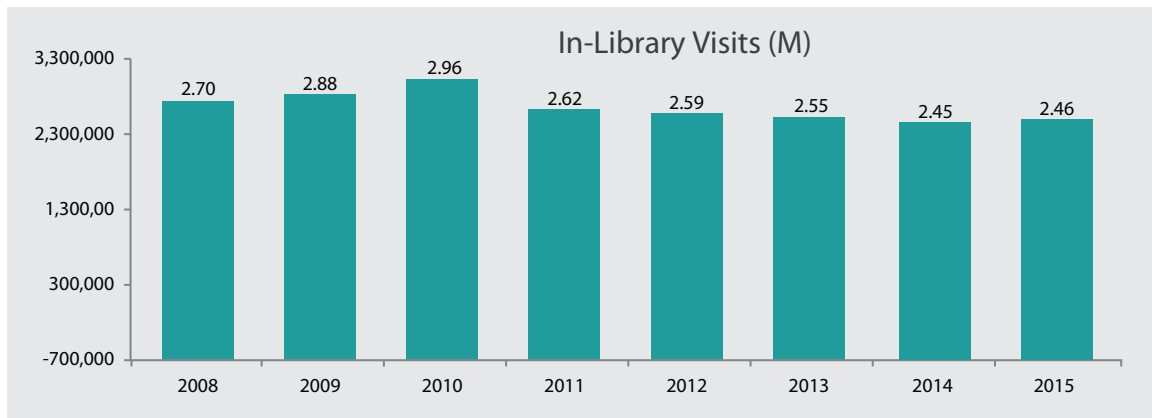
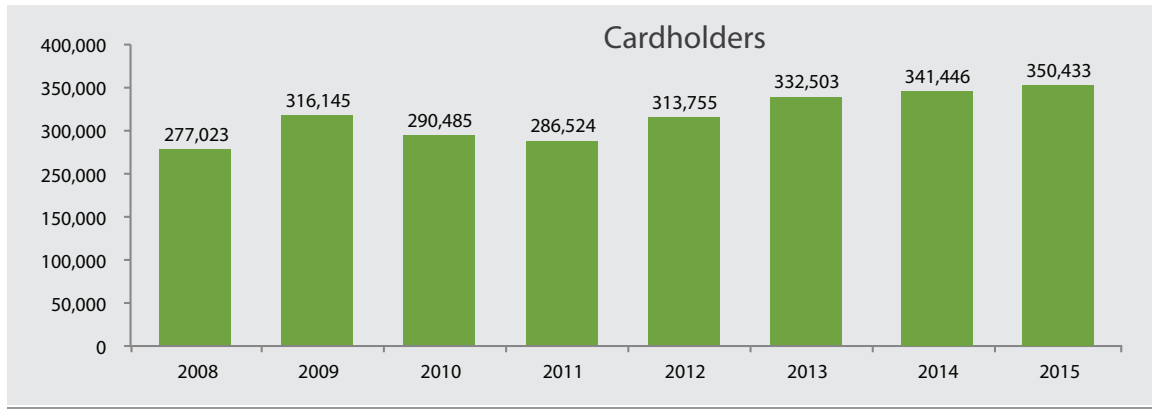
This is an exciting time for JCPL! It will take us some time to fully restore services and become the Library we want to be, but we're thrilled to be moving in that direction. You can follow our progress by signing up for updates at jeffcolibrary.org/directors-blog.



Pam Nissler
Executive Director, JCPL

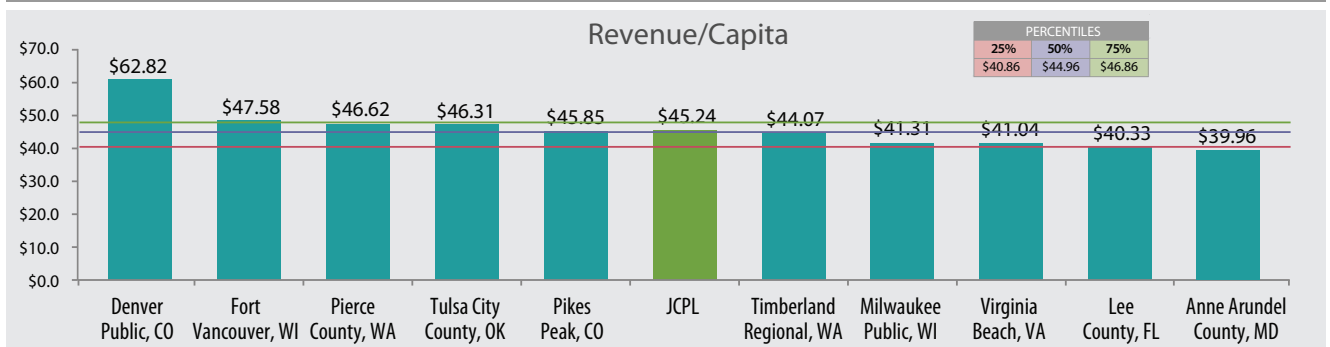
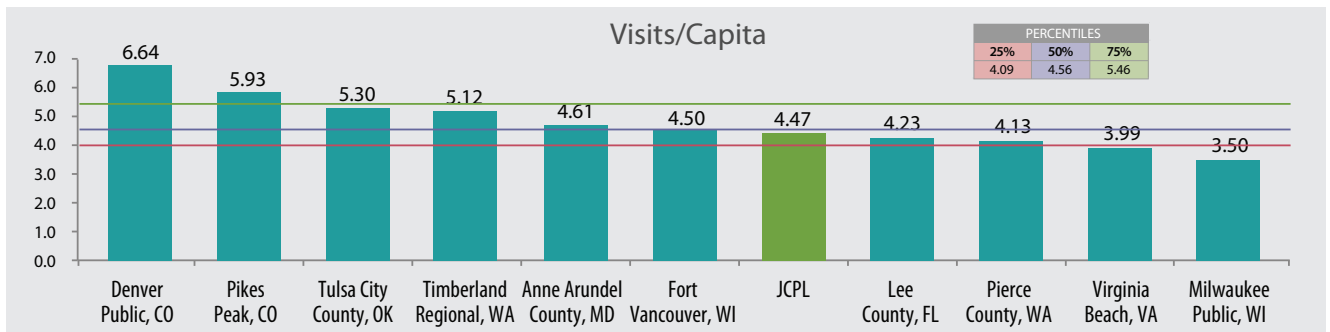
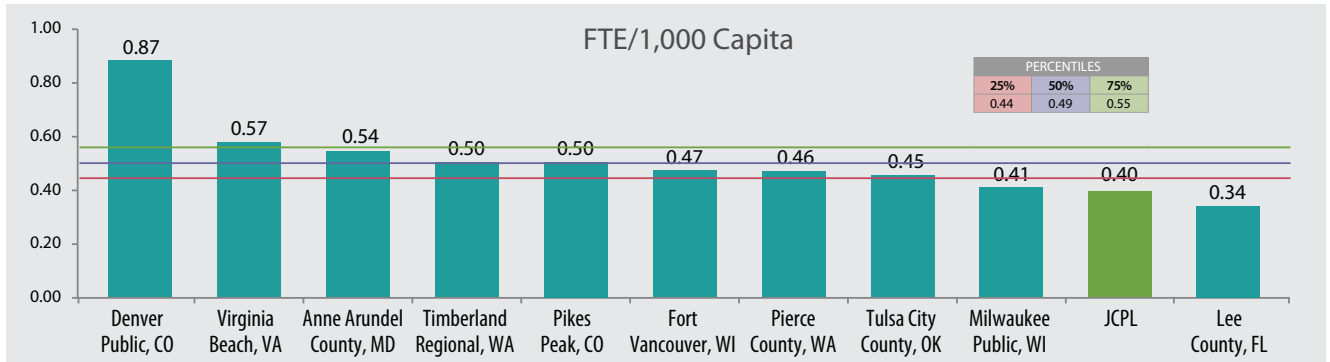
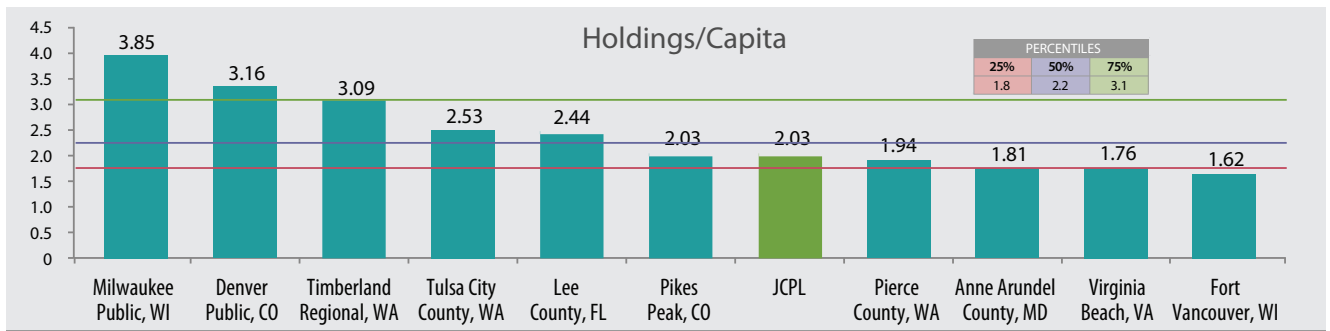
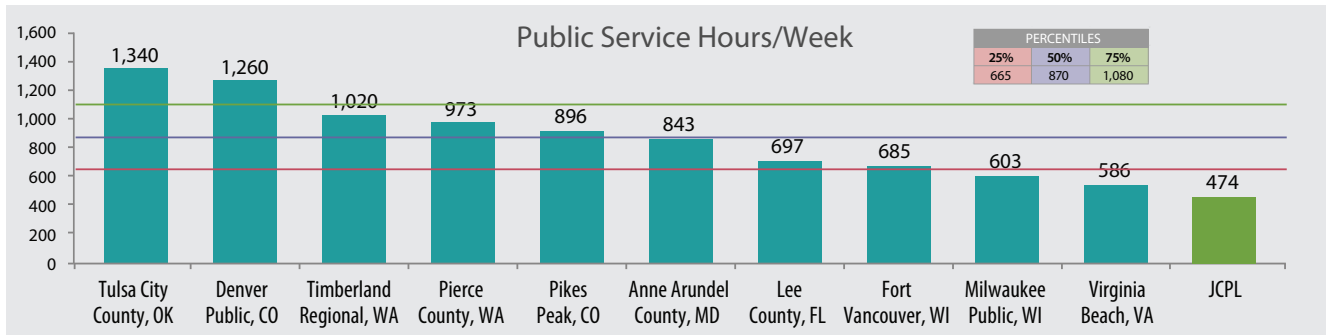


SERVICE TRENDS



When revenue reductions forced us to cut service hours beginning in 2011, our service trends began to decline as well. Going forward, we'll be working hard to restore services and reverse these trends.

2014 BENCHMARK MEASURES



We will also work hard to improve our performance against peers. Our benchmarking measures lag by two years, but we expect to begin to see improvements in 2017.

TOTAL FUND SUMMARY 2016 BUDGET

Sources and Uses of Funds	2014 Actual	2015 Adopted	2016 Adopted	\$ Incr(Decr) 2016 to 2015	% Incr(Decr) 2016 to 2015
<i>Sources of Funds</i>					
Revenues					
Taxes					
Property Tax (net of adjustments)	\$23,475,717	\$23,691,871	\$33,078,021	\$9,386,150	39.6%
Total Taxes	\$23,475,717	\$23,691,871	\$33,078,021	\$9,386,150	39.6%
Federal & State Grants	\$133,173	\$108,000	\$126,734	\$18,734	17.3%
Fines & Fees	774,078	807,805	799,000	(8,805)	-1.1%
Other Revenue	548,717	456,515	450,021	(6,494)	-1.4%
Total Other Revenues	\$1,455,968	\$1,372,320	\$1,375,755	\$3,435	0.3%
Total Sources of Funds	\$24,931,685	\$25,064,191	\$34,453,776	\$9,389,585	37.5%
<i>Uses of Funds</i>					
Operating Expenditures					
Salaries & Employee Benefits					
Salaries	\$10,252,037	\$11,252,946	\$12,501,313	\$1,248,367	11.1%
Benefits	3,014,895	3,240,111	3,961,682	721,571	22.3%
Total Salaries & Benefits	\$13,266,932	\$14,493,057	\$16,462,995	\$1,969,938	13.6%
Library Books & Materials	\$3,485,057	\$2,986,010	\$5,878,276	\$2,892,266	96.9%
Supplies	1,014,991	914,810	1,075,154	160,344	17.5%
Other Services & Charges	2,520,057	3,256,008	3,527,943	271,935	8.4%
Financing and Debt Service	1,620,051	1,611,600	1,584,388	(27,212)	-1.7%
Intragovernmental Transaction	1,317,391	1,249,317	1,450,848	201,531	16.1%
Total Operating Expenditures	\$23,224,479	\$24,510,802	\$29,979,604	\$5,528,802	22.6%
Capital Development Fund	\$716,048	\$553,389	\$2,416,525	\$1,803,136	336.7%
Total Uses of Funds	\$23,940,527	\$25,064,191	\$32,396,129	\$7,331,938	29.3%

*Beginning balance reflects our adopted budget and will be updated when we report actuals.

FUND BALANCE SUMMARY 2016 BUDGET

Fund Balance Summary	2014 Actual	2015 Adopted Budget	2016 Adopted Budget	\$ Incr(Decr) 2016 to 2015	% Incr(Decr) 2016 to 2015
Beginning Fund Balance. Jan 1	\$11,254,487	\$11,240,502	\$11,240,502	-	-
Increases/Decreases to the Fund Balance	\$991,158	-	\$2,057,647	-	nm
Ending Fund Balance Dec. 31	\$12,245,645	\$11,240,502	\$13,298,149	\$2,057,647	18.3%
Fund Balance Policy	2014 Adopted Budget	2015 Adopted Budget	2016 Adopted Budget	\$ Incr(Decr) 2016 to 2015	
16% of Current Year Revenues	\$3,936,379	\$4,010,271	\$5,512,604	\$1,502,333	
9% of Current Year Revenues - Uncertainty	2,214,213	2,255,777	3,100,840	845,063	
Total Fund Balance Reserve Requirement	\$6,150,593	\$6,266,048	\$8,613,444	\$2,347,396	

In 2013, the Library Board of Trustees adopted a fund balance policy designed to help stabilize Library finances and protect the Library from economic downturns and other unexpected emergencies. This policy requires JCPD to maintain a minimum fund balance totaling 25 percent of budgeted revenues in any given year. This policy aligns with best practices established by the Government Finance Officers Association, and will ensure that the Library has the working capital it needs to manage cash flow in the early months (before property taxes are collected) and to maintain an emergency fund to manage contingencies.



FIVE YEAR CAPITAL PROJECTS PLAN

Location/Project	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected	Total Revised 5 Year Plan
Belmar Library						
Carpet repair	\$12,000	\$-	\$-	\$-	\$-	\$12,000
Phase 1 Update Planning		30,000				30,000
Phase 2 Update Construction			1,797,500			1,797,500
Air Handling Unit Rebuild					165,000	165,000
Chiller Replacement					145,000	\$145,000
Total Belmar Library	\$12,000	\$30,000	\$1,797,500	\$-	\$310,000	\$2,149,500
Columbine Library						
Tree and Sidewalk Replacement	\$25,000	\$-	\$-	\$-	\$-	\$25,000
Phase 1 Update Planning	90,000					90,000
Phase 2 Construction		1,508,500				1,508,500
Total Columbine Library	\$115,000	\$1,508,500*	\$-	\$-	\$-	\$1,623,500
Edgewater Library						
Phase 1 Planning	\$-	\$30,000	\$-	\$-	\$-	\$30,000
Phase 2 Construction			1,639,000			1,639,000
Total Edgewater Library	\$-	\$30,000	\$1,639,000	\$-	\$-	\$1,669,000
Evergreen Library						
Air Handling Unit Rebuilt	\$140,000	\$-	\$-	\$-	\$-	\$140,000
HVAC Replacement		187,000				187,000
Phase 1 Update Planning			30,000			30,000
Phase 2 Update Construction				1,220,000		1,220,000
Total Evergreen Library	\$140,000	\$187,000	\$30,000	\$1,220,000	\$-	\$1,577,000
Golden Library						
Parking Lot Replacement	\$-	\$125,000	\$-	\$-	\$-	\$125,000
Total Golden Library	\$-	\$125,000	\$-	\$-	\$-	\$125,000
Lakewood Library						
Parking Lot Replacement	\$372,975	\$-	\$-	\$-	\$-	\$372,975
Lakewood Fence Replacement			55,000			55,000
Public Restroom Expansion			120,000			120,000
Admin Restroom Remodel			48,000			48,000
Phase 1 Update Planning				30,000		30,000
Phase 2 Update Construction					1,837,500	1,837,500
Total Lakewood Library	\$372,975	\$-	\$223,000	\$30,000	\$1,837,500	\$2,463,475
Library Service Center						
Parking Lot Replacement	\$95,000	\$-	\$-	\$-	\$-	\$95,000
Total Library Service Center	\$95,000	\$-	\$-	\$-	\$-	\$95,000
Standley Lake Library						
Boiler Replacement	\$75,000	\$-	\$-	\$-	\$-	\$75,000
Clerestory Roof Panel Replacement				70,000		70,000
Total Standley Lake Library	\$75,000	\$-	\$-	\$70,000	\$-	\$145,000
Wheat Ridge Library						
HVAC Replacement	\$48,000	\$-	\$-	\$-	\$-	\$48,000
Total Wheat Ridge Library	\$48,000	\$-	\$-	\$-	\$-	\$48,000

*Estimate only; subject to change.

Location/Project	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected	Total Revised 5 Year Plan
Facilities System Wide Projects						
Capital Maintenance	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Furniture and Equipment	76,550	30,000	30,000	30,000	30,000	196,550
Entry Door Replacement		36,798	18,525			55,323
Total System Wide Projects	\$326,550	316,798	\$298,525	\$280,000	\$280,000	\$1,501,873
Information Technology Projects						
Infrastructure Updates	\$547,000	\$240,000	\$166,000	\$166,000	\$166,000	\$1,285,000
Increase Bandwidth	60,000	60,000	60,000	60,000	60,000	300,000
Increase Wireless Access	95,000	60,000				155,000
Computer Updates & Replacements	250,000	250,000	250,000	250,000	250,000	1,250,000
Records Management Software	25,000	50,000				75,000
VM Upgrade		91,000				91,000
RFID Self-Check		250,000				250,000
Paperless Office Project		20,000				20,000
JCPL App Development		35,000	25,000	25,000	25,000	110,000
Total Information Technology Projects	\$977,000	\$1,056,000	\$501,000	\$501,000	\$501,000	\$3,536,000
South County Expansion						
Phase 1 Planning	\$35,000	\$-	\$-	\$-	\$-	\$35,000
Phase 2 Construction		1,015,000				1,015,000
Building Rent		25,000	25,000	25,000	25,000	100,000
Total South County Library	\$35,000	\$1,040,000	\$25,000	\$25,000	\$25,000	\$1,150,000
Miscellaneous Projects						
Graphics Large Format Printer	\$-	\$22,500	\$-	\$-	\$-	\$22,500
Replace CD/DVD Disc Washer	10,000	10,000	10,000		10,000	40,000
Admin Reconfiguration Project	10,000					10,000
Westminster Express Service				100,000		100,000
Book Sorter Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
Total Miscellaneous Projects	\$220,000	\$232,500	\$210,000	\$300,000	\$210,000	\$1,172,500
Total Capital Projects	\$2,416,525	\$4,525,798	\$4,724,025	\$2,426,000	\$3,163,500	\$17,255,848





Jefferson County Public Library

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jeffcolibrary.org