

JEFFCO PUBLIC LIBRARY

DELIVERING  
ON OUR  
PROMISES

2017 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.

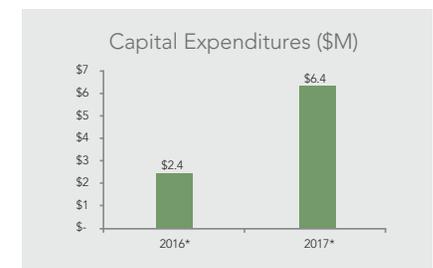
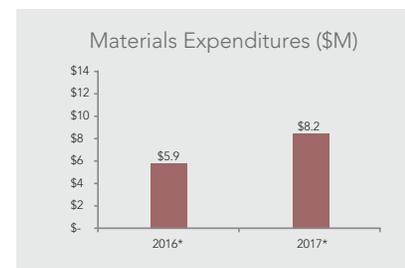
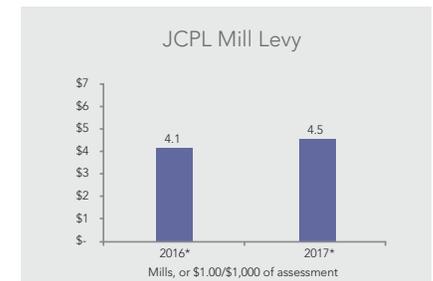
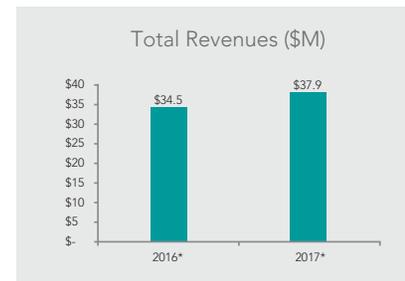
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## FINANCIAL TRENDS



\*Adopted Budget

## 2017 BUDGET REQUEST FROM THE BOARD OF TRUSTEES

The Board of Trustees is pleased to present a budget that will allow Jefferson County Public Library to continue its work toward fulfilling the wishes of taxpayers as identified by the passing of the 2015 mill levy ballot issue. We are encouraged by the progress that the library has made thus far and look forward to continued work in subsequent years.

Working collaboratively with the County staff and the Library staff, the Library Board of Trustees has submitted a proposed budget for the year 2017. 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) instructs 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 and support our promises to taxpayers, which are:

- Restore library hours,
- Restore investments 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 2017 is based on the maximum 4.5000 mill levy. This mill levy will provide estimated net property tax revenue of \$36 million dollars.

As Library Trustees it is our fiduciary responsibility to propose a budget that represents an adequate level of spending to support Library services and allows the library to fulfill its promises to taxpayers. We believe that the 2017 proposed budget serves this purpose.



Brian DeLaet, Chair  
Library Board of Trustees

## MESSAGE FROM THE EXECUTIVE DIRECTOR

### Delivering on Our Promises

When Jeffco residents voted to increase the Library's mill levy in 2015, we made a promise: to restore Library services and put JCPL back on a path to excellence. We began to deliver on that promise in 2016 by expanding service hours, buying more books and materials, updating technology and catching up on delayed capital maintenance projects. As a result, we delivered improved results on nearly every service measure.

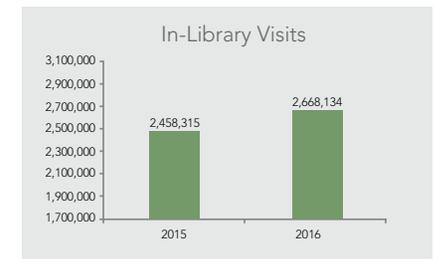
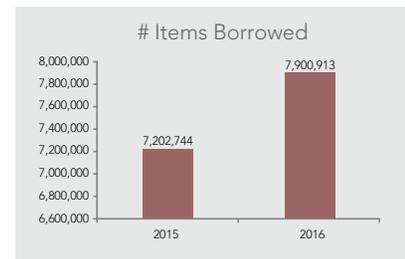
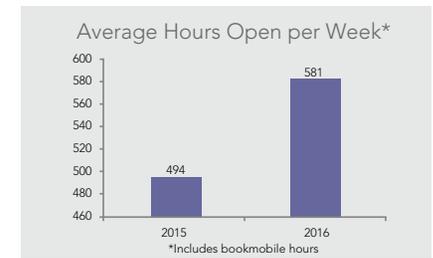
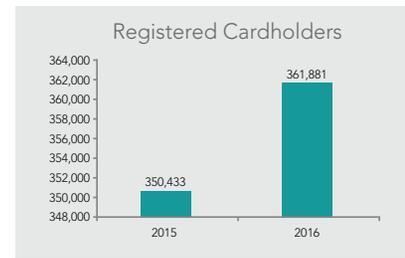


We hope to continue this work in 2017 by:

- Investing more than \$8.2 million in books and materials,
- Updating more than 100 public access computers,
- Investing more than \$2.0 million to address a number of capital improvement projects,
- Investing \$4.2 million to remodel the Columbine Library, and
- Completing designs for a new 10,000-square-foot library to be included in the City of Edgewater's new Civic Center, slated for construction in 2018.

We've come a long way toward putting JCPL back on a path to excellence. While it will take us some time to completely restore Library services, we look forward to giving Jefferson County residents all of the amenities of a modern, progressive Library system.

We hope you'll visit us in 2017 and see all the wonderful changes taking place!



**TOTAL FUND SUMMARY 2017 BUDGET**

Sources and Uses of Funds	2015 Actual	2016 Adopted/Amended	2017 Adopted
<i>Sources of Funds</i>			
<b>Revenues</b>			
<b>Taxes</b>			
Property Tax (net of adjustments)	\$23,623,522	\$33,078,021	\$36,392,968
<b>Total Taxes</b>	<b>\$23,623,522</b>	<b>\$33,078,021</b>	<b>\$36,392,968</b>
<b>Federal &amp; State Grants</b>	\$116,960	\$126,734	\$130,000
<b>Fines &amp; Fees</b>	720,926	799,000	792,970
<b>Other Revenue</b>	514,394	450,021	546,220
<b>Total Other Revenues</b>	<b>\$1,352,280</b>	<b>\$1,375,755</b>	<b>\$1,496,190</b>
<b>Transfer (to)/from Fund Balance</b>	<b>(\$862,858)</b>	<b>(\$2,057,647)</b>	<b>\$1,436,716</b>
<b>Total Sources of Funds</b>	<b>\$24,112,944</b>	<b>\$32,396,129</b>	<b>\$39,298,874</b>
<i>Uses of Funds</i>			
<b>Operating Expenditures</b>			
<b>Salaries &amp; Employee Benefits</b>			
Salaries	\$10,432,206	\$12,623,293	\$12,522,392
Benefits	3,063,397	3,846,731	3,793,380
<b>Total Salaries &amp; Benefits</b>	<b>\$13,495,603</b>	<b>\$16,470,024</b>	<b>\$16,315,772</b>
Library Books & Materials	\$3,433,872	\$5,854,776	\$8,205,413
Supplies	802,676	1,035,874	1,247,585
Other Services & Charges	2,480,789	3,583,694	4,008,650
Financing and Debt Service	1,611,599	1,584,388	1,548,403
Operating Capital		60,000	40,000
Intragovernmental Transaction	1,158,656	1,450,848	1,571,551
<b>Total Operating Expenditures</b>	<b>\$22,983,195</b>	<b>\$30,039,604</b>	<b>\$32,937,374</b>
<b>Capital Development Fund</b>	<b>\$1,129,749</b>	<b>\$2,356,525</b>	<b>\$6,361,500</b>
<b>Total Uses of Funds</b>	<b>\$24,112,944</b>	<b>\$32,396,129</b>	<b>\$39,298,874</b>

**FUND BALANCE SUMMARY 2017 BUDGET**

Fund Balance Summary	2015 Actual	2016 Adopted/Amended	2017 Adopted
<b>Beginning Fund Balance. Jan 1*</b>	<b>\$12,245,645</b>	<b>\$13,108,503</b>	<b>\$15,166,150</b>
Increases/Decreases to the Fund Balance	862,858	2,057,647	(1,436,716)
<b>Ending Fund Balance Dec. 31</b>	<b>\$13,108,503</b>	<b>\$15,166,150</b>	<b>\$13,729,434</b>
<i>*2016 and 2017 beginning balance reflects adopted budget and will be updated as we report actuals.</i>			
Fund Balance Policy Summary	2015 Actual	2016* Adopted	2017 Adopted
Minimum Balance (25% of Current Year Revenues)	\$6,243,951	\$8,613,444	\$9,465,540
Maximum Balance (50% of Current Year Revenues)	\$12,487,901	\$17,226,888	\$18,931,079

**FIVE YEAR CAPITAL PROJECTS PLAN**

Location/Project	2017 Budget	2018 Projected	2019 Projected	2020 Projected	2021 Projected	Total Revised 5 Year Plan
<b>Facilities System Wide Projects</b>						
Capital Maintenance	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Furniture and Equipment	56,000	36,000	36,000	36,000	36,000	200,000
<b>Total System Wide Projects</b>	<b>\$306,000</b>	<b>\$286,000</b>	<b>\$286,000</b>	<b>\$286,000</b>	<b>\$286,000</b>	<b>\$1,450,000</b>
<b>Information Technology Projects</b>						
Computer Updates & Replacements	250,000	250,000	250,000	250,000	250,000	1,250,000
Book Sorter Sinking Fund	200,000	200,000	200,000	200,000	200,000	1,000,000
IT Infrastructure Replacement Plan	462,000	130,000	130,000	130,000	330,000	1,182,000
Records Management Software	50,000	-	-	-	-	50,000
High Availability Internet Redundancy	-	36,000	36,000	36,000	-	108,000
Virtual Server Upgrades	91,000	-	-	-	91,000	182,000
Encore Server	37,000	-	-	-	-	37,000
Implement RFID/Self Check	250,000	-	-	-	-	250,000
JCPL Mobile Experience	15,700	35,000	25,000	25,000	25,000	125,700
Mobility Solution	25,000	-	-	-	-	25,000
<b>Total Information Technology Projects</b>	<b>\$1,380,700</b>	<b>\$651,000</b>	<b>\$641,000</b>	<b>\$641,000</b>	<b>\$896,000</b>	<b>\$4,209,700</b>
<b>Facilities Updates</b>						
Columbine Library Remodel	\$4,250,000	\$-	\$-	\$-	-	\$4,250,000
Edgewater Library	80,000	1,000,000	-	-	-	\$1,080,000
Long-Range Master Facilities Plan	75,000	-	-	-	-	\$75,000
Current Year Facility Expansion	80,000	-	-	-	-	\$80,000
Belmar Remodel	-	4,000,000	-	-	-	\$4,000,000
Evergreen Remodel	-	30,000	2,000,000	-	-	\$2,030,000
Lakewood Remodel	-	-	30,000	2,000,000	-	\$2,030,000
Arvada Remodel	-	-	-	30,000	2,000,000	\$2,030,000
<b>Total Facilities Updates</b>	<b>\$4,485,000</b>	<b>\$5,030,000</b>	<b>\$2,030,000</b>	<b>\$2,030,000</b>	<b>\$2,000,000</b>	<b>\$15,575,000</b>
<b>Miscellaneous Projects</b>						
Replace CD/DVD Disk Washer	\$8,000	\$8,000	\$-	\$10,000	\$10,000	\$36,000
Evergreen HVAC Rebuild	135,000	-	-	-	-	135,000
Entry Door Replacements	36,800	18,525	-	-	-	55,325
Graphics Large Format Printer	10,000	-	-	-	-	10,000
Lakewood Fence Replacement	-	55,000	-	-	-	55,000
Lakewood Public Restroom Expansion	-	120,000	-	-	-	120,000
Lakewood Admin Restroom Remodel	-	48,000	-	-	-	48,000
Golden Parking Lot	-	125,000	-	-	-	125,000
Standley Lake Clerestory Roof Replacement	-	-	70,000	-	-	70,000
Westminster Express Service	-	-	100,000	30,000	-	130,000
Paperless Office Project	-	-	20,000	-	-	20,000
Belmar Air Handling Unit	-	-	-	165,000	-	165,000
Belmar Chiller Replacement	-	-	-	145,000	-	145,000
<b>Total Miscellaneous Projects</b>	<b>\$189,800</b>	<b>\$374,525</b>	<b>\$190,000</b>	<b>\$350,000</b>	<b>\$10,000</b>	<b>\$1,114,325</b>
<b>Total Capital Projects</b>	<b>\$6,361,500</b>	<b>\$6,341,525</b>	<b>\$3,147,000</b>	<b>\$3,307,000</b>	<b>\$3,192,000</b>	<b>\$22,349,025</b>



Jefferson County Public Library  
10200 W. 20th Ave.  
Lakewood, CO 80215  
303-235-JCPL (5275)  
[jeffcolibrary.org](http://jeffcolibrary.org)

