



## FUND BALANCE POLICY STATEMENT

Jefferson County Public Library recognizes the importance of maintaining an appropriate and prudent level of fund balance. After evaluating the Library's operating characteristics, diversity of tax base, working capital needs, emergency and uncertainty risks, and other contingency issues, the Library Board of Trustees establishes the following goals regarding fund balance.

- The level of fund balance that the Library strives to maintain is an amount equal to 16% of current year budgeted revenues.
- In addition, an amount equal to 9% of current year budgeted revenues is designated as an "uncertainty reserve".

This statement has been adopted by the Library Board of Trustees to recognize the financial importance of a stable and sufficient level of fund balance. However, the Library Board of Trustees reserves the right to appropriate funds from the Fund Balance for emergencies and other requirements as the Board believes to be in the best interest of the Library.

## CAPITAL PROJECT FUNDING INTERNAL GUIDELINE

In order to ensure the 5 Year Capital Plan for Jefferson County Public Library has adequate resources to fund projects, the Board of Trustees adopts the following internal guideline regarding funding for capital projects:

- Designate 4.5% of Property Tax Revenue each year to fund capital projects.

This internal guideline has been adopted by the Library Board of Trustees to recognize the financial importance of a designated revenue stream for capital projects. However, the Library Board of Trustees, reserves the right to adjust the percentage each year during the budget process as the Board believes to be in the best interest of the Library.

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Jefferson County Public Library recognizes the importance of maintaining an appropriate and prudent level of fund balance. After evaluating the Library's operating characteristics, diversity of tax base, working capital needs, emergency and uncertainty risks, and other contingency issues, the Library Board of Trustees establishes the following goals regarding fund balance.

- The level of fund balance that the Library strives to maintain is an amount equal to 16% of current year budgeted revenues.
- In addition, an amount equal to 9% of current year budgeted revenues is designated as an "uncertainty reserve".
- In order to maintain the Library's fund balance at a level that is appropriate and prudent, and to ensure taxpayer funds are being used to properly fund Library services, the following guidelines for a maximum amount of fund is as follows:
  - The maximum level of fund balance will be 50% of current year budgeted revenues.
  - Any funds over this amount will be used to fund one-time expenditures only such as capital projects, payment of debt - not on-going operating expenditures.
  - Any reserved portion of fund balance ("Sinking Fund" for equipment replacements, etc.) will not be included in the calculation of the maximum amount of F/B.

This statement has been adopted by the Library Board of Trustees to recognize the financial importance of a stable and sufficient level of fund balance. However, the Library Board of Trustees reserves the right to appropriate funds from the Fund Balance for emergencies and other requirements and alter or modify the parameters of this policy as the Board believes to be in the best interest of the Library.

## CAPITAL PROJECT FUNDING INTERNAL GUIDELINE

In order to ensure the 5 Year Capital Plan for Jefferson County Public Library has adequate resources to fund projects, the Board of Trustees adopts the following internal guideline regarding funding for capital projects:

- Designate a minimum of 4.5% of Property Tax Revenue each year to fund capital projects.

This internal guideline has been adopted by the Library Board of Trustees to recognize the financial importance of a designated revenue stream for capital projects. However, the Library Board of Trustees, reserves the right to adjust the percentage each year during the budget process as the Board believes to be in the best interest of the Library.

**TABLE 2A  
JEFFERSON COUNTY PUBLIC LIBRARY  
FUND BALANCE REQUIREMENTS  
5 YEAR FORECAST**

	ACTUAL 2015	PROJECTED 2016	PROJECTED 2017	PROJECTED 2018	PROJECTED 2019
<b>Beginning Fund Balance</b>	\$ 12,245,645	\$ 13,212,112	\$ 15,269,759	\$ 13,908,894	\$13,667,486
<b>Total Revenues</b>	24,944,062	34,453,776	37,528,663	39,384,405	39,418,806
<b>Total Expenditures</b>	23,977,595	32,396,129	38,889,528	39,625,813	41,188,403
<b>Increase/(Decrease) in Fund Balance</b>	966,467	2,057,647	(1,360,865)	(241,408)	(1,769,597)
<b>Sub Total Fund Balance</b>	\$ 13,212,112	\$ 15,269,759	\$ 13,908,894	\$ 13,667,486	\$11,897,889
<b>Automated Material Handling Reserve</b>	-	200,000	400,000	600,000	800,000
<b>Unreserved Fund Balance</b>	\$ 13,212,112	\$ 15,069,759	\$ 13,508,894	\$ 13,067,486	\$11,097,889
<b>Increase/(Decrease) in Fund Balance</b>	\$ 966,467	\$ 2,057,647	\$ (1,360,865)	\$ (241,408)	\$ (1,769,597)
<b>Fund Balance Policy</b>					
<b>Minimum Fund Balance Requirement</b>					
16% of Current Year Budgeted Revenues	\$ 4,010,271	\$ 5,512,604	\$ 6,004,586	\$ 6,301,505	6,307,009
9% of Current Year Revenues - Uncertainty	2,255,777	3,100,840	3,377,580	3,544,596	3,547,693
<b>Total Minimum Requirement</b>	\$ 6,266,048	\$ 8,613,444	\$ 9,382,166	\$ 9,846,101	\$ 9,854,702
<b>Maximum Fund Balance Requirement</b>					
50% of Current Year Budgeted Revenues	\$ 12,532,096	\$ 17,226,888	\$ 18,764,332	\$ 19,692,203	\$ 19,709,403
<b>Over (Under) Maximum FB Reserve</b>	\$ 680,016	\$ (2,157,129)	\$ (5,255,438)	\$ (6,624,717)	\$ (8,611,514)

# 2016 Strategic Initiatives



Jefferson County  
PUBLIC LIBRARY

# 2016 Strategic Initiatives

## Priorities:

- \* Deliver on Our Promises
- \* Rebuild Infrastructure
- \* Set the Stage for Future Growth
- \* Set Realistic Expectations
- \* Execute Well



# Ends Statement #1:

*All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using those resources.*

- \* Access to Books, Materials and Services
- \* Staff Training
- \* Staff Recruitment and Development
- \* Digital Resources Strategy
- \* Awareness of Library Programs & Services



# Ends Statement #2:

*All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.*



- \* Restore Open Hours
- \* Update Facilities
- \* Enhance Digital Access

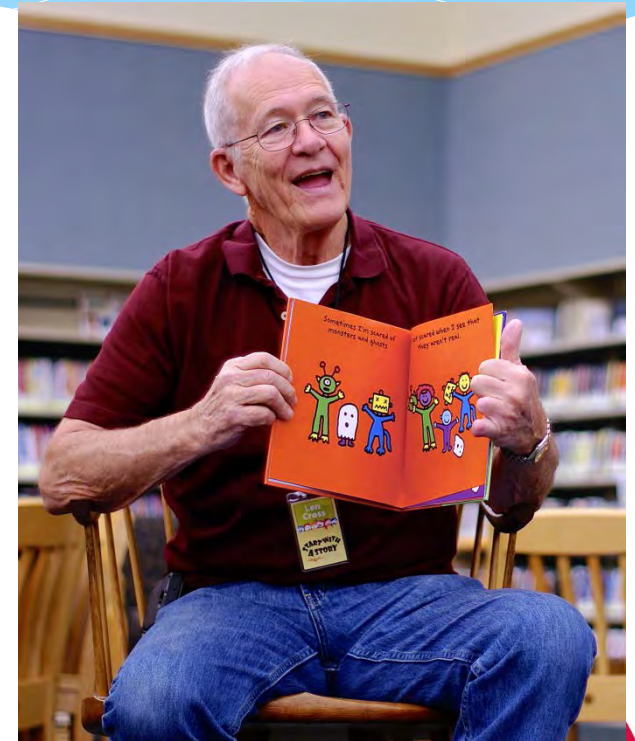




# Ends Statement #3:

*Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.*

- \* Support Early Literacy Services
- \* Strategic Programming
- \* Culture of Reading



# Ends Statement #4

*All Jefferson County residents receive maximum return on their shared investment in library services.*

- \* Long Range Planning
- \* Critical IT Systems
- \* New Work Tools
- \* Improve Systems and Processes



# Questions?

