



Jefferson County
PUBLIC LIBRARY



2023 BUDGET



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.

A MESSAGE FROM THE CHAIR LIBRARY BOARD OF TRUSTEES

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 2023. 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, materials and digital offerings;
- 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 2023 is a mill levy of 4.500. This mill levy will provide an estimated net property tax revenue of \$53 million dollars.

As Library Trustees, we take our fiduciary responsibility seriously and we believe the 2023 proposed budget represents a responsible level of spending to support Library services.

Sincerely,



Kim Johnson

Chair Library Board of Trustees

A MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Jefferson County Public Library Community,

Jefferson County Public Library (JCPL) reached a milestone in 2022 — its 70th operational year. JCPL has come a long way since it was established in 1952!

The library staff, board and foundation have worked hard to ensure that JCPL has the necessary resources to meet the changing needs of our Jefferson County community. Today, JCPL features robust offsite services, programs for all ages, a rich collection of digital and physical materials, actively used meeting spaces, dynamic outreach programs and much more.

The JCPL budgeting process is guided by strategic priorities that ensure we achieve our mission: To build an educated and vibrant community by providing equal access to information and opportunities. These strategic priorities – to create libraries for the future, reach more people, focus on building literacies, be the third place and grow sustainably – are holding strong and continue to serve as our guideposts.

Thanks to prudent planning, we have saved enough reserve funds to support our capital projects over the next five years. In 2022, we stabilized our workforce by conducting compensation and staffing assessments. JCPL also invested in improving our cybersecurity to reduce risk of unauthorized access to the organization's data and digital assets.

This firm foundation makes it possible for us to focus on building for the future. In 2023, we will create of a new library design standard, identify a location for the new library in South Jefferson County, redesign the Evergreen Library and initiate a new library in Northwest Jefferson County. We will also evaluate and implement library services for the Conifer area. Maintaining and improving community assets continues to be a priority even as the library undertakes the work of expansion.

Other critical projects include implementing a new vision for serving the public that focuses on being radically welcoming to all. Diversity, equity and inclusion will continue to be integral into our efforts to expand cohesive technology programs and offsite services.

The 2023 budget moves JCPL in a positive direction to fulfill our strategic priorities and gives the JCPL team resources they need to carry out the strategic plan. It represents an investment in our vision to be the essential destination where all generations connect, discover and create. We look forward to continuing to serve the Jefferson County community with the highest quality of services and programs in the year ahead.

Sincerely,



Donna Walker
Executive Director

BUDGET SUMMARY

SOURCES AND USES OF FUNDS	2021 ACTUAL	2022 AMENDED BUDGET	2023 BUDGET
SOURCES OF FUNDS			
Revenues			
Property Tax (net of adjustments)	\$47,028,297	\$52,407,622	\$50,683,316
Total Taxes	\$47,028,297	\$52,407,622	\$50,683,316
Federal & State Grants	\$226,169	\$125,000	\$144,996
Library Fees	\$37,226	\$115,000	\$85,000
Other Revenue	\$389,946	\$298,640	\$675,650
Total Other Revenues	\$653,381	\$538,640	\$ 905,646
Sub Total Revenues	\$47,681,678	\$52,946,262	\$51,588,962
Transfer from Fund Balance	-	\$12,441,736	\$18,254,932
Transfer to Fund Balance	\$9,968,351	-	-
Total Sources of Funds	\$37,713,328	\$65,387,998	\$69,843,894

USES OF FUNDS			
Operating Expenditures			
Salaries & Employee Benefits			
Salaries	\$15,213,963	\$16,601,010	\$17,638,242
Benefits	\$4,804,257	\$5,719,962	\$5,810,820
Total Salaries & Benefits	\$20,018,220	\$22,320,972	\$23,449,062
Library Books & Materials	\$7,271,651	\$7,937,400	\$9,409,434
Supplies	\$1,179,692	\$1,559,475	\$1,375,098
Vehicles	-	-	-
Services & Charges	\$3,940,079	\$5,704,984	\$5,996,673
Internal Transactions/Cost Allocation	\$2,533,124	\$2,734,736	\$2,987,181
Total Operating Expenditures	\$34,942,766	\$40,257,567	\$43,217,448
Financing & Debt Service	\$621,819	\$621,945	\$621,745
Capital Projects	\$2,148,743	\$24,508,487	\$26,004,701
Total Uses of Funds	\$37,713,328	\$65,387,998	\$69,843,894

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

PROJECT	2022 AMENDED BUDGET	2023 BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET	2026 PROJECTED BUDGET	2027 PROJECTED BUDGET	TOTAL 2023-2027
ANNUAL REPLACEMENT PLAN							
ARM-01 Capital Maintenance	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
ARM-02 Equipment Replacement	\$62,000	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$180,000
ARM-03 Computer 5-year Replacement Plan	\$312,678	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
ARM-04 Book Sorter Replacement	\$ 500,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
ARM-05 IT Infrastructure Replacement	\$250,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Total ARM & Ongoing Projects	\$ 1,374,678	\$1,236,000	\$1,236,000	1,236,000	\$1,263,000	\$1,263,000	\$6,180,000
5-YEAR CAPITAL IMPROVEMENT PLAN							
South County Library	\$16,378,662	\$8,698,826	-	-	-	-	\$8,698,826
Evergreen Library Remodel	\$700,000	\$3,520,000	-	-	-	-	\$3,520,000
Northwest Arvada New Build	\$4,700,000	\$9,989,475	\$9,989,475	-	-	-	\$19,978,950
Operations Center	-	-	-	-	\$11,343,500	\$6,269,000	\$17,612,500
Lakewood Redesign	-	-	-	-	-	\$5,100,000	\$5,100,000
Standley Lake Redesign	-	-	-	-	-	-	-
Arvada Redesign	-	-	-	-	-	-	-
Conifer Opportunity	-	\$2,500,400	-	-	-	-	\$2,500,400
Golden Opportunity	-	-	\$350,000	\$4,600,000	-	-	\$4,950,000
Bookmobile Replacement	\$317,194	-	-	-	-	-	-
Document Management System	\$77,263	-	-	-	-	-	-
Belmar Outdoor Space	\$200,000	-	-	-	-	-	-
Unspecified Capital Project	-	-	-	-	-	-	-
Offsite Services	\$430,690	\$60,000	\$50,000	-	\$175,000	-	\$285,000
Library Location Holds Lockers	\$205,000	-	-	-	-	-	-
Data Warehouse	\$125,000	-	-	-	-	-	-
New ILS	-	-	-	\$200,000	\$150,000	-	\$350,000
Total CIP	\$23,133,809	\$24,768,701	\$10,389,475	\$4,800,000	\$11,668,500	\$11,369,000	\$62,995,676
Total 5-Year Capital Plan	\$24,508,487	\$26,004,701	\$11,625,475	\$6,036,000	\$12,904,500	\$12,605,000	\$69,175,676



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