



2018 Annual Plan & Preliminary Budget

November 16, 2017

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office
100 E Abriendo Avenue
Pueblo, Colorado 81004

2018 Annual Plan & Preliminary Budget

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2018 Annual Plan

The Pueblo City-County Library District (PCCLD) recently was nominated for the prestigious 2018 National Medal for Museum and Library Service. This follows PCCLD's receipt of the *Library Journal's* renowned Star Library award in 2016, which places the local public library among the top three percent of all public libraries in the United States. These types of recognitions affirm the dedication to planning, accountability, and service by those who are intimately involved in the work of the district plus strong support for the institution from the community. Such work continues with this presentation of the PCCLD 2018 Annual Plan.

PCCLD's current strategic plan

(http://www.pueblolibrary.org/sites/default/files/2015_strategicplan.pdf) helps set the current path forward for libraries locally in calling for special attention to these six areas:

- Create young readers
- Strengthen community partnerships
- Bridge the digital divide
- Data-driven planning
- Serve the whole family at all stages of life
- Lifelong learning begins with staff.

These areas of focus offer guidance for this 2018 annual planning document. The PCCLD team also continues to endeavor to achieve designated key results, including seeking to increase use of digital services and traditional collections plus ensuring more customers visit district libraries to read, study, learn, and participate in library-sponsored cultural and educational events and activities. Delivery on these are important measures of the organization's vitality and success. PCCLD's progress in its mission to provide the best possible public library service for the community relates directly to these strategic areas of focus and institutional key results. PCCLD will strive in 2018 to implement specific objectives in support of the stated areas of strategic focus and key results.

The aspirations outlined below in this plan are intended to do this. They are the end product of a planning process involving participation by PCCLD trustees, managers and administrators, and employees. The planning exercise integrated contributions from vital PCCLD partners, such as the Friends of the Library and the Pueblo Library Foundation. This 2018 Annual Plan incorporates specific objectives identified as priorities at a special work session of PCCLD stakeholders conducted on September 6, 2017, including these consensus items: maintaining a capital contingency fund, providing funding to replace district servers and maintain current computer software, accommodating a robust programming budget, ensuring replacement of the Lamb Library roof, improving Sunday staff coverage processes, replacing the Barkman Library book drop, and filling expanded staffing needs for the Books In the Park program. Finally, this plan takes into consideration current PCCLD's financial circumstances and revenue projections for 2018.

Objectives representing new initiatives for 2018 are delineated in the following pages along with those identified with notable bearing on financial resources. Listed in alphabetical order, each objective is accompanied by action steps intended to facilitate accomplishment. This annual plan document is the outcome of much consideration and effort, and provides positive direction for the district in moving forward to fulfill its mission to provide the best possible public library service to the community.

- I. Complete a process to select the best, lowest-cost providers for PCCLD wide-area network telecommunications and Internet services for all library locations to ensure high quality digital services.

Action Steps

- 1. Issue a Request for Proposal (RFP) for desired services.
- 2. Ensure alignment with federal E-rate funding requirements.
- 3. Award contract(s) to best, lowest-cost vendor proposal(s).
- 4. Implement services and assess outcomes.

- II. Conclude the update work on the employee policy manual to help make sure that PCCLD provides a winning workplace.

Action Steps

- 1. Update policies including employee input and vetting by human resources and legal experts.
- 2. Review policies with PCCLD Trustees and seek approval.
- 3. Inform and educate employees on updated policies.

- III. Conduct an RFP process for PCCLD courier services so that collection materials and supplies are well delivered among all library locations in a cost effective manner.

Action Steps

- 1. Assess courier service needs.
- 2. Develop and publish RFP to solicit interest from potential qualified vendors.
- 3. Review proposals received from qualified proposers.
- 4. Award service contract, implement, and assess outcomes.

- IV. Constitute an exercise for redesigning PCCLD website navigation for a great library customer online experience.

Action Steps

- 1. Assign a committee of internal stakeholders to research and make recommendations on current site navigation features.
- 2. Report findings and recommendations.
- 3. Assess and initiate actions considered to be in the best interest of the institution.

V. Consummate work to adopt a PCCLD core values statement.

Action Steps

1. Identify a committee of internal stakeholders to serve as committee members for this work.
2. Review prior work on district cultural beliefs and values.
3. Work with stakeholders to collect information on commonly shared institutional values and draft a statement for review.
4. Develop and implement a communication plan for incorporating the values statement at PCCLD.

VI. Continue to ensure the long-term fiscal well-being of the institution in consideration of results of assets valuation (Objective XXVIII), space planning projects (Objective XVIII), and the PCCLD ten-year financial forecast.

Action Steps

1. Determine long-term PCCLD financial requirements aligned with strategic goals.
2. Analyze impact on PCCLD financial resources of the Colorado State Constitution's Gallagher Amendment, local library mill levy, and other revenue sources.
3. Work with Board of Trustees to develop a project action plan.
4. Implement agreed-upon strategy in concert with community stakeholders.
5. Assess outcomes.

VII. Convene a study of PCCLD hours of service to ensure optimal access to library resources in consideration of budgetary constraints.

Action Steps

1. Assign a committee to do research and make recommendations.
2. Report on committee findings.
3. Initiate action(s) considered to be in the best interest of the institution.

VIII. Develop a program to ensure optimal space utilization of the Rawlings Library and possible needs such as potential expansion of the Lucero Library and/or a new library on Pueblo's growing north side.

Action Steps

1. Draft an RFP for desired services by qualified professionals and award contract to best, lowest-cost proposal.

2. Work with the selected firm and local stakeholders to determine desired space plans and costs at Rawlings Library to include increasing support for local history and archives, literacy tutoring, group study, learning by doing.
3. Assess opportunities and costs for expansion of the Lucero on Pueblo's east side.
4. Assess opportunities and costs for an additional library on Pueblo's north side.
5. Write an action plan aligned with PCCLD fiscal resources.

IX. Employ a qualified firm to perform security services for PCCLD to help support safe conditions for individuals at the library.

Action Steps

1. Act on the results of the 2017 PCCLD RFP for security services.
2. Contract with firm and implement desired services.
3. Assess outcomes of the new service and make adjustments, as required.

X. Enact a solution to increase visibility among local citizens pointing search engine results to PCCLD events and collection holdings in order to increase use.

Action Steps

1. Work with on a pilot project to increase discoverability of PCCLD materials, events, programs, databases and services in local web searches via standard Internet search engines.
2. Gauge results and determine future steps.

XI. Enhance summer programming with an end of summer parade celebration and expanded Books in the Park program.

Action Steps

1. Provide budgetary and staffing resources to engage desired services.
2. Work with stakeholders on any recommended changes.
3. Execute modifications and evaluate.

XII. Ensure early childhood literacy computers are updated and well maintained to help ensure a positive learning experience for the library's youngest customers.

Action Steps

1. Provide funding to replace and/or maintain PCCLD early childhood literacy computers.

2. Procure replacement devices and contract with provider for support services for all devices.
3. Appraise the program.

XIII. Evaluate internal processes to best leverage PCCLD's access to E-rate funds.

Action Steps

1. Review current E-rate consultant contract and the marketplace for these services.
2. Prepare E-rate RFP for consulting services.
3. Compare consultant service responses with internal capacity for carrying out these activities.
4. Employ appropriate resources to apply for future E-rate funding.

XIV. Execute a project aligned with industry standards to improve archives administration and collection management functions and provide web access to archival finding aids to increase digital and reference access to PCCLD archival collections.

Action Steps

1. Complete a contract to procure an application for management of archival documents.
2. Ensure proper training support for the archive curation team.
3. Implement the project in alignment with industry standards to provide web access to PCCLD archives, manuscripts, and digital objects.

XV. Film a new PCCLD video to better support library promotion and development activities.

Action Steps

1. Survey all library staff for stories about the library.
2. Select staff stories that highlight the library's mission and conduct in-person interviews with those staff to further flesh out the stories.
3. Interview selected staff on camera.
4. Review video and write a script.
5. Edit video according to script.

XVI. Finish the Integrated Library System RFP process begun in 2017 to support customer service and staff efficiencies.

Action Steps

1. Review responses to RFP.
2. Determine leading respondent.
3. Negotiate contract agreement.
4. Implement service and appraise outcome.

XVII. Guarantee library information technology needs are met by replacing worn hardware and software with necessary new back-up servers, security cameras, and Microsoft Software Assurance.

Action Steps

1. Select and procure recommended equipment and software.
2. Develop implementation plans and carryout.
3. Evaluate results.

XVIII. Implement new banking services in concert with new vendor to obtain best financial services for the district.

Action Steps

1. Complete contract with selected vendor.
2. Commence services.
3. Assess and adjust, as required.
4. Review purchase card and credit card merchant services.

XIX. Improve employee benefits with the addition of health benefit for part-time library staff.

Action Steps

1. Scan marketplace for desirable opportunities.
2. Vet options with employees and administration.
3. Implement and assess outcomes.

XX. Keep PCCLD supervisors up-to-date on best management practices by providing a series of training classes.

Action Steps

1. Research supervisory management training opportunities.
2. Review options, adopt calendar of classes, and provide training.
3. Appraise outcomes.

XXI. Modernize and improve selected hardware systems to include Special Collections microform reader/printers, public copier/printer coin acceptors, Community Relations copier/printer, and self-check stations.

Action Steps

1. Investigate best procurement options.
2. Conduct RFP processes, as appropriate.
3. Enact selected services and evaluate.

XXII. Offer current customer self-services by upgrading public meeting rooms and events software management applications.

Action Steps

1. Work with software vendor on implementation timeline.
2. Educate staff on new processes.
3. Migrate from old system to new.
4. Assess new system performance and adjust, as needed.

XXIII. Overhaul selected facilities infrastructure to include Rawlings Library exhaust dampers and parking lot lights; Lamb Library air conditioner, roof, and basement lighting; a staff work van; the Barkman Library book drop and parking lot seal coating; and the Pueblo West Library parking lot lights.

Actions Steps

1. Investigate best procurement options.
2. Conduct RFP processes, as appropriate.
2. Install selected products and services, and evaluate.

XXIV. Pilot the Career Online High School program aligned with the state and national grant guidelines in support of lifelong learning for community members.

Actions Steps

1. Work with the State Library on current grant-funded program.
2. Consider outcomes and desirability for continuing project.

3. Implement recommended steps.

XXV. Plan to automate vendor payment processes for collection materials in order to improve efficiency and reduce opportunity for clerical error.

Actions Steps

1. Review and document current procedures.
2. Communicate needs to PCCLD ILS and accounting software vendors.
3. Develop technical data exchange protocols.
4. Test data interchange and resolve discrepancies.
5. Implement and assess outcomes.

XXVI. Produce a PCCLD repository of organizational knowledge to improve institutional achievement.

Action Steps

1. Research the Digital Curation Centre's Curation Lifecycle Model and select areas of focus for PCCLD.
2. Convene a team of PCCLD experts and stakeholders to work on the project.
3. Develop project mission, milestones and timeline.
4. Launch the repository.

XXVII. Review results of the PCCLD Performance Evaluation Review Committee recommendations and consider changes to current program, including PERA review of the Pay for Performance program.

Action Steps

1. Conclude work of Performance Evaluation Review Committee.
2. Review committee recommendations.
3. Adopt recommendations aligned with PCCLD mission, policies, objectives, and resources.
4. Assess outcomes.

XXVIII. Update the library capital replacement plan to ensure long-term funding is sufficient to maintain attractive, well-maintained facilities and equipment throughout the district.

Action Steps

1. Employ a firm to review and update the inventory of capital assets, including the replacement value of these assets and their life expectancy.
2. Update existing capital replacement plan.
3. Consider funding requirements to support the plan.
4. Implement funding strategies in line with Board of Trustees expectations.

XXIX. Upgrade PCCLD's accounting applications to secure strong financial program.

Action Steps

1. Survey marketplace to determine best solution for PCCLD.
2. Adopt timeline for migration to new software.
3. Implement and assess outcomes.

XXX. Wind up development of custom planning documents reflective of the unique neighborhoods served by each library outlet.

Action Steps

1. Continue work with each location manager to develop individual plans.
2. Action steps to include community surveys, focus groups, demographic analysis, resources audit, and library trends consideration.
3. Write plans for each branch.

XXXI. Work with the Board of Trustees to select a financial auditor for PCCLD offering the best, lowest-cost service to provide the annual financial audit for the institution.

Action Steps

1. Develop a RFP soliciting qualified audit firms.
2. Issue RFP, receive, and evaluate responses.
3. Contract with firm to commence with audit of 2018 PCCLD financials.

XXXII. Wrap up work on Information Technology policies to ensure best IT practices.

Action Steps

1. Review policies from other similar institutions.
2. Write updated policies for PCCLD.
3. Solicit approval from the Board of Trustees.
4. Communicate outcomes to PCCLD stakeholders.

2018 Preliminary Budget

SUMMARY / REVENUES

The following pages include summaries of the General Fund, the Capital Project Fund and the Special Revenue Fund, as well as a combined spread sheet showing totals in the funds. These are the only budgeted funds of the Pueblo City-County Library District for budget year 2018. The General Fund holds all of the operating revenue and expense, including debt service, Friends of the Library contributions and expenses, and miscellaneous gift revenue. The Capital Project Fund reflects Library Replacement plan expenses, InfoZone News Museum expenses, and major building projects. The Special Revenue Fund reflects activity in the Chamberlain Fund, from which the Pueblo City-County Library District receives funds annually. For 2018, there are no major building projects or renovations. An InfoZone update project is ongoing, and capital projects include replacement of information technology systems and other building and facility improvements.

An annual transfer from the General Fund into the Capital Project Fund is budgeted at \$550,000 in 2018. Transfers are planned annually thereafter, in order to continue funding for the Library Replacement Plan. The revenue budgeted in the Capital Project Fund reflects income from interest earnings and contributions from foundations and grantors.

Forthcoming will be the copies of the resolutions adopting the budget and the annual plan, appropriating funds for the budget, and the resolution to set the mill levy. Certification of the mill levy sent to the county will also be included.

Pueblo City-County Library District receives the major amount of its funding from property tax generated in Pueblo County. The boundaries of the County and the Library District are contiguous, so no other property taxes are received. Approximately 88% of the revenues for the District are derived from property tax. The remainder is received through specific ownership tax, interest on investments, overdue fees, photocopy fees, contracts, grants, miscellaneous revenue, and contributions from the Friends of the Library and the Pueblo Library Foundation.

The maximum mill levy for Pueblo City-County Library District is 5.25 mills. This mill levy was approved by voters in 1995, and the District has not returned to the voters in the ensuing 22 years to request additional funds. Also on the 1995 ballot, the District requested exemption from the TABOR revenue limits, as well as the 5.5% revenue limit defined in Colorado State Revised Statutes. These exemptions were approved.

In addition to the mill levy of 5.25, the District is authorized by statute to collect additional mill levy equivalent to the amount of taxes that were abated and refunded in the previous year. In 2018, the amount of additional mill levy that was certified was .038 mills, generating \$65,711 in revenue, the amount of taxes abated or refunded in 2017. The amount of refunds and abatements in 2018 increased \$12,481 compared with 2017. The total mill levy certified to the county for collection of taxes in 2018 is 5.288.

**MILL LEVY CALCULATIONS
BUDGET 2018**

	<u>2018 BUDGET</u>		<u>Formula</u>	<u>2017 BUDGET</u>	
A	1,768,391,005	Total Gross Assessed Valuation		1,720,213,127	Total Gross Assessed Valuation
B	47,951,875	TIF reductions		47,546,122	TIF reductions
C	1,720,439,130	Total Net Assessed valuation	A - B	1,672,667,005	Total Net Assessed valuation
D	5.250	Voter approved mill levy limit		5.250	Voter approved mill levy limit
E	9,032,305	Total Revenue	C X D X .001	8,781,502	Total Revenue
F	65,711	Abatements, refunds		53,230	Abatements, refunds
G	0.038	Millage for abatements, refunds	F / C X 1000	0.032	Millage for abatements, refunds
H	5.288	Adjusted mill levy	D + G	5.282	Adjusted mill levy
I	9,097,682	Adjusted total revenue	H X C X .001	8,835,027	Adjusted total revenue
J	9,088,584	Budgeted revenue @ 99.9%	I X 99.9%	8,817,357	Budgeted revenue @ 99.8%

\$ 253,570	Revenue reduction impact of TIF	B X D X .001	\$ 251,139	Revenue reduction impact of TIF
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This chart shows how the mill levy is calculated based on assessed valuations for both current and prior years.

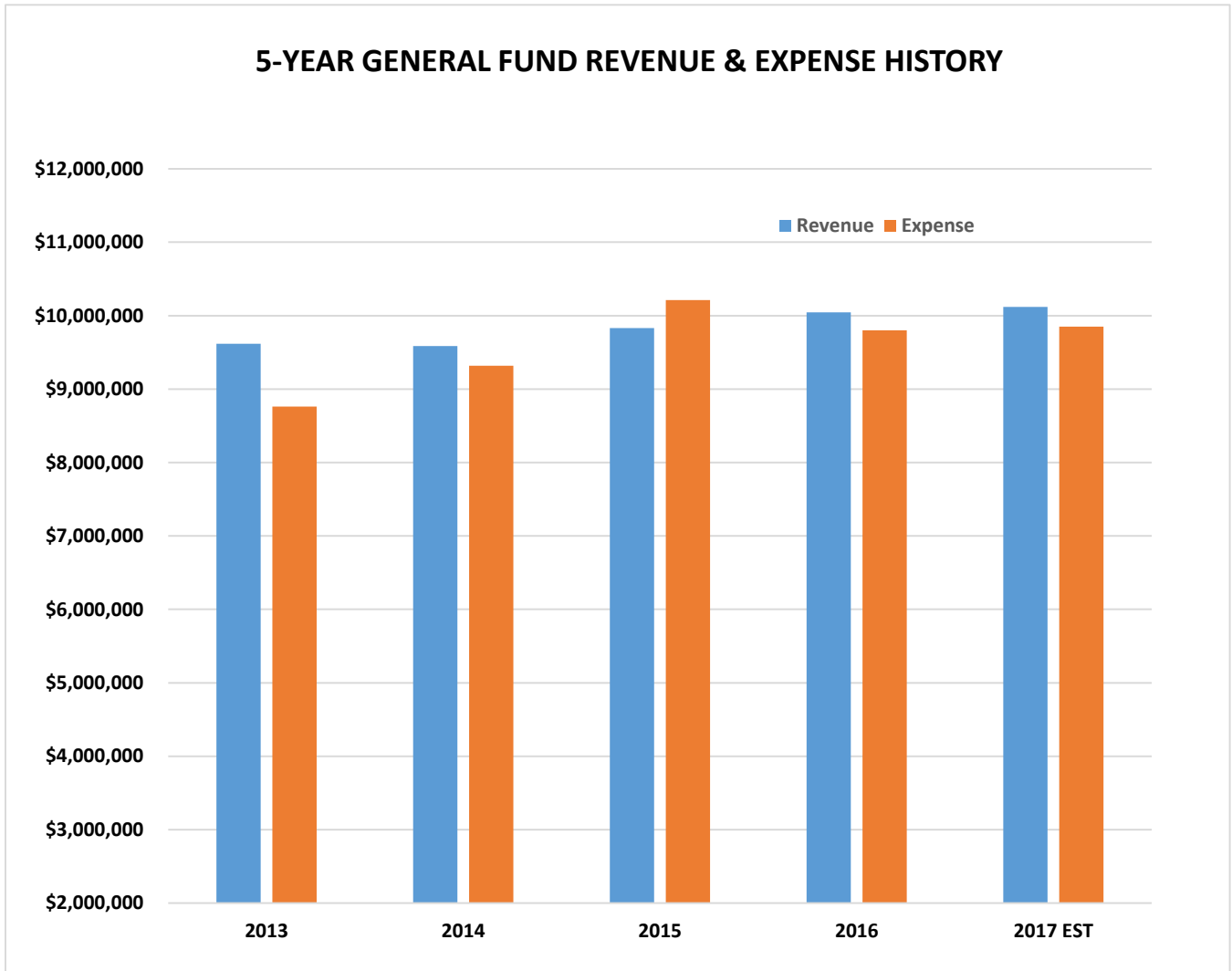
The voter approved mill levy is 5.25, but an increase to capture abatements and refunds from the prior year is allowable.

That increase is reflected here for a total mill levy in 2018 of 5.288.

The total dollar amount increase over the prior year is \$250,804.

For the last three years, the actual collections have been an average of 99.9%, due to abatements and refunds as well as delinquencies.

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2018 BUDGET



**PUEBLO CITY-COUNTY LIBRARY DISTRICT
FUND BALANCE SUMMARY**

GENERAL FUND	2016 AUDITED	2017 ESTIMATED	2017 BUDGET	2018 BUDGET
BALANCE, Beginning of Year	2,549,587	2,543,319	2,349,587	2,408,339
REVENUES	10,043,837	10,120,442	9,968,136	10,303,232
TOTAL BALANCE	12,593,424	12,663,761	12,317,723	12,711,571
EXPENDITURES	9,850,105	9,980,422	9,968,136	10,203,377
TRANSFER IN/OUT-CAPITAL PROJECT	(200,000)	(275,000)	(275,000)	(550,000)
TRANSFER IN/OUT-SPECIAL REVENUE	-	-	5,000	-
BALANCE, End of Year	<u>2,543,319</u>	<u>2,408,339</u>	<u>2,079,587</u>	<u>1,958,194</u>
CAPITAL PROJECT FUND	2016 AUDITED	2017 ESTIMATED	2017 BUDGET	2018 BUDGET
BALANCE, Beginning of Year	1,615,256	1,717,800	1,699,775	1,845,517
REVENUES	42,435	173,217	39,500	86,000
TOTAL BALANCE	1,657,691	1,891,017	1,739,275	1,931,517
EXPENDITURES	139,891	320,500	338,718	639,300
TRANSFER IN/OUT GENERAL FUND	200,000	275,000	275,000	550,000
BALANCE, End of Year	<u>1,717,800</u>	<u>1,845,517</u>	<u>1,675,557</u>	<u>1,842,217</u>
SPECIAL REVENUE FUND	2016 AUDITED	2017 ESTIMATED	2017 BUDGET	2018 BUDGET
BALANCE, Beginning of Year	502	1,390	1,014	420
REVENUES	6,388	4,030	5,010	5,020
TOTAL BALANCE	6,890	5,420	6,024	5,440
EXPENDITURES	5,500	5,000	-	5,000
TRANSFER IN/OUT	-	-	(5,000)	-
BALANCE, End of Year	<u>1,390</u>	<u>420</u>	<u>1,024</u>	<u>440</u>
COMBINED FUND BALANCE, End of Year	<u>4,262,509</u>	<u>4,254,276</u>	<u>3,756,167</u>	<u>3,800,851</u>
BALANCE, Restricted *	1,110,218	1,113,158	1,113,393	1,119,866
BALANCE, Available	3,152,291	3,141,118	2,642,774	2,680,985
ANNUAL USE OF RESERVES	6,268	134,980	270,000	450,145
* RESTRICTED FUNDS				
Emergency reserve	295,503	299,413	299,044	306,101
Reserve requirement for COPs	813,325	813,325	813,325	813,325
Special Revenue Fund	1,390	420	1,024	440
TOTAL RESTRICTED:	1,110,218	1,113,158	1,113,393	1,119,866

GENERAL FUND

*Please note that all of the comparative percentage statistics referenced in this narrative compare the 2018 Budget to the 2017 **Estimated Actual**, except in those instances where a Budget-to-Budget comparison is clearly noted.*

REVENUES

PROPERTY TAX: The assessed valuation figures for 2018 reflect an increase of 3.0%, with a monetary increase of \$282,227 in property tax. Property tax revenue is budgeted at slightly less than 100% collections, 99.9%, since delinquencies, abatements and refunds will generally reduce the amount received. Property tax revenues are now 88% of the total revenue budget for the District.

SPECIFIC OWNERSHIP TAX: Specific ownership tax revenue from Pueblo County is currently projected to increase somewhat next year. This line item constitutes approximately 7% of the total revenue budget.

CONTRACTS, GRANTS: This category reflects a decrease from prior year mainly due to specific grants not expected in 2018. Most recurring grant receipts are budgeted at or slightly above 2017 levels. This budget reflects grants and contracts that will come directly to PCCLD. The Pueblo Library Foundation, a component unit of the District, was created in 2012 and receives the majority of grants and contributions.

INTEREST: Interest rates continue to remain at basis point levels. We have budgeted conservatively based on current collections. This line also includes earnings on property tax held by Pueblo County. We receive those earnings as part of our monthly distribution of taxes.

FINES, FEES: In part due to automatic renewals and related changes, budgeted fines and fees are lower than budgeted for previous years. With the help of Unique

Management Services, we continue to maintain collections activities for smaller debts, from \$10 to \$25. Fines and fees has decreased by 3% from prior estimated projections.

PHOTOCOPIER & INTERNET COPY FEES: Budgeted revenue for copier fees slightly exceed the prior year budget but are under the current year estimate.

MISCELLANEOUS: A decrease from current year estimates of 15% is projected, again based on current activity.

MILL LEVY - TAX RATE: The current mill levy projected for 2018 is 5.288. The law allows an adjustment to the voter-approved mill levy rate in order to collect on amounts withheld in previous years for abatements and refunds of taxes; that amount, 0.038, is included in the total mill levy for 2018.

The total general fund revenue for 2018 reflects a 1.8% increase over the 2017 estimated actual.

EXPENDITURES

PEOPLE TO PROVIDE SERVICES: This section has increased by 0.3% over the 2017 estimated figures. All personnel costs are included in this section—salaries, PERA, employee benefits, employee training, etc.

Salaries and wages increase from the 2017 estimated actual by 2% due to salary increases, added or upgraded positions, and a minimum wage increase. The total FTE (Full-Time Equivalent) count for the District is increasing by 0.90 for 2018 after final adjustments and other organizational changes. It allows for a 2.5% adjustment to salaries, as determined by the salary compensation pay plan. There are budgeted increases for merit pay and to extend the Books in the Park Program slightly each week.

PERA rates hold steady at 2017 rates, due to the 2010 PERA legislation, which does not mandate increases for our salary category. This line is calculated directly from the salary line, based on the 13.7% that the library pays into the program. The 2018 budgeted expenditure for PERA closely compares with the PERA amount budgeted for 2017. The 2017 estimate for PERA includes a one-time payment of PERA withholding paid for amounts in arrears—this is not budgeted for 2018.

Workers compensation insurance holds steady in comparison with current year estimates based on claim history and deductible costs in recent years.

Employee insurance includes premiums paid by the District for employee health, dental and life insurance. A 12% decrease is forecast in 2018 for this coverage mostly based on a change in medical insurance carrier.

State unemployment compensation is calculated directly from the salary line at 0.3%.

Medicare trust increases at the same rate as salaries, since the rate remains consistent with the past several years—1.45% of covered salary.

Employee relations includes those items that are employee related, but do not really fall into the benefits or training category. This area includes recruiting expense, volunteer appreciation, tuition reimbursement funding to provide an incentive for staff pursuing a degree, and the employee assistance program. This budget is increased 9% for 2018 reflecting inclusion of activities that support employee recognition and health and wellness.

Employee training increases in 2018 by 36%, reflecting a return to a broader training program as was customary in prior years before cuts were initiated in 2017. We will continue to utilize training specific to libraries and special districts and to find efficiencies and reduce costs. This budget continues to provide opportunities for staff and board members to attend educational events and workshops—although on a more defined basis. The amount of this training budget is 1.77% of the total salaries budget.

MATERIALS AND SERVICES: This section of the budget has increased 4% from the 2017 estimated actual expenditures. A focused effort was made to maintain the 2018 materials amount at exactly 15% of budgeted operational costs. This section includes all of the collections—books, audio visual (AV) materials, periodicals, on-line subscriptions, and digital materials (including circulating tablets)—purchased for public use. It also includes programs, and the costs to order, receive and process the materials.

Books, periodicals, AV and digital material exceed estimates for 2017. This is largely due to the overall budgeted expenses and consistent with the priority to keep this entire category at 15% of operating budget.

Library programs reflects an increased budget from prior year, indicating a return to a program budget more reflective of prior years before cuts were initiated in 2017. The desire to be efficient with dollars spent on programs that are currently presented throughout the District remains a goal. The Friends of the Pueblo Library District contributed \$34,500 in 2017 to fund programs District-wide. As noted above, the 2017 programs budget was reduced resulting in the Friends' contribution representing a critical funding source in 2017. Annually the Friends has contributed \$11,500 for various

programs which is anticipated to help support the Summer Reading Club and the Read Out Loud program. In 2018, it is anticipated that the Friends will contribute just over \$50,000 in total. This generous donation amounts to 27% of the 2018 budgeted spending on programs.

Bindery/processing supplies/services is slated to increase by 9% from 2017.

FACILITIES TO PROVIDE SERVICES: This section shows a 3% increase over estimated expense for 2017. This increase is due to the upturn in property and liability insurance costs, greater investment in buildings repair and maintenance and increasing utilities costs.

Utilities increases by 7% over 2017 estimated expenditures based on current expenses and projections.

Vehicle expense is budgeted at the 2017 level, based on current expenses and projections.

Building repair and maintenance holds those items that are needed to properly maintain the buildings in the District - janitorial, trash removal, carpet cleaning, supplies, etc. - as well as minor maintenance projects. The 2% increase projected in 2018 is reflective of the current year expenses and anticipated projects in 2018.

Rent includes only the lease for the facility occupied primarily by the Friends of the Library, and most of this amount is offset by revenue received in Contracts & Grants. A part of this building is still occupied by PCCLD for storage, so the amount Friends reimburse to us is not the total rent paid. The rent holds steady due to a 5-year contractual agreement currently in place.

Lease/Purchase of buildings reflects the annual payments for debt service on the 2012 Certificates of Participation (COPs). The 2007 COPs were refunded in 2012, and additional funds secured to complete the new construction of 3 library facilities: the Patrick A. Lucero Library, the Tom & Anne Marie Giodone Library, and the Greenhorn Valley

Library. The total amount borrowed, and the project costs, were budgeted in the Capital Project Fund. All three facilities opened in 2014, and a detailed debt service page, which determines the exact budget amount every year, can be found later in this document.

Insurance shows an increase of 8%. This estimate is in line with an industry-wide average increase.

Friends of the Library expenditures hold steady in comparison with 2017 estimates based on decisions about their grant allocations to the District in 2018. Friends' contributions are also recorded in other line items.

OPERATING: This section reflects expenses for general operations of the District. The 8% increase from prior year is due primarily to increases in courier services and community relations, professional memberships and contract expenditures. Finding efficiencies whenever possible while still meeting current needs of all the libraries remains a focus for the District.

Contractual library services increase by 12% over 2017 estimates. Most of the increase is due to the addition of security coordination services and asset valuation work that is planned for 2018.

County treasurer's fees are the charges assessed by the County Treasurer to collect our property and specific ownership taxes, and those fees have increased by 3%, in direct correlation to the Property Tax revenue. These fees are 1.5% of the tax amount.

Community relations has increased from the 2017 budget reflecting a sub-category of this line item which includes a contribution to the Pueblo Library Foundation. Efficiencies initiated in 2017 in marketing remain in place in 2018.

Professional memberships increase by 12%, restoring chamber of commerce memberships in the 2018 budget—those memberships were previously cut from the 2017 budget.

Office supplies, equipment shows a 1% decrease in 2018, based on more focused spending plans for all libraries and departments. The District continues to benefit from procurement efficiencies that were initiated in 2017.

Photocopiers reflects a change in comparison to the 2017 budget. It is the intent of the District to explore procurement of a new copier for Community Relations in 2018. This budget line item typically supports lease and maintenance of this special equipment. Other costs such as toner, paper, and maintenance have been budgeted within proper categories of the 2018 budget. Six months of expenses for the current copier is budgeted.

Courier service increases 17% as compared to the 2017 estimate to reflect increased costs for books and materials transfers and other courier services.

Postage and freight decreases 7% in comparison with the 2017 estimate. However, the budget in 2018 increases over the 2017 budget to reflect the upward movement of costs and improved classification of expenditures District-wide. We do not expect 2018 spending to be as steep as 2017 estimates.

INFORMATION TECHNOLOGY: This section shows an overall increase of 8% from estimated expenditures for current year.

Telecommunications shows a 1% increase from 2017 estimated actual based on current year expenses. It's important to note that the E-Rate reimbursement—revenue anticipated in 2017—is \$173,000, which is a significant offset to this expense.

Hardware repair & maintenance shows a 133% increase based on 2018 planned expenditures. This increase stems from the addition of District camera repair and maintenance and additional maintenance costs for a new copier for Community Relations.

Technology supplies has decreased by 9% based on anticipated spending in 2018.

Technology maintenance, licenses, support includes all contractual services expense related to Technology—network maintenance, consulting and support agreements,

licenses, etc. This line has increased by 12% to reflect an increase in licenses and agreements.

The total increase in expenditures in this budget in comparison with 2017 estimated actual expenditures is 2%.

FUND BALANCE

The ending fund balance forecast in the 2018 general fund budget is \$1,958,194, a decrease of \$450,145 in comparison with the estimated 2017 General Fund balance. This includes the transfer of \$550,000 from the General Fund to the Capital Project fund planned in the 2018 Budget. This is an amount necessary to help maintain the Library Replacement Plan.

The Pueblo City-County Library District established the annual budget with a goal of maintaining a healthy end-of-year fund balance. It is not our policy to spend all of the budget so as not to “lose” funds, as is the case with many governmental entities. As a Library District, any funds remaining at the end of the budget year, calculated by subtracting the expenditures from the revenues, go back to the District’s fund balance. Restrictions against the General Fund Balance include an emergency reserve of 3% (required by TABOR legislation) which equals \$306,101 as well as a requirement of the COP financing to maintain \$813,325 in the Debt Service Reserve Fund. This amount will be used to make the final COP payment in 2032. The unrestricted fund balance in Combined Funds is \$2,680,985.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND**

	Actual Prev.year 2016	Estimated Curr.year 2017	Budget 2017	Budget 2018	Increase (Decrease)	%
REVENUES						
Property tax	8,730,171	8,806,357	8,817,357	9,088,584	282,227	3%
Specific ownership tax	752,678	696,571	696,571	717,998	21,427	3%
Contracts, Grants, Gifts	349,744	429,115	275,908	329,850	(99,265)	-23%
Interest	34,966	45,158	16,300	28,300	(16,858)	-37%
Fines, Fees	108,789	72,416	96,000	70,500	(1,916)	-3%
Photocopier & Internet Copy Fees	61,664	63,752	60,000	62,000	(1,752)	-3%
Miscellaneous	5,821	7,073	6,000	6,000	(1,073)	-15%
TOTAL REVENUES	10,043,837	10,120,442	9,968,136	10,303,232	182,790	1.8%
EXPENDITURES						
PERSONNEL						
Salaries	3,987,054	4,049,070	4,093,627	4,130,915	81,845	2%
PERA	532,006	589,816	557,572	562,746	(27,070)	-5%
Workers compensation	23,113	26,529	26,529	26,529	-	0%
Employee insurance	461,058	523,001	493,462	461,174	(61,827)	-12%
Unemployment compensation	11,487	10,949	12,281	12,393	1,444	13%
Medicare trust	55,894	58,712	59,357	59,898	1,186	2%
Employee relations	29,937	25,200	25,200	27,550	2,350	9%
Employee training	52,256	53,695	58,061	73,000	19,305	36%
TOTAL PERSONNEL	5,152,804	5,336,972	5,326,090	5,354,205	17,233	0.3%
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,145,093	1,182,902	1,196,000	1,225,262	42,360	4%
Bindery/processing supplies/services	171,993	152,853	152,853	166,950	14,097	9%
Library programs	185,262	156,341	129,400	155,111	(1,230)	-1%
TOTAL MATERIALS	1,502,348	1,492,096	1,478,253	1,547,323	55,227	4%
FACILITIES						
Utilities	483,393	500,000	550,453	536,179	36,179	7%
Vehicle maintenance	5,892	6,400	6,400	6,400	-	0%
Building repair & maintenance	390,504	428,109	408,179	435,779	7,670	2%
Rent	25,100	29,172	29,172	29,112	(60)	0%
Lease/purchase of buildings	812,650	809,000	809,000	809,700	700	0%
Insurance	66,451	72,170	72,029	77,791	5,621	8%
Friends expenditures	29,742	30,000	30,000	30,000	-	0%
TOTAL FACILITIES	1,813,733	1,874,851	1,905,234	1,924,961	50,110	3%
OPERATING						
Contract Services	485,003	411,522	379,086	458,983	47,461	12%
County Treasurer's fees	130,980	132,260	132,260	136,329	4,069	3%
Community relations	56,983	40,551	40,000	54,000	13,449	33%
Professional memberships	15,685	6,735	6,490	7,520	785	12%
Office supplies, equipment	56,298	49,719	61,633	49,165	(554)	-1%
Photocopiers	29,147	26,608	27,501	13,751	(12,857)	-48%
Courier service	62,490	56,377	62,660	66,040	9,663	17%
Postage & freight	26,992	37,571	25,000	35,000	(2,571)	-7%
TOTAL OPERATING	863,577	761,343	734,630	820,788	59,445	8%
INFORMATION TECHNOLOGY						
Telecommunications	241,535	236,987	249,715	239,500	2,513	1%
Hardware repair & maintenance	8,225	10,098	12,500	23,500	13,402	133%
Technology Supplies	30,819	39,175	32,812	35,700	(3,475)	-9%
Technology mtce, licenses, support	237,062	228,900	228,900	257,400	28,500	12%
TOTAL INFORMATION TECHNOLOGY	517,640	515,160	523,929	556,100	40,940	8%
TOTAL EXPENDITURES	9,850,105	9,980,422	9,968,136	10,203,377	222,955	2%

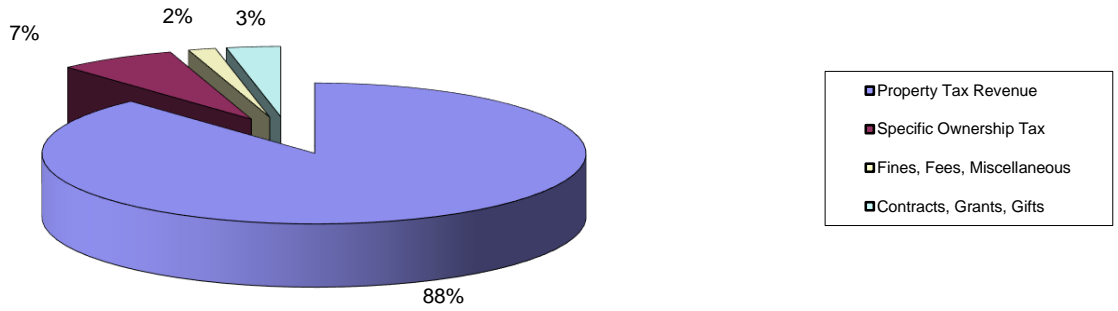
**PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND**

	Actual Prev. year 2016	Estimated Curr. year 2017	Budget 2017	Budget 2018	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	8,730,171	8,806,357	8,817,357	9,088,584	282,227	3%
All other sources	1,313,666	1,314,085	1,150,779	1,214,648	(99,437)	-8%
TOTAL REVENUES	10,043,837	10,120,442	9,968,136	10,303,232	182,790	2%
EXPENDITURES						
PERSONNEL	5,152,804	5,336,972	5,326,090	5,354,205	17,233	0%
MATERIALS & SERVICES	1,502,348	1,492,096	1,478,253	1,547,323	55,227	4%
FACILITIES	1,813,733	1,874,851	1,905,234	1,924,961	50,110	3%
OPERATIONS	863,577	761,343	734,630	820,788	59,445	8%
INFORMATION TECHNOLOGY	517,640	515,160	523,929	556,100	40,940	
TOTAL EXPENDITURES	9,850,105	9,980,422	9,968,136	10,203,377	222,955	2%
Beginning fund balance	2,549,587	2,543,319	2,349,587	2,408,339	(134,980)	-5%
Transfer in/out Capital Project Fund	(200,000)	(275,000)	(275,000)	(550,000)	(275,000)	
Transfer in/out Special Revenue Fund	-	-	5,000	-	(5,000)	
EXCESS Revenues - Expenditures (Reserve increase)	193,732	140,020	-	99,855	(40,165)	-29%
NET (ending fund balance)	2,543,319	2,408,339	2,079,587	1,958,194	(450,145)	-19%
NET ASSESSED VALUATION -	\$	1,720,439,130				

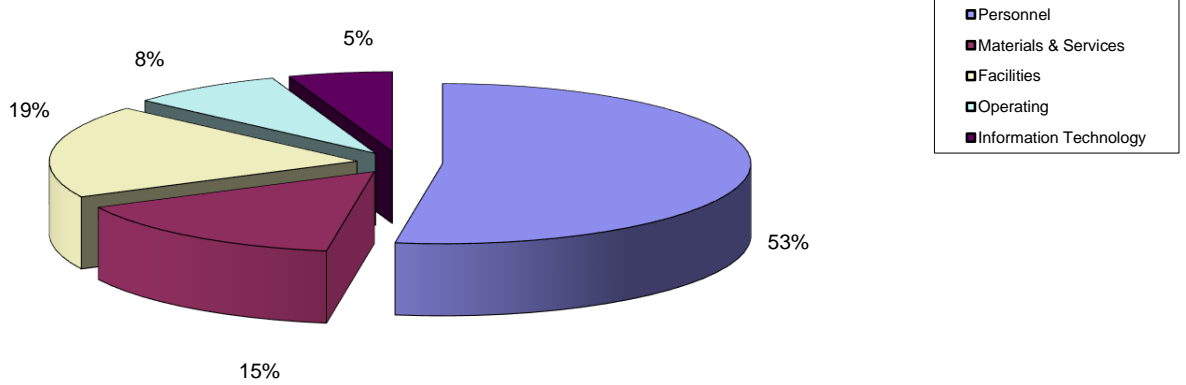
THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2018 BUDGET**

GENERAL FUND BUDGET - REVENUES



GENERAL FUND BUDGET - EXPENDITURES



CAPITAL PROJECT FUND

The Capital Project fund encompasses four primary functions:

- Library Replacement Plan, established to provide funding for the planned replacement of library infrastructure and capital assets,
- Acquisition of Capital Assets, to reflect capital assets purchased or improved during a fiscal year which are not accounted for in the Library Replacement Plan,
- Building Project account, to record revenues (including donations and outside financing sources) and expenditures for new building projects, and
- InfoZone account, to record contributions (primarily from the Rawlings Foundation) and expenses to maintain the InfoZone Museum located on the 4th floor of the Robert Hoag Rawlings Library.

REVENUES

CONTRIBUTIONS, GIFTS, GRANTS: A \$20,000 gift is anticipated for the InfoZone News Museum. Federal funding anticipated from the E-rate program for schools and libraries is reflected as a \$35,000 grant for 2018. This funding reimburses up to 80% for Wi-Fi, telecommunications infrastructure and networking expenditures.

MISCELLANEOUS REVENUE: Insurance proceeds are anticipated for weather-related claims.

INTEREST EARNINGS: This category is budgeted at \$10,000 for interest earned on cash holdings.

EXPENDITURES

New building projects: Nothing is budgeted for 2018.

InfoZone expenses: \$30,000 is budgeted for 2018 for InfoZone exhibit upgrades.

Capital Asset Acquisitions. Several Library Replacement Plan items are included here, including a passenger van, parking lot lights at the Rawlings and Pueblo West libraries, a new roof and air conditioning units at the Lamb library, a backup server, microfilm readers and network upgrades among other planned spending.

Total capital fund spending in 2018 is projected at \$639,300.

OTHER FINANCING SOURCES/USES

TRANSFER IN FROM THE GENERAL FUND: In 2018 there is a budgeted transfer of \$550,000 to the Capital Fund, for ongoing funding of the Library Replacement Plan.

FUND BALANCE

The fund balance forecast in the 2018 Capital Project fund budget is \$1,842,217. This indicates that the budgeted income and additional funds transferred from the General Fund to the Capital Fund for the Library Replacement Plan in 2018 exceed the planned Capital Fund expenditures. Fund balance is expected to decrease \$3,300 in 2018.

The total combined fund balance, comprised of both the General Fund, Capital Project Fund and the restricted Special Revenue Fund, is projected to be \$3,800,851 at the end of 2018. Of this total fund balance, \$306,101 is restricted for the TABOR 3% reserve requirement, and \$813,325 is restricted in the Debt Service Reserve Fund, and \$440 is the ending fund balance in the Special Revenue Fund, leaving a remaining combined fund balance of \$2,680,985 which is unrestricted.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
CAPITAL PROJECT FUND**

	Actual Prev.year 2016	Estimated Curr.year 2017	Budget 2017	Budget 2018	Increase (Decrease)
REVENUES					
Contributions, gifts	4,333	-	-	20,000	20,000
Grants	-	-	-	35,000	35,000
Friends of PCCLD contributions	-	-	-	-	-
Contributions from Pueblo Library Foundati	-	-	-	-	-
Miscellaneous revenue	28,875	155,746	35,000	21,000	(134,746)
Interest earnings	9,227	17,471	4,500	10,000	(7,471)
TOTAL REVENUES	42,435	173,217	39,500	86,000	(87,217)
EXPENDITURES					
InfoZone expenses	23,104	6,000	24,218	30,000	24,000
TOTAL INFOZONE EXPENSE	23,104	6,000	24,218	30,000	24,000
Capital Asset Acquisitions [Replacement Plan]					
Information Technology	26,728	163,500	163,500	252,100	88,600
Furniture, Fixtures, Equipment	39,819	-	-	50,000	50,000
Building Improvements	50,240	151,000	151,000	307,200	156,200
TOTAL CAPITAL ASSET EXPENSE	116,787	314,500	314,500	609,300	294,800
TOTAL EXPENDITURES	139,891	320,500	338,718	639,300	318,800

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
CAPITAL PROJECT FUND**

SUMMARY	Actual Prev. year 2016	Estimated Curr. year 2017	Budget 2017	Budget 2018	Increase (Decrease)
REVENUES					
Contributions, grants, gifts	4,333	-	-	55,000	55,000
Miscellaneous revenue	28,875	155,746	35,000	21,000	(134,746)
Interest earnings	9,227	17,471	4,500	10,000	(7,471)
TOTAL REVENUES	42,435	173,217	39,500	86,000	(87,217)
EXPENDITURES					
InfoZone Expenditures	23,104	6,000	24,218	30,000	24,000
Capital Asset Expenditures	116,787	314,500	314,500	609,300	294,800
TOTAL EXPENDITURES	139,891	320,500	338,718	639,300	318,800
Beginning fund balance	1,615,256	1,717,800	1,699,775	1,845,517	127,717
Other Financing Sources					
Proceeds from bond issue	-	-	-	-	-
Premium	-	-	-	-	-
Discount	-	-	-	-	-
Payments to escrow 2007 COPS	-	-	-	-	-
Transfer in from General Fund [Replac.Pln]	200,000	275,000	275,000	550,000	275,000
Transfer out to General Fund	-	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(97,456)	(147,284)	(299,218)	(553,300)	(406,017)
NET (ending fund balance)	<u>1,717,800</u>	<u>1,845,517</u>	<u>1,675,557</u>	<u>1,842,217</u>	<u>(3,300)</u>

THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

SPECIAL REVENUE FUND

REVENUES

The District has only one Special Revenue Fund, categorized as such because it has regular, identified income to be used specifically for library purposes. The Chamberlain Foundation, a private philanthropic non-profit, was established in 1979. It brings in approximately \$600,000 in annual income from donations and interest earnings, and provides grants back to the community. Pueblo City-County Library District is an annual recipient of donations, received quarterly from the Southern Colorado Community Foundation, which manages the Chamberlain Foundation fund.

EXPENSES

The distributions received by the District are held in a segregated account at Colotrust, a local government liquid asset trust, and are used to fund purchases of library materials and equipment. The 2018 budget reflects a \$5,000 contribution to the Pueblo Library Foundation for the purpose indicated above.

FUND BALANCE

At the end of 2018, the fund balance is anticipated to be \$440.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
SPECIAL REVENUE FUND
BUDGET 2018**

	Actual Prev. year 2016	Estimated Curr. year 2017	Budget 2017	Budget 2018	Increase (Decrease)
REVENUES					
Interest earnings	24	30	10	20	(10)
Distributions from Chamberlain Fund	<u>6,364</u>	<u>4,000</u>	<u>5,000</u>	<u>5,000</u>	<u>1,000</u>
TOTAL REVENUES	<u>6,388</u>	<u>4,030</u>	<u>5,010</u>	<u>5,020</u>	<u>(1,378)</u>
EXPENDITURES					
Contributions	5500	5000	-	5000	-
Miscellaneous	-	-	-	-	-
TOTAL EXPENDITURES	<u>5,500</u>	<u>5,000</u>	<u>-</u>	<u>5,000</u>	<u>-</u>
Beginning fund balance	502	1,390	1,014	420	(970)
Other Financing Sources					
Transfer out to General Fund	-	-	(5,000)	-	-
EXCESS Revenues - Expenditures (Reserve increase)	888	(970)	5,010	20	(1,378)
NET (ending fund balance)	<u>1,390</u>	<u>420</u>	<u>1,024</u>	<u>440</u>	<u>(2,348)</u>

THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
PERCENTAGE COMPARISON ANALYSIS
GENERAL FUND/CAPITAL PROJECT/SPECIAL REVENUE FUND
2018 BUDGET**

	General Fund	General Fund Budget Percentages	Capital Project Fund	Special Revenue Fund	Total Combined Funds	% of Total PCCLD budget
REVENUES						
Property tax	9,088,584	88%	-	-	9,088,584	87.44%
All other	1,214,648	12%	86,000	5,020	1,305,668	12.56%
TOTAL REVENUES	10,303,232	100%	86,000	5,020	10,394,252	100.00%

EXPENDITURES						
Personnel	5,354,205	52%	-	-	5,354,205	49.36%
Materials & Services	1,547,323	15%	-	-	1,547,323	14.26%
Facilities	1,924,961	19%	30,000	-	1,954,961	18.02%
Operations	820,788	8%	357,200	5,000	1,182,988	10.91%
Information Technology	556,100	5%	252,100	-	808,200	7.45%
TOTAL EXPENDITURES	10,203,377	100%	639,300	5,000	10,847,677	100.00%

Beginning Fund Balance	2,408,339		1,845,517	420	4,254,276
Excess: Revenues over Expenditures	99,855		(553,300)	20	(453,425)
Transfers In/Out	(550,000)		550,000	-	-

Ending Fund Balance	1,958,194		1,842,217	440	3,800,851
Fund balance as a % of operating expense					37%

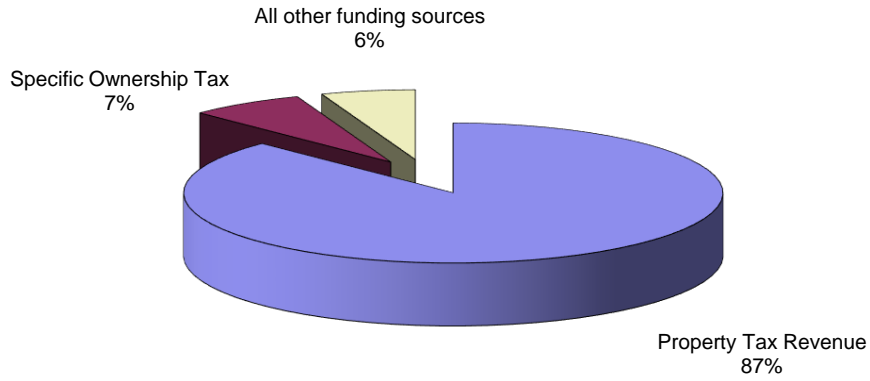
BREAKDOWN OF ENDING FUND BALANCE ***

*** Reserves and unrestricted funds	
3% emergency reserve	306,101
Reserve requirement for COPs	813,325
Special Revenue Fund	440
Unrestricted fund balance	2,680,985

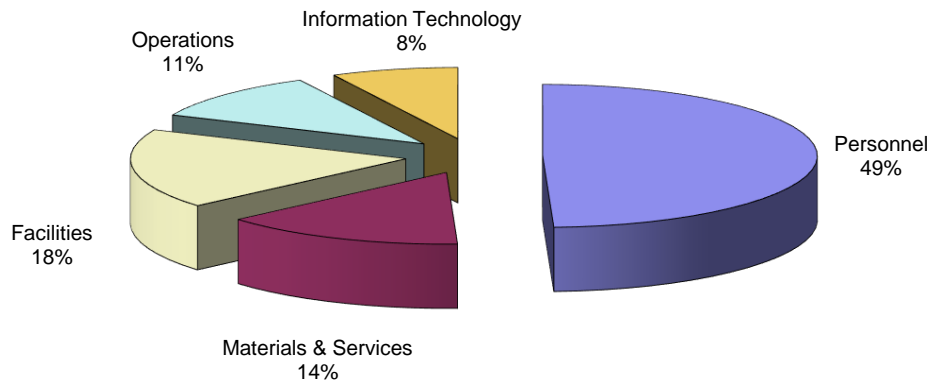
**This sheet shows the three funds - General Fund, Capital Project & Special Revenue
Fund - combined for revenues, expenditures and fund balance.**

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2018 BUDGET**

COMBINED FUND BUDGET - REVENUES



COMBINED FUND BUDGET - EXPENDITURES



**BOND DEBT SERVICE
[LEASE PURCHASE PAYMENTS]**

**Pueblo City-County Library District, Colorado 2012 COP ISSUE
Nonbank Qualified Certificates of Participation -- Insured**

Date	Principal	Rate	Interest	Debt Service	Annual
					Debt Service
12/1/2012	-	0.000%	68,222.23	68,222.23	68,222.23
6/1/2013			191,875.01	191,875.01	
12/1/2013	425,000	2.000%	191,875.01	616,875.01	808,750.02
6/1/2014			187,625.01	187,625.01	
12/1/2014	435,000	2.000%	187,625.01	622,625.01	810,250.02
6/1/2015			183,275.01	183,275.01	
12/1/2015	445,000	2.000%	183,275.01	628,275.01	811,550.02
6/1/2016			178,825.01	178,825.01	
12/1/2016	455,000	3.000%	178,825.01	633,825.01	812,650.02
6/1/2017			172,000.01	172,000.01	
12/1/2017	465,000	2.000%	172,000.01	637,000.01	809,000.02
6/1/2018			167,350.01	167,350.01	
12/1/2018	475,000	4.000%	167,350.01	642,350.01	809,700.02
6/1/2019			157,850.01	157,850.01	
12/1/2019	495,000	2.500%	157,850.01	652,850.01	810,700.02
6/1/2020			151,662.51	151,662.51	
12/1/2020	510,000	3.000%	151,662.51	661,662.51	813,325.02
6/1/2021			144,012.51	144,012.51	
12/1/2021	525,000	3.000%	144,012.51	669,012.51	813,025.02
6/1/2022			136,137.51	136,137.51	
12/1/2022	540,000	3.000%	136,137.51	676,137.51	812,275.02
6/1/2023			128,037.51	128,037.51	
12/1/2023	555,000	3.000%	128,037.51	683,037.51	811,075.02
6/1/2024			119,712.51	119,712.51	
12/1/2024	570,000	4.500%	119,712.51	689,712.51	809,425.02
6/1/2025			106,887.51	106,887.51	
12/1/2025	595,000	4.500%	106,887.51	701,887.51	808,775.02
6/1/2026			93,500.01	93,500.01	
12/1/2026	625,000	3.000%	93,500.01	718,500.01	812,000.02
6/1/2027			84,125.01	84,125.01	
12/1/2027	640,000	5.000%	84,125.01	724,125.01	808,250.02
6/1/2028			68,125.01	68,125.01	
12/1/2028	675,000	5.000%	68,125.01	743,125.01	811,250.02
6/1/2029			51,250.01	51,250.01	
12/1/2029	710,000	3.375%	51,250.01	761,250.01	812,500.02
6/1/2030			39,268.76	39,268.76	
12/1/2030	730,000	3.750%	39,268.76	769,268.76	808,537.52
6/1/2031			26,950.00	26,950.00	
12/1/2031	755,000	3.500%	26,950.00	781,950.00	808,900.00
6/1/2032			13,737.50	13,737.50	
12/1/2032	785,000	3.500%	13,737.50	798,737.50	812,475.00
Total	11,410,000.00		4,872,635.09	16,282,635.09	16,282,635.09
Average Coupon		3.281%			