



**PUEBLO CITY-COUNTY
LIBRARY**
Ideas · Imagination · Information

2015

**BUDGET &
ANNUAL PLAN**

Preliminary
October 15, 2014

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office
100 E. Abriendo Avenue
Pueblo, Colorado 81004

2015 BUDGET and ANNUAL PLAN


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2015 Annual Plan



**PUEBLO CITY-COUNTY
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PUEBLO CITY-COUNTY LIBRARY DISTRICT
2015 ANNUAL PLAN

The Pueblo City-County Library District (PCCLD) is focusing on four key results:

1. The number of library books and other materials checked out
2. The quantity of customers visiting PCCLD libraries
3. The size of attendance at library programs and events
4. The volume of use of library digital services.

Delivery on these results is critical to sustaining the organization's health, well-being, strength, viability, growth, and success. PCCLD's progress in its mission to provide the best possible public library service for the community relates directly to these key results.

2014 is turning out to be an historic year for PCCLD. The library district is on track to significantly exceed expectations for each of the four key results. Moreover, three additional libraries are opening during the fourth quarter of 2014, expanding the number of full-service libraries within the district considerably from five to eight. PCCLD also is finishing work on its current long-range strategic plan, which was adopted in 2009. It is fair to say that the last several years have been building toward what appears to be a crescendo of PCCLD activities and accomplishments; perhaps a golden age for local public library services. This is testimony to a community that cares about the value of quality public library services, an engaged team of employees who are focused on PCCLD's mission, and the strong commitment of library supporters and stakeholders, including the District Board of Trustees, the Friends of the Library, and the Pueblo Library Foundation.

PCCLD's goal in 2015 is to implement specific objectives to sustain its positive momentum and continue improving on key results. The objectives outlined in this plan are intended to do this. They are the end product of a process that included

participation by PCCLD trustees, managers and administrators, and employees. The planning process also incorporated contribution from vital PCCLD partners, including both the Friends of the Library and the Pueblo Library Foundation.

The objectives representing new and budgeted initiatives for 2015 are delineated in the pages following. 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 with its mission to provide the best possible public library service to the community.

- I. Assess the effectiveness of the recently-adopted *Facilitated Customer Service Model*.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Document the adopted standards for public service delivery based on the *Facilitated Customer Service Model*.
2. Ensure staff has access to quality training on the program.
3. Evaluate and report on results.

- II. Commence a pilot digitization program of the earliest editions of the *Pueblo Chieftain* beginning with those published in 1868.

KEY RESULTS IMPACT: Digital Use, Visits.

- Action Steps

1. Identify a qualified vendor to scan and load data.
2. Train staff in use of the new collection.
3. Make scanned documents available to the public via the Internet.
4. Publicize new access and track utilization.

- III. Complete the implementation of updated new materials processing in Technical Services to save time and improve productivity.

KEY RESULTS IMPACT: Circulation, Digital Use, Visits.

- Action Steps

1. Incorporate modifications to work processes as recommended in the 2014 workflow analysis led by J. Huber and Associates.
2. Measure improvement on outcomes and report on results.

- IV. Continue to focus on meeting the expectations of the community's mobile technology aficionados.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation.

- Action Steps

1. Ensure PCCLD mobile apps are current and useful.
2. Look to improve the mobile features of the library website and online catalog.
3. Adopt QR codes where useful.

- V. Create an action plan on PCCLD's best methods for collaborating with local institutions such as education, business, events/festivals, government, and nonprofits.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Draft a charge and assign a committee of PCCLD staff to study and make recommendations.
2. Analyze the recommendations for possible action.

- VI. Develop a brochure promoting the unique and aesthetic qualities of the Rawlings Library for tourists. *KEY RESULTS IMPACT: Visits.*

- Action Steps

1. Assign the project to the Community Relations Department.
2. Develop a draft brochure with participation from stakeholders.
3. Produce and distribute the brochure.

- VII. Enhance PCCLD makerspace services and activities.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Assign a PCCLD staff member with responsibility to oversee district makerspace services and activities.
2. Refresh equipment in the Rawlings *Idea Factory*, and train staff in its use and support.
3. Plan and implement makerspace activities at other PCCLD locations.
4. Promote new programs and report on outcomes.

- VIII. Ensure the 2014 expansion of the library district with three additional libraries is successfully sustained by PCCLD support service operations.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Monitor operations at each of the three new libraries plus existing locations.
2. Adjust, as required, if and when gaps in support are identified.
3. Evaluate and report on outcomes.

- IX. Exchange current building lighting at the Pueblo West Library for LED fixtures to save resources and enhance quality.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Identify a vendor to provide the most cost-effective LED lighting for Pueblo West fixtures.
2. Remove old and install new fixtures.
3. Evaluate savings and report on results.

- X. Expand the district's video surveillance system to enable adequate retention of video files and accommodate the addition of cameras at the three new libraries. *KEY RESULTS IMPACT: Circulation, Program Participation, Visits.*

- Action Steps

1. Identify a vendor that is best able to provide the necessary hardware and software at the best value.
2. Procure and install equipment.
3. Train staff in use of the new equipment.

- XI. Modify postal and interoffice mail operations to improve efficiency and reduce costs.

KEY RESULTS IMPACT: Circulation, Visits.

- Action Steps

1. Reduce postal mailing of overdue notices by focusing additional resources on email and automated telephone notifications.
2. Save time by eliminating interoffice mail delivery at the Rawlings Library.
3. Reallocate savings to other high priority activities.

- XII. Monitor outcomes of the newly adopted public service staffing levels and adjust as required to ensure excellent customer experiences.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Observe coverage needs at public service locations.
2. Guarantee necessary staffing is available during regular hours of operation at each service desk.
3. Utilize substitute coverage budget and/or contingency salary budget, as needed.
4. Report on outcomes and adjust for identified shortcomings.

XIII. Overlay parking lots at Barkman and Lamb Libraries.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Request bids for parking lot overlays at the Barkman and Lamb Libraries.
2. Award work to the lowest, best bidder.
3. Report on work results.

XIV. Plan for the future provision of excellent public library services in Pueblo County by completing a new PCCLD strategic plan.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Complete the planning process initiated in 2014.
2. Include consideration of community input and demographics, current library trends and best practices, and projected resources requirements.
3. Employ necessary resources to complete the plan and present it for formal adoption.

XV. Proceed with the transition to *Ideal Collections* using guidance obtained from Collection Development specialists, Collection HQ software, and stakeholder feedback.

KEY RESULTS IMPACT: Circulation, Digital Use, Visits.

- Action Steps

1. Continue to procure new materials, discard outdated or worn materials, and transfer lesser-used materials to new locations within the district.
2. Use Collection HQ software to guide decision making, but also incorporate appropriate stakeholder feedback.
3. Communicate clearly and effectively with stakeholders about the changing nature of library physical and digital collections.
4. Monitor and report on use to ensure collections are appropriately engaging for customers.

- XVI. Provide monumental public art for the exterior of the new Patrick A. Lucero Library to enhance this library's aesthetic presence in the neighborhood.

KEY RESULTS IMPACT: Program Participation, Visits.

- Action Steps

1. Conduct a public competition to identify and select the best artistic concept within the scope of need and budget for public art at the Lucero Library.
2. Work with the selected artist to ensure the work of art is produced timely and installed appropriately.
3. Host a public event unveiling the art.
4. Evaluate and report on results.

- XVII. Refine the specific, measurable, achievable, relevant, and time-bound (SMART) goals for each district job as implemented in the 2014 pilot Pay-For-Performance employee compensation program.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Review results of the 2014 pilot Pay-For-Performance program results.
2. Modify the draft SMART goals and measurements, as required.
3. Complete implementation and evaluate results.

- XVIII. Replace front door closing mechanisms at the Rawlings Library.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Request bids for replacing the front door mechanisms at the Rawlings Library.
2. Award work to the lowest, best bidder.
3. Oversee work and report on work results.

- XIX. Resolve sanitary sewer infrastructure problem at the Lamb Library.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Request bids for replacing and repairing necessary sanitary sewer infrastructure which caused minor basement flooding and some unexpected closures of the facility in 2014.
2. Award work to the lowest, best bidder.
3. Oversee work and report on work results.

- XX. Review and update PCCLD employment policies to assure their currency, accuracy, and appropriateness in support of the institution's winning workplace.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Seek a third party expert to thoroughly review PCCLD employment policies.
2. Invite participation in the review process from stakeholders.
3. Revise and update policies, as agreed upon.
4. Obtain a legal review of the updated policies and make necessary adjustments to ensure alignment with the law.
5. Request Trustee approval of updated policies.
6. Inform employees of new policies.

- XXI. Stipulate a series of supervisor training programs for all new PCCLD managers and refreshers for all veteran PCCLD managers.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Identify a series of programs for library manager supervisor training.
2. Contract with a provider that can meet the identified needs at the best value.
3. Deliver training and report on results.

- XXII. Study the outcomes of the changes to PCCLD outreach services.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Analyze the results of 2014 elimination of the Outreach Services Department
2. Ensure the reassignment of Avondale Satellite to the Giodone Library team is working well, the Beulah Satellite to the Greenhorn Valley Library team, the Books in the Park program to the Youth Services/Library @ the Y team, the Books a la Cart service to the Lucero Library Team, and the Homebound Book service to the Reference and Readers Advisory Department team.
3. Formulate a plan for effectively repurposing the vacated Outreach Services Department space in the Rawlings Library.
4. Report on results and plan for adjustments, as required.

- XXIII. Support the Pueblo Library Foundation (PLF) in developing its endowment to help safeguard the ongoing financial well-being of local public library services.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Assist the PLF as it seeks to establish additional programs designed to raise funds for its endowment.
2. Provide logistical and staff support, as required.
3. Evaluate and report results.

- XXIV. Update all staff-use computers to assure employee access to current IT productivity tools.

KEY RESULTS IMPACT: Circulation, Digital Use, Program Participation, Visits.

- Action Steps

1. Design a program for replacing outdated desktop computers with appropriate new devices.
2. Procure and configure necessary hardware and software.
3. Train staff in use of the new equipment and software, deploy, and report on results.

- XXV. Upgrade the InfoZone Museum audio-visual presentation equipment and produce new museum films.

KEY RESULTS IMPACT: Visits.

- Action Steps

1. Devise a project to update the decade-old InfoZone Theater and Museum audio-visual equipment, and provide new films.
2. Procure and install new equipment, and produce replacement films.
3. Train staff and report on outcomes.

SUMMARY / REVENUES

The following pages include summaries of both the General Fund and the Capital Project Fund, as well as a combined spread sheet showing totals in both funds. These are the only budgeted funds of the Pueblo City-County Library District for budget year 2015. The General Fund holds all of the operating revenue and expense, including debt service, Friends contributions and expenses, and miscellaneous gift revenue. The Capital Project Fund reflects Library Replacement plan expenses, InfoZone News Museum expenses, and major building projects, as well as contributions from the Pueblo Library Foundation. For 2015, there are no major building projects or renovations. An InfoZone project has been moved from 2014 to 2015, and capital projects include replacement of staff computers and other items.

An annual transfer from the General Fund into the Capital Project Fund is budgeted at \$392,000 in 2015. Transfers of \$300,000 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.

Also included in this section are 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 is also 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 19 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 2015, the amount of additional mill levy that was certified was .012 mills, generating \$20,117 in revenue, the amount of taxes abated or refunded in 2014. The amount of refunds and abatements in 2015 was 50% more than 2014. The total mill levy certified to the county for collection of taxes in 2015 is 5.262.

**MILL LEVY CALCULATIONS
BUDGET 2015**

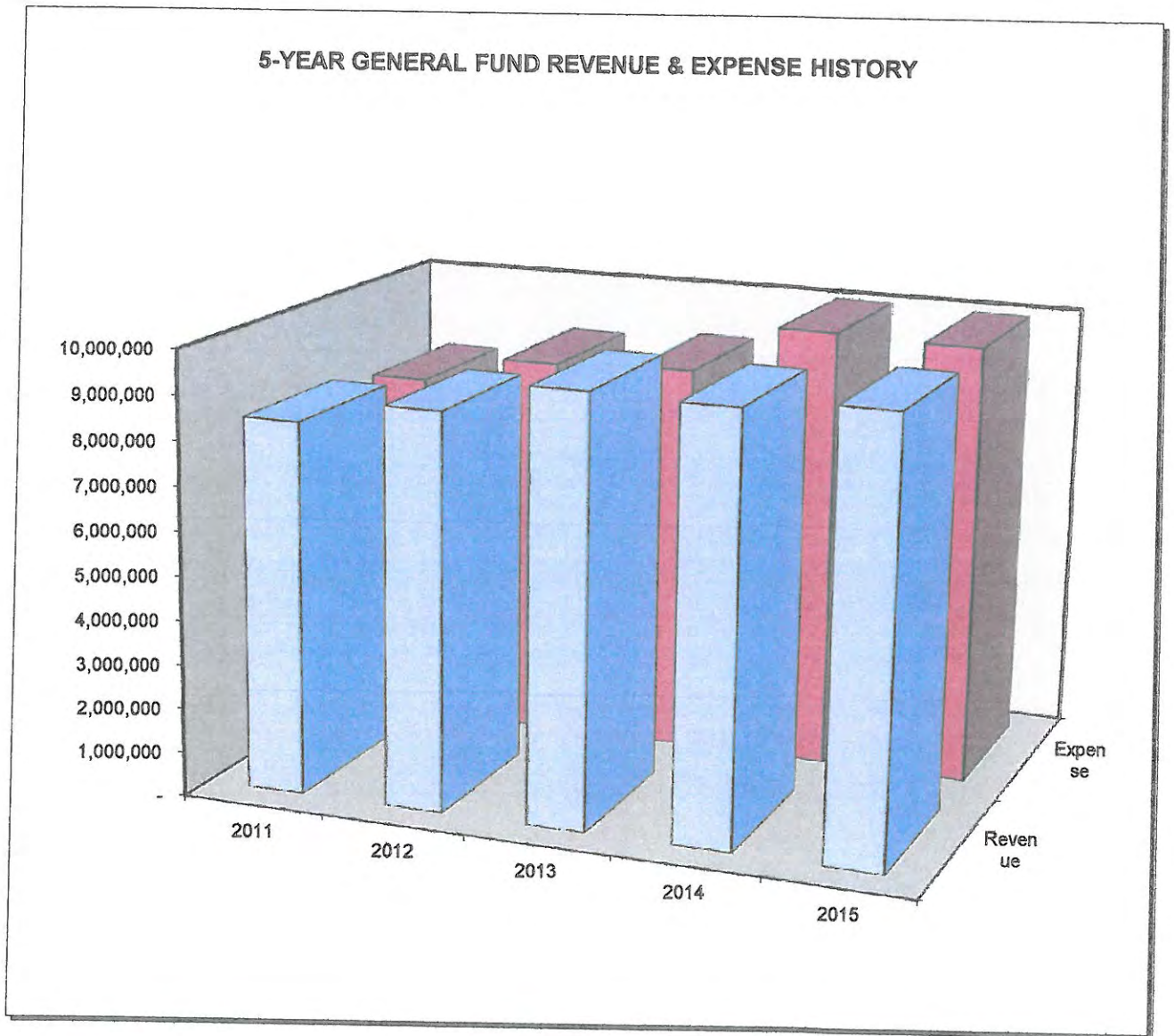
		<u>2015 BUDGET</u>	<u>Formula</u>	<u>2014 BUDGET</u>	
A	1,680,526,854	Total Gross Assessed Valuation		1,667,904,201	Total Gross Assessed Valuation
B	48,856,459	TIF reductions		48,419,733	TIF reductions
C	1,631,670,395	Total Net Assessed valuation	A - B	1,619,484,468	Total Net Assessed valuation
D	5.250	Voter approved mill levy limit		5.250	Voter approved mill levy limit
E	8,566,270	Total Revenue	C X D X .001	8,502,293	Total Revenue
F	20,117	Abatements, refunds		13,406	Abatements, refunds
G	0.012	Millage for abatements, refunds	F / C X 1000	0.008	Millage for abatements, refunds
H	5.262	Adjusted mill levy	D + G	5.258	Adjusted mill levy
I	8,585,850	Adjusted total revenue	H X C X .001	8,515,249	Adjusted total revenue
J	8,568,678	Budgeted revenue @ 99.8%	I X 99.8%	8,498,219	Budgeted revenue @ 99.8%

\$ 257,083	Revenue reduction impact of TIF	B X D X .001	\$ 254,591	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 2015 of 5.262. The total dollar amount increase over prior year is \$ 70,600.

For the last three years, the actual collections have been an average of 99.8%, due to abatements and refunds, as well as delinquencies.

PUEBLO CITY-COUNTY LIBRARY DISTRICT 2015 BUDGET



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

GENERAL FUND	2013 AUDITED	2014 ESTIMATED	2014 BUDGET	2015 BUDGET
BALANCE, Beginning of Year	3,823,239	3,279,546	3,279,546	2,645,630
REVENUES	9,626,669	9,560,837	9,598,732	9,784,425
TOTAL BALANCE	13,449,908	12,840,383	12,878,278	12,430,055
EXPENDITURES	8,870,362	9,994,753	10,081,582	9,925,840
TRANSFER IN/OUT-CAPITAL PROJECT	1,300,000	200,000	200,000	392,000
BALANCE, End of Year	<u>3,279,546</u>	<u>2,645,630</u>	<u>2,596,696</u>	<u>2,112,215</u>
CAPITAL PROJECT FUND	2013 AUDITED	2014 ESTIMATED	2014 BUDGET	2015 BUDGET
BALANCE, Beginning of Year	5,866,385	6,045,474	6,045,474	875,457
REVENUES	275,658	135,188	350,188	65,098
TOTAL BALANCE	6,142,043	6,180,662	6,395,662	940,555
EXPENDITURES	1,438,069	5,505,205	5,577,965	266,500
TRANSFER IN/OUT GENERAL FUND	1,341,500	200,000	200,000	392,000
BALANCE, End of Year	<u>6,045,474</u>	<u>875,457</u>	<u>1,017,697</u>	<u>1,066,055</u>
COMBINED FUND BALANCE, End of Year	<u>9,325,020</u>	<u>3,521,087</u>	<u>3,614,393</u>	<u>3,178,269</u>
BALANCE, Restricted *	1,288,800	1,286,825	1,287,962	1,106,858
BALANCE, Available	8,036,220	2,234,262	2,326,431	2,071,411
ANNUAL USE OF RESERVES	543,693	633,916	682,850	533,415
* RESTRICTED FUNDS				
Emergency reserve	288,800	286,825	287,962	293,533
Reserve requirement for COPs	1,000,000	1,000,000	1,000,000	813,325
TOTAL RESTRICTED:	1,288,800	1,286,825	1,287,962	1,106,858

GENERAL FUND

*Please note that all of the comparative percentage statistics referenced in this narrative compare the 2015 Budget to the 2014 **Estimated** Budget, except in those instances where a Budget-to-Budget comparison is clearly noted.*

REVENUES

PROPERTY TAX: The assessed valuation figures for 2015 reflect a very small increase of .83%, with a monetary increase of \$70,459 in property tax. The County has until December 10, 2014, to provide final assessed valuation figures, and this may change the property tax revenue estimate, but the change is typically minimal. Property tax revenue is budgeted at slightly less than 100% collections, 99.8%, 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 decrease somewhat next year, reflecting an overall slight decline in 2013. However, collections so far in 2014 are coming in a bit higher than anticipated, so final budget figures for this area may be adjusted to show an increase. This line item constitutes approximately 6% of the total revenue budget.

CONTRACTS, GRANTS: This category reflects an increase of 20% from prior year. This budget was reduced in 2013 due to the formation of the Foundation, where the majority of grants and contributions are received. Some grants, however, will come directly to PCCLD, and are reflected here. Most grant receipts are budgeted at 2014 levels, but the E-Rate Reimbursement amount is expected to be about \$43,000 higher than in 2014 due to the new libraries, reflecting most of the increase in this line.

INTEREST: Interest rates continue to remain at basis point levels. We have budgeted for a small increase based on current collections, but this may be adjusted before final budget. 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: Although we have seen a marked decline in collections of fines in 2014, probably due in part to automatic renewals, we are still projecting a significant increase in this line item. Unique Management Services has proposed that we expand our collections of smaller debts, from \$10 to \$25. After analysis of amounts due in those areas, UMS proposed that we could collect a total of over \$72,000 of these outstanding debts. The costs to us would be less than we pay for larger debts, and they have committed to withholding invoices for those costs until we have seen the payments increase. Those costs are also included in the expenditure side of this budget, and total approximately \$40,000, resulting in a net return of \$32,000.

PHOTOCOPIER & INTERNET COPY FEES: A decrease of 8% is projected in this line item, based on estimated revenue, but the budget has actually increased over the amount budgeted last year.

MISCELLANEOUS: A significant increase is projected – 17%, but this is actually a lower dollar amount than was budgeted in 2014, again based on current activity. This amount may be adjusted by final budget, as estimates are updated for current year activity. In fact, all revenue accounts will continue to be updated until the final budget is set.

MILL LEVY - TAX RATE: The current mill levy projected for 2015 is 5.262. 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, .012, is included in the total mill levy for 2015.

The total general fund revenue for 2015 reflects a 2% increase over the 2014 estimated budget, and a 1.9% increase over the 2014 budget.

EXPENDITURES

PEOPLE TO PROVIDE SERVICES: This section has increased by 5% over the 2014 estimated figures. All personnel costs are included in this section - salaries, PERA, employee benefits, employee training, etc.

Salaries and wages increases by 5% to allow for the new salary compensation plan pay adjustments and complete staff for the three new facilities. The total FTE (Full-Time Equivalent) count for the District increases by only .95 for 2015, as most new staff was added in 2014. The *estimated* 2014 budget anticipates minimal reductions primarily from vacancy savings.

PERA holds steady at 2014 budget 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. There will also be savings in 2014 in this category, of approximately \$25,600.

Workers compensation insurance decreases by 32% over estimated 2014 expenses, due to the end of significant claims in the 3-year look-back period. PCCLD has enjoyed a remarkably low mod rate of .87 in the past, but in 2014 the rate increased to 1.92. We are currently in negotiation with our carrier for this coverage, so this line may be adjusted somewhat by year end.

Employee insurance includes premiums paid by the District for employee health, dental and life insurance. A 7% increase is forecast in 2015 for this coverage, but this area, too, could be adjusted by year end as the figures continue to solidify. Elements of the Affordable Care Act must also be considered in 2015 in terms of full-time employees, which will be considered 30-hour-a-week employees, not 40-hour-a-week, as had been our norm.

State unemployment compensation has increased by 16%, although it appears that we may underspend in this category in 2014 and be able to reduce the 2015 budget by final budget.

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 don't 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 decreases by 2% for 2015, reflecting a concerted effort to find efficiencies and eliminate costs.

Employee training increases in 2015, by 4%. This budget continues to reflect opportunities for staff and board members to attend educational events and workshops. The amount of this training budget is 2.49% of the total salaries budget, which exceeds standards for this category. A training budget which equals 2% of the salaries budget is recommended by the State Library as an acceptable amount.

MATERIALS AND SERVICES: This section of the budget has decreased by 28% over estimated budget, reflecting an amount which is exactly 15% of materials, without the opening day collections that were budgeted in 2014. This section includes all of the collections - books, audio visual (AV) materials, periodicals, on-line subscriptions, and digital materials (including circulating laptops and I-pads) - purchased for public use. It also includes programs, and the costs to order, receive and process the materials.

Books, periodicals, AV and digital material decreases by 30%. The decrease was largely the elimination of opening day collection costs for the three new libraries. Those libraries are now included in the budget process, and in the goal to keep this entire category at 15% of operating budget.

Library programs reflects an increase of 15% from prior year, maintaining the ability to continue with the popular programs that are currently presented throughout the District. The Friends of Pueblo Library District has contributed \$20,500 on an annual basis for various programs. This will be reduced by \$10,000, as they will re-direct their support of the popular All Pueblo Reads program to support of the author, and this donation will be made directly to the Pueblo Library Foundation. The remaining \$10,500 is anticipated to help support the Summer Reading Club and the Read Out Loud program. This generous donation amounts to 7% of the 2015 program budget.

Bindery/processing supplies/services decreases by 35% over 2014 reflective of the reduced amount of materials ordered that need to be processed.

FACILITIES TO PROVIDE SERVICES: This section shows 14% increase over estimated expense for 2014. This increase is due almost entirely to the increase in operating expenses for three new libraries.

Utilities increases by 28% over 2014 levels of expenditure based on current expenses and projections, as well as the expenses to provide heat, gas and water at the three new locations.

Vehicle expense is budgeted at 8% increase over 2014, due to the additional maintenance anticipated for the aging van, and the increased fuel costs for all vehicles due to the addition of the three new locations.

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 37% increase projected in 2015 is reflective of the additional expenses for the three new libraries, such as janitorial, grounds maintenance, snow removal, etc.

Rent includes only the lease for the facility occupied primarily by the Friends of PCCLD, 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 increases by 2% due to contractual agreement.

Lease/Purchase of buildings: This account reflects the annual payments for debt service on the 2012 Certificates of Participation. 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 the total debt service page, which determines the exact budget amount every year, can be found later in this document.

Insurance shows an increase of 16%. This estimate includes both the added costs for liability and property insurance for three additional locations, as well as an industry-wide increase of approximately 8%. Upon receipt of renewal information, this line will be adjusted.

Friends expenditures are reduced from 2014 by 19%, based on decisions about the grant allocations to the District. This will probably be adjusted before final. In addition to this line item, Friends contributions are also recorded in other line items. Scholarship funding of \$3,000 has been recorded in Miscellaneous Personnel, \$6,500 has been recorded in Programs for Summer Reading, \$4,000 for Youth Services' Reading Enrichment, and \$5,500 is included in the Community Relations budget for printing support of the newsletter.

OPERATING: This section reflects expenses for general operations of the District. The 3% increase is due primarily to meeting current needs of all the libraries, including the three new facilities.

Contractual library service increases by only \$1,133, which is only .2%. Most of the increase is due to providing security services at the three new locations.

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 .83%, in direct correlation to the Property Tax revenue. These fees are 1.5% of the tax amount.

Community relations has increased by 10%, reflective of a District goal to increase advertising for events, as well as maintaining funding for programs and events. A sub-category of this line item will be an in-kind donation of costs to the Foundation.

Professional memberships decrease by 2%, reflecting non-renewal of memberships which were not necessary or useful for the organization.

Office supplies, equipment shows a 2% decrease in 2015, based on requests from all libraries and departments, include the three new libraries. Set-up requirements for three new facilities were expended in 2014.

Photocopiers is budgeted at a 12% increase to reflect current spending patterns. This line item supports lease and maintenance of the special equipment in Community Relations.

Courier service increases by 45%, to include service to the three new locations for regular book/materials delivery and armored car service.

Postage and freight shows a 24% decrease to reflect current spending patterns, but this number may be increased prior to final.

INFORMATION TECHNOLOGY: This section shows an overall increase of 17% from estimated budget for prior year.

Telecommunications shows the biggest increase in this area, to provide internet access and telephone service to the three new facilities. The increase is 24%, or \$43,606 over current estimated expense. It's important to note that the E-Rate reimbursement anticipated in 2015 is \$165,897, which is a significant offset to this expense account.

Hardware repair & maintenance has remained the same as in the 2014 Budget.

Technology supplies has increased by 3% to reflect regular ordering of supplies, including for the three new libraries.

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 17% to reflect inclusion of the annual maintenance agreements for the RFID equipment.

The total decrease in expenditures in this budget over 2014 estimated expenses is 1%.

FUND BALANCE

The ending fund balance forecast in the 2015 general fund budget is \$2,112,215, a decrease of \$533,415 over the estimated 2014 General Fund balance. This includes the transfer of \$392,000 from the General Fund to the Capital Project fund planned in the 2015 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 \$293,533 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 \$2,071,411.

PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND

10/14/2014

	Actual Prev.year 2013	Estimated Curr.year 2014	Budget 2014	Budget 2015	Increase (Decrease)	%
REVENUES						
Property tax	8,493,998	8,498,219	8,498,219	8,568,678	70,459	1%
Specific ownership tax	644,217	653,384	637,366	642,651	(10,733)	-2%
Contracts, Grants, Gifts	262,475	231,046	231,046	277,789	46,743	20%
Interest	27,752	18,053	23,823	21,800	3,747	21%
Fines, Fees	144,077	100,061	152,248	216,977	116,916	117%
Photocopier & Internet Copy Fees	47,409	55,811	46,030	51,530	(4,281)	-8%
Miscellaneous	6,741	4,263	10,000	5,000	737	17%
TOTAL REVENUES	9,626,669	9,560,837	9,598,732	9,784,425	223,588	2%
EXPENDITURES						
PERSONNEL						
Salaries	3,618,849	3,719,484	3,755,171	3,900,524	181,040	5%
PERA	476,619	488,805	514,458	534,372	45,567	9%
Workers compensation	24,576	29,364	29,492	20,000	(9,364)	-32%
Employee insurance	448,490	488,295	469,702	516,570	28,275	6%
Unemployment compensation	10,112	10,068	11,266	11,702	1,634	16%
Medicare trust	50,389	52,342	54,450	56,558	4,216	8%
Employee relations	38,491	27,050	27,050	26,450	(600)	-2%
Employee training	76,769	67,637	67,637	70,590	2,953	4%
TOTAL PERSONNEL	4,744,295	4,883,045	4,929,226	5,136,766	253,721	5%
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,185,620	1,944,000	1,950,000	1,368,500	(575,500)	-30%
Bindery/processing supplies/services	202,481	234,000	234,000	151,893	(82,107)	-35%
Library programs	150,901	131,264	131,264	150,334	19,070	15%
TOTAL MATERIALS	1,539,002	2,309,264	2,315,264	1,670,727	(638,537)	-28%
FACILITIES						
Utilities	380,015	411,092	468,092	525,853	114,761	28%
Vehicle maintenance	8,921	6,470	5,500	7,000	530	8%
Building repair & maintenance	306,238	275,008	312,532	376,498	101,490	37%
Rent	23,346	23,816	23,816	24,296	480	2%
Lease/purchase of buildings	808,750	810,250	810,250	811,550	1,300	0%
Insurance	62,536	62,948	62,948	73,015	10,067	16%
Friends expenditures	3,493	20,100	20,100	16,300	(3,800)	-19%
TOTAL FACILITIES	1,593,299	1,609,684	1,703,238	1,834,512	224,828	14%
OPERATING						
Contract Services	351,970	392,133	364,562	393,266	1,133	0%
County Treasurer's fees	127,421	127,473	127,473	128,530	1,057	1%
Community relations	34,359	60,530	66,532	66,532	6,002	10%
Professional memberships	17,031	19,534	19,534	19,092	(442)	-2%
Office supplies, equipment	57,945	76,992	76,992	75,292	(1,700)	-2%
Photocopiers	30,313	24,627	27,501	27,501	2,874	12%
Courier service	35,720	43,420	51,567	62,870	19,450	45%
Postage & freight	31,517	32,687	32,687	25,000	(7,687)	-24%
TOTAL OPERATING	686,276	777,396	766,848	798,083	20,687	3%
INFORMATION TECHNOLOGY						
Telecommunications	174,446	182,950	203,278	226,556	43,606	24%
Hardware repair & maintenance	4,388	10,000	10,000	10,000	-	0%
Technology Supplies	27,518	30,012	30,012	31,012	1,000	3%
Technology mtce, licenses, support	101,138	192,402	123,716	218,184	25,782	13%
TOTAL INFORMATION TECHNOLOGY	307,490	415,364	367,006	485,752	70,388	17%
TOTAL EXPENDITURES	8,870,362	9,994,753	10,081,582	9,925,840	(68,913)	-1%

PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND

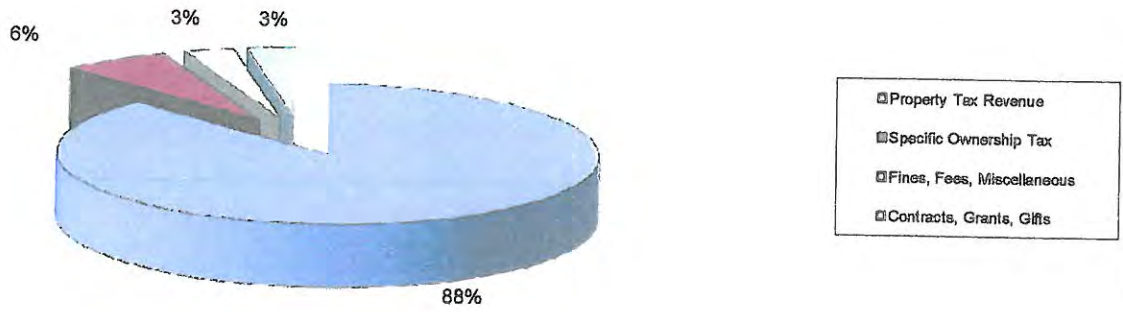
10/14/2014

	Actual Prev. year 2013	Estimated Curr. year 2014	Budget 2014	Budget 2015	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	8,493,998	8,498,219	8,498,219	8,568,678	70,459	1%
All other sources	1,132,671	1,062,618	1,100,513	1,215,747	153,129	14%
TOTAL REVENUES	9,626,669	9,560,837	9,598,732	9,784,425	223,588	2%
EXPENDITURES						
PERSONNEL	4,744,295	4,883,045	4,929,226	5,136,766	253,721	5%
MATERIALS & SERVICES	1,539,002	2,309,264	2,315,264	1,670,727	(638,537)	-28%
FACILITIES	1,593,299	1,609,684	1,703,238	1,834,512	224,828	14%
OPERATIONS	686,276	777,396	766,848	798,083	20,687	3%
INFORMATION TECHNOLOGY	307,490	415,364	367,006	485,752	70,388	
TOTAL EXPENDITURES	8,870,362	9,994,753	10,081,582	9,925,840	(68,913)	-1%
Beginning fund balance	3,823,239	3,279,546	3,279,546	2,645,630	(633,916)	-19%
Transfer out to Capital Project Fund	1,300,000	200,000	200,000	392,000	192,000	
Transfer in from Capital Project Fund	-	-	-	-	-	
EXCESS Revenues - Expenditures (Reserve increase)	-	(433,916)	(482,850)	(141,415)	292,501	-67%
NET (ending fund balance)	3,279,546	2,645,630	2,596,696	2,112,215	(533,415)	-20%
NET ASSESSED VALUATION -	\$	1,631,670,395				

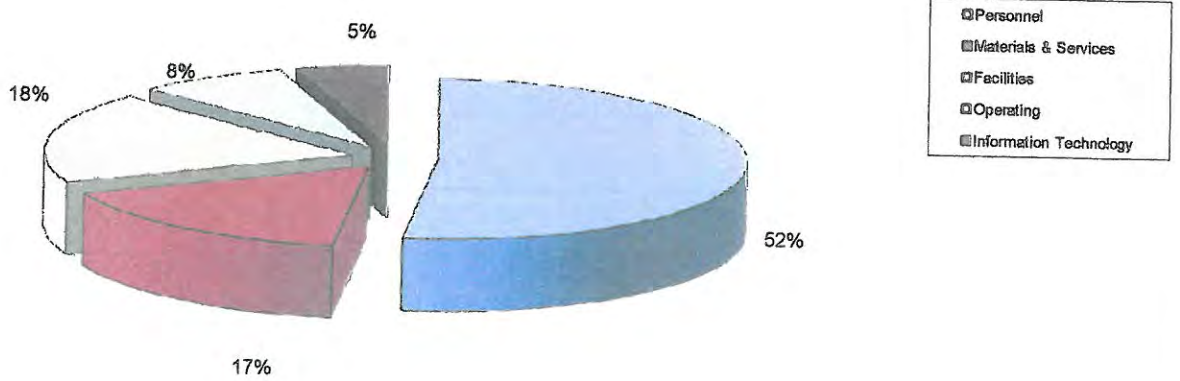
THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

PUEBLO CITY-COUNTY LIBRARY DISTRICT 2015 BUDGET

GENERAL FUND BUDGET - REVENUES



GENERAL FUND BUDGET - EXPENDITURES



CAPITAL PROJECT FUND

The Capital Project fund encompasses three primary functions:

- Library Replacement Plan, established to provide funding for replacement of library infrastructure and capital assets,
- 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: This combined account shows a decrease of \$65,000, or 92%, over estimated 2014. It reflects minimal amounts of \$5,000 for contributions, gifts, \$5,000 for grants, and \$5,000 for Friends of PCCLD contributions. The biggest contribution is expected to come from the Pueblo Library Foundation in the amount of \$50,000.

MISCELLANEOUS REVENUE: There is nothing budgeted in this category for 2015.

INTEREST EARNINGS: This category decreases to only \$98, due to the spend down of COP funds, and the completion of new buildings in 2014.

EXPENDITURES

New building projects: Nothing budgeted here, as new building projects were completed in 2014.

InfoZone expenses: Funding is carried over to the 2015 Budget year for implementation of new and innovative interactive equipment, as well as continuing to upgrade and enhance the InfoZone environment.

Capital Asset Acquisitions. Several Library Replacement Plan items are included here, including replacement of staff computers, the digitization/preservation of documents project in Special Collections, security camera server system, replace of lighting at Pueblo West, and parking lot resurfacing at Barkman and Lamb libraries.

Total capital fund needs in 2015 are projected at \$266,500.

OTHER FINANCING SOURCES/USES

TRANSFER IN FROM THE GENERAL FUND: In 2015 there is a budgeted transfer of \$392,000 to the Capital Fund, for ongoing funding of the Library Replacement Plan

FUND BALANCE

The fund balance forecast in the 2015 Capital Project Budget is \$ 1,066,055, an increase of \$190,598 over the 2014 estimated fund balance. This increase is due to additional funds transferred from the General Fund to the Capital Fund to begin build-up of the Library Replacement Plan.

The total combined fund balance, comprised of both the General Fund and the Capital Project Fund, is projected to be \$3,173,260 at the end of 2015. This is \$174,591 greater than we had anticipated one year ago, in the 2014 Budget process. Of this total fund balance, \$293,533 is restricted for the TABOR 3% reserve requirement, and \$813,325 is restricted in the Debt Service Reserve Fund, leaving a remaining combined fund balance of \$2,066,402 which is unrestricted.

BUDGETARY IMPACT OF CAPITAL EXPENDITURES

Capital Expenditures in 2014 will have an ongoing impact on the operating, or General Fund, in the coming years.

The three new buildings that were completed in 2014 have impacts as follows:

- **Salaries & wages** will increase by \$220,000 in 2014/2015, and related payroll items also show increases (PERA, Medicare, Workers Compensation, health insurance).
- **Collection materials** increased by \$611,000 in 2014 for opening day collections, but will continue to grow so that we maintain collection expenditures at 15% of the total operating budget on an annual basis.
- **Utilities, building maintenance, insurance, supplies** all are budgeted to increase to provide general operating funds for the new locations.
- **Lease/purchase** payments increased, beginning in 2013, based on payments due for the new COP issue. Savings of nearly \$1,000,000 was realized on refunding the 2007 COP debt; interest rate of 3.28% was secured on the new debt. The average interest rate on the 2007 COP issue was 5.18%. The final payment, due in 2032, will be made with the Debt Service Reserve Fund.

The RFID project identified as a capital expenditure in 2013 will have some ongoing general fund costs for updates, maintenance and subscription services.

- **Information Technology support** costs of \$80,000 were added in 2014, and will increase incrementally in succeeding years at an annual percentage projection.

Total annual budgetary impact is expected to be approximately \$1,300,000. The additional property tax revenue provided by the Xcel Energy and Black Hill Energy facilities is slightly in excess of \$1 million, offsetting these additional expenses going forward.

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

10/13/2014

	Actual Prev.year 2013	Estimated Curr.year 2014	Budget 2014	Budget 2015	Increase (Decrease)	% inc/dec
REVENUES						
Contributions, gifts	-	19,000	19,000	5,000	(14,000)	-74%
Grants	252,547	111,000	111,000	5,000	(106,000)	-95%
Friends of PCCLD contributions	-	-	-	5,000	5,000	100%
Contributions from Pueblo Library Foundation		215,000	215,000	50,000	(165,000)	-77%
Miscellaneous revenue	14,095	-	-	-	-	0%
Interest earnings	9,016	5,188	5,188	98	(5,091)	-98%
TOTAL REVENUES	275,658	350,188	350,188	65,098	(285,091)	-81%
EXPENDITURES						
New Building Projects						
East Side	107,651	1,578,798	1,578,798	-	(1,578,798)	-100%
St. Charles Mesa	157,298	1,732,045	1,732,045	-	(1,732,045)	-100%
Greenhorn Valley - Colorado City	81,310	1,656,340	1,656,340	-	(1,656,340)	-100%
Misc.	-	17,121	-	-	(17,121)	-100%
Bond issuance costs	-	-	-	-	-	0%
TOTAL BUILDING COSTS	346,259	4,984,304	4,967,183	-	(4,984,304)	-100%
InfoZone expenses	8,316	10,119	100,000	140,000	129,881	1284%
TOTAL INFOZONE EXPENSE	8,316	10,119	100,000	140,000	129,881	1284%
Capital Asset Acquisitions [Replacement Plan]						
Information Technology	1,011,231	178,250	178,250	85,000	(93,250)	-52%
Furniture, Fixtures, Equipment	10,714	5,000	5,000	20,000	15,000	300%
Building Improvements	61,549	327,532	327,532	21,500	(306,032)	-93%
TOTAL CAPITAL ASSET EXPENSE	1,083,494	510,782	510,782	126,500	(384,282)	-75%
TOTAL EXPENDITURES	1,438,069	5,505,205	5,577,965	266,500	(5,238,705)	-95%

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

10/13/2014

SUMMARY	Actual Prev. year 2013	Estimated Curr. year 2014	Budget 2014	Budget 2015	Increase (Decrease)
REVENUES					
Contributions, grants, gifts	252,547	130,000	345,000	65,000	(65,000)
Miscellaneous revenue	14,095	-	-	-	-
Interest earnings	9,016	5,188	5,188	98	(5,091)
TOTAL REVENUES	275,658	135,188	350,188	65,098	(70,091)
EXPENDITURES					
New Building Project	346,259	4,984,304	4,967,183	-	(4,984,304)
New issue expenses	-	-	-	-	-
InfoZone Expenditures	8,316	10,119	100,000	140,000	-
Capital Asset Expenditures	<u>1,083,494</u>	<u>510,782</u>	<u>510,782</u>	<u>126,500</u>	<u>(384,282)</u>
TOTAL EXPENDITURES	1,438,069	5,505,205	5,577,965	266,500	(5,238,705)
Beginning fund balance	5,866,385	6,045,474	6,045,474	875,457	(5,170,017)
Other Financing Sources					
Proceeds from bond issue	-	-	-	-	-
Premium	-	-	-	-	-
Discount	-	-	-	-	-
Payments to escrow 2007 COPS	-	-	-	-	-
Transfer in from General Fund [Replac.Pln]	1,341,500	200,000	200,000	392,000	192,000
Transfer out to General Fund	-	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(1,162,411)	(5,370,017)	(5,227,777)	(201,403)	5,168,615
NET (ending fund balance)	<u>6,045,474</u>	<u>875,457</u>	<u>1,017,697</u>	<u>1,066,055</u>	<u>190,598</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 FUND**

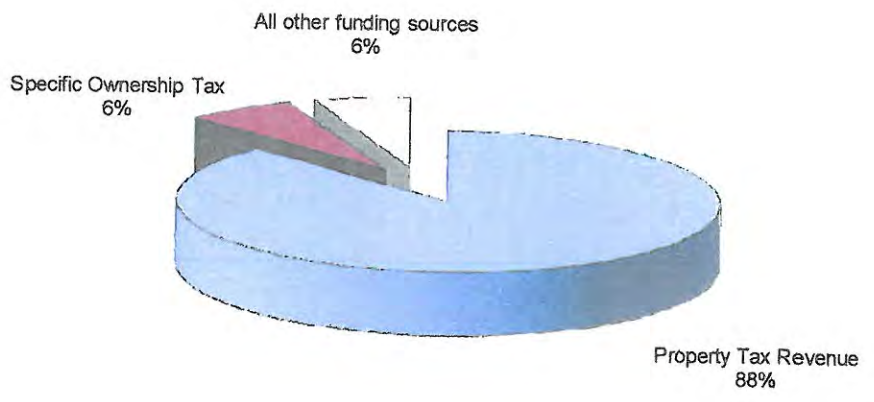
	General Fund	General Fund Budget Percentages	Capital Project Fund	Total Combined Funds	% of Total PCCLD budget
REVENUES					
Property tax	8,568,678	87.57%	-	8,568,678	87.00%
All other	1,215,747	12.43%	65,098	1,280,845	13.00%
TOTAL REVENUES	9,784,425	100.00%	65,098	9,849,523	100.00%
EXPENDITURES					
Personnel	5,136,766	51.75%	-	5,136,766	50.40%
Materials & Services	1,670,727	16.83%	-	1,670,727	16.39%
Facilities	1,834,512	18.48%	140,000	1,974,512	19.37%
Operations	798,083	8.04%	41,500	839,583	8.24%
Information Technology	485,752	4.89%	85,000	570,752	5.60%
TOTAL EXPENDITURES	9,925,840	100.00%	266,500	10,192,340	100.00%
Beginning Fund Balance	2,645,630		875,457	3,521,087	
Excess: Revenues over Expenditures	(141,415)		(201,403)	(342,818)	
Transfers In/Out	(392,000)		392,000	-	
Ending Fund Balance	2,112,215		1,066,055	3,178,269	
Fund balance as a % of operating expense				32%	
Fund balance projected in prior year long-range plan				2,998,669	
Variance from long-range plan				179,600	
BREAKDOWN OF ENDING FUND BALANCE ***					
*** Reserves and unrestricted funds					
3% emergency reserve				293,533	
Reserve requirement for COPs				813,325	
Unrestricted fund balance				2,071,411	

This spread sheet shows the two funds - General Fund & Capital Project

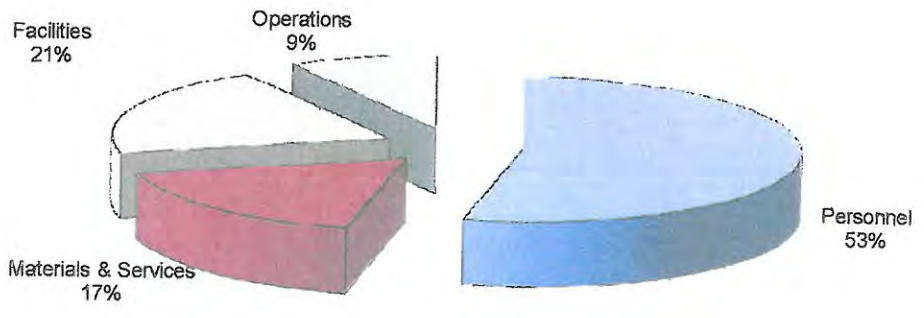
Fund - combined for revenues, expenditures and fund balance.

PUEBLO CITY-COUNTY LIBRARY DISTRICT 2015 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
Average life

3.281%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
		2012	2013		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024	
		(Audit)	(Audit)		(Estimated)		(Budget)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)	
3	GENERAL FUND:																									
4	Beginning Fund balance	3,086,195	3,823,240	24%	3,279,547	-14%	2,645,631	-19%	2,112,216	-20%	1,804,775	-15%	1,697,649	-6%	1,587,256	-7%	1,537,762	-3%	1,736,273	13%	1,996,144	15%	2,543,107	27%	2,965,702	17%
5	Revenues:																									
6	Property tax revenue	7,804,163	8,493,998	9%	8,498,219	0%	8,568,678	1%	8,839,156	3%	9,148,826	4%	9,459,886	3%	9,743,683	3%	10,211,453	5%	10,517,797	3%	11,043,687	5%	11,374,997	3%	11,943,748	5%
7	Specific ownership tax	623,435	644,217	3%	653,384	1%	642,651	-2%	662,937	3%	686,162	4%	709,491	3%	730,776	3%	765,859	5%	788,835	3%	828,277	5%	853,125	3%	895,781	5%
8	Other	488,857	488,454	0%	409,234	-16%	573,096	40%	589,580	3%	606,775	3%	626,484	3%	646,903	3%	668,636	3%	693,393	4%	719,526	4%	749,094	4%	778,427	4%
9	TOTAL REVENUE	8,916,455	9,626,669	8%	9,560,837	-1%	9,784,425	2%	10,091,673	3%	10,441,763	3%	10,795,861	3%	11,121,362	3%	11,645,948	5%	12,000,025	3%	12,591,490	5%	12,977,216	3%	13,617,956	5%
10																										
11	Expenditures:																									
12	Salaries, personnel	3,597,910	3,618,849	1%	3,719,484	3%	3,900,524	5%	3,970,733	2%	4,042,207	2%	4,114,966	2%	4,189,036	2%	4,264,438	2%	4,341,198	2%	4,419,340	2%	4,498,888	2%	4,579,868	2%
13	Payroll tax (PERA, Medicare, 401(k))	525,955	527,008	0%	541,147	3%	590,930	9%	621,420	5%	652,816	5%	685,142	5%	718,420	5%	752,673	5%	787,927	5%	824,207	5%	861,537	5%	899,944	4%
14	Employee benefits: insurance, misc.	454,639	483,178	6%	527,727	9%	548,272	4%	574,735	5%	602,501	5%	631,637	5%	662,209	5%	694,290	5%	727,955	5%	763,281	5%	800,353	5%	839,256	5%
15	Employee benefits: travel, education	122,749	115,260	-6%	94,687	-18%	97,040	2%	98,539	2%	100,070	2%	101,632	2%	103,226	2%	104,854	2%	105,773	1%	106,721	1%	107,697	1%	108,702	1%
16	Materials (books, AV, periodicals,...)	1,157,747	1,185,620	2%	1,944,000	64%	1,368,650	-30%	1,326,000	-3%	1,356,498	2%	1,383,628	2%	1,411,301	2%	1,439,527	2%	1,482,712	3%	1,527,194	3%	1,573,010	3%	1,620,200	3%
17	Processing, bindery expenses	142,620	202,481	42%	234,000	16%	151,893	-35%	156,450	3%	161,143	3%	165,978	3%	170,957	3%	176,086	3%	181,368	3%	186,809	3%	192,414	3%	198,186	3%
18	Programs	98,691	150,901	53%	131,264	-13%	150,334	15%	150,000	0%	154,500	3%	159,135	3%	163,909	3%	168,826	3%	173,891	3%	179,108	3%	184,481	3%	190,016	3%
19	Operating leases	22,961	23,346	2%	23,816	2%	24,296	2%	24,782	2%	25,773	4%	26,804	4%	27,876	4%	28,991	4%	30,151	4%	31,357	4%	32,611	4%	33,915	4%
20	Lease purchase (COPS)	224,197	808,750	261%	810,250	0%	811,550	0%	812,650	0%	809,000	0%	809,700	0%	810,700	0%	813,325	0%	813,025	0%	812,275	0%	811,075	0%	809,425	0%
21	Utilities, bldg & vehicle mtce, repair	725,080	695,174	-4%	692,570	0%	909,351	31%	949,560	4%	987,616	4%	1,027,198	4%	1,068,367	4%	1,111,186	4%	1,155,723	4%	1,202,046	4%	1,250,226	4%	1,300,339	4%
22	Friends expenditures	29,015	3,493	-88%	20,100	475%	16,300	-19%	16,952	4%	17,630	4%	18,335	4%	19,069	4%	19,831	4%	20,625	4%	21,450	4%	22,308	4%	23,200	4%
23	Contract services	268,316	351,970	31%	392,133	11%	393,266	0%	405,064	3%	417,216	3%	429,732	3%	442,624	3%	455,903	3%	469,580	3%	483,668	3%	498,178	3%	513,123	3%
24	County treasurer's fees	117,120	127,421	9%	127,473	0%	128,530	1%	132,853	3%	137,507	4%	142,183	3%	146,448	3%	153,479	5%	158,083	3%	165,987	5%	170,967	3%	179,515	5%
25	Public relations	44,429	51,390	16%	80,064	56%	85,624	7%	88,193	3%	90,839	3%	93,564	3%	96,371	3%	99,262	3%	102,240	3%	105,307	3%	108,466	3%	111,720	3%
26	Insurance	55,572	62,536	13%	62,948	1%	73,015	16%	74,475	2%	75,965	2%	77,484	2%	79,034	2%	80,615	2%	82,227	2%	83,872	2%	85,549	2%	87,260	2%
27	Office supplies, postage, printing, misc.	157,071	155,495	-1%	177,726	14%	190,663	7%	196,383	3%	202,274	3%	208,343	3%	214,593	3%	221,031	3%	227,662	3%	234,491	3%	241,526	3%	248,772	3%
28	Information technology	335,338	307,490	-8%	415,364	35%	485,752	17%	500,325	3%	515,334	3%	530,794	3%	546,718	3%	563,120	3%	580,013	3%	597,414	3%	615,336	3%	633,796	3%
29																										
30	TOTAL EXPENDITURES	8,079,410	8,870,362	10%	9,994,753	13%	9,925,840	-1%	10,099,113	2%	10,348,890	2%	10,606,254	2%	10,870,857	2%	11,147,437	3%	11,440,154	3%	11,744,526	3%	12,054,621	3%	12,377,237	3%
31	Transfer to Capital Project Fund	100,000	1,300,000		200,000		392,000		300,000		200,000		300,000		300,000		300,000		300,000		300,000		500,000		500,000	
32	Ending Fund balance	3,823,240	3,279,547	-14%	2,645,631	-19%	2,112,216	-20%	1,804,775	-15%	1,697,649	-6%	1,587,256	-7%	1,537,762	-3%	1,736,273	13%	1,996,144	15%	2,543,107	27%	2,965,702	17%	3,706,421	25%
33																										
34	CAPITAL PROJECT FUND:																									
35	Beginning Fund balance	1,581,828	5,866,385		6,017,697		1,067,151		1,257,749		1,597,069		1,614,443		1,544,894		1,596,798		1,537,334		1,781,700		2,125,735		2,349,164	
36	Total Projected Revenues	135,053	317,158		350,188		65,098		76,320		104,374		79,530		103,904		79,371		103,836		81,035		109,132		86,142	
37	Total Projected Expenditures	1,588,374	1,465,846		5,500,734		266,500		37,000		287,000		449,079		352,000		438,835		459,470		37,000		385,703		649,478	
38	Transfer in from General Fund	5,737,878	1,300,000		200,000		392,000		300,000		200,000		300,000		300,000		300,000		300,000		300,000		500,000		500,000	
39	Ending Fund balance	5,866,385	6,017,697		1,067,151		1,257,749		1,597,069		1,614,443		1,544,894		1,596,798		1,537,334		1,781,700		2,125,735		2,349,164		2,285,828	
40																										
41	TOTAL COMBINED FUNDS																									
42	Beginning Fund balance	4,668,023	9,689,625		9,297,244		3,712,782		3,369,965		3,401,844		3,312,092		3,132,150		3,134,560		3,273,607		3,777,844		4,668,842		5,314,866	
43	Total Projected Revenues	9,051,508	9,943,827		9,911,025		9,849,523		10,167,993		10,546,137		10,875,391		11,225,266		11,725,319		12,103,861		12,672,525		13,086,348		13,704,098	
44	Total Projected Expenditures	9,667,784	10,336,208		15,495,487		10,192,340		10,136,113		10,635,890		11,055,333		11,222,857		11,586,272		11,599,624		11,781,526		12,440,324		13,026,715	
45	Net transfers	5,637,878																								
46																										
47	ENDING COMBINED FUND BALANCE	9,689,625	9,297,244	-4%	3,712,782	-60%	3,369,965	-9%	3,401,844	1%	3,312,092	-3%	3,132,150	-5%												

PCCLD Benefits Renewal for 2015

October 14, 2014

Affordable Care Act:

Mandates that employees who work an average of 30 hrs. /week are offered Affordable Health Benefits. Spouses/dependents must be allowed to enroll in the health benefit plan but do not need to meet the affordability criteria. (Based on a 12 month look back at average hours worked per month.)

PCCLD

61 eligible employees in 2014

50 enrolled in 1 or more benefit plans

ACA 2015: 12 newly eligible employees = 19.67% increase

Goals

1. To maintain a competitive benefits package for all eligible employees.
2. To off-set the expense hit from ACA in 2015.
3. To develop a sustainable benefit structure that meets ACA and controls PCCLD cost for use into the foreseeable future.

We developed a 2-Tier Benefits Structure effective January 1, 2015.

Tier 1	Employees who work 30 – 39 hours per week	PCCLD Pays 80% of the insurance premium for the employee	PCCLD does not pay for spouse or dependents, but they can enroll	Not eligible for Life Insurance.
Tier 2	Employees who work 40 hours per week	PCCLD Pays 80% of the insurance premium for the employee	PCCLD pays 75% of the insurance premium for spouse/dependents	PCCLD pays for Life Insurance Coverage.

		Mthly. Premium	2015 Annual	Mthly. Premium	2015 Annual
	# employees	Jan - Dec 2015	PremiumTotals	Jan - Dec 2015	PremiumTotals
Health Dual Option Plan		DHMO		Employer Paid Employer Paid	
1 Year					
#1 Kaiser (Prime Plan)		3.08% Increase			
Employee only	24	\$525.95	151,474	420.76	121,179
Employee & spouse	14	\$1,015.08	170,533	866.50	145,572
Employee & children	6	\$846.78	60,968	740.28	53,300
Employee & family	7	\$1,356.95	113,984	1,122.90	94,324
new members	7	\$529.00	44,436	423.20	35,549
			541,395		449,923
#2 Kaiser (High Ded Plan)		(- 10.13 Decrease)			
Employee only	-	\$458.44	-	366.75	-
Employee & spouse	-	\$884.78	-	755.27	-
Employee & children	-	\$738.08	-	645.25	-
Employee & family	-	\$1,182.77	-	978.77	-
new members	5	\$458.44	27,506	366.75	22,005
					22,005
Dental Insurance Dual Option Plan					
2 Year					
Beta Health & Companion Life		(-11.08% Decrease)			
Employee only	24	\$24.24	6,981	19.39	5,585
Employee & spouse	14	\$45.45	7,636	38.94	6,541
Employee & children	6	\$54.65	3,935	45.84	3,300
Employee & family	7	\$86.97	7,305	70.08	5,886
new members	7	\$24.24	2,036	19.39	1,629
			27,893		22,941
Beta Health DMO		(-57% Decrease)			
Employee only		\$10.58	-	8.46	-
Employee & spouse		\$19.58	-	16.80	-
Employee & children		\$26.78	-	22.20	-
Employee & family		\$32.18	-	26.25	-
new members	5	\$10.58	635	8.46	508
		\$89.12	635		508
Vision Insurance					
2 Year					
EyeMed (new)		(-40.27% Decrease)			
Employee only	24	\$4.48	1,290	3.58	1,032
Employee & spouse	14	\$8.50	1,428	7.27	1,222
Employee & children	6	\$8.95	644	7.61	548
Employee & family	7	\$13.06	1,097	10.69	898
new members	12	\$4.48	645	3.58	516
			5,105		4,216
Life & AD & D Insurance					
2 Year					
Life Renewal = 5.3%			5,923		6,285
NEW TeleHealth					
Assumes: employer sponsored plan \$6.95 per participant /employer share \$2.00.			0		0
Broker Administrative fees = \$14,000 split/pd @ qtr			14,000		11,200
Employer pays 80%					
Employee share will be added to medical					
GRAND TOTAL			594,316		516,570

Medical Analysis

Pueblo City-County Library District

	Kaiser Permanente		Kaiser Permanente		
	Current	Renewal	Option 1	Option 2	Option 3
In-Network					
Deductible	\$500/\$1,500 80%	\$500/\$1,500 80%	\$500/\$1,500 80%	\$750/\$2,250 80%	\$2,000/\$4,000 70%
Coinsurance	\$2,500/\$5,500 (excludes copys)	\$2,500/\$5,500 (excludes copys)	\$2,500/\$5,500 (includes copys)	\$3,000/\$6,000 (includes copys)	\$6,000/\$12,000 (includes copys)
OOB Maximum (Inc. Ded.)	\$15/\$35	\$15/\$35	\$15/\$35	\$15/\$35	\$25/\$50
Office Visit	20% after Ded/\$35	20% after Ded/\$35	20% after Ded/\$35	20% after Ded/\$35	30% after Ded/\$50
ER/UC	No charge/	No charge/	No charge/	No Charge/	No charge /
Lab/X-ray	20% after Ded	20% after Ded	20% after Ded	20% after Ded	30% after Ded
High Tech Imaging (MRI/CT)	20% after Ded	20% after Ded	20% after Ded	20% after Ded	30% after Ded
Inpatient Hospital	20% after Ded	20% after Ded	20% after Ded	20% after Ded	30% after Ded
Outpatient Hospital	20% after Ded	20% after Ded	20% after Ded	20% after Ded	30% after Ded
Pharmacy	\$10/\$30/\$50/20%; 2x for MO	\$10/\$30/\$50/20%; 2x for MO	\$10/\$30/\$50/20%; 2x for MO	\$10/\$30/\$50/20%; 2x for MO	\$10/\$40/\$60/20%; 2x for MO
Non-Network					
Deductible	No coverage	No coverage	No coverage	No coverage	No coverage
Coinsurance	No coverage	No coverage	No coverage	No coverage	No coverage
OOB Maximum (Inc. Ded.)	No coverage	No coverage	No coverage	No coverage	No coverage
Assumed Enrollment					
Employee	30	30	30	30	30
Employee & Spouse	14	14	14	14	14
Employee & Child(ren)	5	5	5	5	5
Family	7	7	7	7	7
Total	56	56	56	56	56
Premiums					
Employee	\$510.25	\$553.03	\$554.12	\$525.95	\$458.44
Employee & Spouse	\$984.77	\$1,067.35	\$1,069.46	\$1,015.08	\$884.78
Employee & Child(ren)	\$821.50	\$890.38	\$892.14	\$846.78	\$738.08
Family	\$1,316.44	\$1,426.82	\$1,429.64	\$1,356.95	\$1,182.77
Monthly Premium	\$42,416.86	\$45,973.44	\$46,064.22	\$43,722.17	\$38,110
Annual Premium	\$509,002.32	\$551,681.28	\$552,770.64	\$524,666.04	\$457,319
Plan Increase	NA	8.38%	8.60%	3.08%	-10.15%

Vision Analysis

Pueblo City-County Library District

- Benefit Summary**
- Eye Exam
 - Materials
 - Single Vision Lenses
 - Bifocal Lenses
 - Trifocal Lenses
 - Frame Allowance**
 - Contact Lenses**
 - Necessary
 - Elective
 - Frequency
 - Anti-Reflective Coating
 - Progressive Lenses
 - Scratch Resistance
 - Assumed Enrollment**
 - Employee
 - Spouse
 - Child(ren)
 - Family
 - Total**
 - Premiums**
 - Employee
 - Spouse
 - Child(ren)
 - Family
 - Monthly Premium**
 - Annual Premium
 - % Difference to Current
 - \$ Difference to Current
 - Rate Guarantee
 - Other Notes

	Vision Service Plan		Vision Service Plan		Evaluated
	Current	Renewal	Option 1	Option 2	
In Network	\$10 Copay	\$10 Copay	\$10 Copay	\$10 Copay	
Out of Network	Up to \$50	Up to \$50	Up to \$50	Up to \$40	
Single Vision Lenses	\$25 Copay	\$25 Copay	\$25 Copay	\$25 Copay	
Bifocal Lenses	\$25 Copay	\$25 Copay	\$25 Copay	\$25 Copay	
Trifocal Lenses	\$25 Copay	\$25 Copay	\$25 Copay	\$25 Copay	
Frame Allowance	\$130 Allowance	\$130 Allowance	\$130 Allowance	\$91 Allowance	
Contact Lenses	Paid in Full	Paid in Full	Paid in Full	Paid in Full	
Necessary	\$130 Allowance	\$130 Allowance	\$130 Allowance	\$130 Allowance	
Elective	\$130 Allowance	\$130 Allowance	\$130 Allowance	\$130 Allowance	
Frequency	12/24/24	12/24/24	12/24/24	12/12/24	
Anti-Reflective Coating	30% discount	30% discount	30% discount	30% discount	
Progressive Lenses	\$50-\$160 Copay	\$50-\$160 Copay	\$50-\$160 Copay	\$90-\$135 Copay	
Scratch Resistance	30% discount	30% discount	30% discount	30% discount	
Assumed Enrollment					
Employee	24	24	24	24	
Spouse	16	16	16	16	
Child(ren)	6	6	6	6	
Family	7	7	7	7	
Total	\$3	\$3	\$3	\$3	
Premiums					
Employee	\$8.31	\$8.73	\$4.48	\$4.48	
Spouse	\$13.30	\$13.96	\$8.50	\$8.50	
Child(ren)	\$13.57	\$14.25	\$8.95	\$8.95	
Family	\$21.88	\$22.98	\$13.16	\$13.16	
Monthly Premium	\$646.82	\$679.24	\$389	\$389	
Annual Premium	\$7,761.84	\$8,150.88	\$4,672	\$4,672	
% Difference to Current	NA	5.01%	-39.81%	-39.81%	
\$ Difference to Current	NA	\$389.04	(\$3,090)	(\$3,090)	
Rate Guarantee		2 Years		4 Years	



GREEN HORN 10-10-14



GREEN HORN 10-10-14



BRENGENLOR 10-10-14

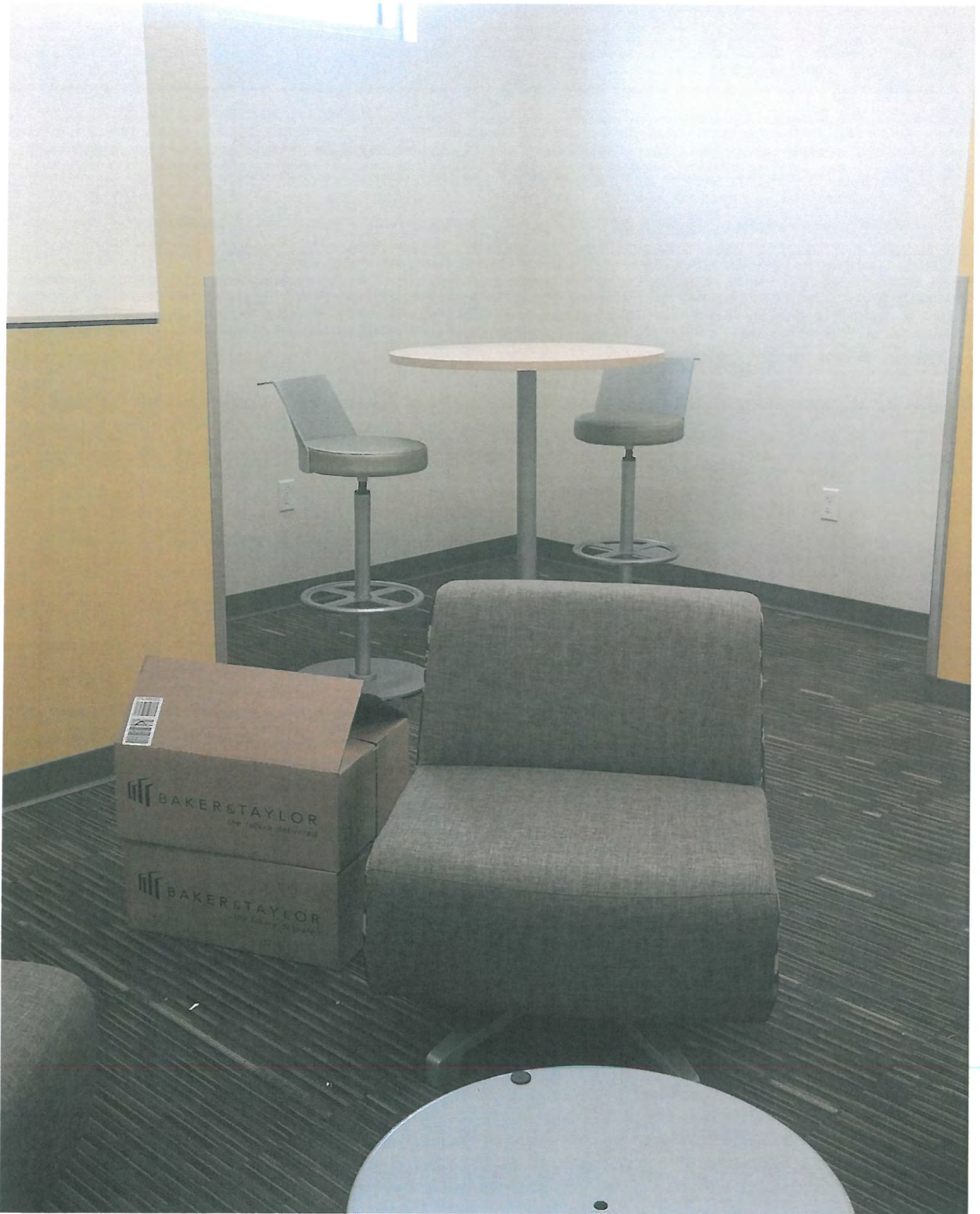


GREENHORN 10-10-14



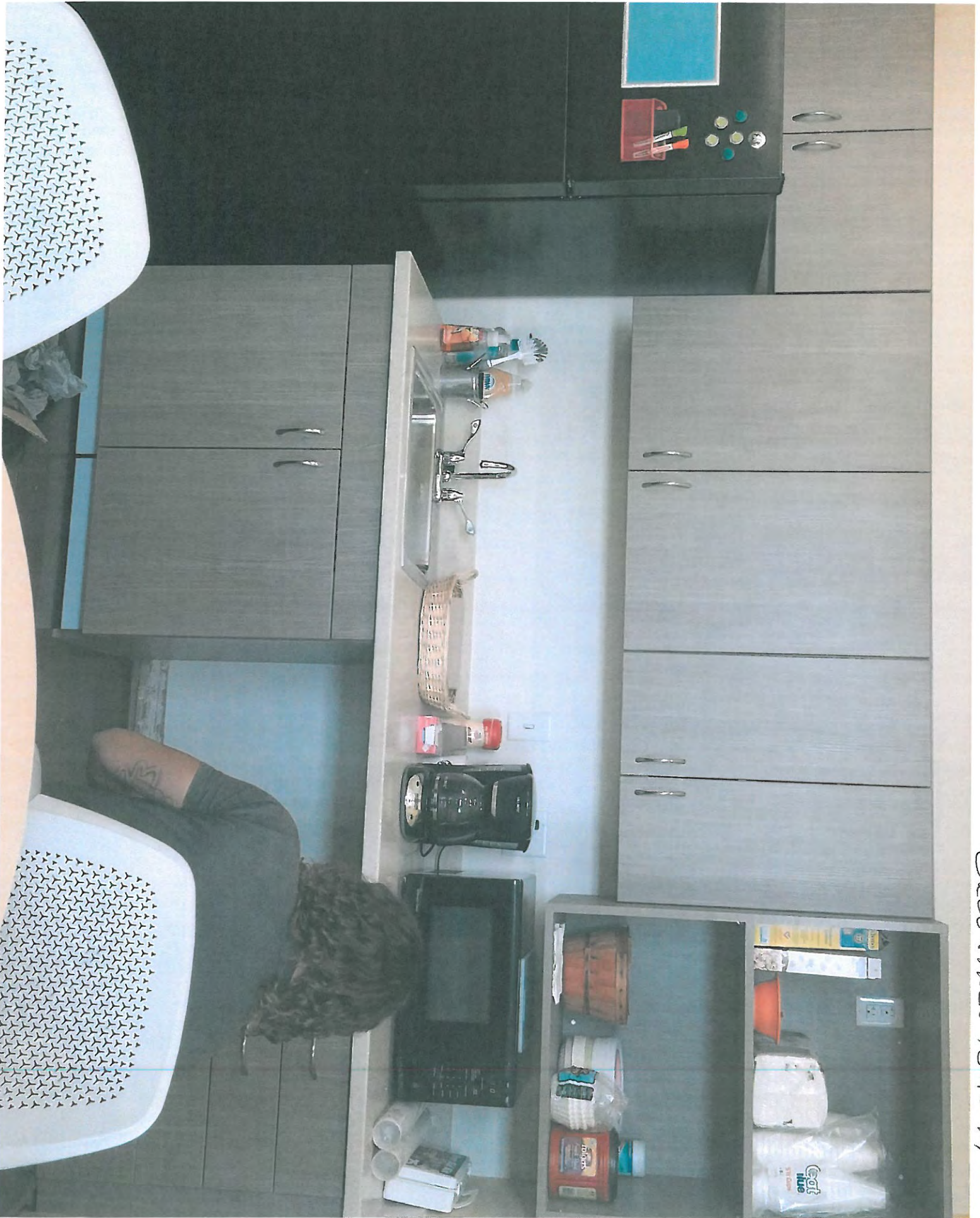
GREENHORN 10-10-14

GREENHORN 10-10-14





GREEN HORN 10-10-14



GREEN HORN 10-10-14

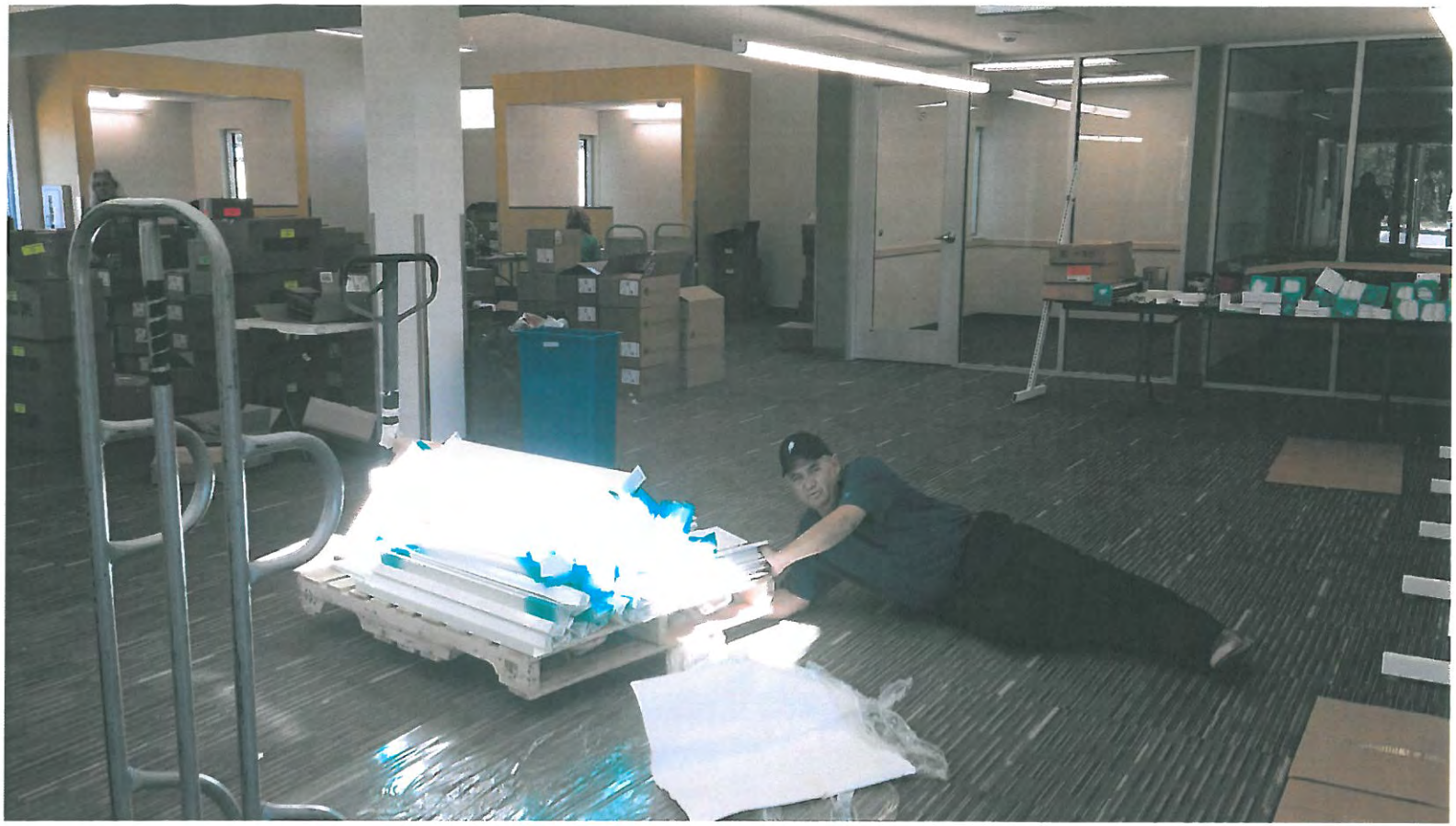


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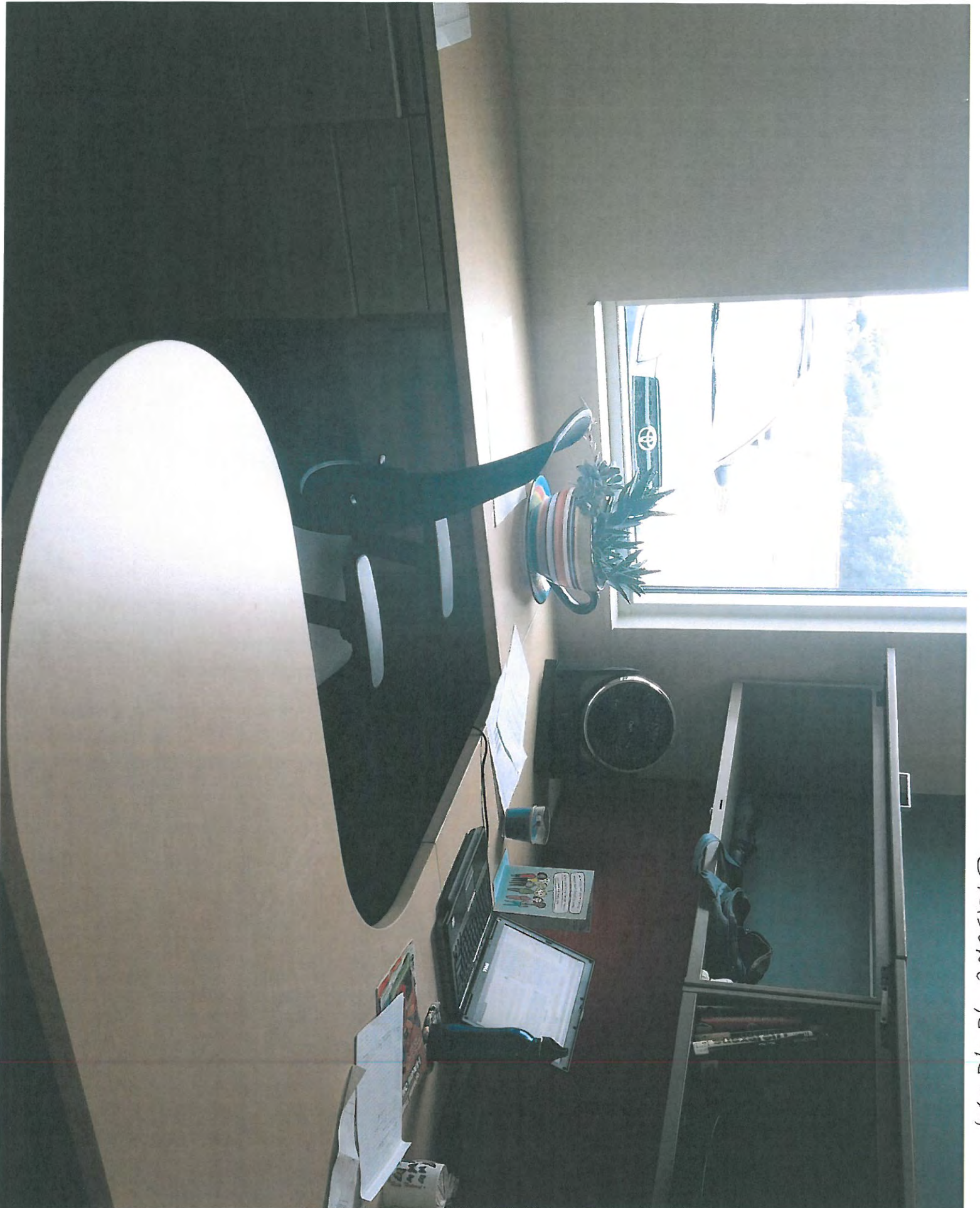
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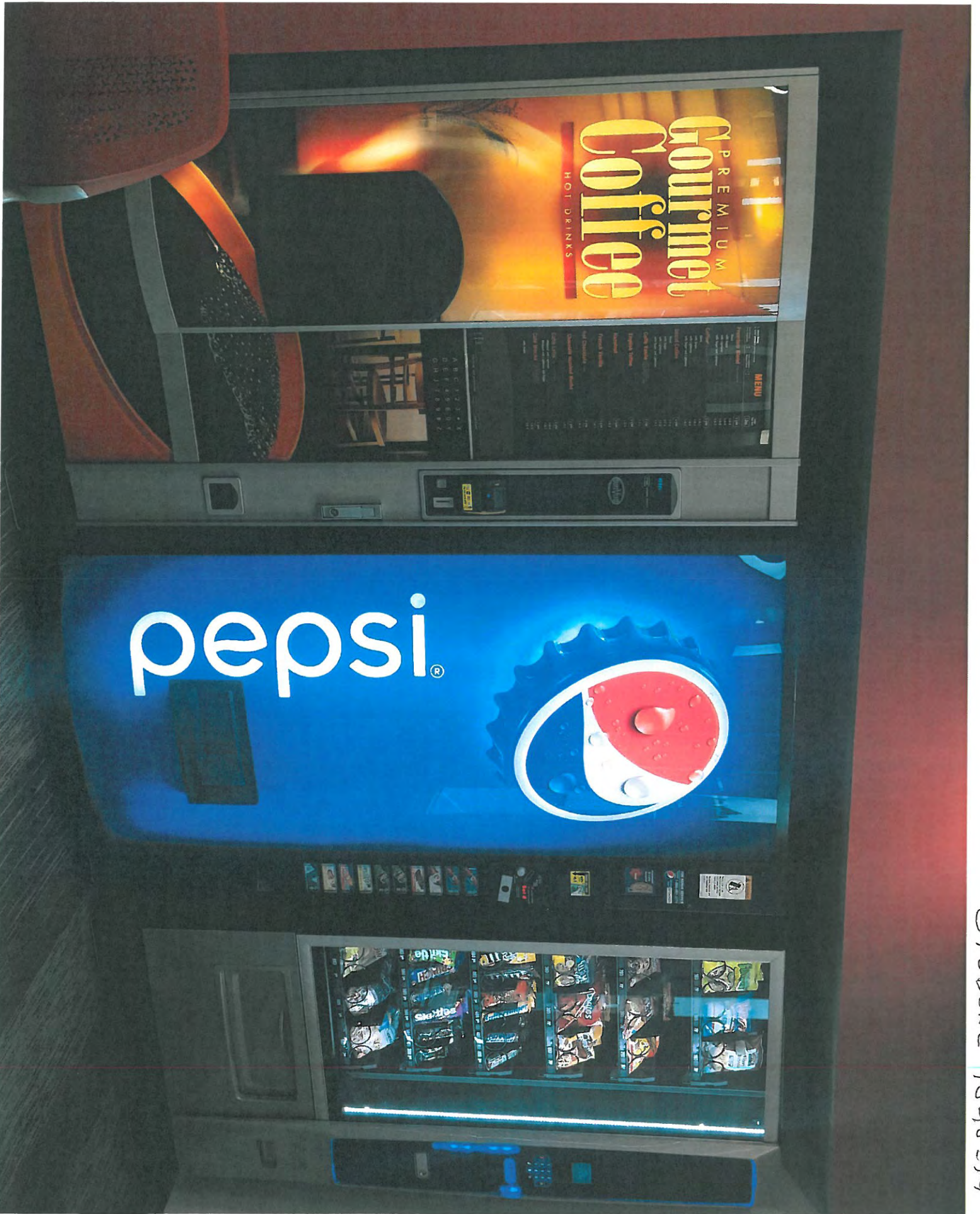




GORDON 10-18-14

G10DANG 10-10-14





GIORDANO 10-10-14



G10 DONG 10-10-14



G12DANE 10-10-14



G10D0N6 10-10-14



G10 DONE 10-10-14



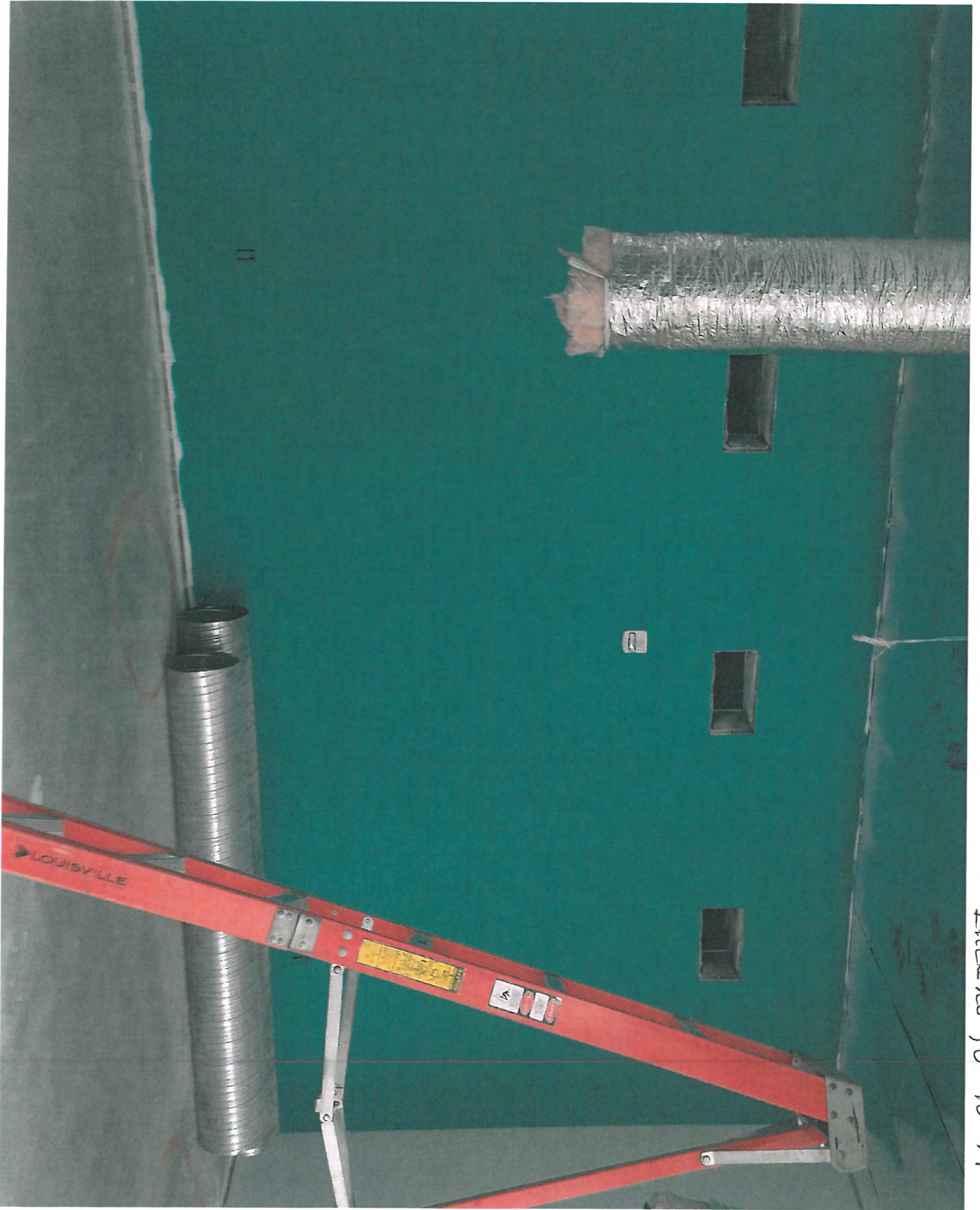
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Giodone 10-10-14



Lucero 10-10-14



Linceses 10-10-14



Lucero 10-10-14



LUCERO 10-10-14