



PUEBLO CITY-COUNTY

Library District

2025 Annual Plan and Budget

December 12, 2024

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office
100 E Abriendo Avenue
Pueblo, Colorado 81004

2025 Annual Plan and Budget

Board of Trustees

Fredrick Quintana, President
Trisha Macias, Vice President
Jeffrey DeHerrera, Trustee
Iris Clark, Trustee
Stephanie Garcia, Trustee
Jessi Ones, Trustee
Doreen Martinez, Trustee

Administrative Team

Sherri Baca, CPA, Executive Director
Bri Reyes, Chief Financial Officer
Terri Daly, Director of Human Resources
Thomas Defrates, Director of Information Technology
Jill Kleven, Director of Technical Services
Amy Nelson, Associate Director of Public Services
Nick Potter, Executive Director of the Pueblo Library Foundation and Strategic Initiatives
Alan Rocco, Facilities Superintendent
Alexandria Romero, CPA, Financial Compliance Consultant

2025 Annual Plan

December 12, 2024

2025 Annual Plan

This document includes the strategies and plans set forth for the Pueblo City-County Library District (PCCLD) for fiscal year 2025. The work found here is a culmination of many efforts including the planning completed by the library's senior leadership team and an annual planning retreat held for library leaders, the Employee Steering Committee, Library Trustees, and the Board of Directors of the Pueblo Library Foundation and The Friends of the Pueblo Library on August 29, 2024.

BACKGROUND

January 1, 2021, PCCLD adopted its current strategic plan Growing Community Partnerships—the 2021-2025 Strategic Plan (found on the District's website at https://www.pueblolibrary.org/sites/default/files/pdf/2021_2025Strategic%20Plan.pdf).

This plan, spanning 5 years, is the product of a comprehensive strategic planning project which took place in 2020. Within the project, a number of resources were synthesized to create seven areas of strategic focus. It is the goal of PCCLD to look to these areas of strategic focus to guide the annual objectives of the District. The following Annual Plan includes a comprehensive set of objectives for 2025 for the library which are derived from the current strategic plan in their essence and focus. We have a unique opportunity to complete the work that was envisioned when setting strategies and focus areas during the strategic planning for this five-year period.

[Note: Objectives are assigned to the library executives and senior leaders as denoted in the far right column.]

The work planned for 2025 is heavily focused on access to library services and the organizational culture of the library district. Notable projects include a new five-year strategic plan, an update to the organization's vision and mission statements, focused implementation of organizational culture enhancement plan, improvement of library outreach services, elevated cyber security measures, a continuing focus on emergency preparedness and safety and security. Library employee-focused initiatives include implementing a final phase of the completed market wage study, enhancing communication, creating a new employee recognition program, reviewing and updating job descriptions and performance expectations. Capital projects include completing the renovation and addition of the Lucero Library, maintenance and upgrades to the Pueblo West Library roof and upgrades to other branch infrastructure, asset replacements throughout the district, and also modernizing the Rawlings Library elevators. These annual plan goals are focused, align with the library's current strategic plan and will improve the district's ability to offer public library services to the community.

2025 Annual Plan		
Strategic Focus	Objective	Leader
	Organizational Culture	
	Set organizational culture enhancement as a focused goal of the library across all departments and branches. Foster a positive internal culture through team-building initiatives, promoting constructive workplace behavior, and supporting staff well-being. This work is led by library leaders and the culture committee.	
Culture & Diversity	Develop a concise and compelling vision for culture statement (includes branding the culture initiative).	Executive Leaders
Culture & Diversity	Develop a change management framework to support implementation, adoption, and buy-in of key change initiatives.	Culture Committee Leaders
Culture & Diversity	Develop clear employee expectations related to customer service and integration of IDEA in operating practices.	Executive Director
Culture & Diversity	Establish formal communication protocols that encourage productive multidirectional communication.	Executive Director
Culture & Diversity	Embrace a culture of feedback and accountability to cultivate trust, respect, and collaboration through internal or external training in the areas of conflict management, communication, IDEA, emotional intelligence.	Director of Human Resources
Culture & Diversity	Continue to focus on emergency preparedness to include finalizing the planning and protocols document, implementing consistent staff training, and keeping safety as a priority regarding interactions of staff with the public. Includes gathering data on safety needs and utilizing it to build a robust safety program.	Associate Director of Public Services & Security Manager
Culture & Diversity	Develop and reiterate clear, consistent employee expectations through continuing review of job description and outlining competency frameworks for each position.	Director of Human Resources
Culture & Diversity	Lead the development and implementation of a new employee recognition program that replaces the current program.	Director of Human Resources
Culture & Diversity	Enhance performance review consistency and relevance to ensure all roles in the organization are effectively evaluated using standardized performance review forms with role-specific criteria by the end of the performance cycle.	Director of Human Resources
	Facilities and Infrastructure	
Access to Services	Complete the renovation of Lucero Library within the budget and on schedule for the project.	Executive Director
Internal Capacity	Ensure successful outcomes for enhancing and improving library facilities including the Rawlings Library stormwater drainage, Rawlings Library elevator modernization, Pueblo West Library roof improvements.	Executive Director
Internal Capacity	Provide successful project management of facility improvement projects to ensure that activities remain within the budget and achieve completion including the Rawlings Library elevator modernization, Lucero Library expansion and renovation, Rawlings library stormwater features, Pueblo West Library roof upgrades, the installation of a culvert at the Giodone Library and upgrades to building access system and fire and security monitoring systems.	Facilities Superintendent

Strategic Focus	Objective	Leader
Internal Capacity	Accomplish facilities improvement and asset replacement goals which include parking lot improvements at Giodone and Greenhorn Valley libraries, paint exterior of Greenhorn Valley Library, other maintenance activities.	Facilities Superintendent
Outreach & Community Engagement		
Marketing & Outreach	Successfully launch the grand opening of the Lucero Library through fulfillment of the \$2M capital campaign, engagement of community stakeholders, completion of memorial and legacy walls for Patrick A. Lucero and the Pueblo eastside community.	Executive Director of Foundation & Strategic Initiatives
Access to Services	Broaden scope of district outreach efforts through the development of a long-range outreach plan and branding. This includes assessing and implementing an increase in outreach services in Bessemer at the Wellness Center and Minnequa Apartments, returning Books in the Park to Ray Aguilera Park, determining staffing needs for outreach efforts and making adjustments as needed. Develop a more strategic approach to community outreach that emphasizes effective marketing and promotion of programs.	Associate Director of Public Service & Manager of Rawlings Library & Customer Service
Financial Capacity & Best Practices		
Internal Capacity	Determine and prepare for the financial impacts of property tax legislation including updating 10-year financial projection and aligning the new strategic plan with forecasted impacts of macroeconomic developments (property tax revenue, closure of Comanche 3, need for future library renovations and service points, etc.)	Executive Director and CFO
Internal Capacity	Evaluate and update financial policies as needed; benchmark best practices and peer libraries when setting policies, procedures and internal controls.	CFO
Strategic Initiatives		
Internal Capacity	Develop the Pueblo City-County Library District's 2026-2030 strategic plan by building on past successes and ensuring continued excellence in the delivery of library services. Create a comprehensive strategic plan that evaluates and creates alignment with PCCLD's mission and vision. This work includes a refresh of vision and mission statements and assessment of community needs and library users' preferences.	Exec Dir of Foundation & Strategic Init & Associate Director
Access to Services	Increase digital equity services and launch digital navigator program at multiple library locations. Seek funding for these library programs and services.	Associate Director & Director of Tech Services
Operational Strength		
Access to Services	Reimagine purchasing strategies and space for collections at Lamb Library with consultation from Third Way Space Planning in order to increase physical circulations.	Director of Tech Services
Access to Services	Assess feasibility for implementation of alternate schedules for Public Services. Includes assessment of operating hours district-wide and reporting on visit data.	Associate Director of Public Service & Manager of Rawlings Library & Customer Service

Strategic Focus	Objective	Leader
Internal Capacity	Continue ongoing review and revision of Customer Service Policies and Procedures.	Associate Director of Public Services
Access to Services	Continue to develop the customer service team to adopt a more elevated and proactive approach to customer service. Work to identify and establish district-wide values and procedures that will foster a consistent and enhanced customer experience across the entire library district. Lead the transition process for expansion of specific roles to include direct customer service.	Manager of Rawlings Library & Customer Experience
Information Technology & Library Systems		
Technology	Enhance cybersecurity posture by implementing a comprehensive cybersecurity framework including email security gateway, IDS/IPS system, and advanced antivirus solutions.	Director of IT
Technology	Create IT policies and procedures to govern IT resources including hardware, software, networks, data, and technology related assets; benchmark best practices and peer libraries.	Director of IT
Technology	Optimize IT infrastructure and support specific goals including automating routine IT tasks, such as patch management and software deployment, improving help desk response times, implementing CIPA-compliant internet filtering, and procurement and installation of IT assets as budgeted.	Director of IT
Access to Services	Leverage grants and programs such as E-rate to expand the hotspot/device collection and create a larger digital footprint within the community.	Director of Tech Services
Access to Services	Utilize LibraryIQ collection development, DEI, and weeding reports to maximize physical circulations within the materials budget.	Director of Tech Services

2025 Budget

December 12, 2024

2025 BUDGET NARRATIVE

The 2025 budget for the Pueblo City-County Library District (the District) was prepared by the Finance Office with input and requests from Library Managers, Supervisors, Directors, and Sherri Baca, Executive Director. The formulation of this document adheres to overarching principles, namely the mission statement and annual plan, in conjunction with District policies. It draws insights from the planning process, incorporates the Library Replacement Plan's ten-year forecast and integrates the Financial Projection spreadsheet, which delineates revenue and expense projections for the ensuing decade.

The Motto, Vision, and Mission of the District serve as guiding principles in daily operations and in formulating the annual plan and budget.

Motto: Ideas, Imagination & Information

Vision: Books and Beyond

Mission statement: We serve as a foundation for our community by offering welcoming, well equipped and maintained facilities, outstanding collections, and well-trained employees who provide expert service encouraging the joy of reading, supporting lifelong learning and presenting access to information from around the world.

The two funds for which the District compiles budget data are the General Fund and the Capital Project Fund. All regular operating revenue and expense is budgeted in the General Fund, including property tax revenues, fines, fees, contracts, interest on General Fund investments, and miscellaneous income. Expensed through this fund are all personnel costs, materials such as books, AV material, subscriptions, facility operating costs, supplies, and administrative costs. The Capital Project Fund encompasses Master Facility Plan expenses, Library Replacement Plan expenses and other capital items.

In 2025, the District will continue construction on the renovation and expansion project at the Lucero Library. This project is part of the Master Facility Plan. Capital items and 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 \$2,162,335 in 2025. Transfers are planned annually thereafter, in order to continue funding for the Master Facility, Library Replacement and Building Improvement Plans. The revenue budgeted in the Capital Project Fund reflects income from interest earnings and contributions from foundations and grantors, including the capital campaign for the Library's renovation and expansion projects.

The District receives the majority 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 70% of the combined funds revenues for the District are derived from property tax. The remainder is received through specific ownership tax, interest on investments, donations, contract, grants, photocopy fees, miscellaneous revenue, and contributions from the Friends of the Library and the Pueblo Library Foundation.

The voter approved mill levy for the Pueblo City-County Library District is 5.85 mills. In addition to the mill levy of 5.85, the District is authorized by statute to collect an additional mill levy equivalent to the amount of taxes that were abated and refunded in the previous year. In 2025, the amount of additional mill levy that is expected to be certified is 0.022 mills, generating \$50,420 in revenue. The amount of refunds and abatements in 2025 decreased by \$1,082,414 compared to 2024. As part of the voter approved ballot measure 6B from November 2019, the District is allowed to adjust its mill levy rate on an annual basis to offset property tax revenue losses resulting from changes in the percentage of actual valuation used to determine assessed valuation. For 2025, the District is estimating this mill adjustment to be 0.3252 mills. The total mill levy anticipated to be certified to the county for the collection of taxes in 2025 is 6.1972.

The budget calendar is driven by Colorado State Statute (29-1-108 (4), C.R.S.), as well as internal planning for completion of every phase. Copies of resolutions encompassing the adoption of the budget and the annual plan, appropriation of funds and the establishment of the mill levy will be forthcoming. The certification of the mill levy, provided to the County, will also be included in the final approved documentation.

**MILL LEVY CALCULATION
BUDGET 2025**

	<u>2025 Budget</u>		<u>Formula</u>		<u>2024 Budget</u>
A	2,437,631,698	Total Gross Assessed Valuation		2,347,566,634	Total Gross Assessed Valuation
B	145,794,015	TIF reductions		100,201,288	TIF reductions
C	2,291,837,683	Total Net Assessed valuation per spreadsheet	A - B	2,247,365,346	Total Net Assessed valuation
D	5.850	Voter approved mill levy limit		5.850	Voter approved mill levy limit
E	13,407,250	Total Revenue	C X D X .001	13,147,087	Total Revenue
F	49,371	Abatements, refunds		1,131,785	Abatements, refunds
G	0.022	Millage for abatements, refunds	F / C X 1000	0.504	Millage for abatements, refunds
H	5.872	Adjusted mill levy	D + G	6.354	Adjusted mill levy
I	0.3252	Adjustment for decreased Assessment Rate		0.2807	Adjustment for decreased Assessment Rate
J	6.1972	Assessment Rate Adjustment Mill adjusted	H + I	6.6347	Assessment Rate Adjustment Mill adjusted
K	14,202,935	Adjusted total revenue	H X C X .001	14,910,595	Adjusted total revenue
L	14,146,123	Budgeted revenue @ 99.6%	I X 99.6%	14,850,952	Budgeted revenue @ 99.6%
M		ST Charles TIF (estimate) - Removed due to TIF cooperation agreement		200,000	St Charles TIF (estimate)
N	14,146,123	Total Budgeted Property Tax Revenues	L + M	15,050,952	
	\$ 856,102	Revenue reduction impact of TIF	B X D X .001	\$ 636,679	Revenue reduction impact of TIF

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 5.85, but an increase to capture abatements and refunds from the prior year is allowable.

Additionally, the mill levy is adjusted for the decreased assessment rate resulting from SB293.

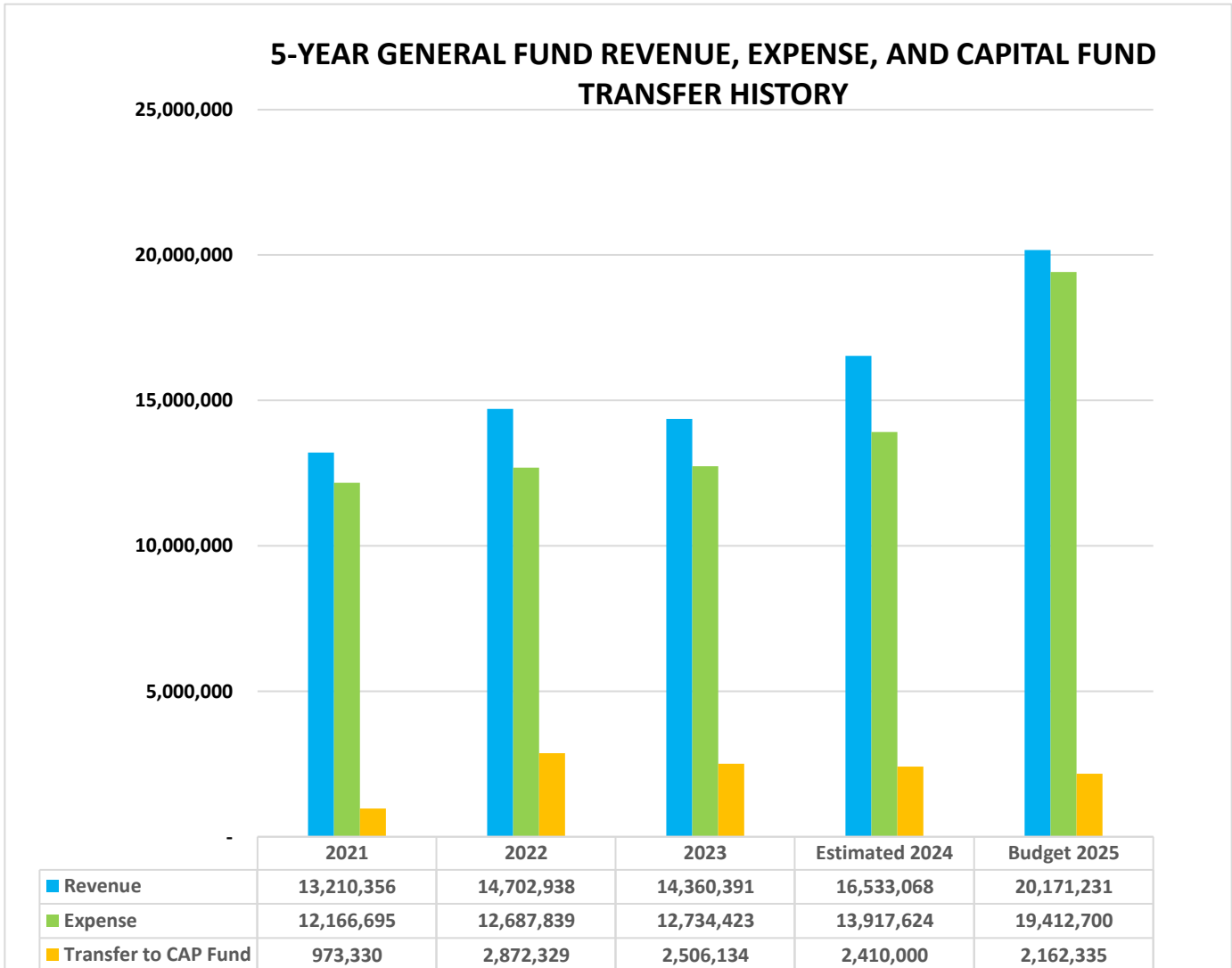
Those adjustments are reflected here for a total mill levy in 2025 of 6.1972

In previous years, the actual collections have averaged around 99.6%, due to abatements and refunds as well as delinquencies.

The calculation in 2025 is based on estimated net assessed valuation from the County Assessor.

CALCULATION FOR TEMPORARY MILL LEVY RATE REDUCTION

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2025 BUDGET**



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

GENERAL FUND	2023 AUDITED	2024 ESTIMATED	2024 BUDGET	2025 BUDGET
BALANCE, Beginning of Year	3,595,950	2,715,784	2,715,784	3,930,769
REVENUES	14,360,390	17,542,608	16,762,084	20,171,231
TOTAL BALANCE	17,956,340	20,258,392	19,477,868	24,102,000
EXPENDITURES	12,734,424	13,917,624	14,091,935	19,412,699
TRANSFER IN/OUT-CAPITAL PROJECT	(2,506,134)	(2,410,000)	(2,410,000)	(2,162,335)
BALANCE, End of Year	<u>2,715,784</u>	<u>3,930,769</u>	<u>2,975,933</u>	<u>2,526,964</u>
 CAPITAL PROJECT FUND	 2023	 2024	 2024	 2025
	AUDITED	ESTIMATED	BUDGET	BUDGET
BALANCE, Beginning of Year	4,082,748	5,027,721	5,027,721	3,730,664
REVENUES	593,972	485,104	700,000	1,110,400
TOTAL BALANCE	4,676,720	5,512,825	5,727,721	4,841,064
EXPENDITURES	2,155,133	4,192,161	6,151,368	4,826,462
SALE OF FIXED ASSETS	-	-	-	-
OTHER FINANCING SOURCES	-	-	-	-
TRANSFER IN/OUT GENERAL FUND	2,506,134	2,410,000	2,410,000	2,162,335
BALANCE, End of Year	<u>5,027,721</u>	<u>3,730,664</u>	<u>1,986,353</u>	<u>2,176,937</u>
COMBINED FUND BALANCE, End of Year	<u><u>7,743,504</u></u>	<u><u>7,661,433</u></u>	<u><u>4,962,285</u></u>	<u><u>4,703,902</u></u>
BALANCE, Restricted *	372,433	530,978	505,863	609,837
BALANCE, Available	7,371,071	7,130,455	4,456,422	4,094,065
NET CHANGE TO GEN FUND BALANCE	(880,166)	1,214,985	260,149	(1,403,805)
 * RESTRICTED FUNDS				
Emergency reserve	362,649	526,278	502,863	605,137
Nesbitt & Chamberlain	9,784	4,700	3,000	4,700
TOTAL RESTRICTED:	372,433	530,978	505,863	609,837

GENERAL FUND

*Please note that all of the comparative percentage statistics referenced in this narrative compare the 2025 Budget to the 2024 **Estimated Actual**, except in those instances where a Budget-to-Budget comparison is clearly noted.*

REVENUES

PROPERTY TAX: The primary contributor to the General Fund revenue budget in the District is property tax, constituting 70% of the total budgeted revenue for the year 2025. Property tax is calculated by multiplying the assessed values of properties, as determined by the County Assessor by the approved mill levy tax rate of the District. Preliminary assessed valuation, indicates a growth of 1.96% compared to the final 2023 assessed values payable in 2024. However, the District saw preliminary certification numbers decrease in the abatements and refunds category of approximately \$1,082,414 or 95.64%. The amount in this category for 2024 collections was primarily associated with new software being implemented at the Pueblo County Assessor's Office. There were a numbers of corrections completed, which were categorized as abatements and refunds. This was a one-year item and the District's amount and millage increase for abatements and refunds is now consistent with years before 2024.

Estimated 2024 property tax includes a backfill payment received by the State of Colorado pursuant to previously passed legislation regarding property tax relief. This backfill payment was not included in 2024 budgeted revenue. Calculated property tax revenue for 2025 reflects a decrease of 10.1% with a monetary decrease of \$1,590,985 compared to the 2024 estimated collection amount mainly due to this backfill payment in 2024—a commensurate backfill payment is not budgeted to be received in 2025. Property tax revenue is budgeted at slightly less than 100% collections, 99.6%, since current year delinquencies, abatements and refunds will generally reduce the amount received.

Mill Levy Tax Rate: The current mill levy projected for 2025 is 6.1972, which includes the 2019 voter-approved mill levy rate from ballot measure 6B of 5.850 mills. Additionally, the law permits an adjustment to the voter-approved mill levy rate aiming to collect amounts withheld in previous years for abatements and refunds of taxes equating to 0.022 mills in 2025. Furthermore, Pueblo County voters approved a measure allowing the Library to adjust the mill for the decreased assessment rate payable in 2025 estimated at .3252 mills. These adjustments are all included in the total mill levy for 2025.

SPECIFIC OWNERSHIP TAX: Specific ownership taxes are taxes paid based on a vehicle's value, payable annually upon vehicle registration in Colorado. This tax is imposed on cars, trucks, trailers, mobile homes and special mobile machinery. Projections indicate a slight decrease in taxes compared to 2024 estimated actuals. Specific ownership tax accounts for 7% of the total 2025 General Fund budgeted revenues.

CONTRACTS, GRANTS: Contracts and grants are expected to increase from the previous year by approximately \$4,463,476. In 2025, PCCLD budgeted for an E-Rate reimbursement of \$526,000 for broadband, internet connectivity, and hotspots. PCCLD budgeted for the NTIA Grant and associated expenses at \$4,062,500. As of the Final Budget, the NTIA Grant decision has not been made, however, PCCLD included the grant to have it budgeted and appropriated, if it is subsequently awarded to the District. Other grants include those from the Friends of the Pueblo Library for library programs and also a State Grants for Libraries Act from the Colorado State Library. Additionally, the Pueblo Library Foundation, a component unit of the District, was created in 2012 and receives the majority of grants and contributions.

INTEREST: The District has budgeted the same amount in interest as the budgeted amount in 2024. In the past few years, interest income has been higher as a reflection of the current economy. While interest is expected to remain strong in the first quarter of 2025, the rest of the year does hold some uncertainty as the Federal Reserve is expected to lower the interest rates. Due to this expectation and the uncertainty of the market, the

District is budgeting interest lower than the amount collected in 2023 and the estimated amount in 2024. Interest revenue also includes earnings on property tax held by Pueblo County, which the District receives as part of the monthly distribution of taxes.

FINES, FEES: Primarily due to automatic renewals and late fee eliminations, budgeted fines and fees have consistently decreased compared to prior years. In 2025, projected collection of fines and fees are slightly less than the estimated amounts for 2024.

PHOTOCOPIER & INTERNET COPY FEES: 2025 budgeted revenue for copier fees is consistent with the 2024 estimated fees and aligns with historical fees earned. There has been little fluctuation with the amount of fees collected from photocopier and internet copy fees in recent years. The 2025 budget is reflective of this trend.

CAFÉ SALES: 2025 is the first-year revenue from the Café has been part of PCCLD's budget. The estimated sales for the Café in 2024 are just under \$20,000. With this being a new line of revenue for the District, without a lot of data, the Library decided to be more conservative with the 2025 budget for Café sales. As such, the budget is set at \$12,000. After having the Café fully operating for two years, the expectation is that this line item will have more data and show trends allowing for a more precise budgeted amount in future years.

MISCELLANEOUS: A small decrease in budgeted miscellaneous income is projected for 2025 compared to the current year. Estimated miscellaneous revenue for 2024 has increased from previous years.

Total general fund revenue for 2025 reflects a 14.98% increase over the 2024 estimated actual revenues or \$2,628,623, mostly due to a decrease in the budgeted amount in interest, the backfill payment by the State for 2024 property taxes, the reduction in the abatement and refund category from the Pueblo County assessed valuation, and the addition of the NTIA grant award.

EXPENDITURES

PEOPLE TO PROVIDE SERVICES: The personnel section of the 2025 expenditures budget is projected to increase by 11% over the 2024 estimated figures. This section encompasses all personnel costs, covering salaries, PERA, payroll taxes employee benefits, employee training and employee relations.

Salaries and Wages: Salaries and wages make up 44% of total 2025 budgeted General Fund expenditures. Salaries are budgeted to rise by 10% over the 2024 estimated actuals, reflecting adjustments for salary increases, filling of vacant positions and the addition or upgrade of positions. The 2024 Personnel budget includes additional increases of approximately \$60,000 for minimum wage adjustments and market adjustments. The budget allows for a 3.5% adjustment to salaries as determined by the salary compensation pay plan.

PERA: The District participates in Colorado Public Employee's Retirement Association (PERA). The amount budgeted is calculated directly from the salary line. PERA contributions will increase to 14.81% and are anticipated to remain constant in 2025. PERA legislation passed in 2018 determined the employer PERA contribution would be calculated on pretax deductions for employees hired after July 1, 2021.

Workers Compensation Insurance: Though rates for 2025 are not out yet, initial indications estimate about a 20% increase in renewal rates as library claims are increasing. The 2024 estimate is set at a higher rate due to projected deductible costs and will be adjusted as more information becomes known. For the District, the 2025 budget shows a slight increase for worker's compensation insurance in comparison with prior year estimates.

Employee Insurance: The District is affiliated with the Public Sector Healthcare Group to facilitate employee insurance. The budget for 2025 allocates an increase of approximately 13% for premiums paid by the District on behalf of employees for health, dental and life insurance compared to the 2024 estimated amount.

State Unemployment Compensation: State unemployment tax is calculated directly from the salary line at 0.3%.

Medicare Trust: The District is obligated to pay and remit Medicare tax for all active employees. The expense increases at a parallel rate to salaries. This rate has remained consistent over the past several years at 1.45% of covered salary.

Employee Relations: Employee related costs that do not fall within the benefits or training categories are categorized as employee relations costs. This encompasses recruiting expense, volunteer appreciation, tuition reimbursement funding to incentivize staff pursuing a degree and the employee assistance program. This budget increased 11% in 2025 compared to the 2024 estimate. The increase is mostly attributed to more recruiting costs in 2025, expanded employee recognition and appreciation, and a focus on organizational culture enhancement.

Employee Training: Training costs increased in 2025 18% over 2024 estimated expenses. When comparing the 2025 budget amounts in training to the 2024 budget, the amounts are fairly consistent. The Director's Office and Information Technology combined have budgeted for less in this area than last year. Both departments are not expected to spend the amount budgeted for training in 2024, producing a larger variance in the 2025 budgeted amounts to the estimated amount spent in 2024. Human Resources' budget for 2025 is growing to include management training and a few other smaller items. The District remains committed to utilizing training tailored to libraries and special districts as well as to finding efficiencies and reducing costs. This budget provides opportunities for staff and board members to attend educational events and workshops. The amount of this training budget is 1.8% of the total salaries budget which is typical for the district.

MATERIALS AND SERVICES: This section of the 2025 budget has increased in total 218% from the 2024 estimated expenditures.

Books, Periodicals, AV and Digital Material: Literary, audio-visual and digital materials are budgeted 6% higher than estimates for 2024. The District has experienced an increased demand in digital materials since early 2020. The library continues to see more digital materials downloads with less spending on physical books and audio-visual materials. In 2025, materials as a percentage of budgeted operational costs are at 9%.

Library Programs: Departments across all Library branches offer programs for Library patrons. Each department's programs and event budgets were evaluated to align with trends in program participation. The commitment to efficiency in allocating funds for programs presented throughout the District remains a high priority.

In 2024 and 2025, The Friends of the Pueblo Library District earmarked \$20,000 to fund competitive grant application process to supplement District activities and programs. In addition to grants, The Friends were able to continue specific program awards, supporting District wide events including Summer Reading and All Pueblo Reads. In total, the Friends are providing The District with program support totaling approximately \$40,000. The Friends have received steady sales and donations, allowing program support to remain steady from 2024 to 2025 funding levels. PCCLD also budgeted for the NTIA Grant and associated expenses at \$4,062,500. The NTIA Grant decision has not been made, however, PCCLD included the grant to have it budgeted and appropriated. Additionally, the Local History & Genealogy department is budgeting approximately \$250,000 more in programs due to a Mellon grant. Some of the additional costs will be for a 16mm film scanner and new static and mobile memory labs.

Bindery/Processing Supplies and Services: When materials are purchased, bindery and processing costs are delineated separately from the actual material expenses. These costs are anticipated to decrease 15% over 2024. The decrease is relative to the amount in the materials budgeted to be purchased in 2025. The Library is purchasing less physical materials due to the increase in digital materials and as such, the costs associated with binding have also decreased.

FACILITIES TO PROVIDE SERVICES: The budgeted amount in 2025 for facilities costs is budgeted to decrease 2% compared to estimated 2024 expenses. This is due mainly to the annual Certificate of Participation payment, which is the largest expenditure in this area being a slightly less amount for the debt service in 2025 as well as a decreased budget for building maintenance.

Utilities: All Library facilities utility costs are budgeted to increase 7% compared to 2024 estimates taking into account current expenses and projections.

Vehicle Expense: In 2025 vehicle expenses are expected to remain fairly unchanged from the budget and expected amounts in 2024. The budget for 2025 is set at 2024 levels for this category.

Building Repair and Maintenance: Comprising seven distinct branches, the District incurs costs to properly maintain the buildings, janitorial services, trash removal, carpet cleaning and maintenance supplies. Minor maintenance projects also contribute to this budget amount. The 2025 budget is 19% less than 2024 estimated costs.

Rent: The District leases a single building. Primarily occupied by the Friends of the Library. The majority of the rent expense is offset by revenue received from the Friends. A part of the building is still utilized by the District for storage, meaning the amount due from the Friends does not total the entire obligation to the building landlord. The rent will increase by 3% each year under a new 5-year contractual agreement that renewed in January 2022. Budgeted rent expenditure is impacted by governmental accounting standards for leases.

Lease/Purchase of Buildings: Annual payments for debt service on the reissuance of 2012 Certificates of Participation (COPs) and the new 2020 Certificates of Participation (COPs) principal and interest amounts are recorded in this category. The 2012 COPs were refunded in 2020, and additional funds were secured to complete the renovation of the Rawlings Library. A detailed debt service page, which determines the exact budget amount every year for the annual COP payment, can be found later in this document.

Insurance: Insurance is budgeted to increase of 25% for property, liability, auto, D&O, umbrella and miscellaneous insurance.

Friends of the Library Expenditures: Expenses associated with Friends of the Library grants awarded remain flat in comparison to 2024 estimated expenses in 2025. The expectation is programs and events supported historically by the Friends will continue in 2025 and will receive Friends grants. Friends' contributions are also recorded in other line items.

OPERATING: This section encompasses expenses related to the general operations of the District. The overall expectation is a 7% decrease from 2024 estimates, accounting for both increases and decreases in specific expense categories. The District maintains a focus on finding efficiencies whenever possible while still meeting current needs of all the branches, which can result in numerous operational changes in 2025.

Contractual Services: Services provided to the District by miscellaneous external sources are budgeted to decreased 12% from 2024 estimates. The decrease is to bring the budgeted amount more in line with projected spending in the new year. This includes a reduction in the amount of legal fees and other consultant fees for 2025.

County Treasurer's Fees: The County Treasurer charges administrative fees to collect both property and specific ownership taxes for the District. Those fees are decreasing in comparison with the prior year as a result in the decrease in property tax collections. These fees correlate with property tax revenue, representing 1.5% of the tax amount.

Community Relations: Expenses related to the Community Relations Department decreased 9% over 2024 estimates, which is only \$3,500.

Professional Memberships: All departments and branches are encouraged to participate with professional groups that offer benefit for the District. The budget for 2025 reflects an increase of 4%, representing the anticipated memberships maintained by the District in 2025.

Office Supplies and Equipment: Supplies and equipment needs in 2025 are budgeted to decrease 16% under 2024 estimates, bringing 2025 spending in line with previous years.

Photocopiers: Outside services costs related to photocopiers for the 2025 budget year increased 53% compared to the 2024 estimate amount due to a new leased copier for the library district.

Courier Service: Courier services provided for the utilization of the interlibrary loan program allow the District to be a part of the state library system. Costs remains flat in 2025 compared to the 2024 budget.

Postage and Freight: Postage and freight incurred by the District is driven by actual costs. The 2025 budget is anticipated to increase 41% in comparison with the 2024 budget amount. The annual budgeted amount is representative of customary postage and freight costs and accounts for increased postage rates.

Café Services: In late 2023, the District contracted with a local vendor to operate the Rawling's café on behalf of the library. The District has agreed to cover certain costs associated with the café and, in return will receive a profit share percentage of revenue. The budgeted costs for 2025 are 2% higher than the estimated expenses for 2024.

INFORMATION TECHNOLOGY: Overall Information Technology costs are budgeted to increase 71% in 2025 compared to 2024 estimated. The District is working to improve technology across all aspects and the costs are significant to complete this initiative.

Telecommunications: District costs associated with telecommunication show a 133% increase over 2024 estimates. Most of this decrease is attributed to E-Rate purchases. It is important to note that the E-Rate reimbursement revenue anticipated in 2025 is \$420,000, providing a significant offset to this expense.

Hardware Repair & Maintenance: IT repair and maintenance are budgeted to decrease by \$5,000 over 2024 estimates. This is based on the costs of repairs for patron copiers and printers, as well as repairs to existing security cameras.

Technology Supplies: Technology supplies needs have decreased approximately \$5,400 based on anticipated spending in 2024.

Technology Maintenance, Licenses & Support: Support encompasses all contractual services expense related to IT, including network maintenance, consulting and support agreements, licenses and other related items. Costs are expected to rise by 37% in 2025 over the 2024 estimated expenses due mostly to a new internet filter and cybersecurity expenditures. A new program provided by the E-rate grant is budgeted in 2025 to provide \$106,000 in new funding for cybersecurity measures and resources which will help offset these new costs. This is a welcome addition to the district's overall information technology plan.

The total increase in expenditures in the 2025 budget in comparison with 2024 estimated actual expenditures is 39% or \$5,495,075.

FUND BALANCE

The ending fund balance forecast in the 2024 general fund budget is \$3,930,769 an increase of \$1,214,985 from the audited ending 2023 General Fund balance. This includes a transfer of \$2,410,000 from the General Fund to the Capital Project fund planned in the 2024 Budget. This is an amount necessary to help maintain the Library Replacement Plan, fund the Master Facility Plan and offset capital asset spending.

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 District policy or practice to exhaust the entire budget to prevent the loss of funds, which can be a common occurrence in governmental entities. Being a library district, any funds remaining at the end of the budget year, calculated by deducting the expenditures from the revenues, are retained in the District's fund balance. Restrictions against the General Fund Balance include an emergency reserve of 3% for the TABOR amendment reserve which equals \$605,137 and \$4,700 restricted for Nesbitt employee activities and the Chamberlain account.

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

	Actual 2023	Estimated 2024	Budget 2024	Budget 2025	Increase (Decrease)	%
REVENUES						
Property tax	12,366,312	15,737,108	15,050,952	14,146,123	(1,590,985)	-10.1%
Specific ownership tax	1,125,320	1,136,945	1,250,000	1,110,000	(26,945)	-2%
Contracts, Grants, Gifts	555,948	269,632	291,132	4,733,108	4,463,476	1655%
Interest	247,248	308,990	90,000	90,000	(218,990)	-71%
Fines, Fees	9,499	19,560	13,000	18,000	(1,560)	-8%
Photocopier & Internet Copy Fees	38,605	31,709	50,000	34,000	2,291	7%
Nesbitt	2,920	-	3,500	-	-	0%
Café Sales	304	17,626	-	12,000	(5,626)	-32%
Chamberlain	5,800	-	10,000	10,000	10,000	0%
Miscellaneous	8,435	21,038	3,500	18,000	(3,038)	-14%
TOTAL REVENUES	14,360,391	17,542,608	16,762,084	20,171,231	2,628,623	14.98%
EXPENDITURES						
PERSONNEL						
Salaries	5,197,810	5,794,374	6,095,717	6,396,094	601,720	10%
PERA	715,428	818,560	900,947	947,262	128,702	16%
Workers compensation	18,325	29,302	24,024	31,283	1,981	7%
Employee insurance	564,195	722,218	662,757	814,012	91,794	13%
Unemployment compensation	12,957	10,716	18,299	19,188	8,472	79%
Medicare trust	72,425	79,081	88,388	92,743	13,662	17%
Employee relations	120,449	56,170	55,800	62,400	6,230	11%
Employee training	74,953	97,966	115,550	115,475	17,509	18%
TOTAL PERSONNEL	6,776,542	7,608,387	7,961,482	8,478,457	870,070	11%
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,643,436	1,624,638	1,609,112	1,716,513	91,875	6%
Bindery/processing supplies/services	135,683	130,500	130,500	110,500	(20,000)	-15%
Library programs	324,135	236,452	214,812	4,503,585	4,267,133	1805%
TOTAL MATERIALS	2,103,254	1,991,590	1,954,424	6,330,598	4,339,008	218%
FACILITIES						
Utilities	472,962	494,158	540,000	529,644	35,486	7%
Vehicle maintenance	35,223	19,121	20,000	20,000	879	5%
Building repair & maintenance	532,019	596,474	446,157	485,951	(110,523)	-19%
Rent	28,694	32,837	33,235	34,232	1,395	4%
Lease/purchase of buildings	1,250,013	1,274,913	1,274,913	1,250,413	(24,500)	-2%
Insurance	104,747	163,505	163,406	204,496	40,991	25%
Friends expenditures	14,071	20,000	20,000	20,000	-	0%
TOTAL FACILITIES	2,437,729	2,601,008	2,497,711	2,544,736	(56,272)	-2%

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

OPERATING

Contract Services	639,442	602,964	550,653	533,371	(69,593)	-12%
County Treasurer's fees	183,535	232,873	225,000	212,192	(20,681)	-9%
Community relations	20,474	39,700	39,700	36,200	(3,500)	-9%
Professional memberships	12,931	16,730	16,730	17,335	605	4%
Office supplies, equipment	55,910	66,558	80,211	56,064	(10,494)	-16%
Photocopiers	14,433	21,224	21,224	32,392	11,168	53%
Café service	21,592	90,599	90,599	92,411	1,812	2%
Courier service	139	1,300	1,300	1,300	-	0%
Postage & freight	29,104	32,703	43,000	46,000	13,297	41%
Nesbitt	2,920	3,545	3,545	3,545	-	0%
Chamberlain	5,800	12,087	10,000	10,000	(2,087)	0%
TOTAL OPERATING	986,280	1,120,283	1,081,962	1,040,810	(79,473)	-7%

INFORMATION TECHNOLOGY

Telecommunications	173,463	243,006	243,006	565,711	322,705	133%
Hardware repair & maintenance	10,015	17,000	17,000	12,000	(5,000)	-29%
Technology Supplies	42,789	42,396	42,396	37,000	(5,396)	-13%
Technology mtce, licenses, support	204,351	293,954	293,954	403,387	109,433	37%
TOTAL INFORMATION TECHNOLOGY	430,618	596,356	596,356	1,018,098	421,742	71%

TOTAL EXPENDITURES	12,734,423	13,917,624	14,091,935	19,412,699	5,495,075	39%
---------------------------	-------------------	-------------------	-------------------	-------------------	------------------	------------

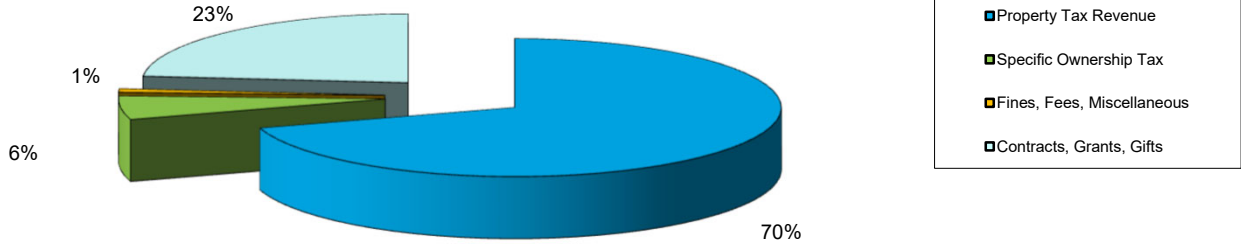
**PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND**

	Actual Prev. year 2023	Estimated Curr. year 2024	Budget 2024	Budget 2025	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	12,366,312	15,737,108	15,050,952	14,146,123	(1,590,985)	-10%
All other sources	1,994,078	1,805,500	1,711,132	6,025,108	4,219,608	234%
TOTAL REVENUES	14,360,390	17,542,608	16,762,084	20,171,231	2,628,623	15%
EXPENDITURES						
PERSONNEL	6,776,542	7,608,387	7,961,482	8,478,457	870,070	11%
MATERIALS & SERVICES	2,103,254	1,991,590	1,954,424	6,330,598	4,339,008	218%
FACILITIES	2,437,729	2,601,008	2,497,711	2,544,736	(56,272)	-2%
OPERATIONS	986,280	1,120,283	1,081,962	1,040,810	(79,473)	-7%
INFORMATION TECHNOLOGY	430,618	596,356	596,356	1,018,098	421,742	71%
TOTAL EXPENDITURES	12,734,424	13,917,624	14,091,935	19,412,699	5,495,075	39%
Beginning fund balance	3,595,950	2,715,784	2,715,784	3,930,769	1,214,985	45%
Transfer in/out Capital Project Fund	(2,506,134)	(2,410,000)	(2,410,000)	(2,162,335)	247,665	
Transfer in/out Special Revenue Fund	-	-	-	-	-	
EXCESS Revenues - Expenditures (Reserve increase)	1,625,966	3,624,984	2,670,149	758,532	(2,866,452)	-79%
NET (ending fund balance)	2,715,784	3,930,769	2,975,933	2,526,967	(1,403,802)	-36%

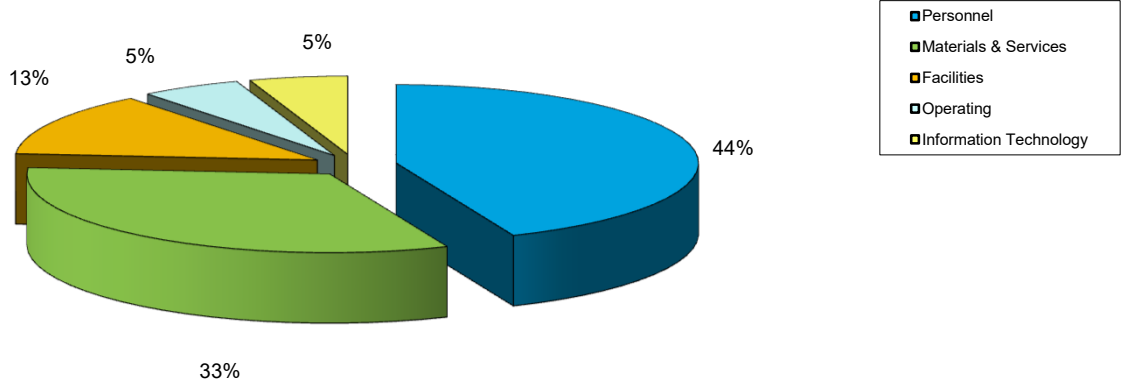
NET ASSESSED VALUATION - \$ 2,291,413,082
THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2025 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 the planned replacement of library infrastructure and capital assets,
- **Acquisition of Capital Assets:** Capital assets purchased or improved during a fiscal year which are not accounted for in the Library Replacement Plan,
- **Master Facility Plan:** Plan to record revenues (including donations and outside financing sources) and expenditures for renovation and refurbishment for all Libraries within the District

REVENUES

CONTRIBUTIONS, GIFTS, GRANTS: Contributions, gifts and grants totaling \$825,000 are anticipated for the Lucero renovation and expansion project in 2025.

MISCELLANEOUS REVENUE: No miscellaneous revenue is expected in 2025.

INTEREST EARNINGS: Interest earned on cash holdings is budgeted at \$100,000 for 2025.

EXPENDITURES

Master Facility Plan Projects: Expenses include design, renovation and expansion of the Lucero Library branch, is budgeted for \$3,552,204.

Capital Asset Repair & Maintenance: Non-depreciable asset expenditures and contingency funds totaling \$88,000 are budgeted for 2025. This includes upgrades to interior lighting, cleaning out a culvert for the Giodone library branch, parking lot maintenance and exterior painting.

Capital Asset Acquisitions. Several Library Replacement Plan items are budgeted for here including E-Rate funded network connectivity equipment, accessible furniture,

signage and miscellaneous IT purchases. Capital asset acquisitions are budgeted for \$494,135 in 2025.

Building Construction and Improvements. This includes a significant elevator repair for the Rawlings library branch and a roof repair for the Pueblo West library branch. Total capital fund spending in 2025 is projected at \$4,826,461.

OTHER FINANCING SOURCES/USES

TRANSFER IN FROM THE GENERAL FUND: In 2025, there is a budgeted transfer of \$2,162,335 to the Capital Fund, for ongoing funding of capital asset acquisitions, the Master Facility Plan, and the Library Replacement Plan. Additionally, the District is projecting revenues (contributions, donations, grants, interest) of \$1,110,400.

FUND BALANCE

The fund balance forecast in the 2025 Capital Project fund budget is \$2,176,937. This ending fund balance is the combination of the budgeted income and additional funds transferred from the General Fund to the Capital Fund for the Library Replacement Plan, the Master Facility Plan as well as the planned Capital Fund expenditures.

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

	Actual Prev.year 2023	Estimated Curr.year 2024	Budget 2024	Budget 2025	Increase (Decrease)
REVENUES					
Contributions, gifts, grants	315,103	264,300	600,000	1,010,400	746,100
Miscellaneous revenue	-	-	-	-	-
Interest earnings	278,869	220,804	100,000	100,000	(120,804)
TOTAL REVENUES	593,972	485,104	700,000	1,110,400	625,296
EXPENDITURES					
Capital Asset Repair & Maintenance	18,711	93,000	663,000	88,000	(5,000)
Capital Asset Acquisitions					
Information Technology	91,168	404,700	407,519	412,704	8,004
Furniture, Fixtures, Equipment	443,833	80,000	80,000	81,431	1,431
Building Constuction and Improvements	1,601,421	3,614,461	5,000,849	4,244,326	629,865
TOTAL CAPITAL ASSET EXPENSE	2,155,133	4,192,161	6,151,368	4,826,462	634,300
TOTAL EXPENDITURES	2,155,133	4,192,161	6,151,368	4,826,462	634,300

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

SUMMARY	Actual Prev. year 2023	Estimated Curr. year 2024	Budget 2024	Budget 2025	Increase (Decrease)
REVENUES					
Contributions, grants, gifts	315,103	264,300	600,000	1,010,400	746,100
Miscellaneous revenue	-	-	-	-	-
Interest earnings	278,869	220,804	100,000	100,000	(120,804)
TOTAL REVENUES	593,972	485,104	700,000	1,110,400	625,296
EXPENDITURES					
Capital Asset Expenditures	<u>2,155,133</u>	<u>4,192,161</u>	<u>6,151,368</u>	<u>4,826,462</u>	<u>634,300</u>
TOTAL EXPENDITURES	2,155,133	4,192,161	6,151,368	4,826,462	634,300
Beginning fund balance	4,082,748	5,027,721	5,027,721	3,730,664	(1,297,057)
Other Financing Sources (Uses)	-	-	-	-	-
Transfer in from General Fund	2,506,134	2,410,000	2,410,000	2,162,335	(247,665)
Transfer out to General Fund	-	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(1,561,161)	(3,707,057)	(5,451,368)	(3,716,062)	(9,005)
NET (ending fund balance)	<u>5,027,721</u>	<u>3,730,664</u>	<u>1,986,353</u>	<u>2,176,937</u>	<u>(1,553,727)</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
2025 BUDGET**

	General Fund	General Fund Budget Percentages	Capital Project Fund	Total Combined Funds	% of Total PCCLD budget
REVENUES					
Property tax	14,146,123	70%	-	14,146,123	66.47%
All other	6,025,108	30%	1,110,400	7,135,508	33.53%
TOTAL REVENUES	20,171,231	100%	1,110,400	21,281,631	100.00%

EXPENDITURES					
Personnel	8,478,457	44%	-	8,478,457	34.98%
Materials & Services	6,330,598	33%	-	6,330,598	26.12%
Facilities	2,544,736	13%	4,413,757	6,958,493	28.71%
Operations	1,040,810	5%	-	1,040,810	4.29%
Information Technology	1,018,098	5%	412,704	1,430,802	5.90%
TOTAL EXPENDITURES	19,412,699	100%	4,826,461	24,239,160	100.00%

Beginning Fund Balance	3,930,769		3,730,664	7,661,433	
Excess: Revenues over Expenditures	758,532		(3,716,061)	(2,957,529)	
Transfers In/Out	(2,162,335)		2,162,335	-	

Ending Fund Balance **2,526,967** **2,176,938** **4,703,902**

Combined Fund balance as a % of operating expense **24%**

BREAKDOWN OF ENDING FUND BALANCE ***

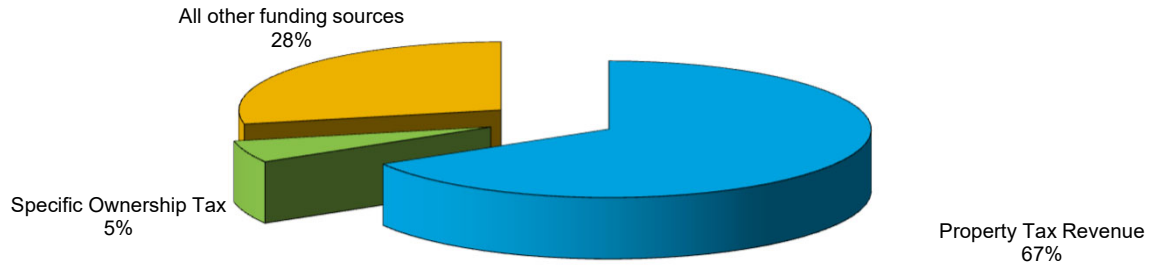
*** Reserves and unrestricted funds	
3% emergency reserve	605,137
Nesbitt & Chamberlain	4,700
Unrestricted fund balance	4,094,065

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

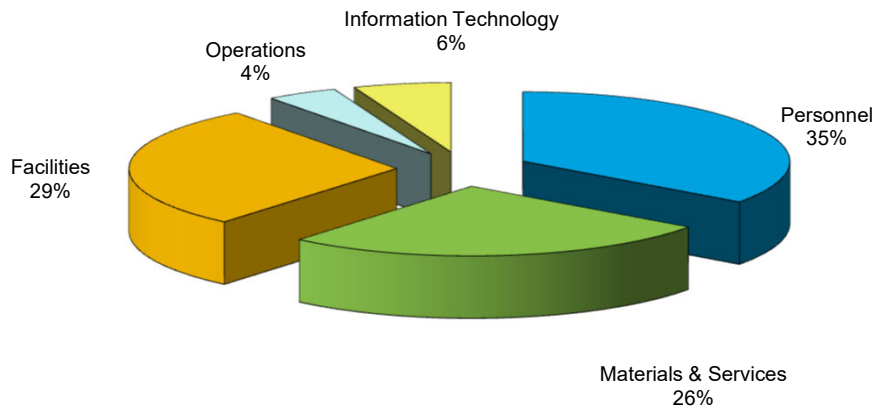
Fund - combined for revenues, expenditures and fund balance.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2025 BUDGET**

COMBINED FUND BUDGET - REVENUES



COMBINED FUND BUDGET - EXPENDITURES



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

**Pueblo City-County Library District
Certificates of Participation, Series 2020A & Taxable Series 2020B**

Date	Principal	Rate	Interest	Debt Service
12/1/2021	840,000	2.000%	409,030.14	1,249,030.14
12/1/2022	885,000	2.000%	362,712.50	1,247,712.50
12/1/2023	905,000	1.000%	345,012.50	1,250,012.50
12/1/2024	920,000	0.625%	326,912.50	1,246,912.50
12/1/2025	935,000	0.625%	315,412.50	1,250,412.50
12/1/2026	945,000	0.875%	303,725.00	1,248,725.00
12/1/2027	960,000	0.875%	287,187.50	1,247,187.50
12/1/2028	980,000	1.125%	270,387.50	1,250,387.50
12/1/2029	1,000,000	1.125%	248,337.50	1,248,337.50
12/1/2030	1,020,000	3.125%	225,837.50	1,245,837.50
12/1/2031	1,050,000	2.000%	194,400.00	1,244,400.00
12/1/2032	1,095,000	2.000%	152,400.00	1,247,400.00
12/1/2033	1,140,000	1.125%	108,600.00	1,248,600.00
12/1/2034	1,165,000	1.500%	82,950.00	1,247,950.00
12/1/2035	1,200,000	2.000%	48,000.00	1,248,000.00
Total	15,040,000.00		3,680,905.14	18,720,905.14

Average Coupon 1.467%