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Pueblo City-County Library District

2017 Budget & Annual Plan





2017

Budget & Annual Plan

Prepared by Sherri L. Baca, CPA

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office
100 E Abriendo Avenue
Pueblo, Colorado 81004

2017 Annual Plan & Budget

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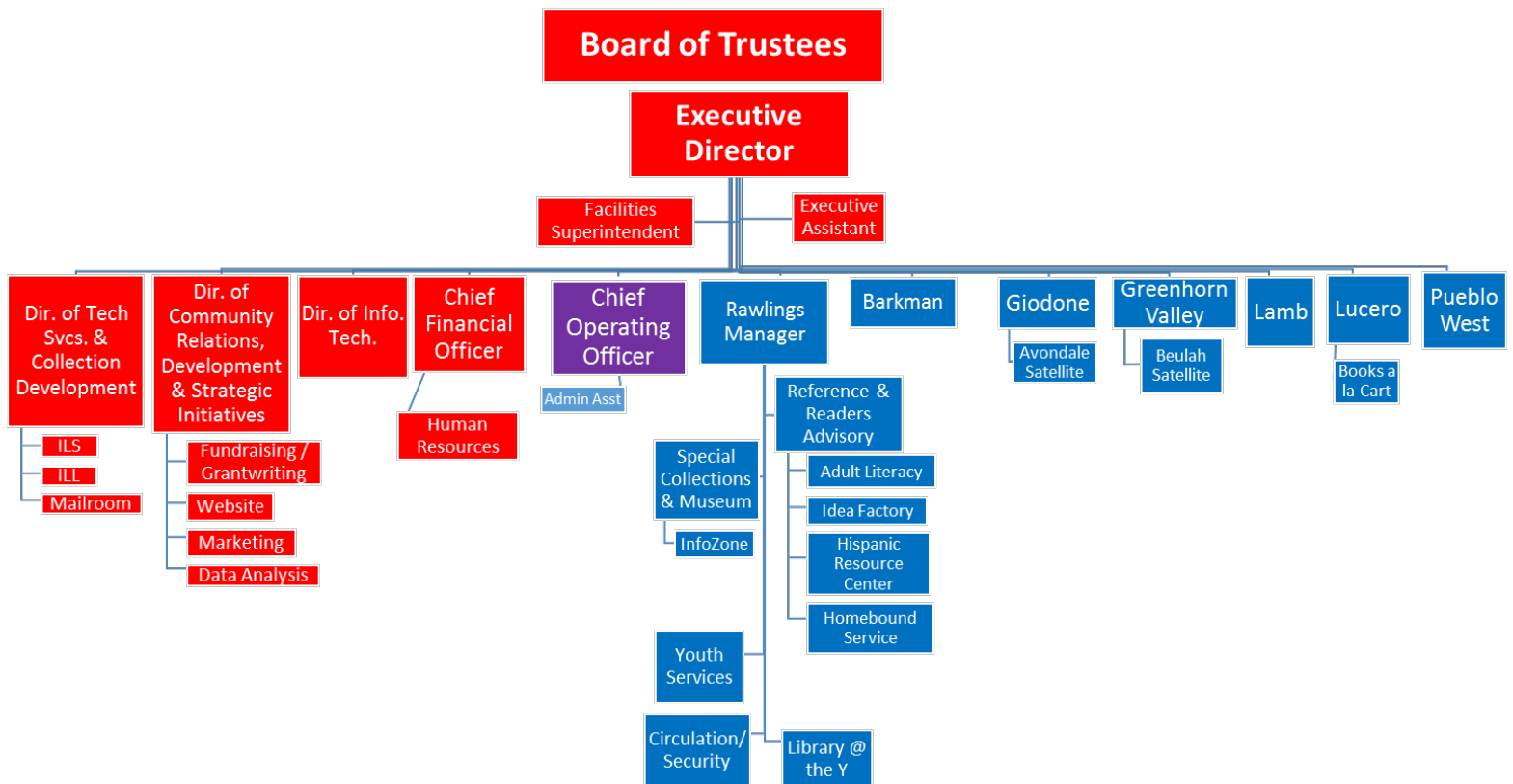
Administrative Team

Jon Walker, Executive Director
Sara Rose, Chief Operating Officer
Sherri Baca, Chief Financial Officer
Midori Clark, Director of Community Relations, Development & Strategic Initiatives
Charles Hutchins, Director of Information Technology
Jill Deulen, Director of Technical Services & Collection Development

Prepared with assistance from:

Katie Hunt, Accountant II
Jeanette Cortez, Accountant I

ORGANIZATIONAL CHART



**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2017 ANNUAL PLAN & BUDGET**

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October 15, 2016

Board of Trustees,
Pueblo City-County Library District taxpayers:

It is my pleasure to present to you the 2017 Budget and Annual Plan of the Pueblo City-County Library District. This budget was prepared by the Finance Office with input and direction from Library Managers, Supervisors, Directors, and Jon Walker, Executive Director. The general guidelines used to formulate this document include the Mission Statement and Annual Plan, information gleaned from the planning process, the Library Replacement Plan forecast for the next twenty years, and the Financial Projection spreadsheet which projects revenues and expenses for the next ten years. Each branch and major department supervisor of the District, representatives from PCCLD Board of Trustees, Pueblo Library Foundation and Friends of Pueblo Library groups, and members of the District steering committee all met at an annual retreat to identify and prioritize future objectives within the framework of the library's mission and service to the public.

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.

Our Key Results Goals have been established in support of the Mission statement. We consider them critical to sustaining the organization's health, well-being, strength, viability, growth and success, and in keeping with the overarching aim to provide the best possible public library service for the community.

- ❖ Increase the circulation of materials
- ❖ Increase customer visits to libraries
- ❖ Increase attendance at library programs and events
- ❖ Increase the use of library digital services

The annual objectives identified to meet these goals comprise the Annual Plan, which is included in this Budget document. A more thorough explanation of the key results can also be found in that plan.

As we began the 2017 Budget process, we were very cognizant of the economic condition of our county. The county demographics continue to improve in small but noticeable increments. The library is funded primarily by property tax revenues, with 88% of General Fund revenues received through property tax. With an additional 7% of our revenue coming from Specific Ownership taxes, our local government support for operations is 95%. The remaining five percent is received through gifts, fees, interest earnings, support from the Pueblo Library Foundation, and other miscellaneous income.

Property tax income in 2017 is projected to increase minimally, by 1%. This translates to just over \$84,000. Last year the increase was larger in this category; however, the current year increase is a positive outcome. There are more economic growth factors in the coming years, and hopefully the property tax values will continue to rise.

Interest rates continue to be low as seen during the past decade. In 2016, the Fed raised the federal funds rate for just the second time since 2006. We continue to budget conservatively in the area of interest earnings.

A capital improvement plan was concluded by the end of 2014, resulting in the opening of three new libraries in the District. We have included operating costs for all three in the 2017 Budget, and those costs were, of course, anticipated in the long range plan. We are confident that we have projected those expenses accurately in the 2017 Budget. Our financial projections for the coming decade reflect a strong financial position in being able to repay our Certificate of Participation debt, as well as maintaining sufficient funds to operate the three new facilities.

Included in this budget are the following components:

- ❖ A summary budget listing revenues, expenditures, and beginning and ending fund balances for both the General, Capital Project and Special Revenue Funds.
- ❖ Revenue data: mill levy calculations, certifications and resolutions.
- ❖ The Annual Plan, including a cost breakdown for each objective.
- ❖ The budget narrative describing budget changes from prior year and areas of major impact in both the General and Capital Project Funds.
- ❖ Debt service schedule and related information.
- ❖ Miscellaneous charts, graphs and additional items of interest.

The two primary 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 and fines, fees, contracts, interest on General Fund investments, and miscellaneous income. Expensed through this Fund are all of the personnel costs, materials such as books, AV material, subscriptions, facility operating costs, supplies, and administrative costs.

The Capital Project Fund has three primary purposes. The Library Replacement Plan is included in this fund, established for the replacement or major repair of equipment, technology and buildings. The InfoZone, which is the news museum located on the 4th floor of the Rawlings Library, is also funded here, with major improvements and innovations supported through grants from the Rawlings Foundation. Finally, any new buildings planned for the District are budgeted in this category. Revenues are received through grants and contributions, as well as annual transfers from the General Fund. In 2017, the transfer will be \$275,000 to continue to provide adequate funds for the Library Replacement Plan, our comprehensive long-range plan for replacement of FF&E, technology needs, and major building renovation and projects.

This 2017 budget reflects the fiscal position and operating plan of the Pueblo City-County Library District. The budget includes funding to keep up with the technological advances of our computer systems and services, which requires a substantial financial commitment. The budget for books, AV, electronic subscriptions and e-content is funded at a 15% of total expenditures. This is a metric that is accepted industry-wide as a standard to maintain quality collections.

Revenues are projected fairly flat at a 0.4% increase in 2017, based primarily on property tax revenues, e-rate reimbursements, and fines and fees for overdue materials expected.

Specific ownership tax has increased by 1%. Other income line items have decreased somewhat, based on current receipts. As stewards of taxpayer funds, it is incumbent upon Pueblo City-County Library District to carefully evaluate revenue trends and economic conditions that will impact our tax base. We strive to preserve fund balance dollars to maintain as positive a financial position as possible. Our policy will ensure that the fund balance always be maintained at a minimum of 20% of current operating expenditures.

Expenditures are projected at a conservative level, while continuing to provide a quality experience for our patrons. There is no change in total expenditures forecasted in the 2017 General Fund budget, reflecting a basic maintenance budget in all expenditure areas.

Employee training and adequate staffing to provide services continues to be a priority. The coming year will be a continuation of work in the goal areas targeted. Our teams will also focus on the efficiencies need to realize the savings we planned for in 2017 budget—bringing the call center in-house; dramatically decreasing professional memberships, office supplies, marketing and library programs. Fortunately, the Friends of the Pueblo Library group has extended grant funding in the area of programs to ease the budget constraints and enhance our ability to serve the needs of the patrons.

Through the year, we will continue to carefully monitor and evaluate the 2017 budget to ensure that we are expending our funds judiciously and in the best interest of our stakeholders, the patrons and taxpayers.

The following pages highlight the major categories of both the General Fund, Capital Project and Special Revenue Fund budgets for fiscal year 2017.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Sherri L. Baca', with a stylized, flowing script.

Sherri L. Baca, CPA
Chief Financial Officer

RESOLUTIONS, CERTIFICATIONS

Included on the following pages:

- Resolution to Adopt Annual Plan
- Resolution to Adopt Annual Budget
- Resolution to Appropriate Sums of Money
- Resolution to Set Mill Levy
- Certification of Tax Levies

POLICY/BUDGET MESSAGE

FINANCIAL REPORTING ENTITY

The Pueblo City-County Library District was formed July 15, 1968, by formal resolution of the Pueblo Board of County Commissioners and the Pueblo City Council, to provide library service to all residents of the City and County of Pueblo. The District is not considered to be a component unit of either the City of Pueblo or of Pueblo County, Colorado, and is financially, managerially and operationally independent, and meets the guidelines of GASB Statement No. 14. Operations of this District are generally governed by the Colorado State Statutes: Library Law, Title 24, Article 90 CRS.

BUDGET PROCESS

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. The process begins in August, when the call for budget goes out to managers and department heads of the Pueblo City-County Library District. Information is distributed via e-mail, with a schedule of data to be completed and returned. The completed documents are returned to the Finance Office by the end of August.

Concurrent with preparation of budget documents is the District-wide planning process to set objectives, goals, strategies and budgetary impact for all libraries and departments. This information becomes an intrinsic part of the overall budget process.

After the individual budgets are submitted to the Finance Office, all of the information is compiled into one master budget document for analysis and evaluation during the ensuing two months. Discussions are then held with directors of Public Service, Finance, Community Relations, Technical Services, Information Technology, Human Resources, and the managers of all facilities and major departments, along with the Executive Library Director, to evaluate requests, objectives, projections and impact of the budget document and supporting information. A preliminary summary is given to the Board of Trustees in September in the form of the 10-year financial projection spread sheet, along with related justification for items of notable impact, i.e., pay for performance analysis potentially impacting budget, expansion plans for facilities, etc.

On or before October 15th the proposed budget is officially submitted to the Board of Trustees, and a "Notice of Budget" is published to acknowledge receipt of the budget by the Board. Notice of a public hearing to be held at the November meeting of the Board of Trustees is published with the Notice of Budget.

At the November meeting the budget for the coming year is officially presented for public comment. The public is invited to provide budgetary comment until the December board meeting. Final assessed valuation numbers are due from the county assessor by December 10th; the deadline for certification of mill levy is due to county commissioners by December 15th. A meeting of the Board of Trustees is held between those two dates in order to adopt the annual plan and the budget; appropriate funds for expenditures; and, certify the mill levy to Pueblo County.

No later than 30 days following the start of the fiscal year (January 31), a certified copy of the adopted budget must be filed with the Colorado Division of Local Government.

SUMMARY OF BUDGET LAW FORMAT & CONTENT REQUIREMENTS

(C.R.S. 29-1-101, et seq.)

A budget presents a **complete financial plan** by fund and by spending agency within each fund and sets forth the following:

- **Proposed Expenditures** must be shown for administration, operations, maintenance, debt service, and capital projects to be undertaken or executed during the year.
- **Anticipated Revenue** must be set forth.
- **Estimated Beginning and Ending Fund Balances** must be shown. Fund Balances are described as "...the balance of total resources available for subsequent years' budgets..."
- **Three Years' Comparable Data** must be shown in the budget; the prior fiscal year's actual figures (**2015**); the estimated figures through the end of the current fiscal year (**2016**); and the budget year's data (**2017**).
- **Written Budget Message must:**
 - Describe the important features of the budget;
 - Include a statement of the budgetary basis of accounting used in the budget [cash, modified accrual, or encumbrance]
 - Include a description of the services to be delivered during the budget year.
- **Expenditures and Revenues** must be described with "...explanatory schedules or statements classifying the expenditures by object and the revenues by source."
- **No Deficit Spending.** No budget shall provide for expenditures in excess of available revenues and beginning fund balances.
- **Lease-purchase agreement supplemental schedule.** The adopted budget must separately set forth the total amount to be expended during the budget year for payment obligations under all lease purchase agreements for real property and for all other property. It must also show the total maximum payment liability under the agreement, and all optional renewal terms.
- **Filing the Budget.** A certified copy of the budget must be filed with the Division of Local Government by January 31. A certified copy means that it has on it a signed statement indicating: *I, _____, certify that the attached is a **true and accurate copy** of the adopted 2017 budget of the _____ (name of local government)*.

Following is a copy of the internal calendar used by Pueblo City-County Library in its annual budget process:

Pueblo City-County Library District

2017 Budget Calendar



	Date	
	Target	Date Req - Ref (CRS)
Distribute Call for Budget data to all supervisors	8.11.16	
Budget training	8.18.16	[Location: Exec Conf Rm]
Planning retreat: Supervisors, Trustees & Steering Committee	8.24.16	[Location: Penrose House]
Assessor furnishes preliminary assessed valuation	8.25.16	8/25/16-CRS39-5-121
2017 budget worksheets due to Finance Office	9.1.16	
2017 preliminary draft budget to Executive Director	10.1.16	
Send the 2017 proposed budget to the Board of Trustees	10.15.16	10/15/16-CRS29-1-105
Notice of Budget and Public Hearing published in Pueblo Chieftain	10.15.16	10/15/16-CRS29-1-106(1)
Public copy available on PCCLD web site	10.15.16	10/15/16-CRS29-1-106(1)
Presentation of long-range plan to Board of Trustees	10.18.16	[Location: Rawlings]
Presentation of preliminary budget plan to supervisors	10.21.16	[Location: Exec Conf Rm]
Public Hearing for the 2017 proposed budget	11.17.16	[Location: Lucero]
Final assessed valuation due from County Assessor	12.10.16	12/10/16-CRS39-1-111
Budget, appropriation and mill levy resolutions approved by the Board of Trustees	12.13.16	[Location: Rawlings]
Certification of mill levy to County Commissioners	12.15.16	12/15/16-CRS39-5-128(1)
Approved budget assembled and published	1.13.17	
Final budgets returned to Depts. w/approvals noted	1.20.17	
Certified copy of budget due at DLG	1.31.17	1/31/17-CRS29-1-113(1)
Final budget submitted to GFOA for review	3.11.17	

PROCESS TO AMEND THE BUDGET

Changes to the budget can be made through a formal resolution process by the Board of Trustees. If, during the fiscal year, the District receives unanticipated revenue or revenues not assured at the time of the adoption of the budget from any source other than the District's property tax mill levy, the Board of Trustees of the District may authorize the expenditure of these unanticipated funds by enacting a supplementary budget and appropriation.

BASIS OF ACCOUNTING

Basis of Accounting refers to the specific time at which revenues and expenditures are recognized in the accounts and reported in the financial statements. The General Fund and Capital Project Fund both utilize the modified accrual basis of accounting.

Under the modified accrual basis of accounting, expenditures are recorded when a liability is incurred. Revenues are recognized when they are received in cash, or become susceptible to accrual. Revenues susceptible to accrual are those that become both measurable and available during the year. Those revenues susceptible to accrual are property taxes, interest revenue and charges for services. Fines are not susceptible to accrual because generally they are not measurable until received in cash.

BUDGETARY BASIS OF ACCOUNTING

There is no appreciable difference in the basis of accounting used for financial statements and the accounting method used for budgeting. The budgetary basis of accounting for budgeting purposes is also modified accrual. The funds for which budgets are formulated for Pueblo City-County Library District are the General Fund, the Capital Projects Fund and the Special Revenue Fund – all funds reflect modified accrual basis of accounting for budgetary purposes.

PUEBLO CITY-COUNTY LIBRARY DISTRICT POLICY MANUAL

The District maintains a policy manual which describes the general policies that govern the activities of the District. Included in this policy manual are several policies which set parameters for the financial functions of the District, including a Purchasing Policy, an Investment Policy, a Budget Policy, an Audit Policy, a Fund Balance Policy, a Debt Management Policy and miscellaneous cash policies.

GOVERNING BOARD

The Pueblo City-County Library District is governed by a seven-member Board of Trustees. The members are appointed by the Pueblo County Commissioners and Pueblo City Council to serve one five-year term. Members may request re-appointment for additional five-year terms as their terms expire.

DEMOGRAPHICS

The Pueblo City-County Library District serves all of Pueblo County. The entire county encompasses 2,414 square miles, and service facilities are spread throughout that area. The Rawlings Library is located in Mesa Junction, close to the downtown area. Barkman is on the north side, Lamb on the south, and Pueblo West in the Pueblo West Metropolitan District on the west side. The Greenhorn Valley Library is located in Colorado City, Lucero on the East Side, and Giodone on the St. Charles Mesa. Two satellite locations in schools continue to serve the Beulah and Avondale areas. A small neighborhood library is located within the YMCA building on the northwest side of the city. Courier service is provided daily to all branches; school satellites use the school courier system. PCCLD is adding two satellites now, located at Colorado State University-Pueblo and Pueblo Community College, respectively.

Estimated 2016 population within the Pueblo City-County Library District taxing area is 163,348. Of these residents, approximately 115,573 are registered patrons of the library, holding library cards, which is approximately 71% of the entire population. We also serve patrons outside of our population base, who come to our libraries from surrounding counties. The Colorado Library Card is a state-wide initiative which allows use of our libraries by any resident of the State of Colorado participating in that system. The use of non-resident cards expands our service population to approximately 111,559.

Economic development in Pueblo is very proactive, and several expansions of existing and new industries have occurred in recent years. Expansion of an Xcel energy plant started production in 2011 and came on the tax rolls in 2012; Black Hills Energy came on the tax rolls in 2013. The additional property tax received from these entities resulted in an average 8% increase in revenue each year. An additional Black Hills Energy turbine along with a commercial solar array are expected to commence operations in Pueblo County in 2018.

Even though economic development continues to grow in Pueblo, the jobless rate remains among the highest of any of the state's larger cities at 4.1% in 2016. An estimated 3,000 people were unemployed in the county in December, with total employment at 73,600. The unemployment rate in Pueblo is higher than Colorado (3.0%) but lower than the United States (5.2%).

Livability.com is a website that celebrates America's best cities to live and visit. Pueblo has been listed in the top 10 best cities for Book Lovers, Historic Preservation, best food festival, and best foodie cities out of the entire country. Although these metrics are not scientifically or quantitatively measured, they do point to the fact that Pueblo is a solid community that is vigorous and viable. The top 8 reasons to move to Pueblo include: climate, outdoor recreation, local parks, Pueblo Riverwalk, Pueblo chilies, the Sangre de Cristo Arts Center, Colorado State University-Pueblo and affordable real estate. The Council for Community and Economic Research has consistently rated Pueblo in the top ten most affordable urban areas in which to live in the US. In 2012, Pueblo was ranked 9th in the top 10 least expensive urban areas in the cost of living index

Principal employers in Pueblo County accounted for 17.52% of Pueblo County's employer base. The following information was provided by the Pueblo Economic Development Corporation:

<u>Employer</u>	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total County Employment</u>
Parkview Med. Center	2,700	1	3.73%
Pueblo City Schools	1,800	2	2.49%
St. Mary Corwin Hospital	1,239	3	1.71%
Wal-Mart Stores	1,200	4	1.66%
Colorado Mental Health Institute	1,200	5	1.66%
Evrax Inc.	1,153	6	1.59%
School District #70	1,101	7	1.52%
Pueblo County	1,064	8	1.47%
City of Pueblo	620	9	0.86%
Express Scripts	600	10	0.83%
Total	<u>12,677</u>	-	<u>17.52%</u>

The demographic information on the following pages was provided by the Pueblo County GIS Department, and gives specific, comprehensive demographic information for our constituents, categorized by the specific areas that each location serves.



Demographic and Income Profile

BarkmanBelmontLibraryTradeArea
Area: 14.22 square miles

Prepared by Pueblo County EDGIS

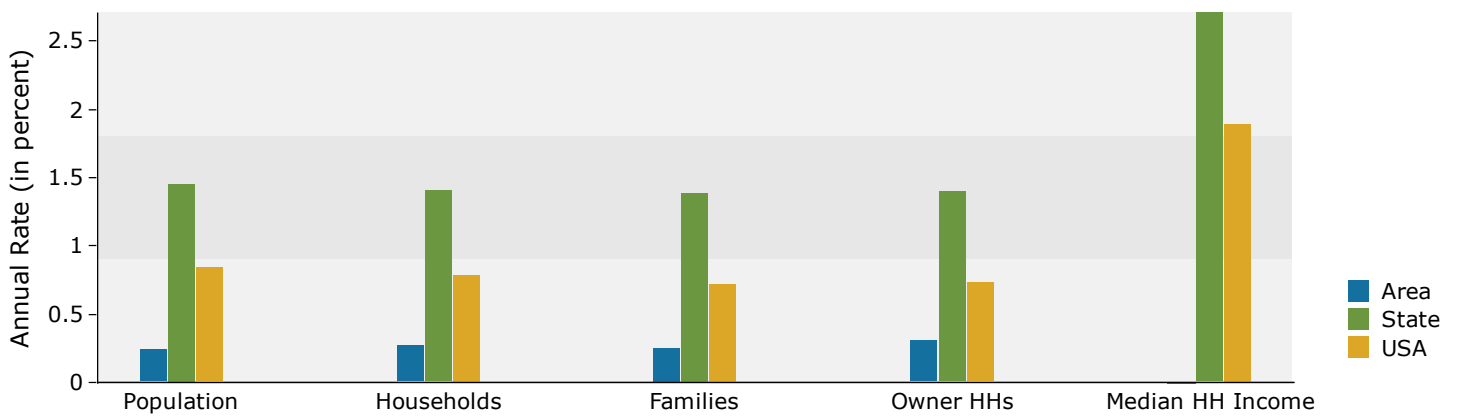
Summary	Census 2010	2016	2021				
Population	44,719	45,361	45,915				
Households	17,773	17,954	18,195				
Families	10,228	10,308	10,439				
Average Household Size	2.33	2.33	2.33				
Owner Occupied Housing Units	9,377	8,860	8,999				
Renter Occupied Housing Units	8,396	9,094	9,197				
Median Age	35.9	36.3	36.8				
Trends: 2016 - 2021 Annual Rate	Area	State	National				
Population	0.24%	1.45%	0.84%				
Households	0.27%	1.41%	0.79%				
Families	0.25%	1.39%	0.72%				
Owner HHs	0.31%	1.40%	0.73%				
Median Household Income	-0.01%	2.71%	1.89%				
Households by Income	2016		2021				
	Number	Percent	Number	Percent			
	<\$15,000	4,210	23.4%	4,704	25.9%		
	\$15,000 - \$24,999	2,598	14.5%	2,346	12.9%		
	\$25,000 - \$34,999	2,485	13.8%	2,354	12.9%		
	\$35,000 - \$49,999	2,759	15.4%	3,107	17.1%		
	\$50,000 - \$74,999	3,083	17.2%	2,410	13.2%		
	\$75,000 - \$99,999	1,318	7.3%	1,519	8.3%		
	\$100,000 - \$149,999	937	5.2%	1,065	5.9%		
	\$150,000 - \$199,999	263	1.5%	340	1.9%		
\$200,000+	300	1.7%	350	1.9%			
Median Household Income	\$33,364		\$33,340				
Average Household Income	\$46,765		\$49,053				
Per Capita Income	\$19,653		\$20,572				
Population by Age	Census 2010		2016		2021		
	Number	Percent	Number	Percent	Number	Percent	
	0 - 4	3,031	6.8%	2,931	6.5%	2,967	6.5%
	5 - 9	2,885	6.5%	2,851	6.3%	2,819	6.1%
	10 - 14	2,636	5.9%	2,718	6.0%	2,737	6.0%
	15 - 19	3,628	8.1%	3,331	7.3%	3,387	7.4%
	20 - 24	3,770	8.4%	3,516	7.8%	3,222	7.0%
	25 - 34	5,931	13.3%	6,664	14.7%	6,804	14.8%
	35 - 44	5,205	11.6%	5,061	11.2%	5,414	11.8%
	45 - 54	5,844	13.1%	5,344	11.8%	4,990	10.9%
	55 - 64	5,244	11.7%	5,576	12.3%	5,403	11.8%
	65 - 74	3,053	6.8%	3,829	8.4%	4,503	9.8%
	75 - 84	2,368	5.3%	2,316	5.1%	2,455	5.3%
	85+	1,124	2.5%	1,222	2.7%	1,214	2.6%
	Race and Ethnicity	Census 2010		2016		2021	
Number		Percent	Number	Percent	Number	Percent	
White Alone		32,913	73.6%	32,743	72.2%	32,736	71.3%
Black Alone		1,184	2.6%	1,294	2.9%	1,366	3.0%
American Indian Alone		1,160	2.6%	1,220	2.7%	1,279	2.8%
Asian Alone		409	0.9%	483	1.1%	546	1.2%
Pacific Islander Alone		56	0.1%	71	0.2%	84	0.2%
Some Other Race Alone		7,133	16.0%	7,556	16.7%	7,801	17.0%
Two or More Races		1,864	4.2%	1,995	4.4%	2,103	4.6%
Hispanic Origin (Any Race)		22,736	50.8%	23,975	52.9%	25,021	54.5%

Data Note: Income is expressed in current dollars.

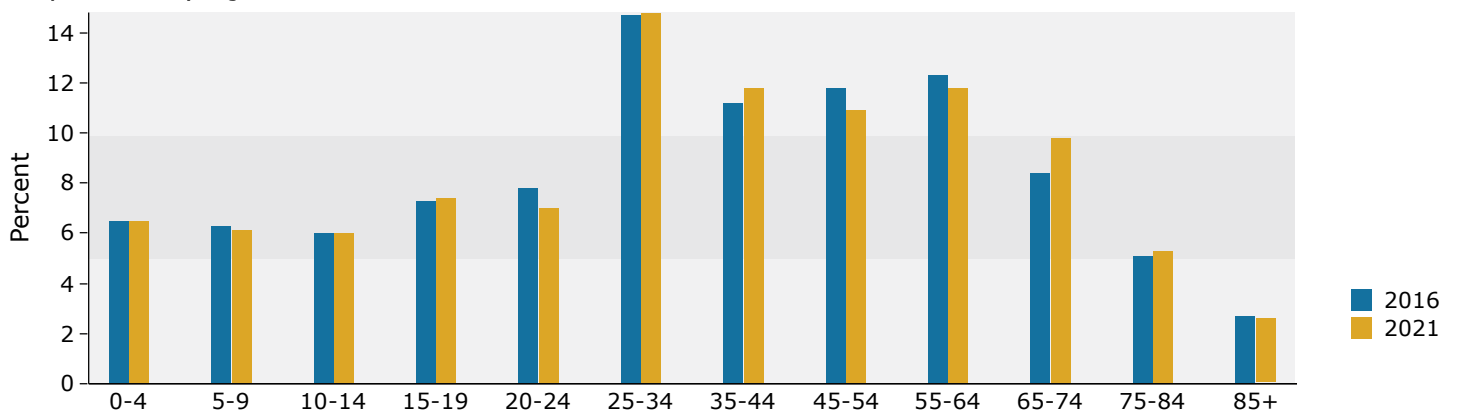
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

January 12, 2017

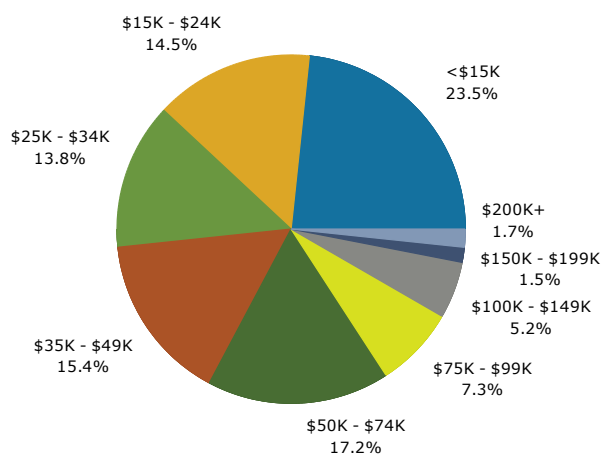
Trends 2016-2021



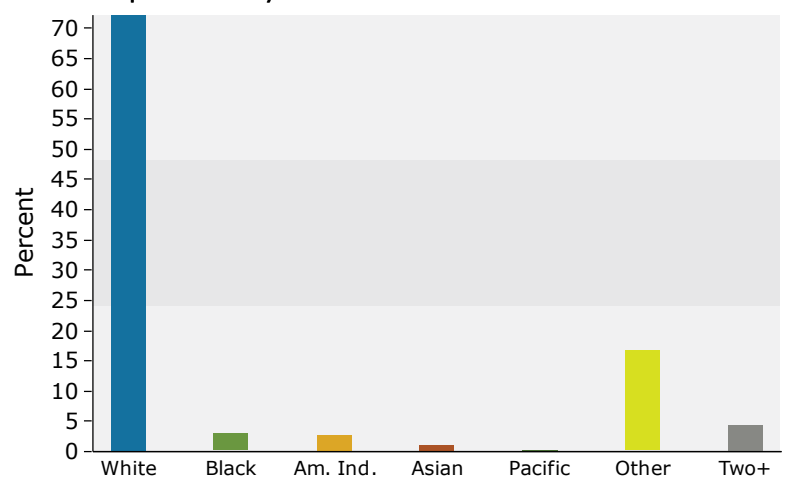
Population by Age



2016 Household Income



2016 Population by Race



2016 Percent Hispanic Origin: 52.9%



Demographic and Income Profile

GiodoneMesaLibraryTradeArea
Area: 28.82 square miles

Prepared by Pueblo County EDGIS

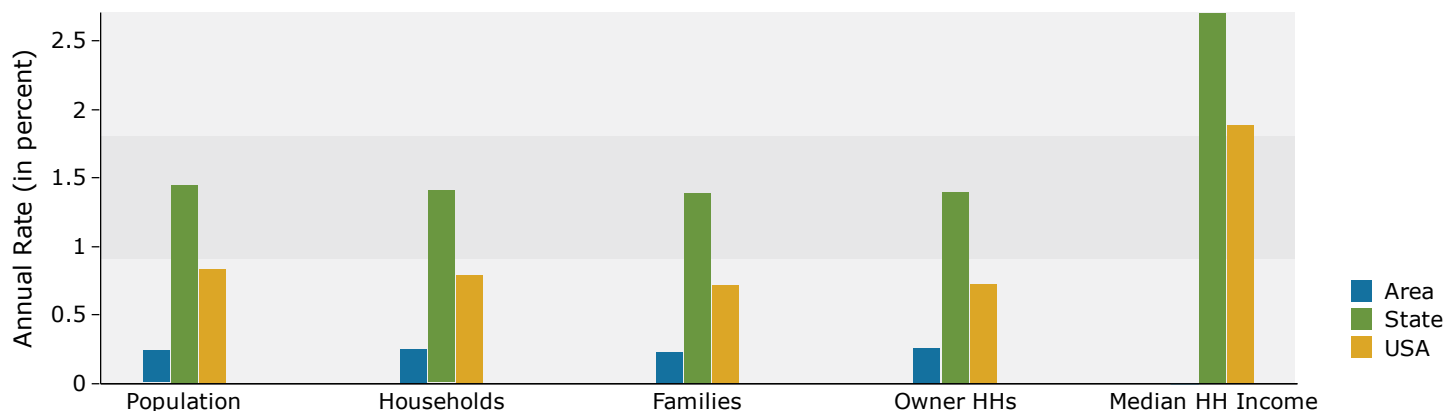
Summary	Census 2010	2016	2021				
Population	18,128	18,309	18,529				
Households	6,843	6,912	6,999				
Families	4,872	4,912	4,969				
Average Household Size	2.64	2.64	2.63				
Owner Occupied Housing Units	4,823	4,667	4,727				
Renter Occupied Housing Units	2,020	2,245	2,272				
Median Age	38.6	39.2	39.6				
Trends: 2016 - 2021 Annual Rate	Area	State	National				
Population	0.24%	1.45%	0.84%				
Households	0.25%	1.41%	0.79%				
Families	0.23%	1.39%	0.72%				
Owner HHs	0.26%	1.40%	0.73%				
Median Household Income	0.00%	2.71%	1.89%				
Households by Income	2016		2021				
	Number	Percent	Number	Percent			
	<\$15,000	1,100	15.9%	1,228	17.5%		
	\$15,000 - \$24,999	913	13.2%	828	11.8%		
	\$25,000 - \$34,999	818	11.8%	760	10.9%		
	\$35,000 - \$49,999	1,088	15.7%	1,186	16.9%		
	\$50,000 - \$74,999	1,329	19.2%	1,028	14.7%		
	\$75,000 - \$99,999	836	12.1%	934	13.3%		
	\$100,000 - \$149,999	571	8.3%	715	10.2%		
	\$150,000 - \$199,999	142	2.1%	186	2.7%		
\$200,000+	114	1.6%	134	1.9%			
Median Household Income	\$42,368		\$42,360				
Average Household Income	\$55,513		\$59,517				
Per Capita Income	\$21,142		\$22,663				
Population by Age	Census 2010		2016		2021		
	Number	Percent	Number	Percent	Number	Percent	
	0 - 4	1,276	7.0%	1,224	6.7%	1,234	6.7%
	5 - 9	1,309	7.2%	1,295	7.1%	1,247	6.7%
	10 - 14	1,300	7.2%	1,286	7.0%	1,332	7.2%
	15 - 19	1,394	7.7%	1,259	6.9%	1,236	6.7%
	20 - 24	1,076	5.9%	1,110	6.1%	1,028	5.5%
	25 - 34	2,020	11.1%	2,162	11.8%	2,220	12.0%
	35 - 44	2,029	11.2%	1,942	10.6%	2,054	11.1%
	45 - 54	2,733	15.1%	2,398	13.1%	2,166	11.7%
	55 - 64	2,382	13.1%	2,599	14.2%	2,534	13.7%
	65 - 74	1,450	8.0%	1,759	9.6%	2,074	11.2%
	75 - 84	912	5.0%	979	5.3%	1,085	5.9%
	85+	246	1.4%	295	1.6%	320	1.7%
Race and Ethnicity	Census 2010		2016		2021		
	Number	Percent	Number	Percent	Number	Percent	
	White Alone	13,944	76.9%	13,890	75.9%	13,937	75.2%
	Black Alone	180	1.0%	188	1.0%	196	1.1%
	American Indian Alone	386	2.1%	397	2.2%	414	2.2%
	Asian Alone	66	0.4%	74	0.4%	83	0.4%
	Pacific Islander Alone	16	0.1%	20	0.1%	24	0.1%
	Some Other Race Alone	2,932	16.2%	3,092	16.9%	3,188	17.2%
	Two or More Races	604	3.3%	647	3.5%	687	3.7%
	Hispanic Origin (Any Race)	9,093	50.2%	9,543	52.1%	9,958	53.7%

Data Note: Income is expressed in current dollars.

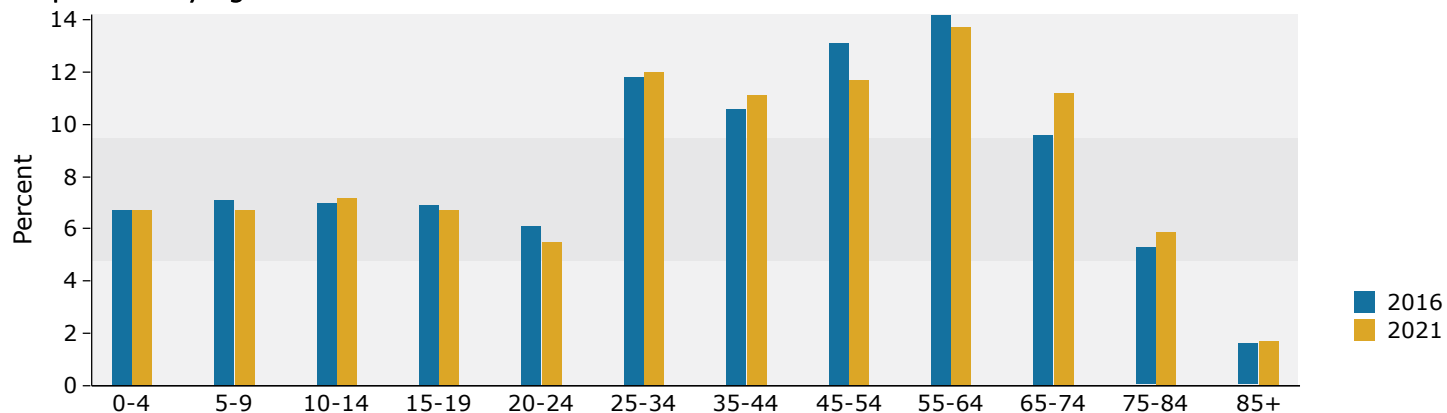
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

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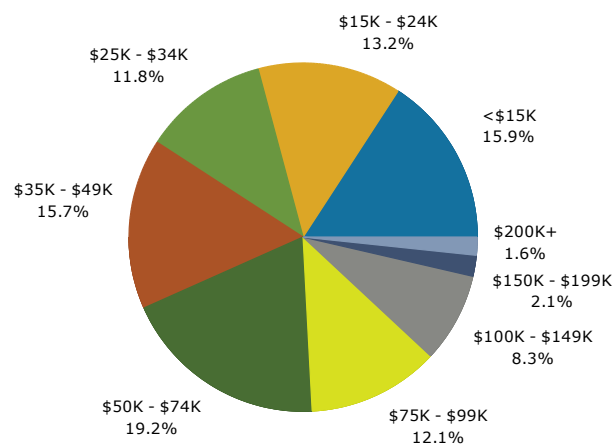
Trends 2016-2021



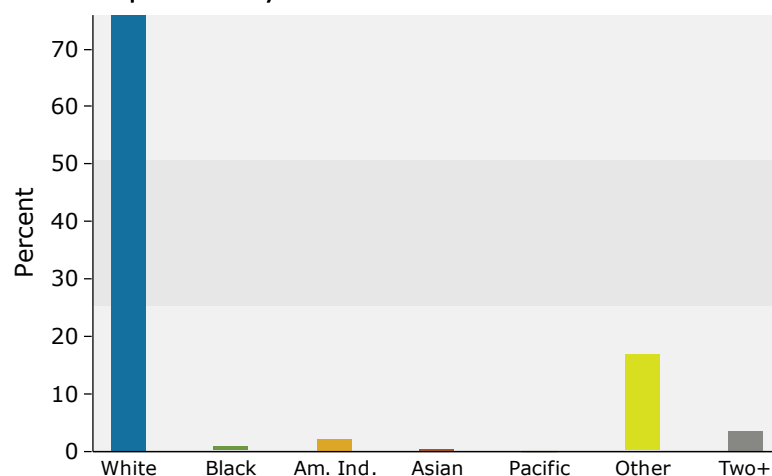
Population by Age



2016 Household Income



2016 Population by Race



2016 Percent Hispanic Origin: 52.1%



Demographic and Income Profile

GreenhornLibrary
Area: 132.11 square miles

Prepared by Pueblo County EDGIS

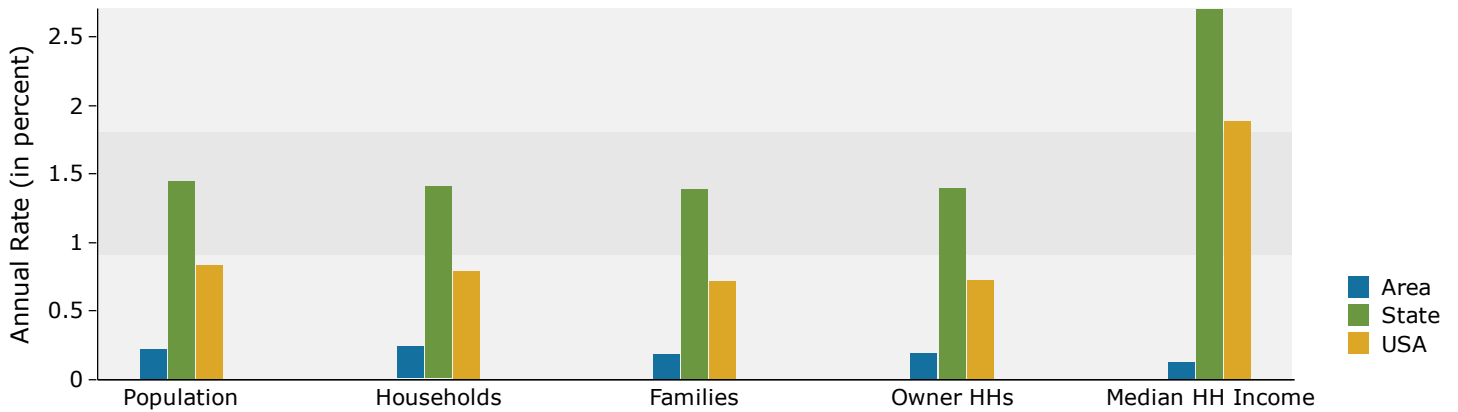
Summary	Census 2010	2016	2021				
Population	3,652	3,683	3,724				
Households	1,462	1,475	1,493				
Families	1,057	1,063	1,073				
Average Household Size	2.44	2.44	2.44				
Owner Occupied Housing Units	1,201	1,173	1,185				
Renter Occupied Housing Units	261	302	308				
Median Age	48.4	50.3	52.4				
Trends: 2016 - 2021 Annual Rate	Area	State	National				
Population	0.22%	1.45%	0.84%				
Households	0.24%	1.41%	0.79%				
Families	0.19%	1.39%	0.72%				
Owner HHs	0.20%	1.40%	0.73%				
Median Household Income	0.13%	2.71%	1.89%				
Households by Income	2016		2021				
	Number	Percent	Number	Percent			
	<\$15,000	166	11.3%	189	12.7%		
	\$15,000 - \$24,999	137	9.3%	127	8.5%		
	\$25,000 - \$34,999	236	16.0%	270	18.1%		
	\$35,000 - \$49,999	209	14.2%	166	11.1%		
	\$50,000 - \$74,999	332	22.5%	227	15.2%		
	\$75,000 - \$99,999	171	11.6%	216	14.5%		
	\$100,000 - \$149,999	172	11.7%	229	15.3%		
	\$150,000 - \$199,999	36	2.4%	47	3.1%		
\$200,000+	18	1.2%	23	1.5%			
Median Household Income	\$49,092		\$49,410				
Average Household Income	\$60,073		\$65,551				
Per Capita Income	\$24,897		\$27,114				
Population by Age	Census 2010		2016		2021		
	Number	Percent	Number	Percent	Number	Percent	
	0 - 4	179	4.9%	173	4.7%	161	4.3%
	5 - 9	206	5.6%	193	5.2%	185	5.0%
	10 - 14	233	6.4%	213	5.8%	213	5.7%
	15 - 19	267	7.3%	227	6.2%	198	5.3%
	20 - 24	100	2.7%	162	4.4%	151	4.1%
	25 - 34	282	7.7%	288	7.8%	291	7.8%
	35 - 44	370	10.1%	323	8.8%	349	9.4%
	45 - 54	600	16.4%	527	14.3%	443	11.9%
	55 - 64	660	18.1%	708	19.2%	693	18.6%
	65 - 74	483	13.2%	539	14.6%	644	17.3%
	75 - 84	218	6.0%	267	7.2%	312	8.4%
	85+	56	1.5%	63	1.7%	81	2.2%
	Race and Ethnicity	Census 2010		2016		2021	
Number		Percent	Number	Percent	Number	Percent	
White Alone		3,446	94.4%	3,449	93.7%	3,467	93.1%
Black Alone		21	0.6%	24	0.7%	27	0.7%
American Indian Alone		40	1.1%	45	1.2%	50	1.3%
Asian Alone		10	0.3%	13	0.4%	15	0.4%
Pacific Islander Alone		0	0.0%	0	0.0%	0	0.0%
Some Other Race Alone		56	1.5%	63	1.7%	68	1.8%
Two or More Races		78	2.1%	88	2.4%	97	2.6%
Hispanic Origin (Any Race)		452	12.4%	501	13.6%	546	14.7%

Data Note: Income is expressed in current dollars.

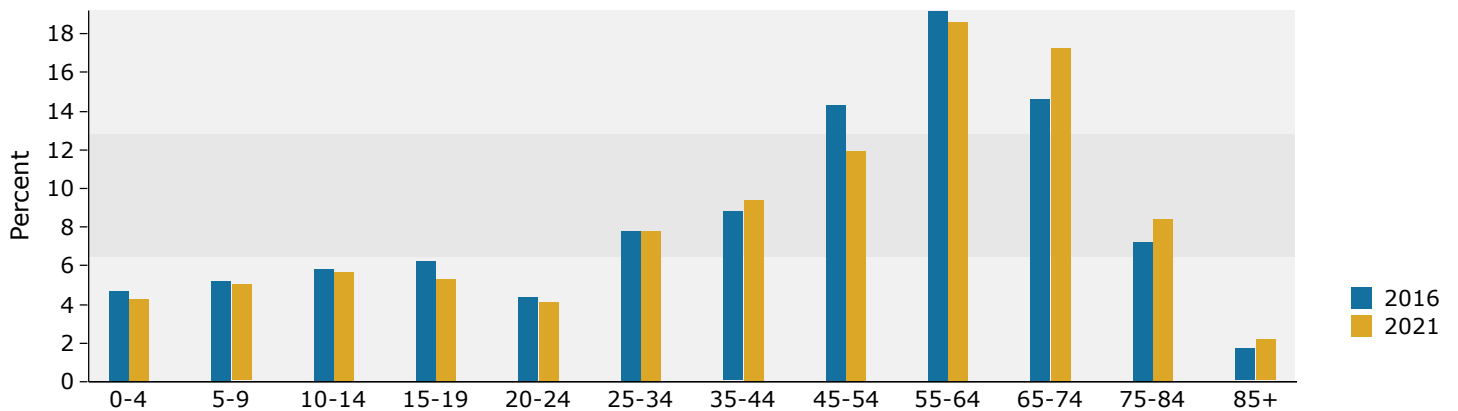
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

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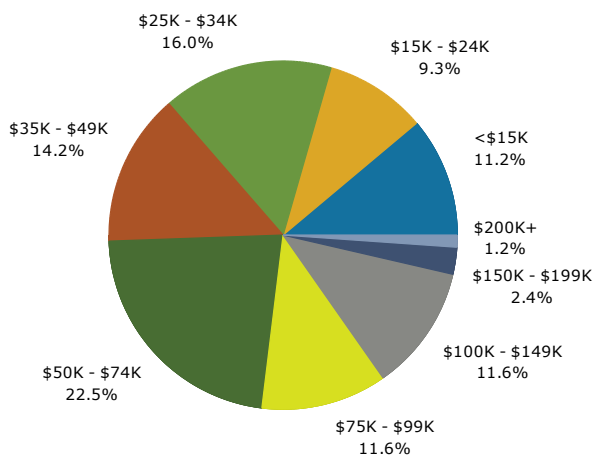
Trends 2016-2021



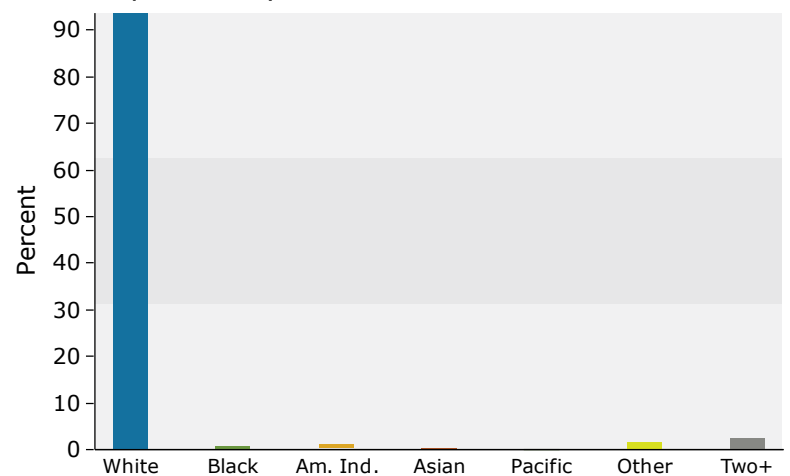
Population by Age



2016 Household Income



2016 Population by Race



2016 Percent Hispanic Origin: 13.6%



Demographic and Income Profile

LambSouthsideLibrary
Area: 7.72 square miles

Prepared by Pueblo County EDGIS

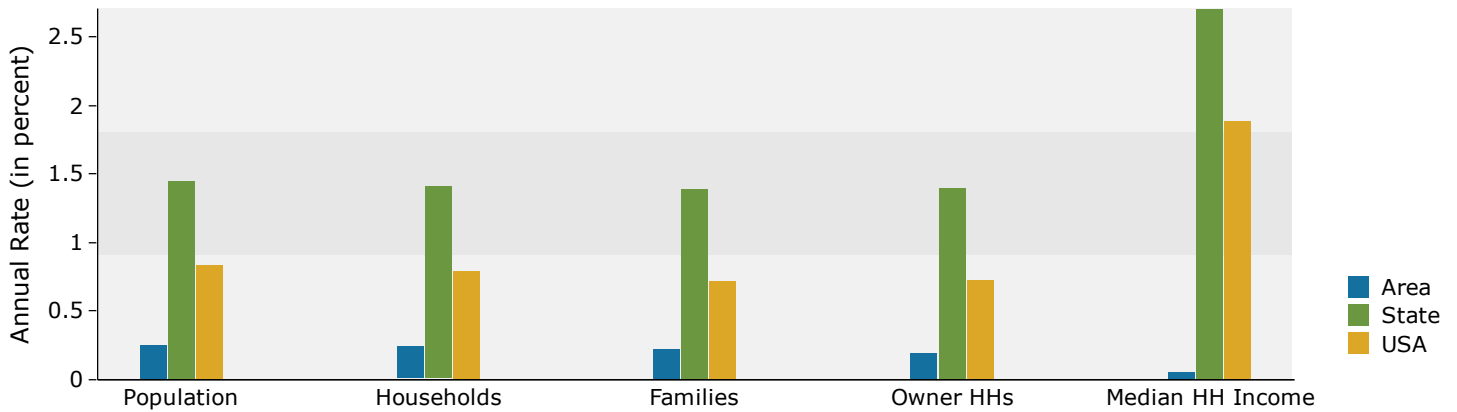
Summary	Census 2010		2016		2021			
Population	31,556		31,910		32,308			
Households	12,811		12,940		13,097			
Families	8,497		8,562		8,655			
Average Household Size	2.42		2.42		2.43			
Owner Occupied Housing Units	9,015		8,748		8,835			
Renter Occupied Housing Units	3,796		4,192		4,262			
Median Age	40.5		41.2		41.0			
Trends: 2016 - 2021 Annual Rate	Area		State		National			
Population	0.25%		1.45%		0.84%			
Households	0.24%		1.41%		0.79%			
Families	0.22%		1.39%		0.72%			
Owner HHs	0.20%		1.40%		0.73%			
Median Household Income	0.06%		2.71%		1.89%			
Households by Income				2016		2021		
				Number	Percent	Number	Percent	
	<\$15,000			1,871	14.5%	2,063	15.8%	
	\$15,000 - \$24,999			1,520	11.7%	1,379	10.5%	
	\$25,000 - \$34,999			1,580	12.2%	1,536	11.7%	
	\$35,000 - \$49,999			1,952	15.1%	2,024	15.5%	
	\$50,000 - \$74,999			2,608	20.2%	1,901	14.5%	
	\$75,000 - \$99,999			1,676	13.0%	2,013	15.4%	
	\$100,000 - \$149,999			1,131	8.7%	1,437	11.0%	
	\$150,000 - \$199,999			355	2.7%	454	3.5%	
\$200,000+			247	1.9%	290	2.2%		
Median Household Income			\$45,599		\$45,730			
Average Household Income			\$59,268		\$64,212			
Per Capita Income			\$24,609		\$26,599			
Population by Age	Census 2010		2016		2021			
	Number	Percent	Number	Percent	Number	Percent		
	0 - 4	2,107	6.7%	2,042	6.4%	2,055	6.4%	
	5 - 9	2,120	6.7%	2,001	6.3%	2,020	6.3%	
	10 - 14	2,177	6.9%	2,013	6.3%	2,053	6.4%	
	15 - 19	2,184	6.9%	1,986	6.2%	1,902	5.9%	
	20 - 24	1,822	5.8%	2,017	6.3%	1,791	5.5%	
	25 - 34	3,446	10.9%	3,781	11.8%	4,137	12.8%	
	35 - 44	3,522	11.2%	3,424	10.7%	3,593	11.1%	
	45 - 54	4,236	13.4%	3,802	11.9%	3,500	10.8%	
	55 - 64	4,111	13.0%	4,285	13.4%	4,140	12.8%	
	65 - 74	2,676	8.5%	3,227	10.1%	3,670	11.4%	
	75 - 84	2,184	6.9%	2,159	6.8%	2,241	6.9%	
85+	972	3.1%	1,172	3.7%	1,207	3.7%		
Race and Ethnicity	Census 2010		2016		2021			
	Number	Percent	Number	Percent	Number	Percent		
	White Alone	24,731	78.4%	24,593	77.1%	24,639	76.3%	
	Black Alone	757	2.4%	814	2.6%	862	2.7%	
	American Indian Alone	515	1.6%	537	1.7%	567	1.8%	
	Asian Alone	197	0.6%	236	0.7%	267	0.8%	
	Pacific Islander Alone	20	0.1%	25	0.1%	29	0.1%	
	Some Other Race Alone	4,100	13.0%	4,377	13.7%	4,541	14.1%	
	Two or More Races	1,235	3.9%	1,328	4.2%	1,402	4.3%	
Hispanic Origin (Any Race)			15,140	48.0%	16,051	50.3%	16,849	52.2%

Data Note: Income is expressed in current dollars.

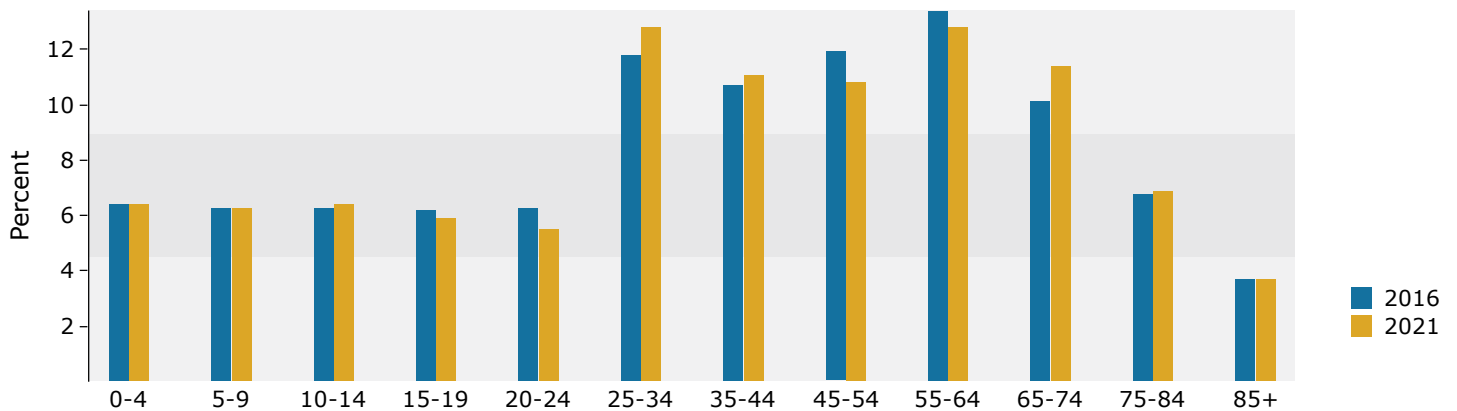
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

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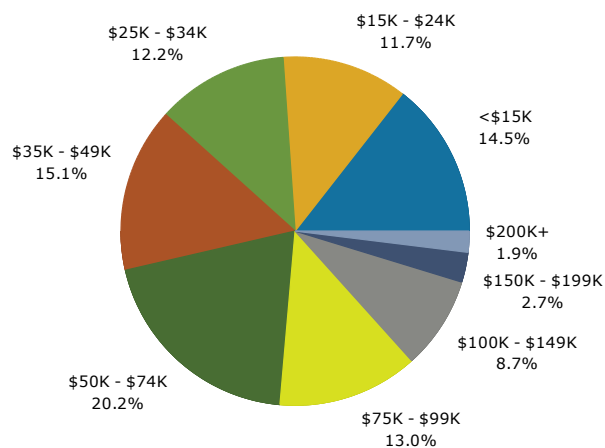
Trends 2016-2021



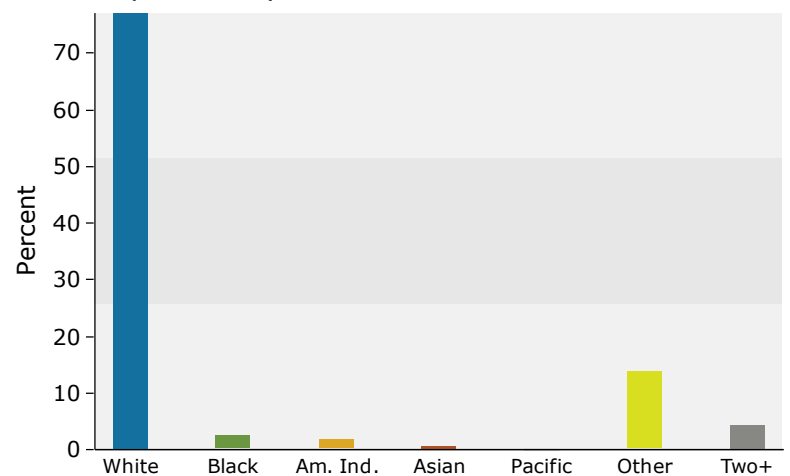
Population by Age



2016 Household Income



2016 Population by Race



2016 Percent Hispanic Origin: 50.3%



Demographic and Income Profile

LuceroEastsideLibrary
Area: 25.64 square miles

Prepared by Pueblo County EDGIS

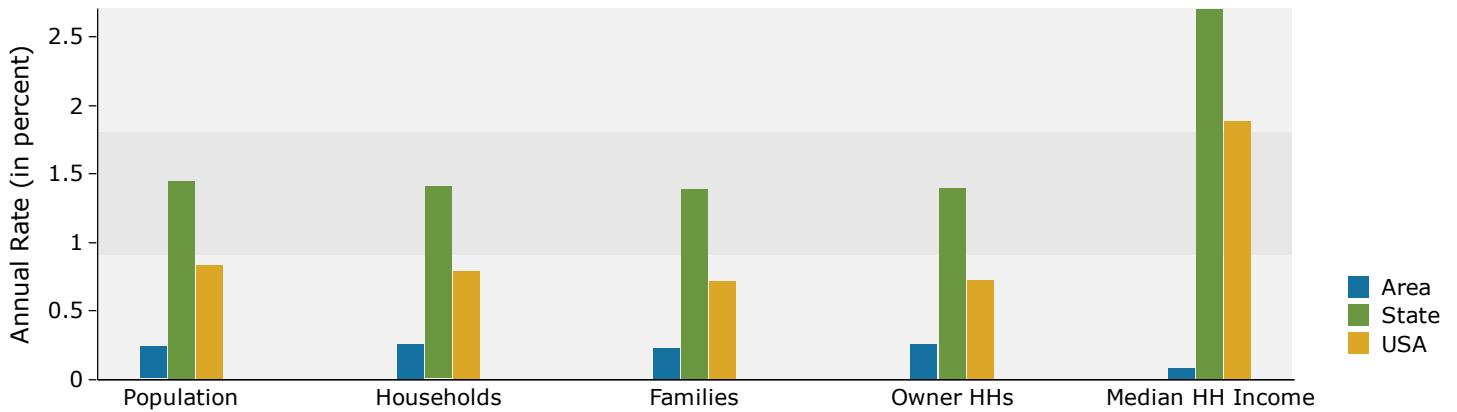
Summary	Census 2010	2016	2021				
Population	69,804	70,585	71,448				
Households	29,001	29,281	29,664				
Families	16,743	16,846	17,040				
Average Household Size	2.32	2.32	2.32				
Owner Occupied Housing Units	16,003	15,097	15,296				
Renter Occupied Housing Units	12,998	14,183	14,368				
Median Age	36.9	37.3	37.5				
Trends: 2016 - 2021 Annual Rate	Area	State	National				
Population	0.24%	1.45%	0.84%				
Households	0.26%	1.41%	0.79%				
Families	0.23%	1.39%	0.72%				
Owner HHs	0.26%	1.40%	0.73%				
Median Household Income	0.08%	2.71%	1.89%				
Households by Income	2016		2021				
	Number	Percent	Number	Percent			
	<\$15,000	6,564	22.4%	7,336	24.7%		
	\$15,000 - \$24,999	4,514	15.4%	4,066	13.7%		
	\$25,000 - \$34,999	4,166	14.2%	3,962	13.4%		
	\$35,000 - \$49,999	4,581	15.6%	5,272	17.8%		
	\$50,000 - \$74,999	4,993	17.1%	3,792	12.8%		
	\$75,000 - \$99,999	2,319	7.9%	2,686	9.1%		
	\$100,000 - \$149,999	1,469	5.0%	1,718	5.8%		
	\$150,000 - \$199,999	389	1.3%	507	1.7%		
\$200,000+	287	1.0%	324	1.1%			
Median Household Income	\$33,145		\$33,283				
Average Household Income	\$44,692		\$46,594				
Per Capita Income	\$19,141		\$19,942				
Population by Age	Census 2010		2016		2021		
	Number	Percent	Number	Percent	Number	Percent	
	0 - 4	5,015	7.2%	4,838	6.9%	4,886	6.8%
	5 - 9	4,669	6.7%	4,575	6.5%	4,599	6.4%
	10 - 14	4,204	6.0%	4,263	6.0%	4,389	6.1%
	15 - 19	4,815	6.9%	4,364	6.2%	4,413	6.2%
	20 - 24	5,356	7.7%	5,117	7.2%	4,683	6.6%
	25 - 34	9,350	13.4%	10,205	14.5%	10,517	14.7%
	35 - 44	8,099	11.6%	8,008	11.3%	8,432	11.8%
	45 - 54	9,464	13.6%	8,539	12.1%	7,892	11.0%
	55 - 64	8,281	11.9%	8,972	12.7%	8,827	12.4%
	65 - 74	4,988	7.1%	6,108	8.7%	7,132	10.0%
	75 - 84	3,849	5.5%	3,705	5.2%	3,858	5.4%
	85+	1,715	2.5%	1,890	2.7%	1,821	2.5%
Race and Ethnicity	Census 2010		2016		2021		
	Number	Percent	Number	Percent	Number	Percent	
	White Alone	51,222	73.4%	50,781	71.9%	50,775	71.1%
	Black Alone	1,688	2.4%	1,824	2.6%	1,927	2.7%
	American Indian Alone	1,842	2.6%	1,937	2.7%	2,033	2.8%
	Asian Alone	475	0.7%	555	0.8%	625	0.9%
	Pacific Islander Alone	79	0.1%	98	0.1%	115	0.2%
	Some Other Race Alone	11,567	16.6%	12,260	17.4%	12,671	17.7%
	Two or More Races	2,932	4.2%	3,132	4.4%	3,301	4.6%
Hispanic Origin (Any Race)	36,164	51.8%	38,084	54.0%	39,759	55.6%	

Data Note: Income is expressed in current dollars.

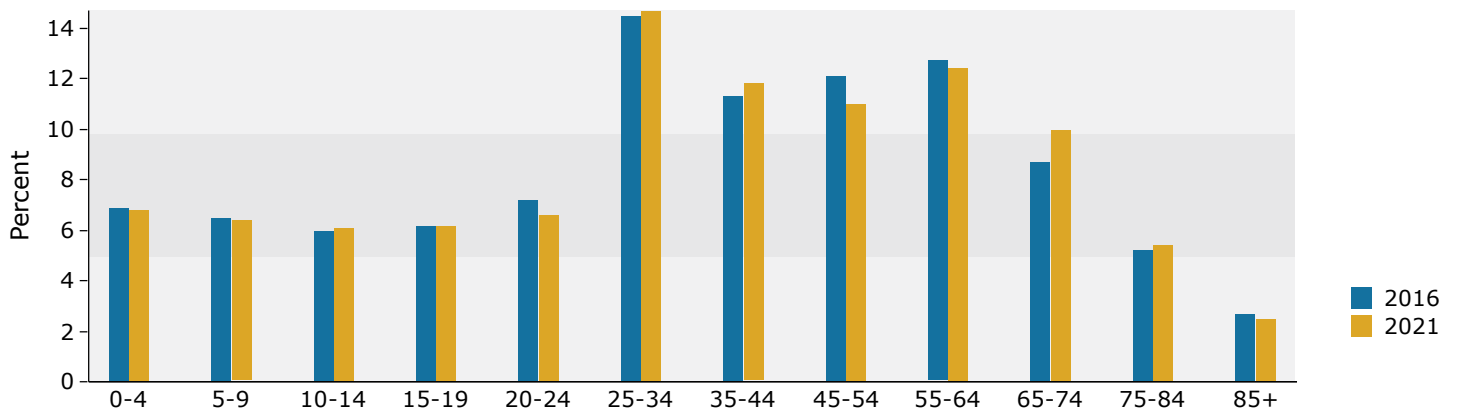
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

January 12, 2017

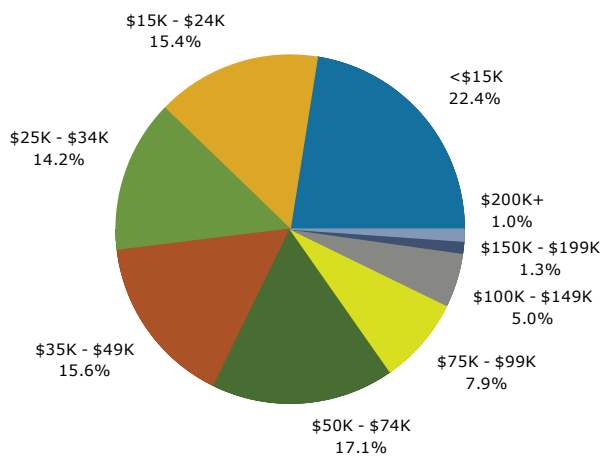
Trends 2016-2021



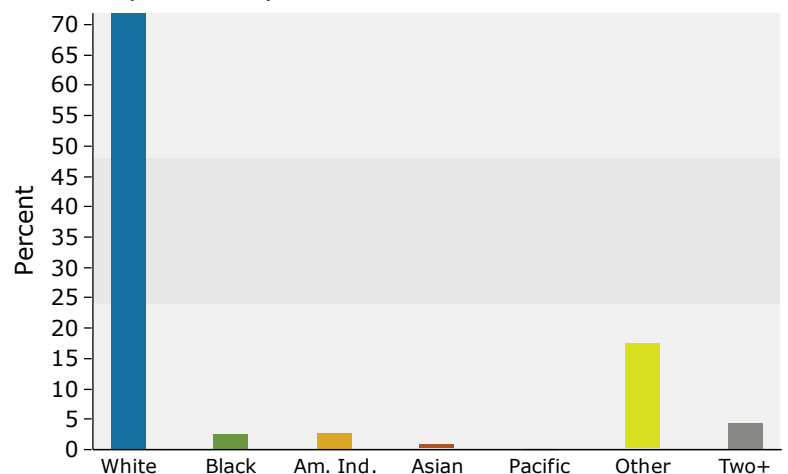
Population by Age



2016 Household Income



2016 Population by Race



2016 Percent Hispanic Origin: 54.0%



Demographic and Income Profile

White_PW_Library
Area: 18.71 square miles

Prepared by Pueblo County EDGIS

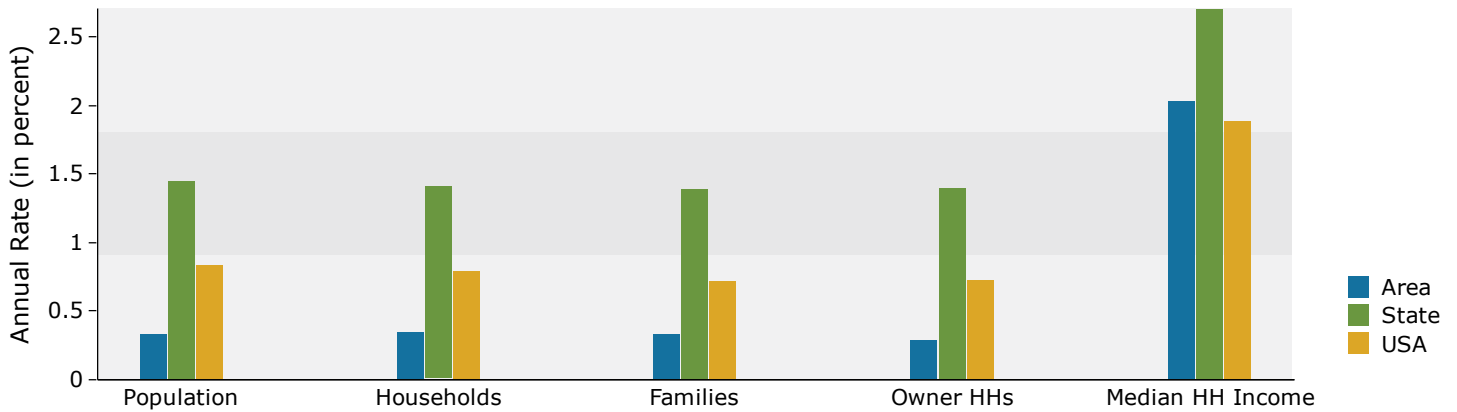
Summary	Census 2010		2016		2021		
Population	19,597		19,962		20,306		
Households	7,200		7,337		7,466		
Families	5,490		5,582		5,677		
Average Household Size	2.71		2.71		2.70		
Owner Occupied Housing Units	5,469		5,372		5,449		
Renter Occupied Housing Units	1,731		1,965		2,018		
Median Age	37.0		38.0		38.5		
Trends: 2016 - 2021 Annual Rate	Area		State		National		
Population	0.34%		1.45%		0.84%		
Households	0.35%		1.41%		0.79%		
Families	0.34%		1.39%		0.72%		
Owner HHs	0.29%		1.40%		0.73%		
Median Household Income	2.04%		2.71%		1.89%		
Households by Income				2016		2021	
				Number	Percent	Number	Percent
	<\$15,000			498	6.8%	567	7.6%
	\$15,000 - \$24,999			554	7.6%	502	6.7%
	\$25,000 - \$34,999			765	10.4%	739	9.9%
	\$35,000 - \$49,999			1,050	14.3%	1,005	13.5%
	\$50,000 - \$74,999			1,738	23.7%	1,336	17.9%
	\$75,000 - \$99,999			1,319	18.0%	1,554	20.8%
	\$100,000 - \$149,999			1,048	14.3%	1,311	17.6%
	\$150,000 - \$199,999			226	3.1%	285	3.8%
	\$200,000+			139	1.9%	167	2.2%
	Median Household Income			\$58,836		\$65,101	
Average Household Income			\$70,437		\$76,818		
Per Capita Income			\$26,091		\$28,441		
Population by Age	Census 2010		2016		2021		
	Number	Percent	Number	Percent	Number	Percent	
	0 - 4	1,341	6.8%	1,315	6.6%	1,333	6.6%
	5 - 9	1,501	7.7%	1,367	6.8%	1,369	6.7%
	10 - 14	1,657	8.5%	1,499	7.5%	1,432	7.1%
	15 - 19	1,437	7.3%	1,411	7.1%	1,332	6.6%
	20 - 24	1,016	5.2%	1,261	6.3%	1,170	5.8%
	25 - 34	2,301	11.7%	2,363	11.8%	2,619	12.9%
	35 - 44	2,717	13.9%	2,567	12.9%	2,532	12.5%
	45 - 54	2,684	13.7%	2,618	13.1%	2,517	12.4%
	55 - 64	2,431	12.4%	2,496	12.5%	2,500	12.3%
	65 - 74	1,570	8.0%	1,925	9.6%	2,119	10.4%
	75 - 84	726	3.7%	883	4.4%	1,074	5.3%
	85+	218	1.1%	259	1.3%	309	1.5%
	Race and Ethnicity	Census 2010		2016		2021	
Number		Percent	Number	Percent	Number	Percent	
White Alone		16,969	86.6%	17,021	85.3%	17,112	84.3%
Black Alone		250	1.3%	278	1.4%	307	1.5%
American Indian Alone		239	1.2%	255	1.3%	276	1.4%
Asian Alone		208	1.1%	252	1.3%	290	1.4%
Pacific Islander Alone		14	0.1%	21	0.1%	26	0.1%
Some Other Race Alone		1,279	6.5%	1,421	7.1%	1,517	7.5%
Two or More Races		637	3.3%	713	3.6%	778	3.8%
Hispanic Origin (Any Race)		4,790	24.4%	5,269	26.4%	5,680	28.0%

Data Note: Income is expressed in current dollars.

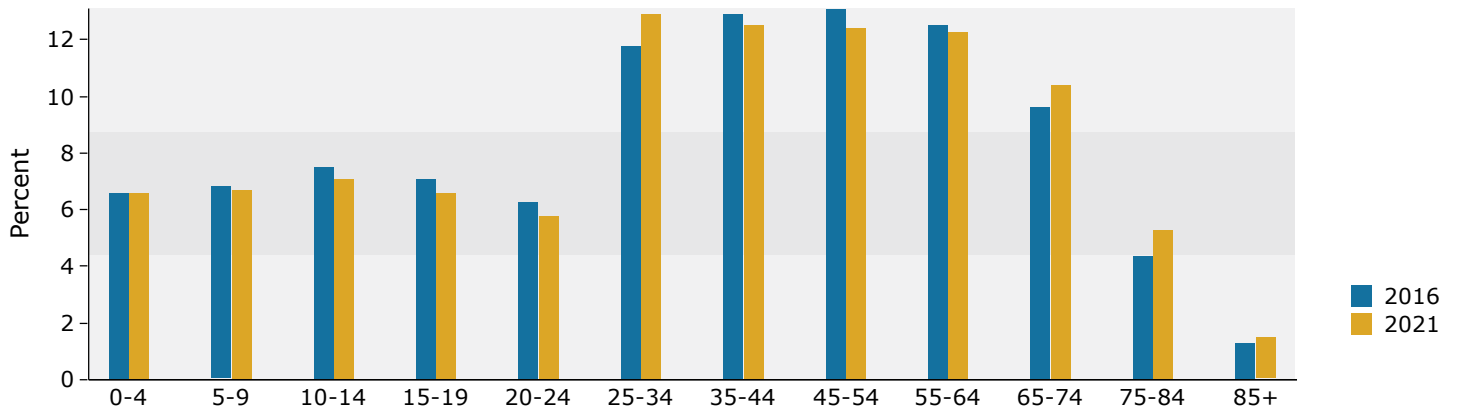
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

January 12, 2017

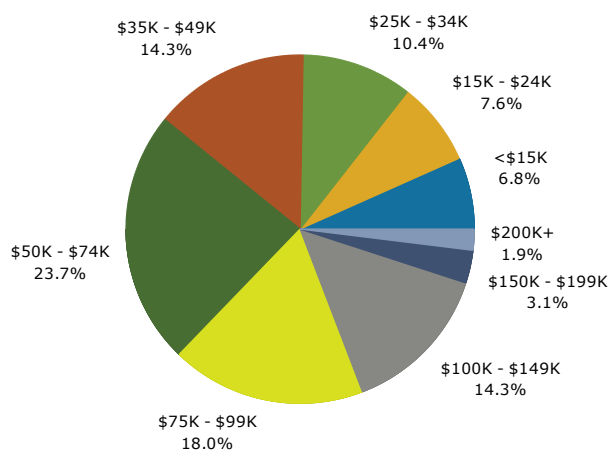
Trends 2016-2021



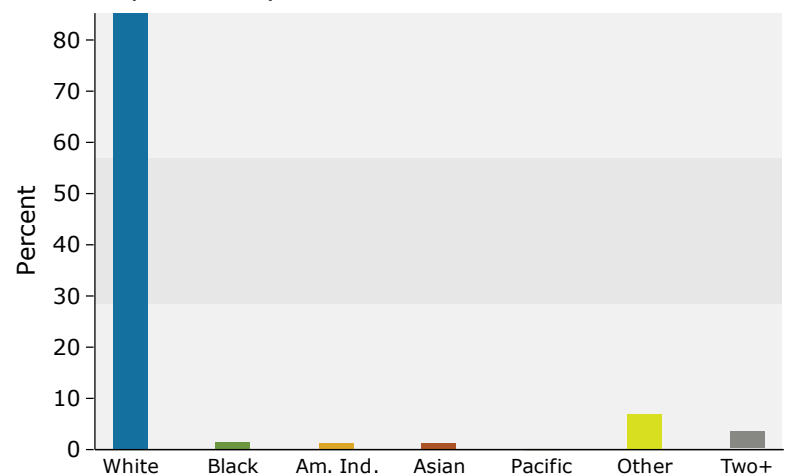
Population by Age



2016 Household Income



2016 Population by Race



2016 Percent Hispanic Origin: 26.4%



Demographic and Income Profile

Rawlings Library, 100 E Abriendo Ave
Area: 32.01 square miles

Prepared by Pueblo County EDGIS

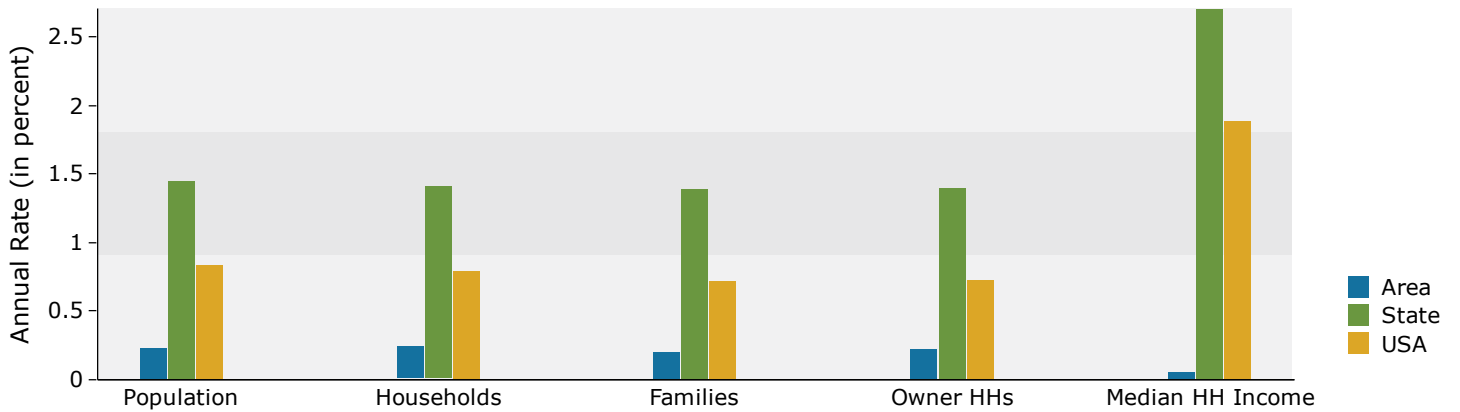
Summary	Census 2010		2016		2021	
Population	93,361		94,303		95,394	
Households	38,572		38,916		39,393	
Families	22,935		23,058		23,301	
Average Household Size	2.34		2.34		2.34	
Owner Occupied Housing Units	22,521		21,335		21,567	
Renter Occupied Housing Units	16,051		17,581		17,826	
Median Age	37.7		38.2		38.2	
Trends: 2016 - 2021 Annual Rate	Area		State		National	
Population	0.23%		1.45%		0.84%	
Households	0.24%		1.41%		0.79%	
Families	0.21%		1.39%		0.72%	
Owner HHs	0.22%		1.40%		0.73%	
Median Household Income	0.06%		2.71%		1.89%	
Households by Income	2016		2021			
	Number	Percent	Number	Percent		
<\$15,000	8,037	20.7%	8,997	22.8%		
\$15,000 - \$24,999	5,744	14.8%	5,197	13.2%		
\$25,000 - \$34,999	5,547	14.3%	5,281	13.4%		
\$35,000 - \$49,999	6,073	15.6%	6,839	17.4%		
\$50,000 - \$74,999	6,874	17.7%	5,165	13.1%		
\$75,000 - \$99,999	3,465	8.9%	4,061	10.3%		
\$100,000 - \$149,999	2,177	5.6%	2,611	6.6%		
\$150,000 - \$199,999	557	1.4%	725	1.8%		
\$200,000+	442	1.1%	515	1.3%		
Median Household Income	\$35,225		\$35,332			
Average Household Income	\$47,141		\$49,597			
Per Capita Income	\$20,101		\$21,122			
Population by Age	Census 2010		2016		2021	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	6,544	7.0%	6,331	6.7%	6,410	6.7%
5 - 9	6,240	6.7%	6,035	6.4%	6,068	6.4%
10 - 14	5,848	6.3%	5,742	6.1%	5,870	6.2%
15 - 19	6,479	6.9%	5,866	6.2%	5,826	6.1%
20 - 24	6,718	7.2%	6,691	7.1%	6,105	6.4%
25 - 34	11,985	12.8%	13,081	13.9%	13,698	14.4%
35 - 44	10,703	11.5%	10,525	11.2%	11,073	11.6%
45 - 54	12,602	13.5%	11,354	12.0%	10,489	11.0%
55 - 64	11,311	12.1%	12,063	12.8%	11,784	12.4%
65 - 74	6,852	7.3%	8,387	8.9%	9,739	10.2%
75 - 84	5,528	5.9%	5,347	5.7%	5,502	5.8%
85+	2,551	2.7%	2,881	3.1%	2,830	3.0%
Race and Ethnicity	Census 2010		2016		2021	
	Number	Percent	Number	Percent	Number	Percent
White Alone	69,504	74.4%	68,878	73.0%	68,856	72.2%
Black Alone	2,300	2.5%	2,481	2.6%	2,620	2.7%
American Indian Alone	2,246	2.4%	2,357	2.5%	2,479	2.6%
Asian Alone	535	0.6%	623	0.7%	699	0.7%
Pacific Islander Alone	90	0.1%	110	0.1%	129	0.1%
Some Other Race Alone	14,781	15.8%	15,681	16.6%	16,213	17.0%
Two or More Races	3,906	4.2%	4,173	4.4%	4,397	4.6%
Hispanic Origin (Any Race)	48,037	51.5%	50,603	53.7%	52,854	55.4%

Data Note: Income is expressed in current dollars.

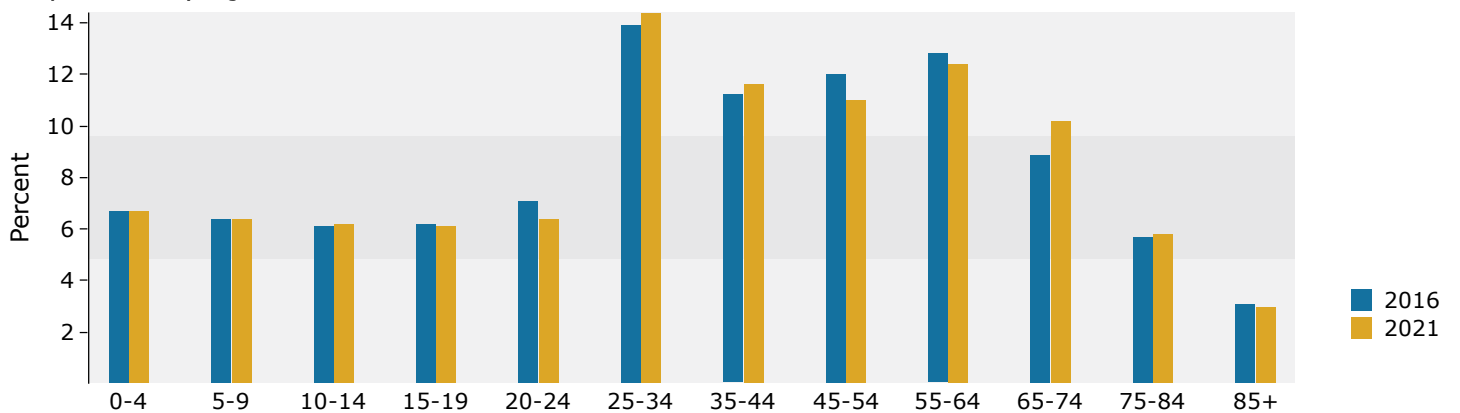
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

March 03, 2017

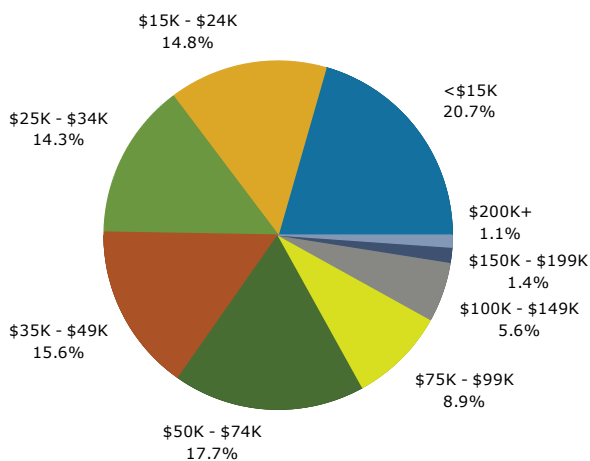
Trends 2016-2021



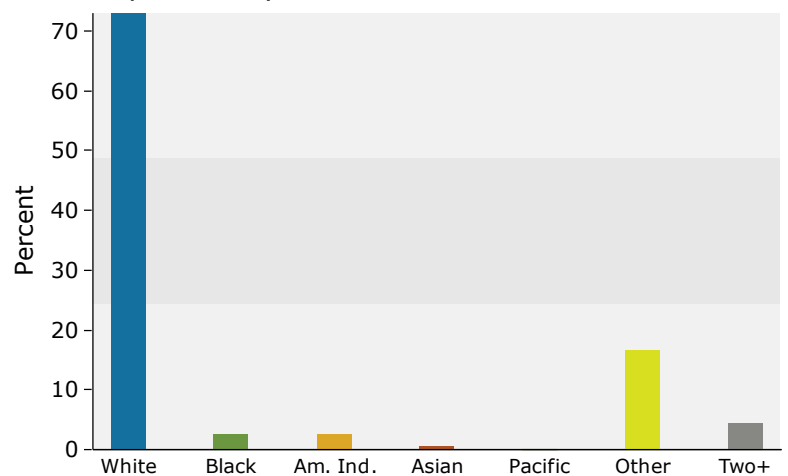
Population by Age



2016 Household Income



2016 Population by Race



2016 Percent Hispanic Origin: 53.7%



Demographic and Income Profile

YMCA_LibraryBranch
Area: 48.64 square miles

Prepared by Pueblo County EDGIS

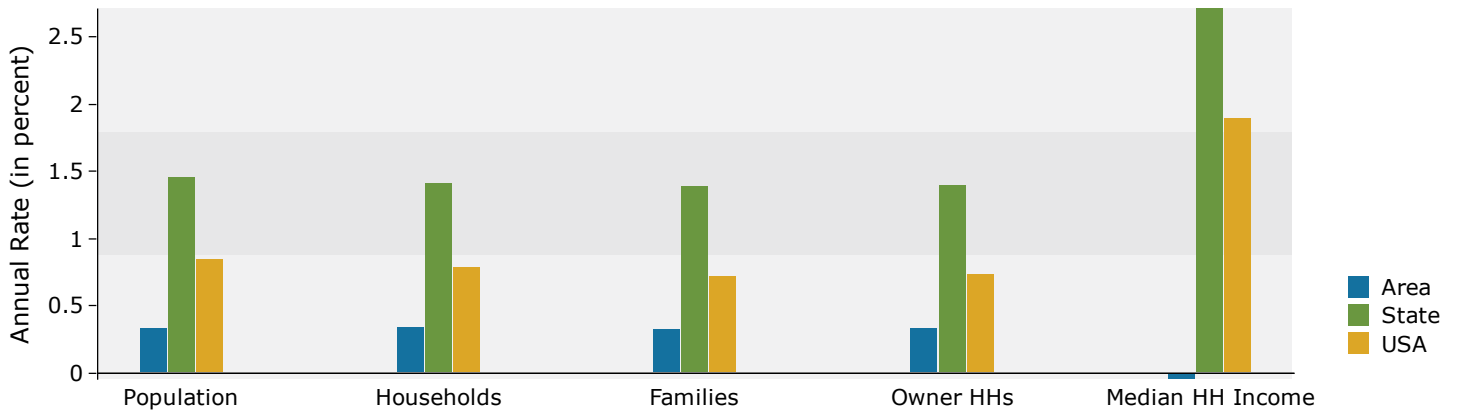
Summary	Census 2010		2016		2021			
Population	77,723		78,914		80,212			
Households	31,885		32,326		32,878			
Families	19,094		19,307		19,620			
Average Household Size	2.34		2.34		2.34			
Owner Occupied Housing Units	19,001		18,163		18,466			
Renter Occupied Housing Units	12,884		14,163		14,412			
Median Age	37.6		38.2		38.3			
Trends: 2016 - 2021 Annual Rate	Area		State		National			
Population	0.33%		1.45%		0.84%			
Households	0.34%		1.41%		0.79%			
Families	0.32%		1.39%		0.72%			
Owner HHs	0.33%		1.40%		0.73%			
Median Household Income	-0.05%		2.71%		1.89%			
Households by Income			2016		2021			
			Number	Percent	Number	Percent		
	<\$15,000		6,115	18.9%	6,865	20.9%		
	\$15,000 - \$24,999		4,344	13.4%	3,948	12.0%		
	\$25,000 - \$34,999		4,519	14.0%	4,366	13.3%		
	\$35,000 - \$49,999		4,992	15.4%	5,434	16.5%		
	\$50,000 - \$74,999		5,890	18.2%	4,496	13.7%		
	\$75,000 - \$99,999		3,224	10.0%	3,853	11.7%		
	\$100,000 - \$149,999		2,161	6.7%	2,586	7.9%		
	\$150,000 - \$199,999		631	2.0%	796	2.4%		
\$200,000+		452	1.4%	535	1.6%			
Median Household Income			\$37,705		\$37,607			
Average Household Income			\$50,924		\$54,034			
Per Capita Income			\$21,688		\$22,982			
Population by Age	Census 2010		2016		2021			
	Number	Percent	Number	Percent	Number	Percent		
	0 - 4		5,415	7.0%	5,266	6.7%	5,337	6.7%
	5 - 9		5,147	6.6%	4,978	6.3%	5,053	6.3%
	10 - 14		4,836	6.2%	4,796	6.1%	4,858	6.1%
	15 - 19		5,216	6.7%	4,832	6.1%	4,870	6.1%
	20 - 24		5,562	7.2%	5,527	7.0%	5,107	6.4%
	25 - 34		10,259	13.2%	11,087	14.0%	11,542	14.4%
	35 - 44		9,277	11.9%	9,182	11.6%	9,614	12.0%
	45 - 54		10,398	13.4%	9,472	12.0%	8,901	11.1%
	55 - 64		9,402	12.1%	10,021	12.7%	9,809	12.2%
	65 - 74		5,799	7.5%	7,172	9.1%	8,309	10.4%
	75 - 84		4,405	5.7%	4,335	5.5%	4,583	5.7%
	85+		2,005	2.6%	2,246	2.8%	2,229	2.8%
Race and Ethnicity	Census 2010		2016		2021			
	Number	Percent	Number	Percent	Number	Percent		
	White Alone		60,032	77.2%	59,816	75.8%	60,049	74.9%
	Black Alone		1,809	2.3%	1,976	2.5%	2,114	2.6%
	American Indian Alone		1,790	2.3%	1,897	2.4%	2,009	2.5%
	Asian Alone		649	0.8%	774	1.0%	885	1.1%
	Pacific Islander Alone		88	0.1%	113	0.1%	138	0.2%
	Some Other Race Alone		10,333	13.3%	11,077	14.0%	11,550	14.4%
	Two or More Races		3,022	3.9%	3,261	4.1%	3,467	4.3%
	Hispanic Origin (Any Race)		34,583	44.5%	36,831	46.7%	38,818	48.4%

Data Note: Income is expressed in current dollars.

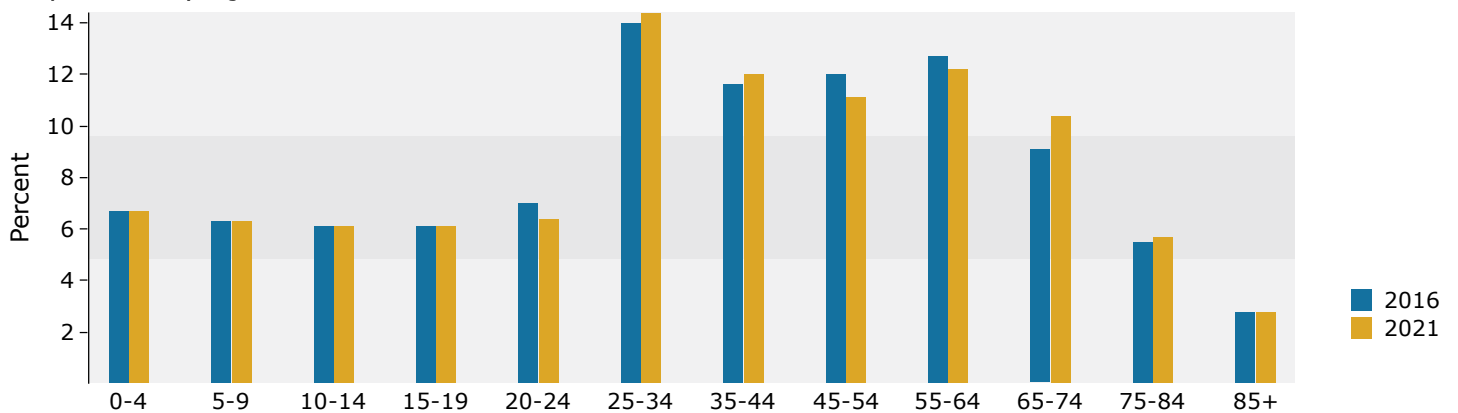
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

January 12, 2017

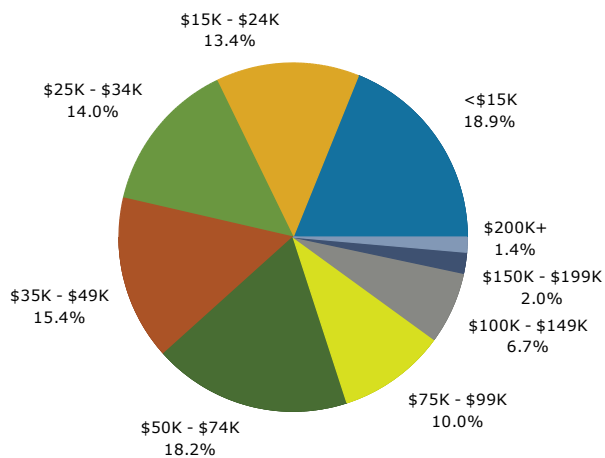
Trends 2016-2021



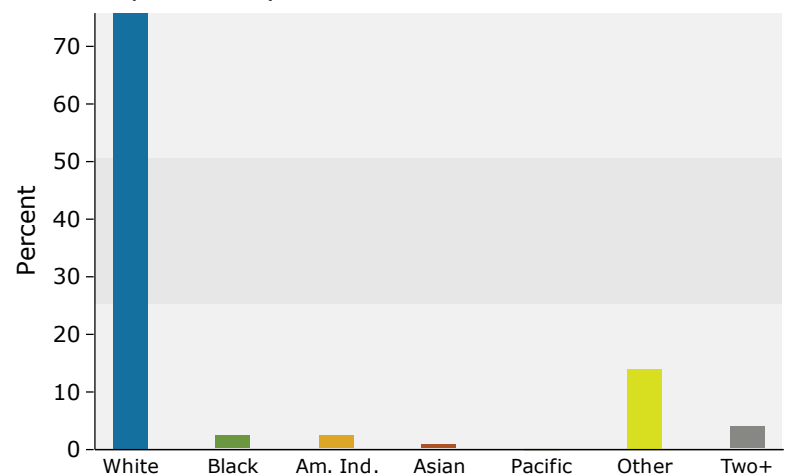
Population by Age



2016 Household Income

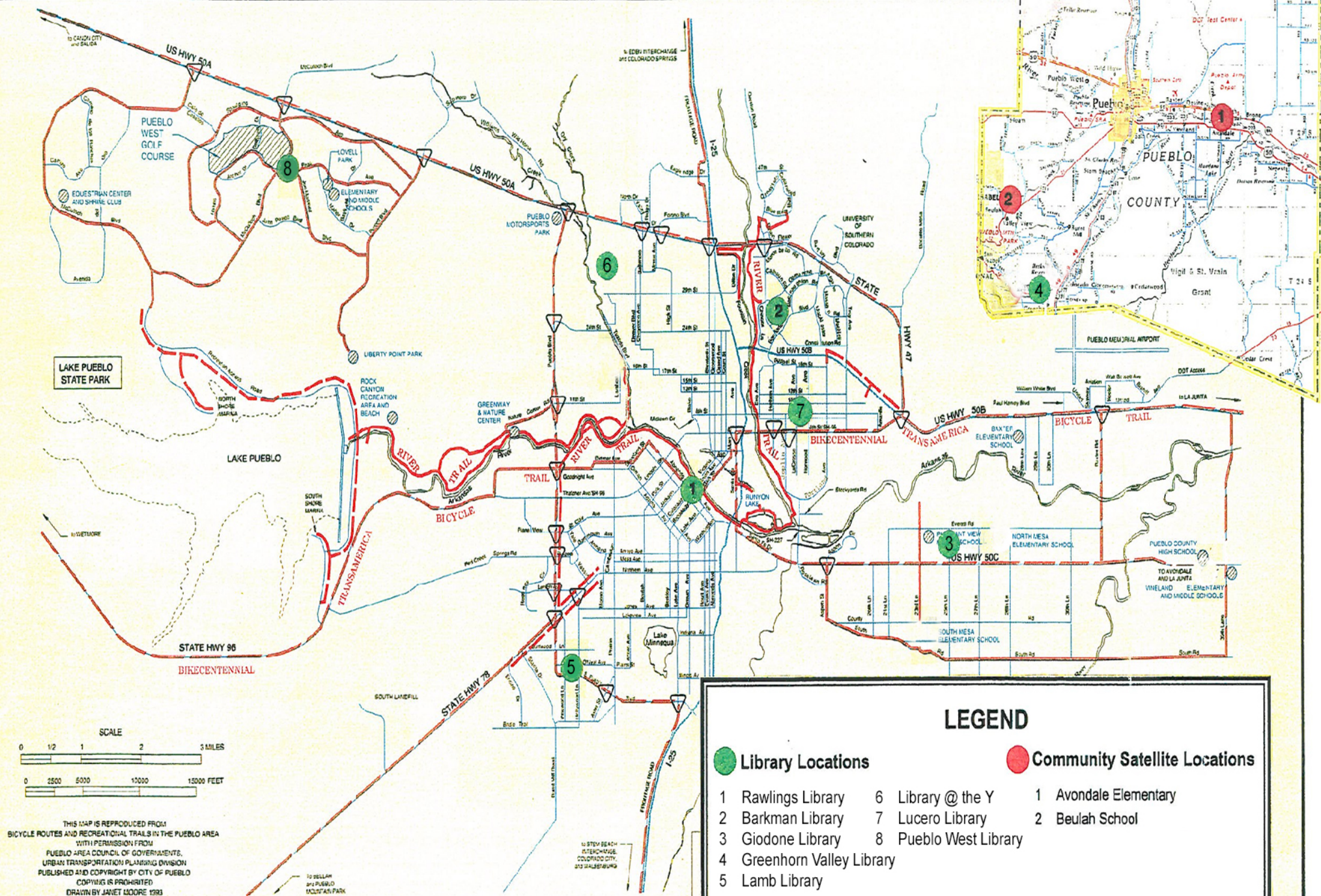


2016 Population by Race



2016 Percent Hispanic Origin: 46.7%

Pueblo Library District System Map



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2017 Annual Plan



The Pueblo City-County Library District (PCCLD) recently received the Library Journal's prestigious *Star Library* award. This recognition places the local public library among the top three percent of all public libraries in the United States. It also affirms the dedication to planning, accountability, and service of those involved with the district in recent years plus strong support from the community. This work continues with this presentation of the PCCLD 2017 Annual Plan.

PCCLD's new strategic plan

(http://www.pueblolibrary.org/sites/default/files/2015_strategicplan.pdf), which was developed and adopted in 2015 via a comprehensive and collaborative process involving library stakeholders, helps set the current path forward for libraries locally in calling for special attention by the district in these six areas:

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

These areas of focus are prominent in this 2017 annual planning document. The PCCLD team also continues to work toward achieving designated key results, which include increasing use of digital services and traditional collections plus ensuring more customers visit district libraries to read and study, learn, and participate in library-sponsored cultural and educational events and activities. Delivery on these is an important measure of the organization's vitality and success. PCCLD's progress in its mission to provide the best possible public library service for the community relates directly to these strategic areas of focus and institutional key results. PCCLD will strive in 2017 to implement specific objectives in support of the stated areas of strategic focus and key results.

The objectives outlined below in this plan are intended to do this. They are the end product of a planning process that involved participation by PCCLD trustees, managers and administrators, and employees. The planning exercise also integrated contributions from vital PCCLD partners, such as the Friends of the Library and the Pueblo Library Foundation. This 2017 Annual Plan incorporates specific objectives identified as priorities at a special retreat of PCCLD stakeholders conducted on August 24, 2016, including these consensus items: support for procurement of abundant new collection materials, investment in refreshing library facilities and information technology, revitalizing library ADA assistive services, and special attention to library digital and online resources. Finally, this plan takes into consideration revenue projections for 2017 with the somewhat somber anticipation of no increase over current year funding.

Those objectives representing new initiatives for 2017 are delineated in the following pages along with those identified with notable bearing on financial resources. Listed in alphabetical order, each objective is accompanied by action steps intended to facilitate accomplishment. This annual plan document is the outcome of much consideration and effort, and provides positive direction for the district in moving forward to fulfill its mission to provide the best possible public library service to the community.

- I. Accent PCCLD's commitment to support for employee success by fully funding the pay-for-performance program and proportional subsidy for staff health benefits.

Action Steps

1. Allocate money in the 2017 budget sufficient for the pay-for-performance program and to preserve the current level of institutional support for employee health benefits.
2. Complete annual employee benefits enrollment activities.
3. Carry out the pay-for-performance processes in 2017.
4. Award qualifying employees at year end with increases to compensation equal to up to 2.5% of salary where meritorious performance dictates.

- II. Adopt measures for organization success aligned with the Public Library Association's *Project Outcome* recommendations.

Action Steps

1. Review pilot institutional data and recommendations from 2016.
2. Consider best approach for PCCLD positioned with PLA outcomes measures.
3. Develop and launch survey tools.
4. Determine results and recommendations for next steps.

- III. Assess the current contract for outsourced custodial services to ensure the district is receiving the best, lowest-cost janitorial assistance.

Action Steps

1. Review current custodial service contract.
2. Consider best practices and current institutional needs.
3. Develop Request for Proposal and seek qualified vendor responses.
4. Determine best, lowest-cost proposal.
5. Establish service with selected vendor.

- IV. Begin replacing the oldest and malfunctioning security cameras throughout the district in order to ensure good video surveillance of sensitive areas.

Actions Steps

1. Audit current operational statuses of individual security cameras.
2. Procure replacement cameras.
3. Replace outmoded equipment.

- V. Bring all call center operations in-house foregoing the current outsourced service.

Action Steps

1. Review telephone systems and call center protocols.
2. Establish new procedures to best manage external calls into the district.
3. Provide training and support for changes.
4. Commence new processes.
5. Evaluate and adjust, as needed.

- VI. Conclude lighting upgrade work inside the Lamb Library converting fixtures to brighter, more energy-efficient LED.

Action Steps

1. Survey site for needed additional fixture changes.
2. Procure new lights.
3. Install and test.

- VII. Commence a mentoring program for further development of early-career PCCLD professionals.

Action Steps

1. Identify current institutional leaders to oversee program development.
2. Work with Human Resources on curriculum and eligibility for participation.
3. Determine a group of individuals to participate, both mentors and mentees.
4. Initiate the program and evaluate outcomes.

- VIII. Complete a competitive bid process for the district's Human Resource Information System (HRIS) to ensure PCCLD enjoys the best possible benefits of online HR activities and processes.

Action Steps

1. Evaluate state of current system, including what is working well, what is not working well, and current best practices.
2. Write and issue Request for Proposal to solicit proposals from qualified vendors.
3. Appraise vendor responses for best, lowest-cost proposal.
4. Negotiate contract and proceed with implementation.
5. Assess outcomes.

- IX. Continue gang suppression activities at the Lucero Library to help prevent crime, increase safety, and create positive future opportunities for neighborhood residents.

Action Steps

1. Employ qualified gang intervention counselor.
2. Provide aggression replacement therapy activities.
3. Develop a parental program.
4. Monitor activity and respond with increased policing and/or other safety measures, as required.

- X. Coordinate efforts to boost district-wide circulation along with visits.

Action Steps

1. Maintain materials expenditures at current year levels.
2. Shift materials procurement from low-use, high-cost to low-cost, high-use formats and titles.
3. Monitor collection circulation using automated tools and staff evaluation.
4. Adjust procurement and collection maintenance protocols with an eye to best circulation outcomes.

- XI. Create an action plan to support Special Collections digitization and other unique technology needs.

Action Steps

1. Resolve digital storage needs for PCCLD special collections.
2. Establish a rotating update to key hardware, including digitization and microform readers/printers.

- XII. Develop custom planning documents reflective of the unique neighborhoods served by each library outlet.

Action Steps

1. Work with each location manager to carry out unique action steps.
2. Action steps to include community surveys, focus groups, demographic analysis, resources audit, and library trends consideration.
3. Write a plan for each branch.

- XIII. Evaluate use of the Ingram Content Group, offering the industry's largest active book inventory, as a principle book and materials jobber for PCCLD.

Action Steps

1. Establish cataloging and 9XX field transfer data.
2. Define physical processing characteristics.
3. Run test orders.
4. Move to production and evaluate.

XIV. Examine opportunities presented by expiration of long-term Integrated Library System (ILS) service contract with Sirsi/Dynix and to increase efficiency and effectiveness of Interlibrary Loan (ILL) services via Prospector, the single-search unified library catalog of 30 million books, journals, and other materials held by academic, public and special libraries in this region.

Action Steps

1. Evaluate upgrading to most recent major release (Symphony 3.5.2 or later).
2. Examine ILS marketplace for best position for PCCLD in future years.
3. Analyze local ILL practices to determine if Prospector/ILL offers efficiency and effectiveness advantages.

XV. Finalize data network assessment and Information Technology policy update work.

Action Steps

1. Utilize consultant to review network configuration for best practices and recommendations for future needs.
2. Review acceptable use policies from other similar institutions.
3. Utilize Erate funds to procure new network core equipment.
4. Implement approved changes.

XVI. Finish internal review of institutional core values work and look to adopt a district *Values Statement*.

Action Steps

1. Review work to date conducted by consultant.
2. Convene stakeholders for consideration of work-to-date and facilitate process for finalizing recommended statement.
3. Conduct steps for institutional adoption.

XVII. Identify funding support to sustain current level of library cultural and educational programming impact.

Action Steps

1. Retain funding for PCCLD summer reading program and push to revitalize.

2. Apply for *Big Read* grant in support of 2017 All Pueblo Reads.
3. Use grant funds to sustain and grow cultural and educational programming efforts at LU and GV.
4. Use state grant to pilot early literacy program to non-professional caregivers (SPELL 2) to provide training, materials, and programs to support and educate non-licenses childcare providers in promoting early literacy.
5. Work with library supporters for additional sponsorship and support for PCCLD cultural and educational programs and events.

XVIII. Implement ConnectED-type partnerships with Pueblo Community College (PCC) and local charter schools.

Action Steps

1. Assess successes and failures with current ConnectED partners.
2. Reach out to PCC and charter schools to solicit commitment.
3. Address details of the collaborative opportunities.
4. Implement and evaluate.

XIX. Improve access to online and downloadable collections.

Action Steps

1. Continue promotion and instruction about library digital resources to local education communities via ConnectED partners.
2. Review current online presence in light of best practices.
3. Improve website presence.
4. Study best practices of downloadable successes at other libraries and consider best options for increasing market penetration locally.

XX. Improve tracking of library event and program attendance and participation.

Action Steps

1. Review event categories
2. Agree upon reporting standards.
3. Establish defined categories within the tracking software.
4. Train staff in use and implement.
5. Assess results and modify as required.

XXI. Investigate best, lowest cost contract service for outsourced security to ensure the district employs the security program optimally meeting its needs.

Action Steps

1. Study current contract and services.
2. Consider present PCCLD security requirements.
3. Develop Request for Proposal and distribute to qualified vendors.
4. Evaluate proposals and select best, lowest cost partner.
5. Establish contract for services and proceed with implementation.
6. Gauge results and adjust, as necessary.

- XXII. Lead an institution-wide discussion on the public library principles of privacy and intellectual freedom.

Action Steps

1. Develop curriculum and deliver to internal stakeholders.
2. Assess PCCLD activities to ensure alignment with best practices.
3. Adjust policies and procedures, as needed.

- XXIII. Lower office supply costs via improved procurement efficiencies and conservation.

Action Steps

1. Examine procurement practices.
2. Make changes where cost-savings dictate.
3. Evaluate spending reductions.

- XXIV. Overlay parking lot surface at Pueblo West Library.

Action Steps

1. Solicit price quotes from qualified contractors.
2. Evaluate proposals.
3. Contract with best, lowest-cost proposer to provide work.
4. Evaluate outcome.

- XXV. Pivot staff development toward lower-cost programs offered by the Special District Association and take a one-year hiatus on professional and community memberships.

Action Steps

1. Survey all professional and community memberships, provide notice to affected organizations that PCCLD will forego FY2017 enrollment, and maintain list for consideration for reinstatement in FY2018.

2. Audit individual requests for training and development for 2017, prioritize according to institutional needs, and focus on Special District Association membership training for broad staff and supervisor development.

XXVI. Plan to automate vendor payment processes for collection materials to improve efficiency.

Action Steps

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

XXVII. Rebid contract services for banking in search of the top, least-costly program for PCCLD.

Action Steps

1. Write specifications for desired banking services.
2. Put specifications in form of a Request for Proposal or Request for Bid.
3. Solicit proposals or bids from qualified vendors.
4. Judge responses and award to the best, lowest-cost proposer or bidder.
5. Implement changes, as required.

XXVIII. Reduce surplus equipment stored within PCCLD's area at 622 S. Union rental building and repurpose to better accommodate Facilities Department needs.

Action Steps

1. Inventory equipment and work to dispose of surplus items.
2. Move woodworking operations to 622 S. Union facility
3. Reset Rawlings shop for better support for day-to-day furniture and equipment maintenance duties such as break-fix of furniture, fixtures, and equipment.

XXIX. Re-examine PCCLD processes for recovering overdue materials, fines and fees to improve cost effectiveness.

Actions Steps

1. Analyze the current service provided by Unique Management Service.
2. Solicit other agencies for costs and service offerings.

3. Consider advantages and disadvantages of competing programs.
4. Take best step forward in best interest of PCCLD.

XXX. Refinish front entrance of Rawlings Library to remove chalky, oxidized painted metal surfaces.

Action Steps

1. Solicit proposals from qualified firms.
2. Select best, lowest-cost proposal.
3. Employ chosen firm to complete painting.
4. Assess and report on outcome.

XXXI. Refresh PCCLD's ADA assistive services and technologies.

Action Steps

1. Work with local ADA advocates
2. Provide training for staff in use of the technologies and assistive services.
3. Restart the PCCLD assistive technologies
4. Plan a celebratory event with keynote speaker.

XXXII. Renew insurance broker contracts.

Action Steps

1. Write specifications for desired broker services.
2. Put specifications in form of a Request for Proposal.
3. Solicit proposals or bids from qualified vendors.
4. Judge responses and award to the best, lowest-cost proposer.

XXXIII. Replace aging HVAC and light control systems at the Rawlings Library.

Action Steps

1. Assess current systems and develop a Request for Proposal to solicit proposals from qualified vendors.
2. Review vendor submittals with an eye for the best, lowest cost solutions.
3. Employ selected proposals to complete work.
4. Review finished products.

XXXIV. Study approaches to enhance services for the aging community.

Action Steps

1. Coordinate with partnering groups.

2. Celebratory week and focus services.

XXXV. Swap the Lamb and Pueblo West key audio-visual meeting room equipment with new hardware.

Action Steps

1. Develop a list of specific equipment for replacement.
2. Research best options for new equipment.
3. Issue procurement requests.
4. Install new equipment, test, and train staff in utilization.
5. Assess project outcome.

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

Action Steps

1. Review the current plan.
2. Update the inventory of assets to be periodically replaced.
3. Research costs for replacement items.
4. Produce new plan for discussion and approval.

2017 Annual Plan Costs

STRATEGIC AREAS OF FOCUS:

- (1) *Create young readers*
- (2) *Strengthen community partnerships*
- (3) *Bridge the digital divide*
- (4) *Data-driven planning*
- (5) *Serve the whole family at all stages of life*
- (6) *Lifelong learning begins with staff*

* Total costs reflect 2017 capital spending or a comparison of 2017 general fund budget with 2016 estimated actual costs.

	<u>Objective</u>	<u>Total cost*</u>	<u>Costs</u>
I	Accent PCCLD's commitment to support for employee success by fully funding the pay-for-performance program and proportional subsidy for staff health benefits.	88,559	Salary increases and health benefit premium increases included in the 2017 budget
II	Adopt measures for organization success aligned with the Public Library Association's <i>Project Outcome</i> recommendations.	-	No identified budgetary impact
III	Assess the current contract for outsourced custodial services to ensure the district is receiving the best, lowest-cost janitorial assistance.	-	No identified budgetary impact
IV	Begin replacing the oldest and malfunctioning security cameras throughout the district in order to ensure good video surveillance of sensitive areas.	10,000	Library Replacement Plan item
V	Bring all call center operations in-house foregoing the current outsourced service.	(54,000)	Budget impacted though savings

VI	Conclude lighting upgrade work inside the Lamb Library converting fixtures to brighter, more energy-efficient LED.	6,500	Library Replacement Plan item
VII	Commence a mentoring program for further development of early-career PCCLD professionals.	-	Covered by HR budgeted costs (salaries, supplies, etc.)
VIII	Complete a competitive bid process for the district's Human Resource Information System (HRIS) to ensure PCCLD enjoys the best possible benefits of online HR activities and processes.	-	Improve efficiencies within HR and Payroll. Potential budgetary impact.
IX	Continue gang suppression activities at the Lucero Library to help prevent crime, increase safety, and create positive future opportunities for neighborhood residents.	(24,987)	Continue gang prevention activities/Utilize security services at the Lucero Library
X	Coordinate efforts to boost district-wide circulation along with visits.	-	No identified budgetary impact
XI	Create an action plan to support Special Collections digitization and other unique technology needs.	36,557	General Fund & Library Replacement Plan items
XII	Develop custom planning documents reflective of the unique neighborhoods served by each library outlet.	-	No identified budgetary impact
XIII	Evaluate use of the Ingram Content Group, offering the industry's largest active book inventory, as a principle book and materials jobber for PCCLD.	-	No identified budgetary impact

XIV	Examine opportunities presented by expiration of long-term Integrated Library System (ILS) service contract with Sirsi/Dynix to increase efficiency and effectiveness of Interlibrary Loan (ILL) services via Prospector, the single-search unified library catalog of 30 million books, journals, and other materials held by academic, public and special libraries in this region.	-	No identified budgetary impact
XV	Finalize data network assessment and Information Technology policy update work.	50,000	Network assessment contract awarded in 2016; Policy work will be completed in 2017; Network switch procurement is in Library Replacement Plan
XVI	Finish internal review of institutional core values work and look to adopt a district <i>Values Statement</i> .	-	No identified budgetary impact
XVII	Identify funding support to sustain current level of library cultural and educational programming impact.	(21,761)	Seeking grant support
XVIII	Implement ConnectED-type partnerships with Pueblo Community College (PCC) and local charter schools.	-	No identified budgetary impact
XIX	Improve access to online and downloadable collections.	-	No identified budgetary impact

XX	Improve tracking of library event and program attendance and participation.	-	Covered by Community Relations/Strategic Initiatives budgeted costs (salaries, supplies, etc.)
XXI	Investigate best, lowest cost contract service for outsourced security to ensure the district employs the security program optimally meeting its needs.	-	Potential budgetary impact
XXII	Lead an institution-wide discussion on the public library principles of privacy and intellectual freedom.	-	No identified budgetary impact
XXIII	Lower office supply costs via improved procurement efficiencies and conservation.	(5,539)	District-wide effort to conserve and reduce expenditures
XXIV	Overlay parking lot surface at Pueblo West Library.	20,000	Library Replacement Plan item
XXV	Pivot staff development toward lower-cost programs offered by the Special District Association and take a one-year hiatus on professional and community memberships.	(14,747)	District-wide effort to reduce expenditures
XXVI	Plan to automate vendor payment processes for collection materials to improve efficiency.	-	Improved efficiency of staff efforts anticipated (indirect savings)
XXVII	Rebid contract services for banking in search of the top, least-costly program for PCCLD.	-	Potential budgetary savings

XXVIII	Reduce surplus equipment stored within PCCLD's area at 622 S. Union rental building and repurpose to better accommodate Facilities Department needs.	-	No identified budgetary impact
XXIX	Re-examine PCCLD processes for recovering overdue materials, fines and fees to improve cost effectiveness.	-	No identified budgetary impact
XXX	Refinish front entrance of Rawlings Library to remove chalky, oxidized painted metal surfaces.	20,000	Repair and maintenance budgeted costs
XXXI	Refresh PCCLD's ADA assistive services and technologies.	14,000	IT department budgeted costs + Library Replacement Plan capital items
XXXII	Renew insurance broker contracts.	-	No identified budgetary impact
XXXIII	Replace aging HVAC and light control systems at the Rawlings Library.	110,000	Library Replacement Plan items
XXXIV	Study approaches to enhance services for the aging community.	-	No identified budgetary impact

XXXV	Swap the Lamb and Pueblo West key audio-visual meeting room equipment with new hardware.	32,500	Library Replacement Plan items
XXXVI	Update library capital replacement plan to ensure funding is sufficient to maintain attractive, well-maintained facilities and equipment throughout the district.	-	No identified budgetary impact
		\$ 267,082	

LIBRARY REPLACEMENT PLAN

2017 Update

Background

The Board of Trustees of the Pueblo City-County Library District adopted the first Library Replacement Plan by resolution on June 22, 1999. The plan was fully funded by the designation of General Fund Equity in the amount of \$1,400,000 as the Library Replacement Plan. The one-time contribution to the Plan fully funded future replacements of buildings & improvements, information technology equipment, furniture, fixtures and equipment up to the required balances as of June 1999.

The Plan is updated each budget year with additions and anticipated expenditures from the Plan included in the annual budget. If funds are available, the required annual Plan contribution will be made each budget year.

The following is a brief explanation of the Purpose of a Replacement Plan, The Replacement Plan, and Plan for 2017.

Purpose of a Replacement Plan

A potentially major expenditure that cannot be funded in the annual operating budget is the replacement of facilities and equipment. We can reliably estimate useful lives of facilities and equipment but we cannot predict when actual replacement is necessary. Planning for replacement of building improvements and equipment is therefore necessary along with providing adequate funding.

However, replacement of each item included in the plan must be evaluated based upon need rather than its schedule for replacement. The concept of scheduling the replacement is simply a planning tool. Some replacements will be necessary before scheduled; conversely some replacements scheduled may be delayed for a variety of reasons, including remaining usefulness and perhaps other demands for the funds deemed higher in priority.

The purpose of the Library Replacement Plan is to calculate in detail the proper amount that should be maintained as a Reserve for Replacements, or what we call the Library Replacement Plan.

The Replacement Plan

A replacement plan requires detailed information for the major components of library facilities and equipment, including replacement cost, useful life and present age. The funds necessary to replace those components over time can then be determined along with the annual contributions to the plan.

The replacement plan concept was first introduced in the Budget Message dated October 15, 1998 accompanying the 1999 Annual Budget. The overall Library Replacement Plan is the combination of three specific plans, Buildings and Improvements, Information Technology and Furniture, Fixtures & Equipment (FF&E) described as follows:

- ❑ Buildings and Improvements Replacement Plan – This plan identifies the major components of library buildings, including mechanical systems such as electrical, lighting, fire alarms, heating and air conditioning, plumbing, landscaping, parking, roofing, elevators and carpeting. Almost one hundred major components were identified in the initial Plan by location, estimated replacement cost, expected life and present age.
- ❑ Information Technology Replacement Plan – Major components of equipment were identified including servers, network, telephone, workstations and check-in-out stations, scanners, security gates and all other IT equipment costing over \$1,000 per item. Estimated replacement cost, expected life and present age were completed by major component.
- ❑ Furniture, Fixtures, and Equipment Replacement Plan (FF&E) – The major components in the FF&E replacement plan are furniture, shelving, and vehicles. Estimated replacement cost, expected life and present age were completed by these categories.

Plan for 2017

For the 2017 Budget, several items are scheduled for replacement/purchase:

- Buildings and Improvements: Upgrades to the Rawlings Library HVAC and lighting controls; updating flooring at the Rawlings Library; finish efficiency upgrades to lighting at the Lamb Library; landscaping and trees at the Lamb Library; and parking lot upgrades at the Pueblo West Library.
- Information Technology: Replacement of security cameras, servers, printers for staff and public, copiers, and audio-visual equipment (Rawlings and Pueblo West libraries). Purchase and upgrades of digitization equipment, adaptive devices and software, and Microsoft licenses.
- FFE: None are planned in 2017.

This entire plan is updated and re-evaluated on an annual basis, with attention paid to economic factors and the availability of funding through transfer from the General Fund. In 2017 there is a scheduled transfer of \$275,000 from the General Fund to the Library Replacement Plan. Transfers can be seen within the framework of the 10-year financial plan later in this section.

Pueblo City-County Library District																								
Buildings & Improvements Replacement Plan - 2017																								
#	Component	Location	Cost	Life	6/30/2017	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1	HVAC Controls	Rawlings	145,000	25	13	70,000										75,000								
2	Lighting Systems Control	Rawlings	85,000			40,000										45,000								
3	HVAC	Rawlings	150,000	26	13					75,000					75,000					30,000				
4	Cooling Tower	Rawlings	100,000									100,000												
5	Chiller	Rawlings	250,000								250,000													
6	AHU1,2	Rawlings	300,000							300,000														
7	Plumbing	Rawlings	307,500	26	13													76,875						
8	Roofing	Rawlings	165,000	25	13													165,000						
9	Floor covering	Rawlings	150,000	25	13	8,500				50,000														
10	Pavement/Concrete	Rawlings	259,250	26	13						220,000							30,000						
11	Landscaping	Rawlings	180,000	25	13		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
12	Electrical Systems	Barkman	10,000	25	11								10,000											
13	Electrical Systems	Lamb	10,000	25	17														10,000					
14	Electrical Systems	Pueblo West	25,000	25	7						25,000													
15	Electrical Systems	New libraries	30,000	25	-																			
16	Lighting Systems	Barkman	46,000	25	11													30,000						
17	Lighting Systems	Lamb	80,800	25	17	6,500										40,000								
18	Lighting Systems	Pueblo West	90,000	25	7		12,000															25,000		
19	Lighting Systems	New libraries	90,000	25	-											90,000								
20	Boiler	Lamb	30,000	20	7										30,000									
21	Boiler	Pueblo West	40,000	20							40,000													
22	HVAC	Barkman	35,000	15	14								35,000											
23	HVAC	Lamb	60,000	15	17		20,000	30,000																
24	HVAC	Pueblo West	120,000	15	7							120,000												
25	HVAC	New libraries	105,000	15	-													105,000						
26	Landscaping-trees	Barkman	12,300	25	11						3,000						3,300				3,300			
27	Landscaping-trees	Lamb	24,000	25	17	6,000					6,000						6,000				6,000			
28	Landscaping-trees	Pueblo West	25,000	25	7																			25,000
29	Landscaping-trees	New libraries	30,000	25	-																			
30	Sprinkler systems	Barkman	7,000	20	11																7,000			
31	Sprinkler systems	Lamb	7,000	20	16				7,000															
32	Sprinkler systems	Pueblo West	17,500	20	7														17,500					
33	Sprinkler systems	New libraries	21,000	20	-																			21,000
34	Asphalt - Parking	Barkman	5,500	10	11		6,000							5,500										
35	Asphalt - Parking	Lamb	8,000	10	17										8,000									
36	Asphalt - Parking	Pueblo West	15,000	10	7	20,000										15,000								
37	Asphalt - Parking	New libraries	20,000	10	-									20,000										
38	Concrete - Walks	Barkman	10,000	20	11										10,000									
39	Concrete - Walks	Lamb	7,000	20	17			7,000																
40	Concrete - Walks	Pueblo West	18,000	20	7													18,000						
41	Concrete - Walks	New libraries	21,000	20	-																			
42	Plumbing - Piping	Barkman	18,000	32	11																			
43	Plumbing - Piping	Lamb	18,000	32	17																			
44	Plumbing - Piping	Pueblo West	45,000	32	7														18,000					
45	Plumbing - Piping	New libraries	54,000	32	-																			
46	Plumbing - Fixtures	Barkman	3,000	20	11								3,000											
47	Plumbing - Fixtures	Lamb	3,000	20	17		3,000																	
48	Plumbing - Fixtures	Pueblo West	7,500	20	7												7,500							
49	Plumbing - Fixtures	New libraries	9,000	20	-																			
50	Roofing - Tile	Barkman	50,000	30	25				50,000															
51	Roofing - Built-up	Lamb	25,000	20	17		25,000																	
52	Roofing - Metal	Pueblo West	62,500	30	7							25,000												
53	Roofing - Composite	New libraries	60,000	30	-																			
54	Floor covering	Rawlings	310,000	10													150,000							
55	Floor Covering	Barkman	63,000	10	11									30,000										
56	Floor Covering	Lamb	63,000	10	17			30,000					30,000											
57	Floor Covering	Pueblo West	150,000	10	7													75,000						
58	Floor Covering	New libraries	90,000	10	-									90,000										
			4,142,850			151,000	76,000	77,000	67,000	135,000	604,000	385,000	208,000	155,500	133,000	284,300	167,500	509,875	55,500	40,000	19,300	42,000	10,000	56,000

Pueblo City-County Library District IT Replacement Plan - 2017						Estimated																				
#	Category	Replacement Cost	Useful Life	Age at 6.30.17	Remaining Life	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
1	Servers																									
	Security cameras	70,000	5	5	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
	Servers (Windows)	100,000	4	9	-5	20,000	20,000	40,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		
	Total Servers	100,000																								
2	Desktop PC's																									
	Staff	70,000	5	3	2			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
	Public	100,000	5	4	1			100,000				10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
	Digitization, ADA, Microfilm	75,000	7	14	-7	30,000	15,000	15,000	15,000	15,000	5,000	5,000	5,000	5,000	5,000	5,000	15,000	15,000	15,000	15,000	15,000	15,000	5,000	5,000		
	Total Desktop PC's	245,000																								
3	Telecommunications																									
	Network (E-Rate)	100,000	7	9	-2	50,000	50,000							100,000							90,000					
	Telephone	70,000	7	7	0		20,000	10,000	10,000	10,000	10,000	10,000	20,000	10,000	10,000	10,000	10,000	10,000	20,000	10,000	10,000	10,000	10,000	10,000		
	Sirsi Voice Automation	15,000	10	4	6																					
	Public address system - Ryals	20,000	20	14	6								20,000													
	Total Telecom	205,000																								
4	RFID																									
	Self-check stations	98,850	7	3	4			98,851	38,589							98,851	38,589						98,851	38,589		
	Inventory hardware/software	9,767	7	3	4				9,767	3,813						9,767	3,813						9,767	3,813		
	Staff readers	28,335	7	3	4				28,335	11,061						28,335	11,061						28,335	11,061		
	Credit/Debit units	35,882	7	3	4			35,882	14,007							35,882	14,007						35,882	14,007		
	Security Gates	62,703	10	3	7							62,703	24,478								62,703	24,478				
	AMH sorting equipment	471,474	15	3	12												471,474									
	Total RFID	707,011																								
5	Printers/Scanners/Copiers																									
	Printers (Staff)	19,000	5	6	-1	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000		
	Printers (Public)	12,000	5	6	-1	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000		
	Copiers (all locations)	50,000	6	4	2	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
	Total Printers/Scanners	81,000																								
6	UPS's																									
	Rawlings	10,000	7	5	2		10,000								10,000							10,000				
	Rawlings (Computer Room)	23,000	7	1	6							23,000							23,000							
	Pueblo West	5,000	7	1	6							5,000							5,000							
	Total UPS	38,000																								
7	Audio-Visual Equipment																									
	Rawlings - Ryals	20,000	7	4	3					20,000							20,000								20,000	
	Ralings - Infozone	80,000	7	3	4						80,000							80,000								
	Rawlings - Thurston	5,000	7	9	-2	5,000							5,000													
	Rawlings - Bret Kelly A&B	15,000	7	4	3					15,000								15,000							15,000	
	Pueblo West - King A&B	25,000	7	9	-2	25,000							25,000							25,000						
	Pueblo West - GBLT	5,000	7	7	0		5,000							5,000								5,000				
	Barkman	7,500	7	3	4						7,500							7,500								
	Giodone	7,500	7	3	4							7,500							7,500							
	Greenhorn Valley	7,500	7	3	4								7,500						7,500							
	Lamb	7,500	7	9	-2	7,500							7,500							7,500						
	Lucero	7,500	7	3	4								7,500						7,500							
	Total AV Equipment	187,500																								
8	Software																									
	ILS System/Components	250,000	10	10	0		250,000							250,000												
	Accounting/HR System	60,000	10	7	3			60,000										60,000								
	Microsoft Licenses	5,000	1	3	-2	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
	Total Software	315,000																								
	Total IT	1,878,511				163,500	386,000	266,000	248,835	178,470	153,500	189,203	167,978	431,000	86,000	248,835	659,944	233,500	146,500	213,500	153,703	110,478	248,835	178,470		

Pueblo City-County Library District																										
FF&E Replacement Plan - 2017																										
				Est.																						
		Replacement	Useful	Age at	Remaining																					
#	Component	Cost	Life	6/30/17	Life	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2034	2035	
Furniture & Fixtures:																										
1	Rawlings	400,000	21	14	7							200,000														
2	Barkman	20,000	21	12	9									20,000												
3	Lamb	20,000	21	17	4					20,000																
4	Pueblo West	267,000	21	8	13													267,000								
5	Library @ the Y	7,500	21	6	15															7,500						
6	East Side	20,000	21	3	18																			20,000		
7	St. Charles Mesa	20,000	21	3	18																			20,000		
8	Greenhorn Valley	20,000	21	3	18																			20,000		
Shelving:																										
1	Rawlings	200,000	35	14	21										100,000											
2	Barkman	30,000	35	12	23												30,000									
3	Lamb	30,000	35	17	18															30,000						
4	Pueblo West	128,000	35	8	27																					
5	Library @ the Y	20,000	35	6	29																					
6	East Side	30,000	35	3	32																					
7	St. Charles Mesa	30,000	35	3	32																					
8	Greenhorn Valley	30,000	35	3	32																					
Vehicles:																										
5	Trailer	5,000	15	18	(3)													5,000								
10	Tractor	15,000	15	4	11											15,000										
11	Mazda Van	25,000	10	17	(7)		25,000																			
12	Ford Pickup	45,000	12	11	1				45,000																	
13	Ford Van	32,000	12	8	4					32,000														26,000		
14	Chevy Van	30,000	10	6	4								30,000													
		1,394,500				-	25,000	-	45,000	20,000	32,000	200,000	30,000	20,000	100,000	15,000	30,000	272,000	-	37,500	-	-	26,000	60,000	-	

10-YEAR FINANCIAL PROJECTIONS

This document is a forecast of the total financial picture of Pueblo City-County Library District. It includes revenue and expense for the General, Capital Project and Special Revenue Funds, updated annually when the current year budget is prepared, and updated again at the close of the year when actual current year figures are available. This document is used throughout the year to analyze debt obligations, determine when certain projects might best be implemented, project when our mill levy may have to be adjusted, and generally ascertain how long our current revenue and expense patterns will continue to support our objectives without necessitating additional tax monies.

Several sources of information are used to formulate the assumptions that follow. Internal information such as the Library Replacement Plan, Strategic Plan, and statistics gathered and analyzed to determine growth and usage patterns; external information such as demographic forecasting to determine property tax trends and analysis of economic growth; and determinations by staff of current and future needs and plans.

The spread sheet is divided into three parts: General Fund revenues and expenditures; Capital Project Fund summary; Special Revenue Fund summary. There is also a brief section at the end of the spread sheet which shows a summary of revenue, expense and fund balance for the combined funds. The General Fund and the Capital Project Fund are the only funds currently being used by the District for financial accounting of general District operations. The Special Revenue Fund accounts for contributions from the Chamberlain Fund, a local community foundation endowment. The District also maintains a small Trust Fund for an employee committee, but this fund is not intrinsic to the fiscal operations of the District.

The following assumptions explain in more detail the methodology used to compile this spread sheet.

General statistical information on the spread sheet structure

- The General Fund expenses have been subdivided into five functional expenditure categories: Personnel, Materials, Facilities, Operating and Information Technology. Past year's figures are audited numbers, current year's figures are estimated, and the numbers for 2017 are the most current budgeted figures. Ensuing years' figures are based on solid figures when known, such as debt service repayment figures, or estimated percentage increase calculated from historical data.
- The percentage increases for each year are shown in the column immediately to the right of each year. An analysis was done of prior years' actual percentage increases in order to project more accurately.
- The Capital Project Fund is funded primarily through transfer of monies from the General Fund. Those transfers are clearly reflected on the spread sheet in those

years that the financial position of the District allows those transfers to be made.

- A combined fund section can be found at the end of Capital Project Fund spread sheet, showing all District funds combined. This section shows the most comprehensive financial picture for the District.
- The Fund Balance shows a positive position through the ten years shown on the spread sheet, with every year maintaining at least 20% of operating revenues in fund balance at the end of the year. The District typically saves over \$200,000 every year in Revenues over Expenditures, due to vacancy savings and careful spending to achieve savings in other areas. Each percentage point in the fund balance calculation equates to approximately \$100,000, so we are confident that we will remain well within the policy limit of 20% as we move forward.

GENERAL FUND EXPENDITURES:

PERSONNEL

- Salaries have been adjusted to reflect a 3% increase in 2017, which includes a 2.5% annual increase in wages allocated based on the pay for performance plan currently in place. Moderate increases, as well as vacancy savings, are projected in ensuing years
- All other line items in the Personnel section reflect specific changes based on expected outcomes. Workers compensation costs include budgeted deductible expenditures. Health plan costs are budgeted to decrease based on current census and plan design. Employee relations and training are areas in which budgeted savings are planned. The net annual increase in this entire section remains constant at 2% increase per year after 2018.

MATERIALS

- In 2009, the Board of Trustees directed that the materials should be budgeted at a minimum of 15% of the total operating budget, in order to maintain a healthy collection of materials. The annual increases across the years for this line adhere to that philosophy, and reflect a fairly constant increase of 3% after 2019 to maintain that minimum.

FACILITIES

- Lease/purchase of buildings is the debt service payment for the refinancing of the current debt, and new financing for three new library buildings which were completed and opened in 2014. Repayment of the debt service began in 2012. The term of the original COP debt has increased by one year to accommodate the final payment kept in reserve on our balance sheet. The final payment on the new COP issue will be made in 2032.
- The rent line is for property leased for storage, and additional space which the library subleases to the Friends of the Library, in which they operate a used book store. The lease was renewed in 2017 at a 15% annual increase, and is projected to go maintain market levels beyond 2017.
- Friends of the Library expenditures are included in this section, and reflect the expenditure of funds allocated for specific purposes by the Friends. An equal amount is budgeted in revenues as a contribution by the Friends of the Library. In 2017 this line item is decreasing by 20%, as this category is based on sales by Books Again, a retail bookstore operated by the Friends of the Library.
- Other line items in this section, such as building maintenance, utilities, insurance show increases from 8 – 46%, reflective of costs to maintain library facilities and equipment.

OPERATING

- Included here are ongoing expenses for supplies, couriers, contracts, county treasurer's fees, and administrative costs. Other than county treasurer's fees, which are driven by property tax receipts, all of these items are discretionary to the extent that costs can be controlled more readily than some other expenses. Several line items in this area show decreased as a result of focused efforts to reduce spending in 2017: Community Relations has decreased by 29%; Contract services decreased by 32%, due largely to internalizing call center activities; Photocopiers decreased by 8%; Courier services increased by 10%.; Professional membership were reduced to the bare minimum. Increases after 2017 revert back to a stable 3% annually in this section, but those increases may differ based on the first full year of operations for the new libraries.

INFORMATION TECHNOLOGY

- This category holds all expenses related to technology, including supplies, licensing contracts, hardware repair and telecommunications. As in other areas, the 1% decrease here is indicative of efforts to reduce costs.

Minimal 3% increases are projected after 2017.

TOTAL PROJECTED EXPENDITURES

- Total expenditures increased only 0.01% for the 2017 budget year—they remain flat. The focused cuts in various line items for 2017 signal the desire to balance the General Fund budget and to streamline internal operations. Ensuing years see 2-3% increases in total expenditures.

GENERAL FUND REVENUES:

- The assessed valuation figures for 2017 stayed within 1% of prior year. In 2018 and 2019, we forecast very conservative 3% increases in non-assessment years and then 5% in assessment years beginning with 2020. A significant TIF project comes off of our calculations in 2020, increasing our revenue from property tax. A solar array and a utility project are also anticipated in 2018, which will add to the state assessed property tax.
- The mill levy remains at the 5.25 legal limit, as approved by the voters in 1995. The additional mill levy for abatements and refunds is a state-approved method to recoup taxes uncollected in previous years by assessing an additional mill levy. The additional amounts carried forward are very conservative, at .02 mills. Increases for additional commercial ventures in the county are also included where known – details of those additions can be found in the Long Range Plan summary at the end of this narrative.
- Specific ownership tax is figured at the same annual increases/decreases as is property tax. Calculation of our specific ownership tax revenue is done by the Treasurer's Office every January, and is based on a percentage of property tax. Estimates of that percentage have dropped by about 2%, based on recent declines in collections.
- Contracts and grants show a decrease of 9% in 2017, due primarily to tracking previous year inflows. Also, we are not anticipating a large grant for security for the Lucero Library as we had in the 2016 budget. This line item maintains a steady 3% increase annually thereafter.
- Interest income from investments drops off by a projected 54% in 2017, as the fund balance (investable funds) declines somewhat. This area also includes property tax interest. Until interest rates begin to recover from the recession, projections will be very conservative.
- Income from overdue fees reflects a 6% decrease, as reflected in previous year collections. Changes were made in 2016 to implement additional

automatic renewals which may have an adverse impact on collection of overdue fees.

- Other revenues show a steady increase of 6% annually. These items include fines, copier fees, and miscellaneous sales.

TOTAL PROJECTED REVENUES

- Increases in total revenues are forecast at 0.4% for 2017 and between 3-5% annually beginning in 2018, depending upon known taxing factors and the impact of valuation years for property tax.

CAPITAL PROJECT FUND

- The third section of the 10-year financial projection spread sheet reflects activity in the Capital Project Fund. The operating “transfers in” correlate with the operating “transfers out” of the General Fund each year. These transfers fund the Library Replacement Plan, detailed previously in this section. The expenses for that plan are also included in the 10-Year Finance projections, on pages B-38 – B-39, right above the *TOTAL EXPENDITURES* row for the Capital Project fund. The line item is Capital Asset Acquisitions [replacement plan].
- Revenue in 2017 includes anticipated reimbursement from a FCC program to provide funds for broadband access to schools and libraries, known as the USAC E-Rate program. An interest income figure is based on investment of the fund balance at current rates, which are estimated at 20 basis points, or .2%. No other revenue is anticipated for 2017, although the 10-year Financial Projects anticipate occasional support from the Rawlings Foundation for the InfoZone museum located on the 4th floor. Corresponding expenses are also projected.
- Expenditures in 2017 reflect completion of additional InfoZone upgrades, as well as IT and building improvement and capital asset acquisitions. Ensuing years often include upkeep monies to continue enhancements to that area on the fourth floor of the Rawlings Library, commensurate with projected income from the Rawlings Foundation.
- The Library Replacement Plan detailed listing, located on previous pages of this section, reflects itemized expenditures which are summarized in the Capital Asset Acquisitions line item. Replacement of computing hardware and software, as well as some building and facility improvements, are

reflected for an anticipated cost of \$314,500.

SPECIAL REVENUE FUND

- The fourth section reflects the activity in the Special Revenue Fund. The budgeted revenue for 2017 indicates anticipated contributions from the Chamberlain Fund and a transfer of that amount to the General Fund. A small amount of interest is budgeted as well.

COMBINED FUNDS

- Finally, at the bottom of the third section, a summarization of the General, Capital and Special Revenue Funds can be seen, along with the total ending fund balance. This is the total fund balance, including restricted and non-restricted funds. The metrics listed beneath that fund balance include:
 - Fund Balance as a percentage of total fund balance. The District has a fund balance policy that requires an amount of not less than 20% of total expenditures be maintained in fund balance every year. This metric is calculated in the annual budget process to ensure compliance.
 - Materials as a % of total operating expenditures. Per board recommendation, this number should be at least 15%.
 - Debt service % of total revenue. The Debt Policy requires that debt will not exceed 10% of the total revenue in any given year.

These metrics are provided to inform the reader that Pueblo City-County Library District is in compliance with fiscal policies and procedures.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
10-YEAR FINANCIAL PROJECTIONS**

	2015	%	2016	%	2017	%	2018	%	2019	%
GENERAL FUND	(Audit)	inc.	(Estimated)	inc.	Budget	inc.	(Projected)	inc.	(Projected)	inc.
COMPUTATION OF PROPERTY TAX										
* Assessed valuation (in 1,000,000's)	1,632	1%	1,665	2%	1,673	0%	1,730	3%	1,781	3%
* Abatements/refunds: mill levy	0.01		0.005		0.03		0.02		0.02	
* Maximum mill levy	5.25		5.25		5.25		5.25		5.25	
* Annual gross tax revenue	8,590,746	1%	8,751,329	2%	8,835,027	1%	9,116,486	3%	9,389,980	3%
(% actually collected)	0.999		0.998		0.998		0.999		0.999	
PROJECTED REVENUE										
Property +++	8,582,963	1%	8,733,317	2%	8,817,357	1%	9,107,370	3%	9,380,590	3%
Specific ownership	719,445	7%	689,932	-4%	696,571	1%	728,590	5%	750,447	3%
Contracts, grants - Misc.	180,581	-19%	304,224	68%	275,908	-9%	284,185	3%	292,711	3%
Interest income	9,844	-60%	35,260	0%	16,300	0%	18,716	0%	14,759	0%
Fines, fees	102,087	0%	101,957	0%	96,000	-6%	93,120	-3%	90,326	-3%
Photocopier & Internet copy fees	73,098	30%	62,094	-15%	60,000	-3%	62,400	4%	64,896	4%
Miscellaneous	163,665	3176%	5,665	-97%	6,000	6%	6,240	4%	6,490	4%
PROJECTED TOTAL REVENUES	9,831,683	3%	9,932,449	1%	9,968,136	0%	10,300,621	3%	10,600,219	3%
PROJECTED EXPENDITURES										
PERSONNEL										
Salaries	3,949,736	8%	3,980,933	1%	4,093,627	3%	4,175,500	2%	4,259,010	2%
PERA	533,999	10%	545,388	2%	557,572	2%	573,692	3%	584,966	2%
Workers compensation	11,892	-60%	22,088	86%	26,529	20%	27,060	2%	27,601	2%
Health & Life Insurance	467,669	14%	505,149	8%	495,462	-2%	510,326	3%	525,636	3%
Unemployment Compensation	11,534	10%	11,439	-1%	12,281	7%	12,527	2%	12,777	2%
Medicare Trust	55,691	9%	57,724	4%	59,358	3%	60,545	2%	61,756	2%
Employee relations	32,452	-1%	26,730	-18%	23,200	-13%	36,298	56%	37,387	3%
Employee training	56,741	-18%	64,642	14%	58,061	-10%	71,448	23%	72,162	1%
SUBTOTAL	5,119,713	8%	5,214,093	2%	5,326,090	2%	5,467,395	3%	5,581,295	2%
MATERIALS										
Books, periodicals, AV, digital	1,181,283	-31%	1,196,379	1%	1,196,000	0%	1,219,920	2%	1,244,318	2%
Processing supplies/services	228,933	-28%	156,950	-31%	152,853	-3%	157,439	3%	162,162	3%
Library programs	144,155	27%	152,061	5%	129,400	-15%	139,185	8%	143,361	3%
SUBTOTAL	1,554,371	-28%	1,505,390	-3%	1,478,253	-2%	1,516,544	3%	1,549,841	2%
FACILITIES										
Utilities	541,993	21%	440,408	-19%	550,454	25%	572,472	4%	595,371	4%
Vehicle maintenance	5,944	-27%	4,373	-26%	6,400	46%	6,720	5%	7,056	5%
Building maintenance	353,981	22%	357,518	1%	408,179	14%	424,506	4%	441,486	4%
Rent	24,296	2%	25,435	5%	29,172	15%	30,339	4%	31,553	4%
Lease/purchase of buildings	811,550	0%	812,650	0%	809,000	0%	809,700	0%	810,700	0%
Insurance	68,770	4%	66,451	-3%	72,029	8%	73,470	2%	74,939	2%
Friends expenditures	14,002	-8%	37,536	168%	30,000	-20%	31,200	4%	32,448	4%
SUBTOTAL	1,820,537	10%	1,744,371	-4%	1,905,234	9%	1,948,407	2%	1,993,553	2%

PUEBLO CITY-COUNTY LIBRARY DISTRICT 10-YEAR FINANCIAL PROJECTIONS

2020 (Projected)	% inc.	2021 (Projected)	% inc.	2022 (Projected)	% inc.	2023 (Projected)	% inc.	2024 (Projected)	% inc.	2025 (Projected)	% inc.	2026 (Projected)	% inc.
1,870	5%	1,927	3%	2,023	5%	2,084	3%	2,188	5%	2,253	3%	2,366	5%
0.01		0.01		0.01		0.01		0.01		0.01		0.01	
5.25		5.25		5.25		5.25		5.25		5.25		5.25	
9,840,774	5%	10,135,998	3%	10,642,797	5%	10,962,081	3%	11,510,185	5%	11,855,491	3%	12,448,265	5%
0.999		0.999		0.999		0.999		0.999		0.999		0.999	
9,830,933	5%	10,125,862	3%	10,632,154	5%	10,951,119	3%	11,498,675	5%	11,843,636	3%	12,435,817	5%
786,475	5%	810,069	3%	850,572	5%	876,090	3%	919,894	5%	947,491	3%	994,865	5%
301,492	3%	310,537	3%	319,853	3%	329,449	3%	339,332	3%	349,512	3%	359,997	3%
12,314	0%	12,443	0%	14,578	0%	19,449	0%	22,437	0%	28,360	0%	35,229	0%
87,616	-3%	84,988	-3%	82,438	-3%	79,965	-3%	77,566	-3%	75,239	-3%	72,982	-3%
67,492	4%	70,192	4%	73,000	4%	75,920	4%	78,957	4%	82,115	4%	85,400	4%
6,750	4%	7,020	4%	7,301	4%	7,593	4%	7,897	4%	8,213	4%	8,542	4%
11,093,072	5%	11,421,111	3%	11,979,896	5%	12,339,585	3%	12,944,758	5%	13,334,566	3%	13,992,832	5%
4,344,190	2%	4,431,074	2%	4,519,695	2%	4,610,089	2%	4,702,291	2%	4,796,336	2%	4,892,263	2%
596,466	2%	608,195	2%	610,159	0%	622,362	2%	634,809	2%	647,505	2%	660,456	2%
28,153	2%	28,716	2%	29,290	2%	29,876	2%	30,474	2%	31,083	2%	31,705	2%
541,405	3%	557,647	3%	574,376	3%	591,608	3%	609,356	3%	627,636	3%	646,466	3%
13,033	2%	13,293	2%	13,559	2%	13,830	2%	14,107	2%	14,389	2%	14,677	2%
62,991	2%	64,251	2%	65,536	2%	66,846	2%	68,183	2%	69,547	2%	70,938	2%
38,509	3%	39,664	3%	40,854	3%	42,079	3%	43,342	3%	44,642	3%	45,981	3%
72,884	1%	72,884	0%	72,884	0%	72,884	0%	72,884	0%	72,884	0%	72,884	0%
5,697,629	2%	5,815,723	2%	5,926,353	2%	6,049,575	2%	6,175,445	2%	6,304,024	2%	6,435,369	2%
1,284,205	3%	1,322,731	3%	1,362,413	3%	1,403,285	3%	1,445,384	3%	1,488,745	3%	1,533,408	3%
167,027	3%	172,037	3%	177,199	3%	182,514	3%	187,990	3%	193,630	3%	199,438	3%
147,661	3%	152,091	3%	156,654	3%	161,354	3%	166,194	3%	171,180	3%	176,315	3%
1,598,893	3%	1,646,860	3%	1,696,265	3%	1,747,153	3%	1,799,568	3%	1,853,555	3%	1,909,162	3%
619,186	4%	643,953	4%	669,711	4%	696,500	4%	724,360	4%	753,334	4%	783,468	4%
7,409	5%	7,779	5%	8,168	5%	8,577	5%	9,005	5%	9,456	5%	9,929	5%
459,146	4%	477,512	4%	496,612	4%	516,477	4%	537,136	4%	558,621	4%	580,966	4%
32,815	4%	34,128	4%	35,493	4%	36,913	4%	38,390	4%	39,926	4%	41,523	4%
813,325	0%	813,025	0%	812,275	0%	811,075	0%	809,425	0%	808,775	0%	812,000	0%
76,438	2%	77,967	2%	79,526	2%	81,117	2%	82,739	2%	84,394	2%	86,082	2%
33,746	4%	35,096	4%	36,500	4%	37,960	4%	39,478	4%	41,057	4%	42,699	4%
2,042,064	2%	2,089,460	2%	2,138,285	2%	2,188,618	2%	2,240,533	2%	2,295,563	2%	2,356,667	3%

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
10-YEAR FINANCIAL PROJECTIONS**

	2015	%	2016	%	2017	%	2018	%	2019	%
GENERAL FUND	(Audit)	inc.	(Estimated)	inc.	Budget	inc.	(Projected)	inc.	(Projected)	inc.
OPERATING										
Contract services	459,237	27%	556,313	21%	379,087	-32%	390,460	3%	402,173	3%
County treasurer's fees	128,601	1%	131,027	2%	132,260	1%	136,747	3%	140,850	3%
Community relations	38,776	-38%	56,664	46%	40,000	-29%	41,200	3%	42,436	3%
Professional memberships	17,214	7%	17,322	1%	6,490	-63%	17,800	174%	18,334	3%
Office supplies, equipment, misc.	82,647	2%	67,171	-19%	61,632	-8%	63,481	3%	65,385	3%
Photocopiers	16,263	-33%	29,819	83%	27,501	-8%	28,326	3%	29,176	3%
Courier service	56,897	28%	57,160	0%	62,660	10%	64,540	3%	66,476	3%
Postage & freight	30,839	-6%	25,000	-19%	25,000	0%	25,750	3%	26,523	3%
SUBTOTAL	830,474	11%	940,476	13%	734,630	-22%	768,303	5%	791,352	3%
INFORMATION TECHNOLOGY										
Telecommunications	222,652	10%	240,369	8%	249,717	4%	257,209	3%	264,925	3%
Hardware repair & maintenance	11,384	81%	9,000	-21%	12,500	39%	12,875	3%	13,261	3%
Technology supplies	33,451	-15%	31,012	-7%	32,812	6%	33,796	3%	34,810	3%
Technology contract services	208,054	16%	247,739	19%	228,900	-8%	235,767	3%	242,840	3%
SUBTOTAL	475,540	11%	528,120	11%	523,929	-1%	539,647	3%	555,836	3%
PROJECTED TOTAL EXPENDITURES	9,800,636	1%	9,932,449	1%	9,968,136	0%	10,240,296	3%	10,471,877	2%
FUND BALANCE (beginning)	2,910,540		2,549,587		2,349,587		2,079,586		1,639,911	
TOTAL AVAILABLE	12,742,223		12,482,036		12,317,723		12,380,207		12,240,131	
EXPENDITURES	9,800,636		9,932,449		9,968,136		10,240,296		10,471,877	
Transfers out to Capital Projects	(392,000)		(200,000)		(275,000)		(500,000)		(400,000)	
Transfers in from Special Revenue					5,000					
FUND BALANCE (ending)	2,549,587		2,349,587		2,079,586		1,639,911		1,368,253	
Revenue less expenditures	31,047		0		(0)		60,324		128,343	

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
10-YEAR FINANCIAL PROJECTIONS**

2020	%	2021	%	2022	%	2023	%	2024	%	2025	%	2026	%
(Projected)	inc.	(Projected)	inc.	(Projected)	inc.	(Projected)	inc.	(Projected)	inc.	(Projected)	inc.	(Projected)	inc.
414,239	3%	426,666	3%	439,466	3%	452,650	3%	466,229	3%	480,216	3%	494,623	3%
147,612	5%	152,040	3%	159,642	5%	164,431	3%	172,653	5%	177,832	3%	186,724	5%
43,709	3%	45,020	3%	46,371	3%	47,762	3%	49,195	3%	50,671	3%	52,191	3%
18,884	3%	19,450	3%	20,034	3%	20,635	3%	21,254	3%	21,891	3%	22,548	3%
67,347	3%	69,367	3%	71,448	3%	73,592	3%	75,800	3%	78,074	3%	80,416	3%
30,051	3%	30,953	3%	31,881	3%	32,838	3%	33,823	3%	34,837	3%	35,883	3%
68,470	3%	70,524	3%	72,640	3%	74,819	3%	77,064	3%	79,376	3%	81,757	3%
27,318	3%	28,138	3%	28,982	3%	29,851	3%	30,747	3%	31,669	3%	32,619	3%
817,629	3%	842,158	3%	870,464	3%	896,578	3%	926,764	3%	954,567	3%	986,760	3%
272,873	3%	281,059	3%	289,490	3%	298,175	3%	307,120	3%	316,334	3%	325,824	3%
13,659	3%	14,069	3%	14,491	3%	14,926	3%	15,373	3%	15,835	3%	16,310	3%
35,855	3%	36,930	3%	38,038	3%	39,179	3%	40,355	3%	41,565	3%	42,812	3%
250,125	3%	257,629	3%	265,358	3%	273,319	3%	281,518	3%	289,964	3%	298,663	3%
572,511	3%	589,687	3%	607,377	3%	625,599	3%	644,367	3%	663,698	3%	683,609	3%
10,728,727	2%	10,983,887	2%	11,238,745	2%	11,507,522	2%	11,786,676	2%	12,071,406	2%	12,371,566	2%
1,368,253		1,382,598		1,619,822		2,160,973		2,493,036		3,151,119		3,914,279	
12,461,325		12,803,708		13,599,718		14,500,558		15,437,794		16,485,685		17,907,111	
10,728,727		10,983,887		11,238,745		11,507,522		11,786,676		12,071,406		12,371,566	
(350,000)		(200,000)		(200,000)		(500,000)		(500,000)		(500,000)		(500,000)	
1,382,598		1,619,822		2,160,973		2,493,036		3,151,119		3,914,279		5,035,545	
364,344		437,224		741,151		832,062		1,158,082		1,263,160		1,621,266	

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
10-YEAR FINANCIAL PROJECTIONS**

GENERAL FUND	2015 (Audit)	% inc.	2016 (Estimated)	% inc.	2017 Budget	% inc.	2018 (Projected)	% inc.	2019 (Projected)	% inc.
CAPITAL PROJECT FUND	2015 (Audit)		2016 (Estimated)		2017 (Budget)		2018 (Projected)		2019 (Projected)	
PROJECTED REVENUE										
Contributions, donations, grants	176,546		4,333		35,000		35,000		35,000	
InfoZone - Newseum	-		-		-		-		25,000	
Interest earnings	4,517		7,239		4,500		15,080		15,981	
Miscellaneous revenue	-		-							
TOTAL REVENUE	181,063		11,572		39,500		50,080		75,981	
PROJECTED EXPENDITURES										
Building projects										
Lucero Library										
Giodone Library										
Greenhorn Valley Library										
Issuance costs/miscellaneous	-		-		-		-		-	
InfoZone - Newseum expense			36,104		24,218		-		25,000	
Capital Asset Acquisitions [replacement plan]	238,678		90,950		314,500		450,000		325,000	
TOTAL EXPENDITURES	238,678		127,054		338,718		450,000		350,000	
FUND BALANCE (beginning)	1,280,871		1,615,256		1,699,775		1,675,557		1,775,637	
TOTAL AVAILABLE	1,461,934		1,626,828		1,739,275		1,725,637		1,851,618	
EXPENDITURES	238,678		127,054		338,718		450,000		350,000	
Other financing sources										
Proceeds from COP issue										
COP costs										
Transfers out to General Fund										
Transfers in from General Fund	392,000		200,000		275,000		500,000		400,000	
FUND BALANCE (ending)	1,615,256		1,699,775		1,675,557		1,775,637		1,901,618	
SPECIAL REVENUE FUND										
Beginning Fund Balance	3,201		502		1,014		1,024		1,024	
Revenue	9,301		6,012		5,010		5,000		5,000	
Expenditures	12,000		5,500		-		5,000		5,000	
Transfer out to General Fund					(5,000)					
Special Revenue ending fund balance	502		1,014		1,024		1,024		1,024	
COMBINED FUNDS										
Beginning Fund balance	4,194,612		4,165,345		4,050,376		3,756,167		3,416,572	
Revenues	10,022,047		9,950,033		10,012,646		10,355,701		10,681,200	
Expenditures	10,051,314		10,065,003		10,306,854		10,695,296		10,826,877	
Transfers in/out - COP financing	-		-		-		-		-	
Ending Fund balance	4,165,345		4,050,375		3,756,168		3,416,571		3,270,896	
Fund Balance % of total expenditures	43%		41%		38%		33%		31%	
Materials % of total operating	16%		15%		15%		15%		15%	
Debt service % of total revenue	8%		8%		8%		8%		8%	

PUEBLO CITY-COUNTY LIBRARY DISTRICT 10-YEAR FINANCIAL PROJECTIONS

2020 (Projected)	% inc.	2021 (Projected)	% inc.	2022 (Projected)	% inc.	2023 (Projected)	% inc.	2024 (Projected)	% inc.	2025 (Projected)	% inc.	2026 (Projected)	% inc.
2020 (Projected)		2021 (Projected)		2022 (Projected)		2022 (Projected)		2022 (Projected)		2022 (Projected)		2022 (Projected)	
35,000		35,000	-	35,000		35,000		35,000		35,000		35,000	
-		25,000		-		25,000		-		25,000		-	
17,115		18,034		19,101		21,055		22,813		21,988		22,185	
52,115		78,034		54,101		81,055		57,813		81,988		57,185	
-		-		-		-		-		-		-	
-		25,000		-		25,000		-		25,000		-	
300,000		134,470		37,000		360,703		649,478		535,079		37,000	
300,000		159,470		37,000		385,703		649,478		560,079		37,000	
1,901,618		2,003,733		2,122,297		2,339,398		2,534,750		2,443,085		2,464,994	
1,953,733		2,081,767		2,176,398		2,420,453		2,592,563		2,525,073		2,522,179	
300,000		159,470		37,000		385,703		649,478		560,079		37,000	
350,000		200,000		200,000		500,000		500,000		500,000		500,000	
2,003,733		2,122,297		2,339,398		2,534,750		2,443,085		2,464,994		2,985,179	
1,024		1,024		1,024		1,024		1,024		1,024		1,024	
5,000		5,000		5,000		5,000		5,000		5,000		5,000	
5,000		5,000		5,000		5,000		5,000		5,000		5,000	
1,024		1,024		1,024		1,024		1,024		1,024		1,024	
3,270,895		3,387,354		3,743,142		4,501,395		5,028,810		5,595,227		6,380,296	
11,150,187		11,504,145		12,038,997		12,425,640		13,007,571		13,421,554		14,055,017	
11,033,727		11,148,357		11,280,745		11,898,225		12,441,154		12,636,485		12,413,566	
-		-		-		-		-		-		-	
3,387,354		3,743,142		4,501,395		5,028,809		5,595,227		6,380,296		8,021,747	
32%		34%		40%		44%		47%		53%		65%	
15%		15%		15%		15%		15%		15%		15%	
7%		7%		7%		7%		6%		6%		6%	

**Pueblo City-County Library District
Long-Range Plan**

Part 1

PCCLD GENERAL FUND PROJECTIONS	2015 Audit	2016 Estimated	2017 Budget	2018 Projected	2019 Projected	2020 Projected	2021 Projected	2022 Projected
TOTAL REVENUES	9,831,683	9,932,449	9,968,136	10,300,621	10,600,219	11,093,072	11,421,111	11,979,896
TOTAL PERSONNEL	5,119,713	5,214,093	5,326,090	5,467,395	5,581,295	5,697,629	5,815,723	5,926,353
TOTAL MATERIALS	1,554,371	1,505,390	1,478,253	1,516,544	1,549,841	1,598,893	1,646,860	1,696,265
TOTAL FACILITIES	1,820,537	1,744,371	1,905,234	1,948,407	1,993,553	2,042,064	2,089,460	2,138,285
TOTAL OPERATING	830,474	940,476	734,630	768,303	791,352	817,629	842,158	870,464
TOTAL INFO. TECHNOLOGY	475,540	528,120	523,929	539,647	555,836	572,511	589,687	607,377
TOTAL EXPENDITURES	9,800,636	9,932,450	9,968,136	10,240,296	10,471,878	10,728,727	10,983,888	11,238,745
Revenue over(under) expenditures	31,047	(1)	(0)	60,324	128,342	364,344	437,223	741,151
End of Year Combined Fund Balance	4,165,345	4,050,375	3,756,167	3,416,572	3,270,895	3,387,355	3,743,142	4,501,395

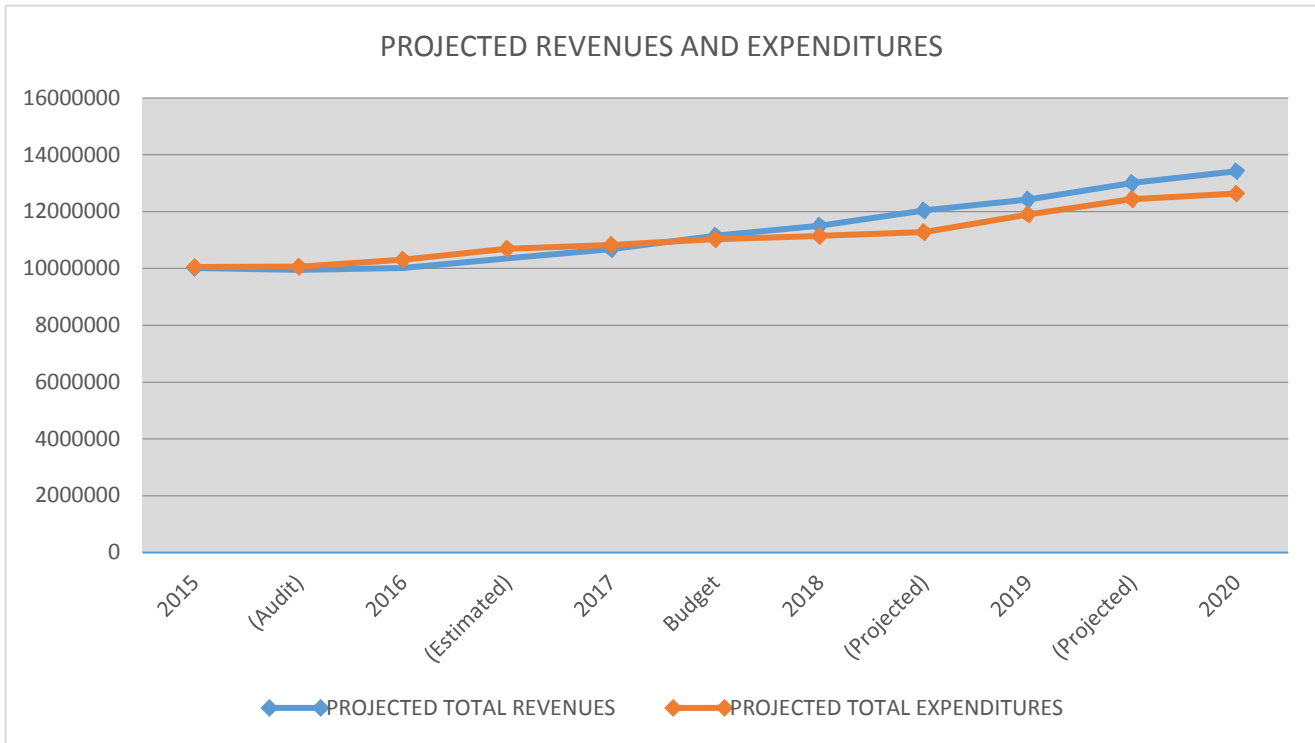
MILESTONES/EVENTS:

Vestas TIF completed							<u>1.1.2021</u>	
Black Hills Turbine				<u>1.1.2018</u>				
Comanche Solar Array				<u>1.1.2018</u>				

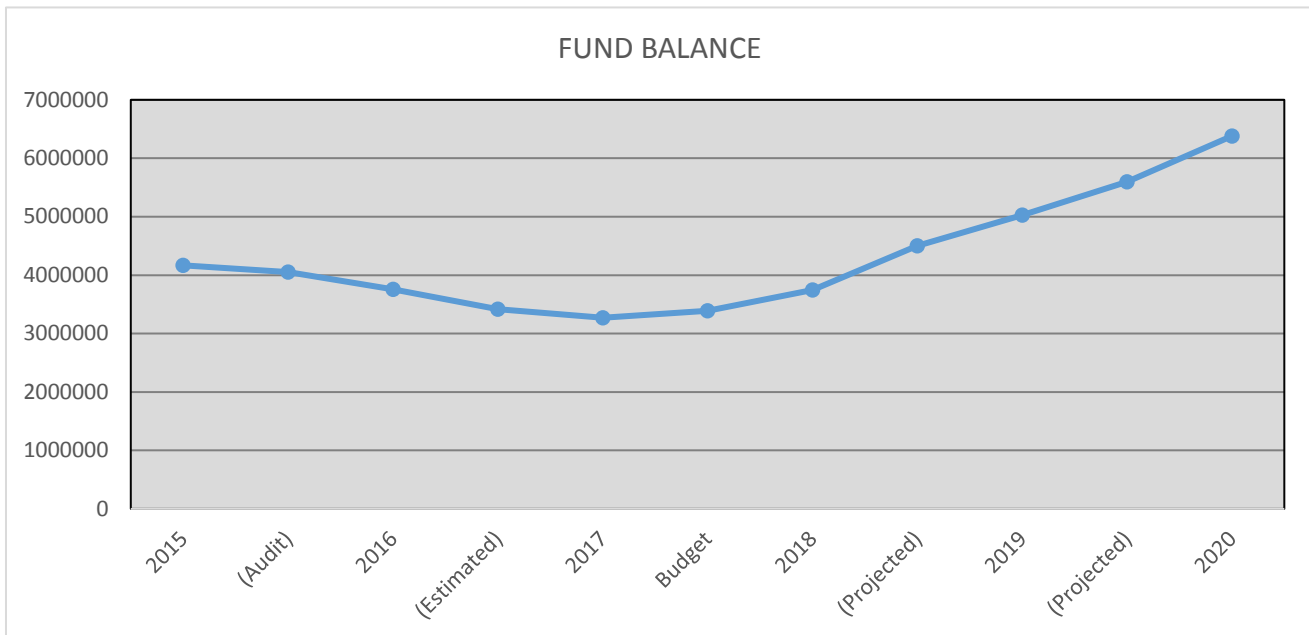
Part 2

PCCLD GENERAL FUND PROJECTIONS	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
TOTAL REVENUES	12,339,585	12,944,758	13,334,566	13,992,832	14,418,212	15,134,039	15,598,087	16,076,993
TOTAL PERSONNEL	6,049,575	6,175,445	6,304,024	6,435,369	6,569,543	6,706,609	6,846,629	6,989,671
TOTAL MATERIALS	1,747,153	1,799,568	1,853,555	1,909,162	1,966,436	2,025,429	2,086,192	2,148,778
TOTAL FACILITIES	2,188,618	2,240,533	2,295,563	2,356,667	2,413,081	2,478,622	2,553,359	2,626,216
TOTAL OPERATING	896,578	926,764	954,567	986,760	1,016,363	1,050,701	1,082,222	1,114,688
TOTAL INFO. TECHNOLOGY	625,599	644,367	663,698	683,609	704,117	725,240	746,997	769,407
TOTAL EXPENDITURES	11,507,522	11,786,677	12,071,406	12,371,566	12,669,541	12,986,601	13,315,400	13,648,761
Revenue over(under) expenditures	832,062	1,158,081	1,263,160	1,621,266	1,748,671	2,147,438	2,282,688	2,428,232
End of Year Combined Fund Balance	5,028,810	5,595,226	6,380,296	8,021,747	10,611,427	11,923,065	13,006,551	15,268,413

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
COMBINED GENERAL, CAPITAL PROJECT SPECIAL REVENUE FUNDS
2017 BUDGET**



This graph illustrates the relationship between annual revenues and expenditures.



This graph depicts fund balance over the 10-year projection period.

SUMMARY / REVENUES

The following pages include summaries of the General Fund, the Capital Project Fund and the Special Revenue Fund, as well as a combined spread sheet showing totals in the funds. These are the only budgeted funds of the Pueblo City-County Library District for budget year 2017. 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. The Special Revenue Fund reflects activity in the Chamberlain Fund, from which the Pueblo City-County Library District receives funds annually. For 2017, there are no major building projects or renovations. An InfoZone update project is ongoing, and capital projects include replacement of information technology systems and other building and facility improvements.

An annual transfer from the General Fund into the Capital Project Fund is budgeted at \$275,000 in 2017. Transfers are planned annually thereafter, in order to continue funding for the Library Replacement Plan. The revenue budgeted in the Capital Project Fund reflects income from interest earnings and contributions from foundations and grantors.

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 22 years to request additional funds. Also on the 1995 ballot, the District requested exemption from the TABOR revenue limits, as well as the 5.5% revenue limit defined in Colorado State Revised Statutes. These exemptions were approved.

In addition to the mill levy of 5.25, the District is authorized by statute to collect additional mill levy equivalent to the amount of taxes that were abated and refunded in the previous year. In 2017, the amount of additional mill levy that was certified was .032 mills, generating \$53,230 in revenue, the amount of taxes abated or refunded in 2016. The amount of refunds and abatements in 2017 increased \$45,361 compared with 2016. The total mill levy certified to the county for collection of taxes in 2017 is 5.282.

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

GENERAL FUND	2015 AUDITED	2016 ESTIMATED	2016 BUDGET	2017 BUDGET
BALANCE, Beginning of Year	2,910,540	2,549,587	2,454,783	2,349,587
REVENUES	9,831,683	9,932,449	9,951,220	9,968,136
TOTAL BALANCE	12,742,223	12,482,036	12,406,003	12,317,723
EXPENDITURES	9,800,636	9,932,449	10,028,455	9,968,136
TRANSFER IN/OUT-CAPITAL PROJECT	(392,000)	(200,000)	(200,000)	(275,000)
TRANSFER IN/OUT-SPECIAL REVENUE	-	-	-	5,000
BALANCE, End of Year	<u>2,549,587</u>	<u>2,349,587</u>	<u>2,177,548</u>	<u>2,079,587</u>
CAPITAL PROJECT FUND	2015 AUDITED	2016 ESTIMATED	2016 BUDGET	2017 BUDGET
BALANCE, Beginning of Year	1,280,871	1,615,256	1,616,859	1,699,775
REVENUES	181,063	11,572	9,358	39,500
TOTAL BALANCE	1,461,934	1,626,828	1,626,217	1,739,275
EXPENDITURES	238,678	127,054	152,434	338,718
TRANSFER IN/OUT GENERAL FUND	392,000	200,000	200,000	275,000
BALANCE, End of Year	<u>1,615,256</u>	<u>1,699,775</u>	<u>1,673,782</u>	<u>1,675,557</u>
SPECIAL REVENUE FUND	2015 AUDITED	2016 ESTIMATED	2016 BUDGET	2017 BUDGET
BALANCE, Beginning of Year	3,201	502	313	1,014
REVENUES	9,301	6,012	10,008	5,010
TOTAL BALANCE	12,502	6,514	10,321	6,024
EXPENDITURES	12,000	-	-	-
TRANSFER IN/OUT	-	(5,500)	(10,000)	(5,000)
BALANCE, End of Year	<u>502</u>	<u>1,014</u>	<u>321</u>	<u>1,024</u>
COMBINED FUND BALANCE, End of Year	<u>4,165,345</u>	<u>4,050,375</u>	<u>3,851,651</u>	<u>3,756,167</u>
BALANCE, Restricted *	1,114,210	1,112,312	1,112,183	1,113,393
BALANCE, Available	3,051,135	2,938,063	2,739,468	2,642,774
ANNUAL USE OF RESERVES	360,953	200,000	277,235	270,000
* RESTRICTED FUNDS				
Emergency reserve	300,383.00	297,973	298,537	299,044
Reserve requirement for COPs	813,325	813,325	813,325	813,325
Special Revenue Fund	502	1,014	321	1,024
TOTAL RESTRICTED:	1,114,210	1,112,312	1,112,183	1,113,393

**MILL LEVY CALCULATIONS
BUDGET 2017**

		<u>2017 BUDGET</u>	<u>Formula</u>		<u>2016 BUDGET</u>
A	1,720,213,127	Total Gross Assessed Valuation		1,723,211,379	Total Gross Assessed Valuation
B	47,546,122	TIF reductions		57,974,780	TIF reductions
C	1,672,667,005	Total Net Assessed valuation	A - B	1,665,236,599	Total Net Assessed valuation
D	5.250	Voter approved mill levy limit		5.250	Voter approved mill levy limit
E	8,781,502	Total Revenue	C X D X .001	8,742,492	Total Revenue
F	53,230	Abatements, refunds		7,869	Abatements, refunds
G	0.032	Millage for abatements, refunds	F / C X 1000	0.005	Millage for abatements, refunds
H	5.282	Adjusted mill levy	D + G	5.255	Adjusted mill levy
I	8,835,027	Adjusted total revenue	H X C X .001	8,750,818	Adjusted total revenue
J	8,817,357	Budgeted revenue @ 99.8%	I X 99.8%	8,733,317	Budgeted revenue @ 99.8%
		\$ 251,139 Revenue reduction impact of TIF	B X D X .001	\$ 304,657 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 5.25, 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 2017 of 5.282.

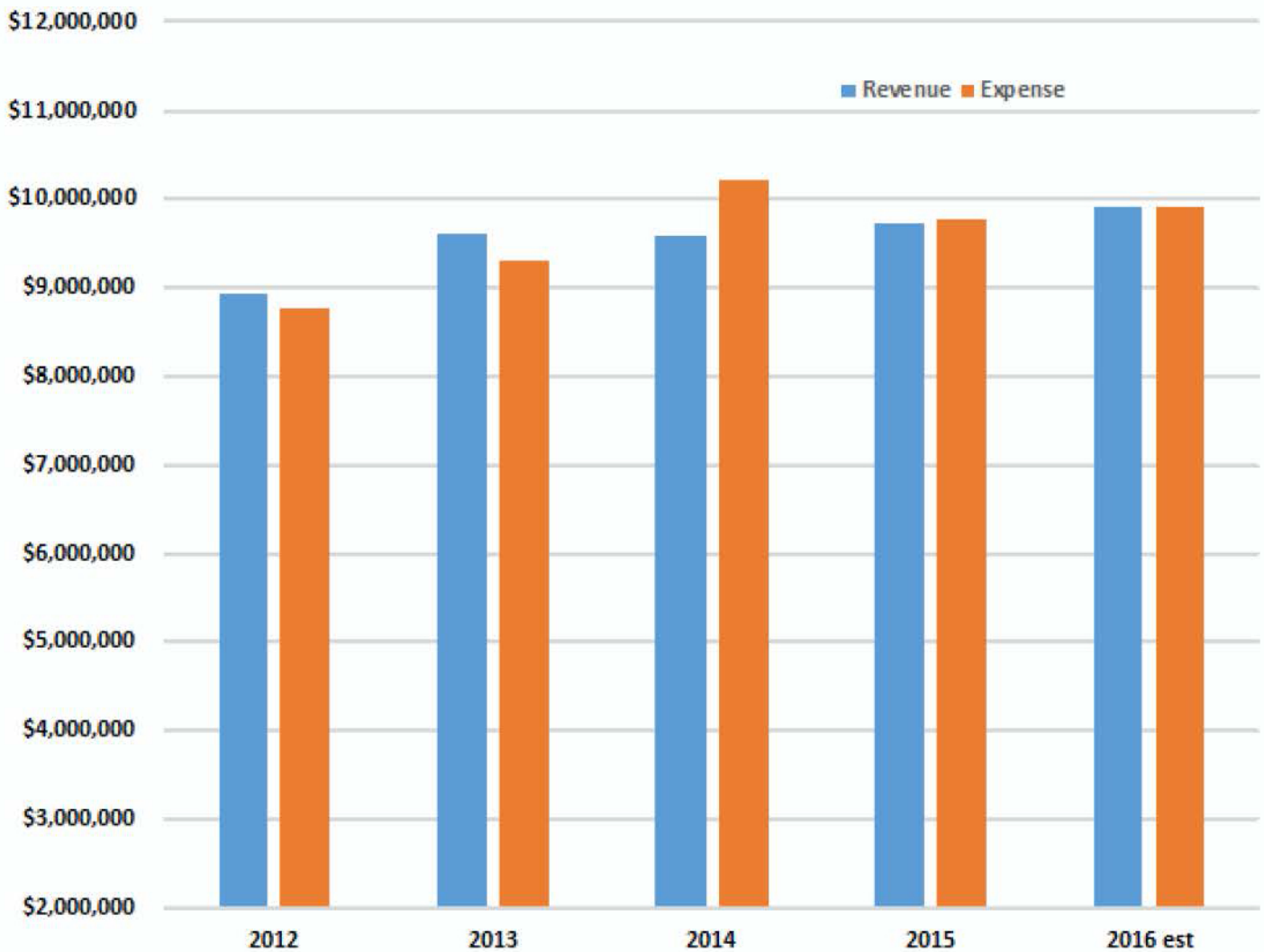
The total dollar amount increase over the prior year is \$84,040.

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
2017 BUDGET**

2015	9,722,745	9,780,484
2016 est	9,932,449	9,932,449

5-YEAR GENERAL FUND REVENUE & EXPENSE HISTORY



CERTIFICATION OF TAX LEVIES for NON-SCHOOL GovernmentsTO: County Commissioners¹ of Pueblo County, Colorado.On behalf of the Pueblo City-County Library District,the (taxing entity)^A
Board of Trusteesof the (governing body)^B
Pueblo City-County Library District
(local government)^C

Hereby officially certifies the following mills
to be levied against the taxing entity's GROSS \$ 1,720,213,127
assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation
(AV) different than the GROSS AV due to a Tax
Increment Financing (TIF) Area^F the tax levies must be \$ 1,672,667,005
calculated using the NET AV. The taxing entity's total
property tax revenue will be derived from the mill levy
multiplied against the NET assessed valuation of: (NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)
**USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED
BY ASSESSOR NO LATER THAN DECEMBER 10**

Submitted: 12/14/2016 for budget/fiscal year 2017
(no later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)**LEVY²****REVENUE²**

1. General Operating Expenses ^H	<u>5.25</u> mills	\$ <u>8,781,502</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< <u> </u> > mills	\$ < <u> </u> >
SUBTOTAL FOR GENERAL OPERATING:	<u>5.25</u> mills	\$ <u>8,781,502</u>
3. General Obligation Bonds and Interest ^J	<u> </u> mills	\$ <u> </u>
4. Contractual Obligations ^K	<u> </u> mills	\$ <u> </u>
5. Capital Expenditures ^L	<u> </u> mills	\$ <u> </u>
6. Refunds/Abatements ^M	<u>0.032</u> mills	\$ <u>53,230</u>
7. Other ^N (specify): <u> </u>	<u> </u> mills	\$ <u> </u>
	<u> </u> mills	\$ <u> </u>
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	<u>5.282</u> mills	\$ <u>8,835,027</u>

Contact person: (print) Jon Walker Daytime phone: (719) 562-5625
Signed:  Title: Executive Director

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

¹ If the taxing entity's boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).

PUEBLO CITY-COUNTY LIBRARY DISTRICT RESOLUTION TO ADOPT ANNUAL PLAN

A resolution adopting an Annual Plan for the Pueblo City-County Library District for the calendar year beginning on the first day of January, 2017, and ending on the last day of December, 2017.

WHEREAS, the Board of Trustees of the Pueblo City-County Library District has appointed the Executive Director of the Pueblo City-County Library District to manage the Pueblo City-County Library District, and;

WHEREAS, the Executive Director has submitted a proposed Pueblo City-County Library District 2017 Annual Plan to the Board of Trustees, and;

WHEREAS, upon due and proper notice, said proposed Annual Plan was open for inspection by the public, a public hearing was held on November 17, 2016, and interested citizens were given the opportunity to make comments or suggestions to the proposed Annual Plan, and;

WHEREAS, the Board of Trustees voted to adopt the proposed 2017 Annual Plan at a public meeting held on December 13, 2016.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES FOR THE PUEBLO CITY-COUNTY LIBRARY DISTRICT that the 2017 Annual Plan of the Pueblo City-County Library District is hereby approved and adopted.

ADOPTED, this 13th day of December 2016.



Fredrick Quintana, President

ATTEST:



Jane Carlsen, Secretary

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
RESOLUTION TO ADOPT ANNUAL BUDGET**

A resolution summarizing expenditures and revenues for each fund and adopting an annual budget for the Pueblo City-County Library District for the calendar year beginning on the first day of January, 2017 and ending on the last day of December, 2017.

WHEREAS, the Board of Trustees of the Pueblo City-County Library District has appointed the Executive Director of the Pueblo City-County Library District to prepare and submit a proposed budget to this governing body at the proper time, and;

WHEREAS, the Executive Director has submitted a proposed budget to the Board of Trustees on October 14, 2016, for its consideration, and;

WHEREAS, upon due and proper notice, published in accordance with the law, said proposed budget was open for inspection by the public at a designated place, as well as being posted on the PCCLD web site, a public hearing was held on November 17, 2016, and interested taxpayers were given the opportunity to file or register any objections to the proposed budget, and;

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES FOR THE
PUEBLO CITY-COUNTY LIBRARY DISTRICT:**

Section 1. That the budget as submitted, amended, and summarized by fund, hereby is approved and adopted as the budget of the Pueblo City-County Library District for the year stated above.

Section 2. That the budget hereby approved and adopted shall be signed by the President and Secretary of the Board of Trustees and made a part of the public records of the Pueblo City-County Library District.

ADOPTED, this 13th day of December 2016.


Fredrick Quintana, President

ATTEST:


Jane Carlsen, Secretary

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
RESOLUTION TO APPROPRIATE SUMS OF MONEY**

A resolution appropriating sums of money to the various funds, in the amounts and for the purposes as set forth below, for the Pueblo City-County Library District for the 2017 budget year:

WHEREAS, the Board of Trustees has adopted the annual budget in accordance with the Colorado Local Government Budget Law, on December 13, 2016, and:

WHEREAS, the Board of Trustees has made provisions therein for revenues in an amount equal to or greater than the total proposed expenditures as set forth in said budget, and:

WHEREAS, it is not only required by law, but it is also necessary to appropriate the revenues provided in the budget to and for the purposes described below, so as not to impair the operations of the District.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE
PUEBLO CITY-COUNTY LIBRARY DISTRICT:**

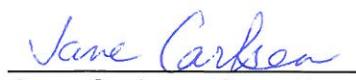
Section 1. That the following sums are hereby appropriated from the revenue of each fund, to each fund, for the stated purpose:

General Fund	\$ 9,968,136
Capital Project Fund	39,500
Special Revenue Fund	5,010
Reserve/Fund balance	<u>294,208</u>
TOTAL	\$ 10,306,854

ADOPTED, this 13th day of December 2016.


Fredrick Quintana, President

ATTEST:


Jane Carlsen, Secretary

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
RESOLUTION TO SET MILL LEVY**

A resolution levying general property taxes for the year 2016, to help defray the costs of providing library services to the Pueblo City-County Library District for the 2017 budget year.

WHEREAS, the Board of Trustees of the Pueblo City-County Library District has adopted the annual budget in accordance with the Local Government Budget Law on December 13, 2016, and;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is \$8,835,027, and;

WHEREAS, the 2016 net assessed valuation for the Pueblo City-County Library District as certified by the County Assessor on December 1, 2016 is \$1,720,213,127.

**NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE
PUEBLO CITY-COUNTY LIBRARY DISTRICT:**

Section 1. That for the purpose of meeting all general operating expenses of the Pueblo City-County Library District during the 2017 budget year, there is hereby levied a tax of 5.282 mills upon each dollar of the total valuation for assessment of all taxable property within Pueblo County for the year 2016.


Section 2. That the Chief Financial Officer is hereby authorized and directed to immediately certify to the County Commissioners of Pueblo County, Colorado, the mill levy for the Pueblo City-County Library District as determined above.

ADOPTED, this 13th day of December, 2016.



Fredrick Quintana, President

ATTEST:



Jane Carlsen, Secretary

GENERAL FUND

*Please note that all of the comparative percentage statistics referenced in this narrative compare the 2017 Budget to the 2016 **Estimated** Actual, except in those instances where a Budget-to-Budget comparison is clearly noted.*

REVENUES

PROPERTY TAX: The assessed valuation figures for 2017 reflect a small increase of 1.0%, with a monetary increase of \$82,040 in property tax. 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 increase somewhat next year. This line item constitutes approximately 7% of the total revenue budget.

CONTRACTS, GRANTS: This category reflects a decrease from prior year mainly due to discontinuing a budgeted contribution for security at the Lucero Library which was budgeted specifically for the prior year. This budget reflects grants and contracts that will come directly to PCCLD. The Pueblo Library Foundation was created in 2012 and receives the majority of grants and contributions. Most grant receipts are budgeted at 2016 levels; however, PCCLD will submit a grant application for \$20,000 for the 2017 All Pueblo Reads program, reflecting a small increase in budgeted grant revenue.

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

FINES, FEES: In part due to automatic renewals and related changes, fines and fees are lower than previous years. With the help of Unique Management Services, we continue to maintain collections activities for smaller debts, from \$10 to \$25. Based on current collections, this budget has decreased by 6% from prior estimated projections.

PHOTOCOPIER & INTERNET COPY FEES: Based on estimated 2016 revenue, budgeted revenue for copier fees match the prior year budget.

MISCELLANEOUS: A slight increase from current year estimates of 6% is projected, again based on current activity.

MILL LEVY - TAX RATE: The current mill levy projected for 2017 is 5.282. The law allows an adjustment to the voter-approved mill levy rate in order to collect on amounts withheld in previous years for abatements and refunds of taxes; that amount, 0.032, is included in the total mill levy for 2017.

The total general fund revenue for 2017 reflects a 0.4% increase over the 2016 estimated actual, and a \$16,916 increase over the 2016 budget.

EXPENDITURES

PEOPLE TO PROVIDE SERVICES: This section has increased by 2% over the 2016 estimated figures. All personnel costs are included in this section—salaries, PERA, employee benefits, employee training, etc.

Salaries and wages increase from the 2016 estimated actual by 3% due to salary increases, added or upgraded positions, and a minimum wage increase. The total FTE (Full-Time Equivalent) count for the District is increasing by 0.22 for 2017 after final adjustments and other organizational changes. However, it still allows for a 2.5% adjustment to salaries, as determined by the salary compensation pay plan. There is a budgeted increase to add a Facilities Technician I to assist with upkeep on the expanded number of buildings owned now by PCCLD.

PERA rates hold steady at 2016 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 an increase in 2017 in this category of approximately \$12,184.

Workers compensation insurance increases are based on recent claim history.

Employee insurance includes premiums paid by the District for employee health, dental and life insurance. A 2% decrease is forecast in 2017 for this coverage mostly based on census of insureds.

State unemployment compensation increases 7% in comparison with current year projections, although it appears that we may underspend slightly in this category in 2016.

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 is decreased 6% for 2017 reflecting the intention to utilize free or lower cost services in 2017.

Employee training decreases in 2017 by 10%, reflecting a concerted effort for one year to initiate training specific to libraries and special districts and to find efficiencies and reduce costs. This budget continues to provide opportunities for staff and board members to attend educational events and workshops—although on a more defined basis. The amount of this training budget is 1.42% of the total salaries budget.

MATERIALS AND SERVICES: This section of the budget has decreased 2% from the 2016 estimated actual expenditures. A focused effort was made to maintain the 2017 materials amount at exactly 15% of budgeted operational costs. This section includes all of the collections—books, audio visual (AV) materials, periodicals, on-line subscriptions, and digital materials (including circulating tablets)—purchased for public use. It also includes programs, and the costs to order, receive and process the materials.

Books, periodicals, AV and digital material match estimates for 2016. This is largely due to the overall budgeted expenses and consistent with the priority to keep this entire category at 15% of operating budget.

Library programs reflects a decreased budget from prior year, indicating the desire to be efficient with dollars spent on programs that are currently presented throughout the District. The Friends of Pueblo Library District has contributed \$11,500 on an annual basis for various programs which is anticipated to help support the Summer Reading Club and the Read Out Loud program. This generous donation amounts to 9% of the 2017 program budget.

Bindery/processing supplies/services is slated to decrease by 3% from 2016.

FACILITIES TO PROVIDE SERVICES: This section shows 9% increase over estimated expense for 2016. This increase is due to the upturn in property and liability insurance

costs, greater investment in buildings repair and maintenance, increasing utilities costs, and expanded Friends of the Library grant expenses.

Utilities increases by 25% over 2016 estimated expenditures based on current expenses and projections, including a utility company rate increase that will impact 2017 costs.

Vehicle expense is budgeted at a 46% increase over 2016, based on current expenses and projections.

Building repair and maintenance holds those items that are needed to properly maintain the buildings in the District - janitorial, trash removal, carpet cleaning, supplies, etc. - as well as minor maintenance projects. The 14% increase projected in 2017 is reflective of the current year expenses and anticipated projects in 2017.

Rent includes only the lease for the facility occupied primarily by the Friends of the Library, and most of this amount is offset by revenue received in Contracts & Grants. A part of this building is still occupied by PCCLD for storage, so the amount Friends reimburse to us is not the total rent paid. The rent increases by 15% 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 a detailed debt service page, which determines the exact budget amount every year, can be found later in this document.

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

Friends of the Library expenditures decrease in comparison with 2016 estimates based on decisions about their grant allocations to the District in 2017. Friends contributions are also recorded in other line items.

OPERATING: This section reflects expenses for general operations of the District. The 22% decrease from prior year is due primarily to finding efficiencies whenever possible while still meeting current needs of all the libraries.

Contractual library service decreases by \$177,226 over 2016 estimates, which is 32%. Most of the decrease is due to adjustments in security services at the Lucero Library and bringing in-house all call center services.

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 0.9%, in direct correlation to the Property Tax revenue. These fees are 1.5% of the tax amount.

Community relations has decreased from the 2016 budget reflecting a desire to be more efficient with dollars spent on marketing for the library district. A sub-category of this line item is an in-kind donation of costs to the Pueblo Library Foundation.

Professional memberships decrease by 63%, reflecting a redeployment of funds to other areas of the 2017 budget.

Office supplies, equipment shows an 8% decrease in 2017, based on a concerted effort for reductions from all libraries and departments.

Photocopiers is remained constant compared to the 2016 budget to reflect current spending patterns. This line item supports lease and maintenance of the special equipment in Community Relations.

Courier service is maintained nearly constant as compared to 2016 budget to reflect current spending patterns.

Postage and freight remain unchanged to reflect current spending patterns.

INFORMATION TECHNOLOGY: This section shows an overall decrease of 1% from estimated budget for current year.

Telecommunications shows a 4% increase from 2016 estimated actual based on current year expenses. It's important to note that the E-Rate reimbursement anticipated in 2017 is \$125,000, which is a significant offset to this expense.

Hardware repair & maintenance shows a 39% increase based on 2017 planned expenditures.

Technology supplies has increased by 6% to reflect anticipated ordering of supplies.

Technology maintenance, licenses, support includes all contractual services expense related to Technology—network maintenance, consulting and support agreements, licenses, etc. This line has decreased by 8% to reflect a decrease in licenses and agreements.

The total increase in expenditures in this budget in comparison with 2016 estimated actual expenditures is 0.4%.

FUND BALANCE

The ending fund balance forecast in the 2017 general fund budget is \$2,079,587, a decrease of \$270,000 over the estimated 2016 General Fund balance. This includes the transfer of \$275,000 from the General Fund to the Capital Project fund planned in the 2017 Budget. This is an amount necessary to help maintain the Library Replacement Plan. A \$5,000 transfer into the General Fund from the Special Revenue fund is intended to offset library materials purchases in 2017.

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 \$299,044 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 \$2,642,774.

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

	Actual Prev.year 2015	Estimated Curr.year 2016	Budget 2016	Budget 2017	Increase (Decrease)	%
REVENUES						
Property tax	8,569,246	8,733,317	8,733,317	8,817,357	84,040	1%
Specific ownership tax	719,445	689,932	689,932	696,571	6,639	1%
Contracts, Grants, Gifts	344,172	304,224	350,991	275,908	(28,316)	-9%
Interest	23,560	35,260	16,300	16,300	(18,960)	-54%
Fines, Fees	102,091	101,957	93,480	96,000	(5,957)	-6%
Photocopier & Internet Copy Fees	65,972	62,094	60,000	60,000	(2,094)	-3%
Miscellaneous	7,197	5,665	7,200	6,000	335	6%
TOTAL REVENUES	9,831,683	9,932,449	9,951,220	9,968,136	35,687	0.4%
EXPENDITURES						
PERSONNEL						
Salaries	3,949,736	3,980,933	3,977,918	4,093,627	112,694	3%
PERA	533,999	545,388	554,975	557,572	12,184	2%
Workers compensation	11,892	22,088	19,751	26,529	4,441	20%
Employee insurance	467,669	505,149	493,245	493,462	(11,687)	-2%
Unemployment compensation	11,534	11,439	11,934	12,281	842	7%
Medicare trust	55,691	57,724	57,680	59,358	1,634	3%
Employee relations	32,452	26,730	23,630	25,200	(1,530)	-6%
Employee training	56,741	64,642	78,787	58,061	(6,581)	-10%
TOTAL PERSONNEL	5,119,714	5,214,092	5,217,920	5,326,090	111,998	2%
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,181,283	1,196,379	1,196,379	1,196,000	(379)	0%
Bindery/processing supplies/services	228,933	156,950	151,100	152,853	(4,097)	-3%
Library programs	144,155	152,061	156,950	129,400	(22,661)	-15%
TOTAL MATERIALS	1,554,371	1,505,390	1,504,429	1,478,253	(27,137)	-2%
FACILITIES						
Utilities	541,993	440,408	544,363	550,454	110,046	25%
Vehicle maintenance	5,944	4,373	6,000	6,400	2,027	46%
Building repair & maintenance	353,981	357,518	367,518	408,179	50,661	14%
Rent	24,296	25,435	24,778	29,172	3,737	15%
Lease/purchase of buildings	811,550	812,650	812,650	809,000	(3,650)	0%
Insurance	68,770	66,451	66,451	72,029	5,578	8%
Friends expenditures	14,002	37,536	8,116	30,000	(7,536)	-20%
TOTAL FACILITIES	1,820,536	1,744,371	1,829,876	1,905,234	160,863	9%
OPERATING						
Contract Services	459,237	556,313	569,984	379,087	(177,226)	-32%
County Treasurer's fees	128,601	131,027	131,000	132,260	1,233	1%
Community relations	38,776	56,664	65,000	40,000	(16,664)	-29%
Professional memberships	17,214	17,322	17,322	6,490	(10,832)	-63%
Office supplies, equipment	82,647	67,171	67,171	61,632	(5,539)	-8%
Photocopiers	16,263	29,819	27,501	27,501	(2,318)	-8%
Courier service	56,897	57,160	62,000	62,660	5,500	10%
Postage & freight	30,839	25,000	25,000	25,000	-	0%
TOTAL OPERATING	830,474	940,476	964,978	734,630	(205,846)	-22%
INFORMATION TECHNOLOGY						
Telecommunications	222,652	240,369	223,501	249,717	9,348	4%
Hardware repair & maintenance	11,384	9,000	9,000	12,500	3,500	39%
Technology Supplies	33,450	31,012	31,012	32,812	1,800	6%
Technology mtce, licenses, support	208,054	247,739	247,739	228,900	(18,839)	-8%
TOTAL INFORMATION TECHNOLOGY	475,540	528,120	511,252	523,929	(4,191)	-1%
TOTAL EXPENDITURES	9,800,635	9,932,449	10,028,455	9,968,136	35,687	0%

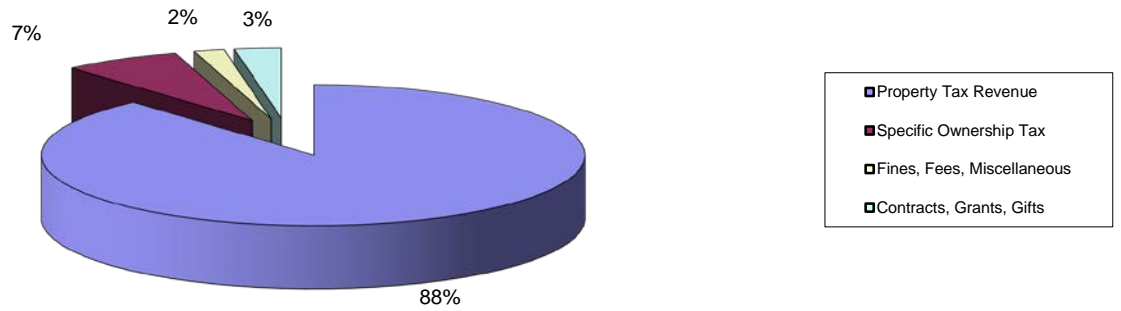
**PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND**

	Actual Prev.year 2015	Estimated Curr.year 2016	Budget 2016	Budget 2017	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	8,569,246	8,733,317	8,733,317	8,817,357	84,040	1%
All other sources	1,262,437	1,199,132	1,217,903	1,150,779	(48,353)	-4%
TOTAL REVENUES	9,831,683	9,932,449	9,951,220	9,968,136	35,687	0%
EXPENDITURES						
PERSONNEL	5,119,714	5,214,092	5,217,920	5,326,090	111,998	2%
MATERIALS & SERVICES	1,554,371	1,505,390	1,504,429	1,478,253	(27,137)	-2%
FACILITIES	1,820,536	1,744,371	1,829,876	1,905,234	160,863	9%
OPERATIONS	830,474	940,476	964,978	734,630	(205,846)	-22%
INFORMATION TECHNOLOGY	475,540	528,120	511,252	523,929	(4,191)	
TOTAL EXPENDITURES	9,800,635	9,932,449	10,028,455	9,968,136	35,687	0%
Beginning fund balance	2,910,540	2,549,587	2,454,783	2,349,587	(200,000)	-8%
Transfer in/out Capital Project Fund	(392,000)	(200,000)	(200,000)	(275,000)	(75,000)	
Transfer in/out Special Revenue Fund	-	-	-	5,000	5,000	
EXCESS Revenues - Expenditures (Reserve increase)	31,048	(0)	(77,235)	-	0	-100%
NET (ending fund balance)	2,549,587	2,349,587	2,177,547	2,079,587	(270,000)	-11%
 NET ASSESSED VALUATION - \$ 1,672,667,005						

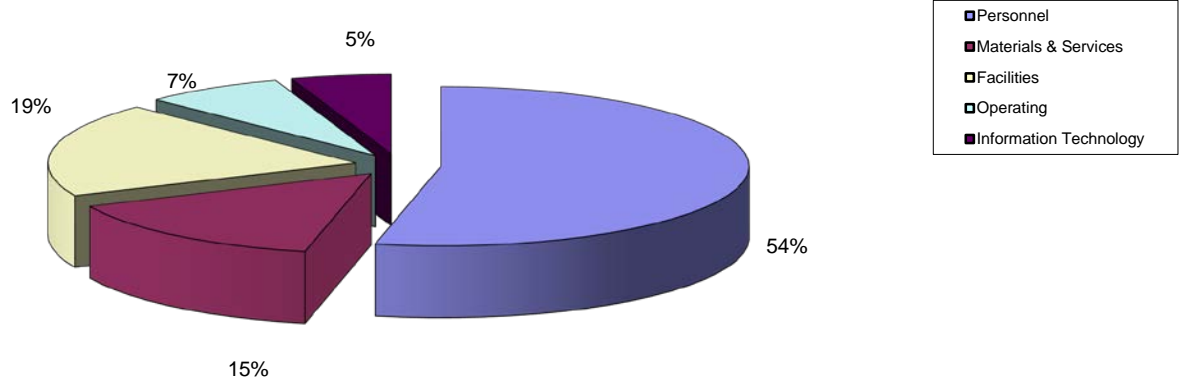
THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2017 BUDGET**

GENERAL FUND BUDGET - REVENUES



GENERAL FUND BUDGET - EXPENDITURES



CAPITAL PROJECT FUND

The Capital Project fund encompasses four primary functions:

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

REVENUES

CONTRIBUTIONS, GIFTS, GRANTS: There is nothing budgeted in this category for 2017.

MISCELLANEOUS REVENUE: Federal funding anticipated from the E-rate program for schools and libraries is reflected at \$35,000 for 2017. This funding reimburses up to 85% for Wi-Fi, building infrastructure and networking expenditures.

INTEREST EARNINGS: This category is budgeted at \$4,500 for interest earned on cash holdings.

EXPENDITURES

New building projects: Nothing is budgeted here for 2017.

InfoZone expenses: \$24,218 is budgeted for 2017 for InfoZone exhibit upgrades.

Capital Asset Acquisitions. Several Library Replacement Plan items are included here, including replacement of a network server, upgrading lighting and heating and air controls at the Rawlings Library, updating assistive technology for the physically impaired, and parking lot resurfacing at the Pueblo West library.

Total capital fund needs in 2017 are projected at \$338,718.

OTHER FINANCING SOURCES/USES

TRANSFER IN FROM THE GENERAL FUND: In 2017 there is a budgeted transfer of \$275,000 to the Capital Fund, for ongoing funding of the Library Replacement Plan.

FUND BALANCE

The fund balance forecast in the 2017 Capital Project Budget is \$1,675,557. This indicates that planned Capital Fund expenditures exceed the budgeted income and additional funds transferred from the General Fund to the Capital Fund for the Library Replacement Plan in 2017.

The total combined fund balance, comprised of both the General Fund, Capital Project Fund and the restricted Special Revenue Fund, is projected to be \$3,756,167 at the end of 2017. Of this total fund balance, \$299,044 is restricted for the TABOR 3% reserve requirement, and \$813,325 is restricted in the Debt Service Reserve Fund, and \$1,024 is the ending fund balance in the Special Revenue Fund, leaving a remaining combined fund balance of \$2,642,774 which is unrestricted.

BUDGETARY IMPACT OF CAPITAL EXPENDITURES

Capital Expenditures completed in 2017 are ongoing activities outlined and funded by the Library Capital Replacement Plan maintained in the Capital Project Fund. The ongoing impact on the operating, or General Fund, now and in the coming years includes planned annual transfers from the General Fund to the Capital Project Fund for the purpose of maintaining the library's Capital Replacement.

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

- **Salaries & wages** increased by \$220,000 in 2014/2015, and related payroll items also increased (PERA, Medicare, Workers Compensation, health insurance). These additional staff costs are maintained in the 2017 budget.
- **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—this is true in fiscal year 2017.
- **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.

Total annual budgetary impact is expected to be approximately \$1,300,000. With the three new libraries now established and operating for the past 24 months, the impact is now customary and included in the annual budget.

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

	Actual Prev.year 2015	Estimated Curr.year 2016	Budget 2016	Budget 2017	Increase (Decrease)
REVENUES					
Contributions, gifts	160,046	-	-	-	-
Grants	16,500	-	-	-	-
Friends of PCCLD contributions	-	4,333	9,258	-	(4,333)
Contributions from Pueblo Library Foundati	-	-	-	-	-
Miscellaneous revenue	-	-	-	35,000	35,000
Interest earnings	4,517	7,239	100	4,500	(2,739)
TOTAL REVENUES	181,063	11,572	9,358	39,500	27,928
EXPENDITURES					
New Building Projects					
Lucero	21,937	-	-	-	-
Giodone	751	-	-	-	-
Greenhorn Valley - Colorado City	4,499	-	-	-	-
Misc.	-	-	-	-	-
Bond issuance costs	-	-	-	-	-
TOTAL BUILDING COSTS	27,187	-	-	-	-
InfoZone expenses	107,702	36,104	49,334	24,218	(11,886)
TOTAL INFOZONE EXPENSE	107,702	36,104	49,334	24,218	(11,886)
Capital Asset Acquisitions [Replacement Plan]					
Information Technology	85,036	29,000	38,000	163,500	134,500
Furniture, Fixtures, Equipment	-	13,354	21,300	-	(13,354)
Building Improvements	18,753	48,595	43,800	151,000	102,405
TOTAL CAPITAL ASSET EXPENSE	103,789	90,950	103,100	314,500	223,550
TOTAL EXPENDITURES	238,678	127,054	152,434	338,718	211,664

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

SUMMARY	Actual Prev.year 2015	Estimated Curr.year 2016	Budget 2016	Budget 2017	Increase (Decrease)
REVENUES					
Contributions, grants, gifts	176,546	4,333	9,258	-	(4,333)
Miscellaneous revenue	-	-	-	35,000	35,000
Interest earnings	4,517	7,239	100	4,500	(2,739)
TOTAL REVENUES	181,063	11,572	9,358	39,500	27,928
EXPENDITURES					
New Building Project	27,187	-	-	-	-
New issue expenses	-	-	-	-	-
InfoZone Expenditures	107,702	36,104	49,334	24,218	(11,886)
Capital Asset Expenditures	<u>103,789</u>	<u>90,950</u>	<u>103,100</u>	<u>314,500</u>	<u>223,550</u>
TOTAL EXPENDITURES	238,678	127,054	152,434	338,718	211,664
Beginning fund balance	1,280,871	1,615,256	1,492,371	1,699,775	84,519
Other Financing Sources					
Proceeds from bond issue	-	-	-	-	-
Premium	-	-	-	-	-
Discount	-	-	-	-	-
Payments to escrow 2007 COPS	-	-	-	-	-
Transfer in from General Fund [Replac.PlIn]	392,000	200,000	200,000	275,000	75,000
Transfer out to General Fund	-	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(57,615)	(115,481)	(143,076)	(299,218)	(183,737)
NET (ending fund balance)	<u>1,615,256</u>	<u>1,699,775</u>	<u>1,549,295</u>	<u>1,675,557</u>	<u>(24,218)</u>

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

SPECIAL REVENUE FUND

REVENUES

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

EXPENSES

The distributions received by the District are held in a segregated account at Colotrust, a local government liquid asset trust, and are used on an occasional basis for board-determined purposes. The 2017 budget reflects a \$5,000 transfer to the General Fund to fund purchases of library materials.

FUND BALANCE

At the end of 2017, the fund balance is anticipated to be \$1,024.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
SPECIAL REVENUE FUND
BUDGET 2017**

	Actual Prev.year 2015	Estimated Curr.year 2016	Budget 2016	Budget 2017	Increase (Decrease)
REVENUES					
Interest earnings	15	12	8	10	(7)
Distributions from Chamberlain Fund	<u>9,286</u>	<u>6,000</u>	<u>10,000</u>	<u>5,000</u>	<u>714</u>
TOTAL REVENUES	<u>9,301</u>	<u>6,012</u>	<u>10,008</u>	<u>5,010</u>	<u>707</u>
EXPENDITURES					
Contributions	12000	0	0	0	(12,000)
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	<u>12,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(12,000)</u>
Beginning fund balance	3,201	502	313	1,014	(2,888)
Other Financing Sources					
Transfer out to General Fund	-	(5,500)	(10,000)	(5,000)	(10,000)
EXCESS Revenues - Expenditures (Reserve increase)	(2,699)	6,012	10,008	5,010	12,707
NET (ending fund balance)	<u>502</u>	<u>1,014</u>	<u>321</u>	<u>1,024</u>	<u>(181)</u>

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

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
PERCENTAGE COMPARISON ANALYSIS
GENERAL FUND/CAPITAL PROJECT/SPECIAL REVENUE FUND
2017 BUDGET**

	General Fund	General Fund Budget Percentages	Capital Project Fund	Special Revenue Fund	Total Combined Funds	% of Total PCCLD budget
REVENUES						
Property tax	8,817,357	88%	-	-	8,817,357	88.06%
All other	1,150,779	12%	39,500	5,010	1,195,289	11.94%
TOTAL REVENUES	9,968,136	100%	39,500	5,010	10,012,646	100.00%

EXPENDITURES						
Personnel	5,326,090	53%	-	-	5,326,090	51.68%
Materials & Services	1,478,253	15%	-	-	1,478,253	14.34%
Facilities	1,905,234	19%	24,218	-	1,929,452	18.72%
Operations	734,630	7%	151,000	-	885,630	8.59%
Information Technology	523,929	5%	163,500	-	687,429	6.67%
TOTAL EXPENDITURES	9,968,136	100%	338,718	-	10,306,854	100.00%

Beginning Fund Balance	2,349,587		1,699,775	1,014	4,050,376	
Excess: Revenues over Expenditures	-		(299,218)	5,010	(294,208)	
Transfers In/Out	(270,000)		275,000	(5,000)	-	
Ending Fund Balance	2,079,587		1,675,557	1,024	3,756,168	
Fund balance as a % of operating expense						38%

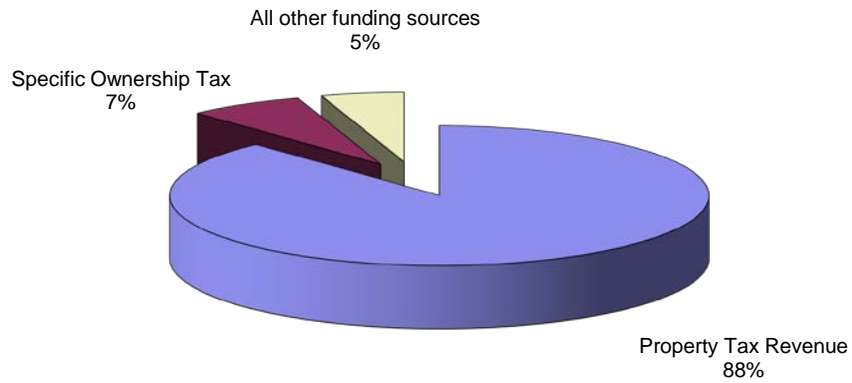
BREAKDOWN OF ENDING FUND BALANCE ***

*** Reserves and unrestricted funds	
3% emergency reserve	299,044
Reserve requirement for COPs	813,325
Special Revenue Fund	1,024
Unrestricted fund balance	2,642,774

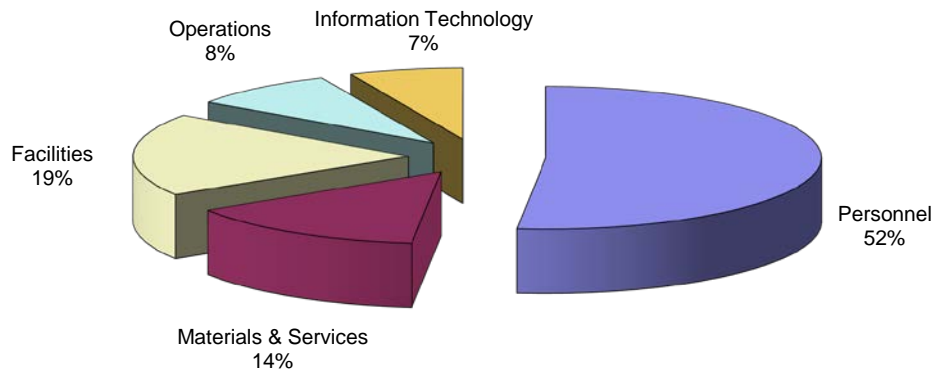
**This spread sheet shows the three funds - General Fund, Capital Project & Special Revenue
Fund - combined for revenues, expenditures and fund balance.**

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2017 BUDGET**

COMBINED FUND BUDGET - REVENUES



COMBINED FUND BUDGET - EXPENDITURES



DEBT AND LEASE OBLIGATIONS

Certificates of Participation

On October 10, 2007, \$6,000,000 in Certificates of Participation were issued, with American National Bank serving as Trustee. The debt service was scheduled for twenty-five years, culminating on November 15, 2031. The average coupon rate is 5.18%.

This issue was used to renovate and expand the Pueblo West Library from 5,000 square feet to 28,000 square feet. The building opened to the public in the spring of 2009. The architect for the project was Humphries Poli, and the construction firm was H.W. Houston.

On September 27, 2012, Pueblo City-County Library District issued \$11,410,000 in COPs, to refund the original \$6,000,000 debt and procure an additional \$5,410,000 to construct three new library buildings through the county. The average coupon rate for the new issues is 3.281%, a significant savings over the previous rate. Savings garnered through the refinance part of this transaction was estimated to be nearly \$900,000. UMB is serving as Trustee.

The new libraries are all similarly designed, 7,500 square foot facilities, located in Colorado City, St. Charles Mesa, and the East Side neighborhood. Land was donated in Colorado City, purchased on the St. Charles Mesa, and the East Side property was purchased with a portion of the funding provided by the City of Pueblo. The architect for the project is OZ Architecture; construction firm is H.W. Houston. All three libraries were opened to the public in November and December of 2014.

Lease Obligations

The District currently has one operating lease for rental space which is used for District storage of furniture, and a portion of which is leased back to the Friends of Pueblo City-County Library District for use as a used book store.

No equipment leases remain in the District. Photocopy equipment was purchased in 2011 for most public and staff areas; some photocopy equipment in the Community Relations Department is operating on month-to-month rental agreements.

Debt Limits

The District currently has no general obligation debt. Schedules and information included herein apply to Certificates of Participation, which are not voted debt, but rather lease-purchase obligations includable within the general operating mill levy. There are no statutory regulations concerning COP debt. The Board of Trustees of the District approved a Debt Management policy in 2012, which is included in the policy section of this document.

The District has no immediate or projected plans to issue general obligation debt. The COP debt schedule is included herein.

BOND DEBT SERVICE [LEASE PURCHASE PAYMENTS]

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

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

LIBRARIES IN PUEBLO COUNTY

Public library service is provided to Pueblo City and County residents through one system, the Pueblo City-County Library District. All towns and unincorporated geographical areas within this 2,414 square mile area are served by the main library, six stand-alone branches, one library located within the YMCA facility, two satellite libraries located within schools. As of 2017, the library district is offering satellite services on the campuses of Colorado State University-Pueblo and Pueblo Community College.

Support departments are housed in the main facility, Robert Hoag Rawlings Library, and include the Offices of the Executive Director and the Chief Operating Officer, Finance, Human Resources, Community Relations and Development, Information Technology, Technical Services and Collection Development, and Facilities.

The Community Relations and Development department provides the “public face” of the District, acts as a liaison to newspaper and media outlets, facilitates or assists in District-wide program events, oversees fundraising and grants, and manages the website.

The Facilities department oversees facility maintenance for all of the buildings and vehicles in the District.

The Finance Department is responsible for accounts payable and receivable, purchasing, cash management, deposits, investments, annual budget and audit, fixed assets and inventory, as well as processing of bi-weekly, in-house payroll.

Human Resources is responsible for recruiting, hiring and managing the employee work experience, as well as overseeing the process of compensation, employee benefits, training, and maintaining the employee policy handbook. The volunteer program also falls under the purview of the HR Director, in addition to employee safety protocols.

Information Technology does all of the ordering, maintaining and upgrading of public and staff computer, phone and network systems throughout the District.

Technical Services and Collection Development is responsible for the selection, ordering, receiving, withdrawing, cataloging, processing and

distribution of all of the collection materials for the libraries, in addition to maintaining the library catalog. Interlibrary loan, digital services and the collection selection functions also come under the purview of Technical Services.

Public locations for provision of library service include:

- Robert Hoag Rawlings Library. This is our main facility, occupying nearly 109,000 square feet in the epicenter of the City of Pueblo. This building underwent a major renovation and addition in 2002-2003.
- The Special Collections and Museum Services Department is located within the Rawlings Library. This serves to preserve and interpret community archives and artifacts and provide educational programs and exhibitions that enhance the Pueblo City-County Library District. Special collections is located on the 3rd floor, and includes a vault containing artifacts of historical significance, including a Western History collection. This area also contains the Doris Kester Nonprofit Resource Center, a robust Genealogical collection, and an on-line local obituary resource. The News Museum (InfoZone) is located on the 4th floor, and underwent an extensive renovation which was completed in 2012.
- Barkman Library. At approximately 7,100 square feet, this is the smallest of the stand-alone branches of Pueblo City-County Library District.
- Tom & Anne Marie Giodone Library is one of the three new library facilities that were designed and constructed simultaneously, and opened to the public in late 2014. The Giodone Library is located on the St. Charles Mesa, and is a full-service library encompassing 7,500 square feet. The basic footprint of all three new libraries is the same, the differences in exterior finish reflect the location. This building reflects the agricultural community in which it resides.
- Greenhorn Valley Library is located on a 4-acre parcel of land in Colorado City. The land was donated to the library by the Colorado City Metropolitan District. This library has a stone exterior, illustrative of the mountainous geography of the area.

- Lamb Library. Located on the south side of Pueblo, this library is 10,000 square feet.
- Patrick A. Lucero Library is located in the East Side Neighborhood, and is the busiest of the three new libraries. It has a brick exterior, reflecting the construction of older buildings and businesses in the area.
- Pueblo West Library is located in the community of Pueblo West. Finished in 2009, this 28,000 square foot facility replaced a much smaller 5,000 square foot building which was bursting at the seams. The original building was included as a meeting room complex in the design of the expansion. This building received LEED Gold certification for environmental design and sustainability.
- Library @ the Y. This small, 1000 square foot library outlet is located in the new YMCA facility which opened in 2009.

The following pages include budgets, budgetary data and general information about the Individual libraries and departments of Pueblo City-County Library District. Goals, accomplishments and performance measures are also included.

Performance information has also been provided for all of the libraries. Metrics include: the value of volunteer hours, average turn-over rate of materials (how many times each item is checked out in a year), program attendance per 1,000 served, and per capita statistics for library visits, circulation and operating expenditures. Job-specific metrics are included for support departments.

These metrics represent a direct correlation to the Key Results established in 2013, which guide the District in operations. These Key Results are: 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, and 4. The volume of use of library digital services. The performance measures that specifically reflect these metrics are library visit, circulation, program attendance, and computer usage.

By December 31, 2016, the library district posted its second highest year (second to 2015) in the area of key results measures:

1. Circulation at the end of the year was 2,559,661.

2. Library Visits totaled 1,460,368 by year end. With a population of 163,348 at the end of 2016, this equated to 8.9 visits per capita.
3. Program attendance remained strong in the last year. At the end of the year we reached 239,192 in attendance, reflecting a small 3% decrease of over prior year.
4. Finally, digital use in 2016 totaled 737,478, a slight increase of 2% over 2015.

The outcomes achieved throughout the 2016 year illustrate the power and enthusiasm generated through the Annual Plan goals set for the year. When the District focused on these Key Results and worked as a unit to achieve them, the outcome was truly remarkable. Having made these great strides in 2015 and 2016, we will continue to work enthusiastically toward continuing this work into the future. To further reinforce our great progress, PCCLD was named a Star Library in 2016 by the Star Library Journal—a prestigious designation given to 265 libraries out of about 9,000 nationwide based on the above identified key results measures.

Employees are encouraged to set goals individually, in their roles for the Pueblo City-County Library District, to align with the four Key Results goals of the District as a whole. Whether it is front-line public service staff or support services team members who work behind the scenes to provide the infrastructure to maintain operations, everyone has an important part to play that can be tied directly to the Key Results.

For the public service departments, individual annual work output statistics are noted, and for comparative purposes the column to the far right shows the total District average or calculated amount of the services identified. Those numbers reflect the most recently completed year – 2016.

It is also important to note that the three new libraries are now fully contributing to the district Key Results. The new libraries are beginning their 3rd full year of operations.

For the support service departments, individual annual work output statistics are unique for the role they play in the District. All of those work outputs contribute to the Key Results for the District, by providing that underpinning that provides a solid platform upon which the public service employees can provide service. For example, without the proper training of staff, provided by Human Resources, the public service staff would not be as well qualified to provide excellent customer service, thereby increasing visits, circulation,

program attendance and digital services to our customers. Technical Services strives to provide the most appropriate and timely materials for staff, also impacting Key Results. All of the other support service departments also work diligently in their distinct areas of responsibility to contribute to the Key Results. It is truly a team effort.

The following pages reflect a wide array of efforts put forth by all personnel of Pueblo City-County Library District to meet and exceed the Key Results.

COMMUNITY RELATIONS, DEVELOPMENT and STRATEGIC INITIATIVES

The Community Relations Department promotes the library in a positive way through a variety of programming and marketing opportunities. This department produces a monthly newsletter, facilitates a wide variety of community contests and programs, manages fundraising and grant-writing efforts, promotes the library by partnering with community businesses and groups, maintains the District website, and manages over one dozen programs, including the All Pueblo Reads and Chautauqua programs, to encourage and enhance literary events. In 2015 this department also assumed oversight of strategic initiatives.

2017 GOALS & OBJECTIVES

- Adopt measures for organization success aligned with the Public Library Association's Project Outcome recommendations.
- Identify funding support to sustain current level of library cultural and educational programming impact.
- Improve tracking of library event and program attendance and participation.

2016 ACCOMPLISHMENTS

- An ad-hoc committee of PCCLD stakeholders was appointed and met to work on marketing local public library resources and services.
- Best methods for measuring library district service outcomes were reviewed in order to demonstrate PCCLD's value to the community. A pilot program of the American Library Association's Project Outcome was implemented and slated for expansion in 2017.
- The Pueblo Library Foundation created an investment fund to support the library district.
- The 11th Annual All Pueblo Reads project featuring "Water for Elephants" and author Sara Gruen was completed with participation totaling 40,365.
- The Leadership Institute and Le Bal de Bibliotheque fundraiser for the Pueblo Library Foundation launched. Ten girls in grades 10-12 participated in the program, which had total revenue of \$12,031.

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016
Community outreach/presentations	17	12	18
Published monthly newsletters	18,000	20,500	21,939
Participants in All Pueblo Reads program	32,576	36,653	40,365

Efficiency measures			
Cost per item for publication for newsletters	\$2.76	\$3.19	\$3.27
Cost per participant in All Pueblo Reads	\$2.61	\$2.42	\$2.68

**COMMUNITY RELATIONS
2017
BUDGET**

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
REVENUE						
Miscellaneous sales	612	1,547	-	-	-	0.00%
Participant fees	5,625	14,459	9,600	10,000	400	4.17%
TOTAL REVENUES	6,237	16,006	9,600	10,000	400	4.17%
EXPENDITURES						
PERSONNEL						
Salaries and wages	262,467	240,217	249,262	249,337	75	0.03%
PERA	33,681	30,038	34,149	34,159	10	0.03%
Workers compensation insurance	720	1,238	1,238	1,372	134	10.82%
Employee benefits	28,617	27,914	36,309	30,042	(6,267)	-17.26%
Unemployment compensation	757	695	748	770	22	2.94%
Medicare trust	3,661	3,360	3,675	3,615	(60)	-1.63%
Employee training	632	2,936	2,000	1,000	(1,000)	-50.00%
Employee relations - misc.	1,861	1,556	1,362	1,285	(77)	-5.67%
TOTAL PERSONNEL	332,396	307,954	328,743	321,580	(7,163)	-2.18%
MATERIALS						
Library programs	54,978	70,149	50,000	43,500	(6,500)	-13.00%
TOTAL MATERIALS	54,978	70,149	50,000	43,500	(6,500)	-13.00%
OPERATIONS						
Contract services	24,358	12,765	21,000	19,000	(2,000)	-9.52%
Community relations	38,776	56,983	65,000	40,000	(25,000)	-38.46%
Professional memberships	1,780	630	2,155	-	(2,155)	-100.00%
Office supplies & photocopiers	37,423	38,023	36,501	36,501	-	0.00%
TOTAL OPERATIONS	102,337	108,401	124,656	95,501	(29,155)	-23.39%
TOTAL EXPENDITURES	489,711	486,504	503,399	460,581	(42,818)	-8.51%
PERCENTAGE OF TOTAL BUDGET:	1	5.00%	4.94%	5.02%	4.62%	

¹ This line on all of the library budgets on the following pages reflects the percentage of the branch listed as compared to the total Pueblo City-County Library District budget.

FACILITIES

The Facilities Department is responsible for the maintenance and upkeep of all buildings and grounds within the District. Contractual agreements with outside vendors provide basic services for janitorial, trash removal, systems maintenance, and regular operational functions. This department is responsible for the oversight and management of those functions, as well as immediate response to requests for individual, specific facility-related assistance. Meeting room set-up, equipment removal or replacement, minor assembly of equipment, painting, furniture construction, and repairs are a small sampling of these duties.

2017 GOALS AND OBJECTIVES

- Initiate and complete a request for bid process for a district janitorial and cleaning services contract.
- Add a new facilities technician to the existing team.
- Complete main entrance improvements at the Rawlings Library.
- Update lighting and HVAC control systems at Rawlings Library.
- Provide continuing professional education for facilities employees.

2016 ACCOMPLISHMENTS

- Completed work orders necessary to maintain the systems and facilities of seven branch locations.
- Supported efforts to restore buildings and equipment after insurance covered losses were incurred.
- Refurbished cooling tower and replaced equipment motor for the HVAC equipment at the Rawlings main library.
- Remodeled existing Rawlings area to include a new office for the call center.
- Replaced existing lighting with energy efficient alternatives at a number of branch locations.
- Completed parking lot upgrades and improvements at the Barkman and Pueblo West libraries.
- Completed landscaping plan at the Lucero Library.

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016
Number of work orders	4,205	4,936	5,686
Efficiency measures			
Number of annual work orders per employee	934	750	1,034
Total cost per work order	\$49.06	\$60.67	\$41.32

FACILITIES 2017 BUDGET

EXPENDITURES	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
PERSONNEL						
Salaries and wages	222,900	227,485	229,484	260,913	31,429	13.70%
PERA	28,080	28,516	31,439	35,745	4,306	13.70%
Workers compensation insurance	1,138	1,214	1,139	1,436	297	26.08%
Employee benefits	35,037	31,806	30,985	32,263	1,278	4.12%
Unemployment compensation	645	661	688	708	20	2.91%
Medicare trust	3,121	3,196	3,388	3,783	395	11.66%
Employee training	300	153	1,500	500	(1,000)	-66.67%
Employee relations - misc.	1,910	1,669	1,462	1,519	57	3.93%
TOTAL PERSONNEL	293,131	294,700	300,085	336,867	36,782	12.26%
FACILITIES						
Vehicle expense	5,944	5,666	6,000	6,400	400	6.67%
Insurance	2,183	4,007	4,007	4,147	140	3.49%
TOTAL FACILITIES	8,127	9,673	10,007	10,547	540	5.40%
OPERATIONS						
Contract Services	5,322	-	-	-	-	0.00%
Office supplies & photocopiers	335	197	400	400	-	0.00%
TOTAL OPERATIONS	5,657	197	400	400	-	0.00%
INFORMATION TECHNOLOGY						
Telecommunications	1,699	2,308	938	2,928	1,990	212.15%
TOTAL INFORMATION TECHNOLOGY	1,699	2,308	938	2,928	1,990	212.15%
TOTAL EXPENDITURES	308,614	306,878	311,430	350,742	39,312	12.62%
PERCENTAGE OF TOTAL BUDGET:	3.15%	3.12%	3.11%	3.52%		

FINANCE

All of the District's financial operations, including payroll, accounts payable and receivable, purchasing, auditing, budgeting, banking, cash management, fixed asset control, investing, and internal auditing are managed through this office.

2017 GOALS & OBJECTIVES

- Update library capital replacement plan to ensure funding is sufficient to maintain facilities
- Support the commitment to fund the pay-for-performance program and employee health benefits subsidy.
- Lower office supply costs in 2017 via improved procurement efficiencies and conservation
- Re-examine process for recovering overdue materials, fines, and fees to improve cost effectiveness
- Rebid contracts for insurance broker services and banking services
- Plan to automate vendor payment process for collection materials to improve efficiency
- Work with Human Resources to accomplish 2017 goals for organization development and the effective management of staff resources

2016 ACCOMPLISHMENTS

- Streamlined cash management to improve internal control and financial reporting
- Evaluated and completed the lease renewal for Books Again bookstore site in support of the Friends of Pueblo Library's continued success
- Improved the budgeting process to ensure a thorough and transparent outcome with traceable information and a useful format
- Restructured the finance office job duties to accommodate better work flow and stronger financial reporting
- Further integrated the activities of the Finance and Human Resources functions by bringing both teams under the leadership of the Chief Financial Officer

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016
Number of invoices/total payments	7,067	10,805	8,553
Number of electronic fund transfers (payroll)	3,172	4,134	3,868
Number of purchase orders processed	605	1,950	1,178
Number of employees	149	159	146
Number of fixed assets maintained	685	1,017	1,076
Efficiency measures			
Cost to process an invoice	\$4.57	\$2.59	\$3.08
Cost to process a purchase order	\$27.71	\$10.88	\$23.92
Cost to maintain payroll per employee	\$251.16	\$267.39	\$245.99
Cost to maintain fixed assets	\$4.55	\$3.48	\$2.78

**FINANCE
2017 BUDGET**

EXPENDITURES	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
PERSONNEL						
Salaries and wages	184,792	184,896	193,850	194,726	876	0.45%
PERA	23,523	24,049	26,557	26,677	120	0.45%
Workers compensation insurance	739	963	963	1,072	109	11.32%
Employee benefits	23,422	12,719	9,729	33,853	24,124	247.96%
Unemployment compensation	537	530	582	598	16	2.75%
Medicare trust	2,607	2,562	2,872	2,824	(48)	-1.67%
Employee training	370	1,778	2,500	2,000	(500)	-20.00%
Employee relations - misc.	1,133	990	867	818	(49)	-5.67%
TOTAL PERSONNEL	237,123	228,487	237,920	262,568	24,648	10.36%
OPERATIONS						
Contract services	161,790	187,776	173,971	186,771	12,800	7.36%
Professional memberships	599	594	379	160	(219)	-57.78%
Office supplies & photocopiers	4,153	3,306	3,926	3,000	(926)	-23.59%
TOTAL OPERATIONS	166,542	191,676	178,276	189,931	11,655	6.54%
TOTAL EXPENDITURES	403,665	420,163	416,196	452,499	36,303	8.72%
PERCENTAGE OF TOTAL BUDGET:	4.12%	4.27%	4.15%	4.54%		

HUMAN RESOURCES

Human Resources is responsible for recruiting, hiring and managing the employee work experience, as well as overseeing the process of procuring employee benefits and maintaining the employee policy handbook. Compensation, training and career tracking processes also come under the purview of Human Resources.

2017 GOALS & OBJECTIVES

- Assist with HRIS system bid process and lead any implementation that may occur. Serve as point of contact/coordinator with the chosen vendor.
- Lead the district's professional development program to include the SDA training platform (to achieve program liability insurance credit), culture and sensitivity training, manager development (grand rounds and mentoring), career pathing and "digital badge" program design and implementation
- Analyze PAFs for budget impact; communicate cumulative total to executive leadership to inform hiring decisions
- Lead the Health and Safety Committee to focus on reducing work comp insurance costs (experience mod) and promoting a safe workplace and overall workplace wellness
- Administer the first year of the WIZ Award employee recognition program

2016 ACCOMPLISHMENTS

- Recruited and placed 5 full time staff, 19, part time staff, 11 substitutes and 3 temporary staff. Effected 8 promotions, 2 lateral transfers for staff, and processed 33 terminations.
- Collaborated to develop and execute training for new substitutes. Implemented agenda and put together onboarding packets for new subs, which could also serve to refresh the onboarding program, which would put a best foot forward for the district. It also supports the strategic plan by actively promoting skill enrichment and ultimately impacting performance and outcomes.
- Goal to refresh the employee recognition program. Drafted and rolled out new employee recognition program – WIZ Awards. This incorporates the core values of PCCLD while also meeting the annual goal of reinforcing the OZ principles of Accountability and a one value driven team.
- Crafted communication and timeline and followed up with implementation of FLSA guideline changes with exempt staff moving to non-exempt.
- Facilitated MSEC review of Employee Guidelines project and worked to move that project forward, along with putting together quarterly Volunteer luncheon recognitions and All Staff day.

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016
Number of Jobs Filled	64	64	33
Number of attendees at training classes	1,584	1,332	2,202
Number of employees enrolled in benefits	71	61	65
Efficiency measures			
Training costs per participant	\$38.56	\$38.40	\$27.60
Cost of hiring – per hired employee	\$405	\$635	\$1,189
Benefits administration per employee	\$156.39	\$285.69	\$344.89

HUMAN RESOURCES 2017 BUDGET

EXPENDITURES	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
PERSONNEL						
Salaries and wages	98,325	96,539	100,780	113,869	13,089	12.99%
PERA	13,262	12,836	13,807	15,600	1,793	12.99%
Workers compensation insurance	308	1,073	500	627	127	25.40%
Employee benefits	29,665	25,656	16,109	24,783	8,674	53.85%
Unemployment compensation	381	281	302	311	9	2.98%
Medicare trust	1,418	1,359	1,522	1,651	129	8.48%
Employee training	4,953	256	1,250	500	(750)	-60.00%
Employee relations - misc.	647	566	495	526	30	6.13%
TOTAL PERSONNEL	148,959	138,566	134,765	157,867	23,101	17.14%
OPERATIONS						
Contract services	35,932	23,320	16,950	23,450	6,500	38.35%
Professional memberships	5,085	5,343	5,280	5,080	(200)	-3.79%
Office supplies & photocopiers	3,316	1,893	2,093	2,000	(93)	-4.44%
TOTAL OPERATIONS	44,333	30,556	24,323	30,530	6,207	25.52%
TOTAL EXPENDITURES	193,292	169,122	159,088	188,397	29,308	18.42%
PERCENTAGE OF TOTAL BUDGET:	1.97%	1.72%	1.59%	1.89%		

INFORMATION TECHNOLOGY

The Information Technology department provides computer and network support to all libraries and departments in the District.

2017 GOALS AND OBJECTIVES

- Replace Aging Security Cameras
- Begin Upgrading IT Network Infrastructure
- Refresh Assistive Technology Equipment for ADA Usage
- Upgrade Meeting Room AV Equipment at Lamb & Pueblo West Branches

2016 ACCOMPLISHMENTS

- Replaced UPS Battery Backup Systems at Rawlings and Pueblo West
- Completed an Assessment of the IT Network Infrastructure
- Installed AV Equipment in Rawlings Bret Kelly B Meeting Room

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016
New computers purchased & installed	58	170	8
Total computers in District	319	508	394
Patron computer usage, number of sessions	445,895	692,156	654,905
Annual database sessions	53,846	231,633	274,043
Annual WiFi sessions	170,210	190,831	166,967
Efficiency measures			
Average cost of computers	\$732	\$685	\$800
Average cost to install & maintain a unit	\$290.49	\$185.86	\$242.87
Computer usage per capita	2.76	4.28	4.01
WiFi sessions per capita	1.05	1.18	1.03

INFORMATION TECHNOLOGY 2017 BUDGET

EXPENDITURES	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
PERSONNEL						
Salaries and wages	250,616	248,024	249,513	247,058	(2,455)	-0.98%
PERA	32,982	32,883	34,183	33,847	(336)	-0.98%
Workers compensation insurance	739	1,239	1,239	1,360	121	9.77%
Employee benefits	37,438	30,781	36,360	32,016	(4,344)	-11.95%
Unemployment compensation	730	728	749	770	21	2.80%
Medicare trust	3,530	3,520	3,679	3,582	(97)	-2.64%
Employee training	-	-	-	1,000	1,000	100.00%
Employee relations - misc.	1,457	1,273	1,115	1,052	(63)	-5.67%
TOTAL PERSONNEL	327,491	318,448	326,838	320,685	(6,153)	-1.88%
OPERATIONS						
Contract services	-	14,500	18,000	5,000	(13,000)	-72.22%
Office supplies & photocopiers	114	-	-	-	-	0.00%
TOTAL OPERATIONS	114	14,500	18,000	5,000	(13,000)	-72.22%
INFORMATION TECHNOLOGY						
Telecommunications	202,410	222,368	205,034	229,082	24,048	11.73%
Hardware repair & maintenance	11,384	8,225	9,000	12,500	3,500	38.89%
Technology supplies	33,451	30,819	31,012	32,812	1,800	5.80%
Technology contract services (fiber)	208,054	237,062	247,739	228,900	(18,839)	-7.60%
TOTAL INFORMATION TECHNOLOGY	455,299	498,474	492,785	503,294	10,509	2.13%
TOTAL EXPENDITURES	782,904	831,422	837,623	828,979	(8,644)	-1.03%
PERCENTAGE OF TOTAL BUDGET	7.99%	8.44%	8.35%	8.32%		

TECHNICAL SERVICES and COLLECTION DEVELOPMENT

Technical Services includes the following responsibilities: Cataloging and Processing, Collection Development, Interlibrary Loan, and the Mailroom. Its primary responsibility is to ensure customer information needs are met by selecting, ordering, receiving, and distributing all physical and electronic collections materials, in addition to maintaining the library catalog and ILS.

2017 GOALS & OBJECTIVES

- Examine opportunities presented by expiration of long-term Integrated Library System (ILS) service contract with Sirsi/Dynix
- Increase efficiency and effectiveness of Interlibrary Loan.
- Coordinate efforts to boost district wide circulation.
- Implement ConnectED-type partnerships with Pueblo Community College (PCC) and local charter schools.
- Evaluate use of the Ingram Content Group, offering the industry's largest active book inventory, as a principle book and materials jobber for PCCLD.
- Improve access to online and downloadable collections.

2016 ACCOMPLISHMENTS

- Launched the ConnectED initiative with school districts 60 and 70, which provides all students in K-12 with a library card.
- Achieved a district-wide 20% off the shelf rate for collections.
- Implemented the library app, Boospie, to make PCCLD resources more visible and accessible to customers.
- Launched a mini-branch of the library at Colorado State University-Pueblo (Library @ the U) to reach a new customer base and provide entertainment resources for students and staff.
- Migrated eBook vendors from OverDrive to 3M Cloud Service

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016
Books ordered, received & processed	72,505	36,848	23,209
AV ordered, received & processed	29,977	48,734	19,010
Total materials budget (includes e-materials)	\$1,132,107	\$1,694,884 ¹	1,143,835
Efficiency measures			
Database sessions per capita	.33	1.43	1.68
Average cost per item	\$11.05	\$19.80	\$27.09
Cost to order, receive & process an item	\$ 6.51	\$ 10.99	\$16.00

¹ Opening day collections for three new libraries included here \$611,000.

**TECHNICAL SERVICES
2017 BUDGET**

EXPENDITURES	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
PERSONNEL						
Salaries and wages	354,517	372,814	370,835	376,481	5,646	1.52%
PERA	46,217	47,530	50,804	51,578	774	1.52%
Workers compensation insurance	1,354	1,841	1,841	2,072	231	12.55%
Employee benefits	63,115	71,697	67,891	74,186	6,295	9.27%
Unemployment compensation	1,013	1,049	1,113	1,145	32	2.88%
Medicare trust	4,899	5,071	5,438	5,459	21	0.39%
Employee training	4,015	5,042	4,400	1,000	(3,400)	-77.27%
Employee relations - misc.	2,703	2,433	2,130	2,010	(121)	-5.67%
TOTAL PERSONNEL	477,833	507,477	504,452	513,931	9,478	1.88%
OPERATIONS						
Contract services	60,617	45,315	55,250	57,847	2,597	4.70%
Postage and freight	30,389	27,338	25,000	25,000	-	0.00%
Office supplies & photocopier	2,723	2,720	4,000	2,000	(2,000)	-50.00%
TOTAL OPERATIONS	93,729	75,373	84,250	84,847	597	0.71%
TOTAL EXPENDITURES	571,562	582,850	588,702	598,778	10,075	1.71%
PERCENTAGE OF TOTAL BUDGET	5.83%	5.92%	5.87%	6.01%		

RAWLINGS LIBRARY

Rawlings Library is the main library, located in Mesa Junction, overlooking the City of Pueblo. It underwent a major renovation from 2002 – 2003, expanding to its current size of nearly 109,000 square feet. Rawlings is a full-service library, with all of the district's support departments located within. The InfoZone Museum is located on the 4th floor, along with a beautiful public meeting room that is used extensively by staff and public. Three other meeting rooms are located on the 1st floor, with a staff computer training room and executive conference room on the 3rd floor.

The departments at Rawlings operate as separately identified public service outlets, and include Circulation, Reference & Readers Advisory, Special Collections & Museum Services, and Youth Services. Statistics for those departments are all combined here in the Rawlings performance measures in order to gain a perspective of activities occurring in this one location. They are also presented within the individual department profile.

2017 GOALS & OBJECTIVES

- Enhance Digital Expertise.
- Explore and investigate ways that Rawlings could provide timely Community Resources.
- Analyze various aspects of loss from the library and propose prevention methods.
- Improve Key Results with focus on Circulation and Visits.
- Collaborate across departments to “Serve the Whole Family” by providing programs for multiple age groups simultaneously.

2016 ACCOMPLISHMENTS

- Youth Services and Reference and Reader's Advisory partnership to provide a Teen Zone space.
- Monthly PIC and Rawlings manager meeting to facilitate communication.
- Moved Call Center to the first floor and created a Rawlings Manager office.
- Developed and provided training on an Evacuation Communication Plan.

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016	DISTRICT
Turn-over rate ⁴	3.22	5.43	8.34	9.31
Total operating expenditures per capita	\$37.12	\$51.53	\$51.06	\$40.54
Library visits per capita	7.67	10.58	7.90	8.94
Circulation per capita	13.92	21.05	19.51	15.67
Program attendance per 1,000 served	1,112	1,895	2,195	1,464
Computer sessions per capita	4.19	5.15	4.31	4.01
Value of Volunteer Hours	\$254,703	\$242,396	\$164,122	\$229,256

⁴Turn-over rate: number of times that every item in the collection is checked out in a year.

**ROBERT HOAG RAWLINGS LIBRARY
2017 BUDGET**

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
REVENUE						
Gifts and Donations	2,873	10,107	-	-	-	0.00%
Photocopier fees	128	-	1,138	1,707	569	50.00%
Participant fees	480	125	-	-	-	0.00%
Miscellaneous Sales	3,409	2,172	153	-	(153)	-100.00%
Meeting room fees	1,989	1,731	1,800	1,000	(800)	-44.44%
TOTAL REVENUES	8,879	14,135	3,091	2,707	(384)	100.00%
EXPENDITURES						
PERSONNEL						
Salaries and wages	206,443	167,903	176,706	183,099	6,393	3.62%
PERA	23,951	26,126	24,209	24,400	191	0.79%
Workers compensation insurance	739	877	877	1,008	131	14.94%
Employee benefits	9,895	14,389	22,333	16,396	(5,937)	-26.58%
Unemployment compensation	542	574	530	546	16	3.02%
Medicare trust	2,625	2,777	2,112	2,655	543	25.71%
Employee training	16,512	21,317	40,137	36,261	(3,876)	-9.66%
Employee relations - misc.	1,295	566	495	584	89	17.92%
TOTAL PERSONNEL	262,003	234,529	267,399	264,949	(2,539)	-0.95%
FACILITIES						
Utilities	369,920	318,593	359,839	364,997	5,158	1.43%
Building maintenance	187,828	227,521	176,290	205,470	29,180	16.55%
Insurance	33,173	28,695	28,695	31,525	2,830	9.86%
TOTAL FACILITIES	590,921	574,809	564,824	601,992	37,168	6.58%
OPERATIONS						
Contract services	94,089	101,368	83,814	53,561	(30,253)	-36.10%
Professional memberships	70	-	-	-	-	0.00%
Office supplies	319	364	625	900	275	44.00%
TOTAL OPERATIONS	94,478	101,732	84,439	54,461	(29,978)	-35.50%
INFORMATION TECHNOLOGY						
Telecommunications	12,023	9,852	11,299	10,188	(1,111)	-9.83%
TOTAL INFORMATION TECHNOLOGY	12,023	9,852	11,299	10,188	(30,814)	-272.71%
TOTAL EXPENDITURES	959,424	920,922	927,961	931,590	(31,925)	-3.44%
PERCENTAGE OF TOTAL BUDGET	9.79%	9.35%	9.25%	9.35%		

CIRCULATION

The Circulation Department is located on the first floor of the Rawlings Library. At the end of 2012, a renovation was begun which eliminated the large accounts desk, and the four self-check units were replaced with six fully contained self-service units where customers can check out their own materials and pay any outstanding fines or fees. Staff can still handle cash transactions, such as paper checks, but the self-service units have been well received and are transacting most of the cash payments formerly handled by staff. All of the returned materials are now checked in and sorted by an Automated Materials Handling system. Patrons are pleased with the efficiency and speed of this system, and it has dramatically cut down on repetitive motions formerly required of staff.

2017 GOALS & OBJECTIVES

- Build consistency through habitual and equal practice of circulation policies and procedures through discussion and reminders.
- Increase circulation of materials by re-evaluating procedures, such as resolution to provide customers with efficient service.
- Increase visits to the library through the creation of a friendly and fun atmosphere, and by providing extraordinary customer service.

2016 ACCOMPLISHMENTS

- Automatic renewal program started to assist customers in managing their accounts and possibly preventing late fees for overdue items.
- Improved morale through building fun, motivational and/or interactive experiences in the work place.
- Developed procedures to increase the consistency of customer service
- Increased Customer Service Representative coverage at the front desk during peak hours.
- Redesigned the Lost and Found procedures.

THIS DEPARTMENT IS LOCATED IN THE RAWLINGS LIBRARY, AND PERFORMANCE MEASUREMENT INFORMATION IS PRESENTED IN AGGREGATE IN THE RAWLINGS SECTION. HOWEVER, IT IS IMPORTANT THAT WE RECOGNIZE CURRENT YEAR ACCOMPLISHMENTS AS WELL AS GOALS & OBJECTIVES FOR THE COMING YEAR FOR EACH DEPARTMENT, SO THAT INFORMATION IS PROVIDED HERE.

CIRCULATION 2017 BUDGET

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
REVENUE						
Fines	26,445	21,258	26,184	26,184	(0)	0.00%
Replacement materials	11,001	8,965	6,723	7,326	603	8.97%
Library card fees	<u>382</u>	<u>489</u>	<u>479</u>	<u>-</u>	<u>(479)</u>	<u>-100.00%</u>
TOTAL REVENUES	37,828	30,712	33,386	33,510	124	0.37%
EXPENDITURES						
PERSONNEL						
Salaries and wages	195,760	200,763	205,217	209,646	4,429	2.16%
PERA	27,167	26,237	28,115	27,522	(593)	-2.11%
Workers compensation insurance	616	1,019	1,019	1,154	135	13.25%
Employee benefits	7,563	6,280	20,883	11,917	(8,966)	-42.93%
Unemployment compensation	605	587	616	634	18	2.92%
Medicare trust	2,925	2,749	2,967	3,040	73	2.46%
Employee training	-	-	-	-	-	0.00%
Employee relations - misc.	<u>2,039</u>	<u>1,726</u>	<u>1,511</u>	<u>1,425</u>	<u>(86)</u>	<u>-5.67%</u>
TOTAL PERSONNEL	236,675	239,361	260,328	255,338	(4,990)	-1.92%
OPERATIONS						
Office supplies	<u>2,922</u>	<u>2,050</u>	<u>2,000</u>	<u>1,250</u>	<u>(750)</u>	<u>-37.50%</u>
TOTAL OPERATIONS	2,922	2,050	2,000	1,250	(750)	-37.50%
TOTAL EXPENDITURES	239,597	241,411	262,328	256,588	(5,740)	-2.19%
PERCENTAGE OF TOTAL BUDGET:	2.44%	2.45%	2.62%	2.57%		

REFERENCE AND READERS ADVISORY

This department occupies most of the second floor of the Rawlings Library and includes adult fiction, adult non-fiction, reference, media (DVDs, CDs, books on tape, etc.), periodicals, and the Nuestra Biblioteca Hispanic literature collection.

2017 GOALS & OBJECTIVES

- Strengthen Reference and Readers Advisory's role as a central resource to the entire library district.
- Investigate and identify strategies to promote community resources.
- Improve circulation by developing print and eBook collections.
- Implement outcomes-based program planning and explore new programming and partnership opportunities.

2016 ACCOMPLISHMENTS

- The Adult Literacy Program was taken to new heights in 2016 with the help from an ALA/ProLiteracy Grant – Libraries in Action
- For the second year in a row a partnership between the Pueblo City-County Library District and the Sangre de Cristo Arts and Conference Center celebrated the arts.
- The Day of the Dead, Dia de los Muertos, was celebrated throughout the library district in 2016.
- In November, the 48 Hour Film Festival was a great success.

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**REFERENCE/ READER'S ADVISORY
2017 BUDGET**

EXPENDITURES	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUE						
Photocopier fees	5,362	5,233	5,717	8,576	2,859	50.01%
Internet use fees	11,718	11,680	13,113	8,742	(4,371)	-33.33%
TOTAL REVENUES	17,080	16,913	18,830	17,318	(1,512)	-8.03%
EXPENDITURES						
PERSONNEL						
Salaries and wages	320,671	344,714	347,176	379,360	32,184	9.27%
PERA	43,212	45,247	47,563	49,957	2,394	5.03%
Workers compensation insurance	1,108	2,224	1,724	2,088	364	21.11%
Employee benefits	36,212	37,151	41,010	38,228	(2,782)	-6.78%
Unemployment compensation	949	1,006	1,042	1,072	30	2.88%
Medicare trust	4,591	4,865	4,989	5,501	512	10.26%
Employee training	-	-	-	-	-	0.00%
Employee relations - misc.	2,939	2,758	2,415	2,395	(20)	-0.83%
TOTAL PERSONNEL	409,682	437,965	445,919	478,601	32,682	7.33%
MATERIALS						
Books	81,427	76,941	58,526	80,000	21,474	36.69%
Periodicals	20,411	19,033	21,060	19,000	(2,060)	-9.78%
Audio Visual materials	123,793	128,706	115,017	101,455	(13,562)	-11.79%
Digital	59,204	65,792	65,270	65,270	-	0.00%
Processing	36,895	27,718	25,294	24,634	(660)	-2.61%
Library programs	10,320	16,248	12,000	7,500	(4,500)	-37.50%
TOTAL MATERIALS	332,050	334,439	297,167	297,858	692	0.23%
OPERATIONS						
Contract Services	1,302	-	-	-	-	-
Photocopiers	-	-	-	-	-	-
Office supplies	5,493	5,731	8,950	7,500	(1,450)	-16.20%
TOTAL OPERATIONS	6,795	5,731	8,950	7,500	(1,450)	-16.20%
TOTAL EXPENDITURES	748,527	778,135	752,036	783,960	31,924	4.24%
PERCENTAGE OF TOTAL BUDGET	7.64%	7.90%	7.50%	7.86%		

SPECIAL COLLECTIONS AND MUSEUM SERVICES

The Special Collections Department and the InfoZone News Museum were merged into one department in 2010. Special Collections, located on the 3rd floor, includes research materials and programs for Western History and local archival data, Genealogy, Non-Profit Resource Center and assistive technology.

The mission of the InfoZone is to provide broader knowledge of news and information. The museum focuses on journalism, the First Amendment, historic news and current events that affect our world. The museum serves to promote the joy of reading and writing, to preserve and interpret the archives and artifacts of The Pueblo Chieftain and provide educational programs and exhibitions that enhance the Pueblo City-County Library District.

2017 GOALS & OBJECTIVES

- Support digital use by adding 1,000 digital objects to the digital collections and add 16,000 pages to the Colorado Historic Newspaper Collection.
- Promote the Digital Collections, genealogy databases and the Chieftain collection in the CHNC to increase digital use and circulation.
- Install new exhibits in the InfoZone News Museum permanent gallery, host seven high-quality exhibits in the InfoZone and develop exhibits for the branches and 3rd Floor of Rawlings to support increased museum visits.
- Create community partnerships to support collaborative programming and increase SCMS program attendance and improve tracking of program attendance.
- Work collaboratively to support special collections digitization and resolve digital storage needs for digital collections.

2016 ACCOMPLISHMENTS

- Added 20,000 pages of the Colorado Daily and Weekly Chieftain to the Colorado Historic Newspaper Collection through a Rawlings Foundation grant.
- The SCMS Department served 9,733 through programs, including Smithsonian Human Origins Exhibit and the Latino/a Book Festival a 29.7% increase over 2015.
- The InfoZone provided seven high-quality exhibits with a total museum attendance of 50,581- a total 2% increase over 2015.
- The SCMS department added 516 digital objects to the digital collections and developed traveling exhibits for all of the branches and the 3rd floor of Rawlings

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016
Number of exhibitions (InfoZone)	7	7	7
Cost of exhibitions & programs	\$5,000	\$11,925	\$13,232
Museum visits	43,058	49,249	50,581
Program attendance	12,176	7,495	8,030

**SPECIAL COLLECTIONS and MUSEUM SERVICES
2017 BUDGET**

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
REVENUE						
Photocopier fees	2,443	1,259	1,798	2,697	(539)	-29.98%
Miscellaneous sales	2,281	2,049	3,166	2,907	(1,117)	-35.28%
Internet use fees	665	495	995	663	(500)	-50.25%
TOTAL REVENUES	5,389	3,803	5,959	6,267	308	5.17%
EXPENDITURES						
PERSONNEL						
Salaries and wages	259,854	262,217	262,108	266,323	4,215	1.61%
PERA	32,303	31,922	35,909	35,287	(622)	-1.73%
Workers compensation insurance	863	1,302	1,302	1,465	163	12.52%
Employee benefits	38,531	41,326	27,792	42,805	15,013	54.02%
Unemployment compensation	721	717	787	809	22	2.80%
Medicare trust	3,489	3,557	3,856	3,862	6	0.16%
Employee training	861	-	-	-	-	0.00%
Employee relations - misc.	1,974	1,726	1,511	1,437	(74)	-4.89%
TOTAL PERSONNEL	338,596	342,767	333,265	351,988	18,723	5.62%
MATERIALS						
Library programs	11,279	11,813	12,250	8,900	(3,350)	-27.35%
TOTAL MATERIALS	11,279	11,813	12,250	8,900	(3,350)	-27.35%
OPERATIONS						
Contract services	23,949	57,594	66,399	48,173	(18,226)	-27.45%
Professional memberships	80	80	345	-	(345)	0.00%
Office supplies	9,509	9,722	11,852	12,047	195	1.65%
TOTAL OPERATIONS	33,538	67,396	78,596	60,220	(18,376)	-23.38%
TOTAL EXPENDITURES	383,413	421,976	424,111	421,108	(3,003)	-0.71%
PERCENTAGE OF TOTAL BUDGET	3.91%	4.29%	4.23%	4.22%		

YOUTH SERVICES

The Youth Services department is located on the first floor of the Rawlings Library, and provides materials and programming for children and young adults. In addition to the regular book collection, this department also carries a full range of media including DVDs, talking books, CDs, video games, and even puppets available for check out. A cozy story-telling room holds a multitude of events and programs throughout the year. Although the Teen Central area is located on the 2nd floor, programs and activities are all coordinated through the Youth Services department.

2017 GOALS & OBJECTIVES

- Develop a partnership with Pueblo Community Health Center to educate parents and caregivers about the importance of early literacy.
- Better serve low-income youth and families in Pueblo.
- Increase connection to homeschooling families and organizations.
- Redesign Summer Reading program for families to increase participation.

2016 ACCOMPLISHMENTS

- Created a space for teens on the second floor of the Rawlings Library.
- Developed and delivered afterschool programming for tweens (ages 8-12).
- Increased SPELL to 9 locations and began development of a volunteer "Storyreader" program that will enable us to reach more locations.
- Found new location for Books in the Park - moved second location to Fairmount Park, resulting in a 29% increase in circulation and a 38% increase in visits.

THIS DEPARTMENT IS LOCATED IN THE RAWLINGS LIBRARY, AND PERFORMANCE MEASUREMENT INFORMATION IS PRESENTED IN AGGREGATE IN THE RAWLINGS SECTION. HOWEVER, IT'S IMPORTANT THAT WE RECOGNIZE CURRENT YEAR ACCOMPLISHMENTS AS WELL AS GOALS & OBJECTIVES FOR THE COMING YEAR FOR EACH DEPARTMENT, SO THAT INFORMATION IS PROVIDED HERE.

YOUTH SERVICES 2017 BUDGET

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
REVENUE						
Photocopier fees	1,871	1,523	1,377	2,066	689	50.04%
Participant Fees	-	-	-	-	-	0.00%
Internet use fees	4,278	3,688	2,989	1,993	(996)	-33.32%
TOTAL REVENUES	6,149	5,211	4,366	4,059	(307)	-7.03%
EXPENDITURES						
PERSONNEL						
Salaries and wages	254,652	270,883	273,854	278,363	4,509	1.65%
PERA	33,792	34,902	37,518	36,661	(857)	-2.28%
Workers compensation insurance	862	1,360	1,360	1,532	172	12.65%
Employee benefits	33,054	27,025	43,442	30,891	(12,551)	-28.89%
Unemployment compensation	746	776	822	845	23	2.80%
Medicare trust	3,603	3,748	3,945	4,036	91	2.31%
Employee relations - misc.	2,551	2,801	2,452	1,753	(700)	-28.53%
TOTAL PERSONNEL	329,259	341,495	363,393	354,081	(9,313)	-2.56%
MATERIALS						
Books	50,936	52,856	50,465	52,000	1,535	3.04%
Audio Visual materials	60,744	42,874	44,908	67,527	22,619	50.37%
Digital	59,197	65,788	65,262	65,266	4	0.01%
Processing	36,890	27,715	25,291	24,632	(659)	-2.60%
Library programs	57,137	71,930	65,250	59,500	(5,750)	-8.81%
TOTAL MATERIALS	264,904	261,163	251,176	268,925	17,749	7.07%
OPERATIONS						
Office supplies	1,119	1,202	991	750	(241)	-24.32%
TOTAL OPERATIONS	1,119	1,202	991	750	(241)	-24.32%
TOTAL EXPENDITURES	595,282	603,860	615,560	623,756	8,196	1.33%
PERCENTAGE OF TOTAL BUDGET	6.07%	6.13%	6.14%	6.26%		

BARKMAN LIBRARY

Located adjacent to a lovely park in the Belmont area, the Barkman Library is the smallest of the Pueblo City-County Library District stand-alone facilities, at approximately 7,000 square feet. Within that relatively small footprint, however, is a full-service library facility including a meeting room, computer workstations, a full complement of library materials, and study/learning areas for customers of all ages and interests. Barkman was opened in 1990, remodeled in 2004 and again in 2013, and celebrated 20 years of successful public service in 2010.

2017 GOALS & OBJECTIVES

- Support and encourage staff training opportunities.
- Create and implement unique programs of interest to the community to increase program attendance.
- Revise and restructure the Storytime Program to build a thriving Storytime attendance.

2016 ACCOMPLISHMENTS

- Created new partnerships with outside organizations.
- Implemented adult programs targeting previously underserved needs.
- Participated in the SPELL Grant providing early literacy outreach to the students, staff and parents/caregivers to support young readers.

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016	DISTRICT
Turn-over rate	6.05	6.66	10.70	9.31
Total operating expenditures per capita	\$37.52	\$35.22	\$34.90	\$40.54
Library visits per capita	12.85	12.94	13.34	8.94
Circulation per capita	17.06	27.94	24.17	15.67
Program attendance per 1,000 served	631.61	853.23	1,150	1,464
Computer sessions per capita	5.69	8.17	6.67	4.01
Value of Volunteer Hours	\$15,928	\$15,203	\$5,264	\$229,256

**BARKMAN LIBRARY
2017 BUDGET**

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC/-DEC
REVENUE						
Fines	6,918	6,697	7,044	7,044	0	0.01%
Replacement materials	1,900	1,937	1,149	1,253	104	9.05%
Library card fees	138	23	73	-	(73)	-100.00%
Photocopier fees	3,022	3,047	3,631	5,447	1,816	50.01%
Miscellaneous Sales	560	1,101	800	526	(274)	-34.25%
Internet use fees	7,517	8,242	6,650	4,434	(2,216)	-33.32%
TOTAL REVENUES	20,055	21,047	19,347	18,704	(643)	-3.32%
EXPENDITURES						
PERSONNEL						
Salaries and wages	219,044	209,555	180,990	181,245	255	0.14%
PERA	30,528	27,636	24,796	23,749	(1,047)	-4.22%
Workers compensation insurance	616	1,399	899	997	98	10.90%
Employee benefits	17,006	19,277	22,951	18,705	(4,246)	-18.50%
Unemployment compensation	670	608	543	559	16	2.95%
Medicare trust	3,240	2,938	2,625	2,628	3	0.11%
Employee relations - misc.	1,780	1,556	1,362	1,274	(89)	-6.52%
TOTAL PERSONNEL	272,885	262,969	234,166	229,157	(5,010)	-2.14%
MATERIALS						
Books	27,663	31,472	36,340	33,000	(3,340)	-9.19%
Periodicals	2,124	2,260	2,501	3,000	499	19.96%
Audio-Visual materials	47,013	47,551	55,503	57,500	1,997	3.60%
Digital materials	35,759	39,738	39,423	39,423	-	0.00%
Processing	22,284	16,742	15,278	14,879	(399)	-2.61%
Library programs	597	1,309	1,500	1,000	(500)	-33.33%
TOTAL MATERIALS	135,441	139,072	150,544	148,801	(1,742)	-1.16%
FACILITIES						
Utilities	16,972	19,265	20,356	23,289	2,933	14.41%
Building maintenance	22,525	20,146	25,835	26,790	955	3.70%
Insurance	3,362	2,929	2,929	3,218	289	9.87%
TOTAL FACILITIES	42,859	42,340	49,120	53,297	4,177	8.50%
OPERATIONS						
Contract services	11,481	8,618	10,000	14,536	4,536	45.36%
Library supplies	5,583	4,755	3,900	2,800	(1,100)	-28.21%
TOTAL OPERATIONS	17,064	13,373	13,900	17,336	3,436	24.72%
INFORMATION TECHNOLOGY						
Telecommunications	341	332	332	344	12	3.61%
TOTAL INFORMATION TECHNOLOGY	341	332	332	344	12	3.61%
TOTAL EXPENDITURES	468,589	458,086	448,062	448,935	873	0.19%
PERCENTAGE OF TOTAL BUDGET	4.78%	4.65%	4.47%	4.50%		

GIODONE LIBRARY

This is one of three new libraries that opened to the public in the last weeks of 2014. All three have the same footprint and design at 7,500 square feet, although the exteriors reflect the neighborhoods in which they have been built. They all contain the components which define a full-size library – materials, meeting rooms, computer access, programs, and a full staff to provide excellent customer service. This facility is located on the St. Charles Mesa, adjacent to Highway 50, a major highway wending its way through the Arkansas Valley farming communities east of the City of Pueblo. Dotted with farms, residential areas and commercial sites, this community is vital to the agricultural sustainability of both the local area and the state of Colorado. As with the other libraries opened in 2014, the performance measures listed reflect only one month in 2014, but well-thought-out goals and accomplishments are presented as follows:

2017 GOALS

- Grow program attendance by utilizing staff, community, and district partnerships to provide well rounded opportunities for the community.
- Grow circulation over last year by increasing the amount and frequency of displays, creating an inviting atmosphere, and collecting data on the results.
- Increase Visits to the library by having a great team of employees who are happy to be at work, who are knowledgeable about resources in the community and at the library, and who enforce customer conduct so that the library remains an enjoyable place for all.

2016 ACCOMPLISHMENTS

- Built relationships within the community by participating in many community events over the past year making it a point to meet community leaders.
- Established outreach opportunities with pre-schools and daycare centers by partnering with South Mesa and North Mesa Elementary Title One reading program. Held story times at Los Pobres in the summer. Hosted a monthly story time program for D70 migrant worker outreach program. Held monthly literacy programs at Ascension pre-school.
- Created and delivered weekly programs to promote literacy and STEM education by hosting 20 STEM related programs with an average attendance of 22 participants per event.
- Provided opportunities for community to socialize by shifting our focus to family programming and held many groups that encouraged socializing including: the French club, book club, and family craft time.

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016	DISTRICT
Turn-over rate	-	1.31	5.54	9.31
Total operating expenditures per capita	-	\$23.50	\$23.29	\$40.54
Library visits per capita	-	.72	13.34	8.94
Circulation per capita	-	.82	24.17	15.67
Program attendance per 1,000 served	-	135	901	1,464
Computer sessions per capita	-	.4	2.59	4.01
Value of Volunteer Hours	-	\$0.00	\$963	\$229,256

**GIODONE LIBRARY
2017 BUDGET**

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
REVENUE						
Fines	2,535	2,013	966	966	0	0.03%
Replacement materials	335	498	1,079	1,176	97	8.99%
Library card fees	23	31	40	-	(40)	-100.00%
Photocopier fees	1,851	2,868	1,575	2,362	787	49.97%
Miscellaneous Sales	333	406	522	435	(87)	-16.67%
Internet use fees	-	-	-	-	-	-
TOTAL REVENUES	5,076	5,815	4,182	4,939	757	18.10%
EXPENDITURES						
PERSONNEL						
Salaries and wages	122,633	122,958	135,780	152,894	17,114	12.60%
PERA	15,476	15,224	18,602	20,101	1,499	8.06%
Workers compensation insurance	122	674	674	841	167	0.00%
Employee benefits	19,699	20,917	18,422	23,089	4,667	25.33%
Unemployment compensation	358	356	407	419	12	0.00%
Medicare trust	1,729	1,704	1,983	2,217	234	11.80%
Employee relations - misc.	1,457	1,216	1,065	1,005	(60)	0.00%
TOTAL PERSONNEL	161,474	163,049	176,933	200,566	23,633	13.36%
MATERIALS						
Books	21,543	14,773	18,170	15,000	(3,170)	-17.45%
Periodicals	1,951	1,819	2,013	3,000	987	49.03%
Audio-Visual materials	40,017	26,196	30,520	31,500	980	3.21%
Digital materials	35,759	39,738	39,423	39,423	-	0.00%
Processing	22,284	16,742	15,278	14,879	(399)	-2.61%
Library programs	2,753	3,117	1,750	1,000	(750)	-42.86%
TOTAL MATERIALS	124,307	102,386	107,153	104,801	(2,352)	-2.19%
FACILITIES						
Utilities	27,649	16,752	34,089	19,381	(14,708)	-43.15%
Building maintenance	17,962	17,840	20,800	21,732	932	4.48%
Lease/Purchase of Buildings	102,291	101,211	101,211	99,591	(1,620)	-1.60%
Insurance	2,847	2,929	2,929	3,218	289	9.87%
TOTAL FACILITIES	150,749	138,732	159,029	143,922	(15,107)	-9.50%
OPERATIONS						
Contract services	-	-	-	-	-	0.00%
Office supplies	3,643	2,188	3,840	2,800	(1,040)	-27.08%
TOTAL OPERATIONS	3,643	2,188	3,840	2,800	(1,040)	-27.08%
TOTAL EXPENDITURES	440,173	406,355	446,955	452,089	5,134	1.15%
PERCENTAGE OF TOTAL BUDGET	4.49%	4.13%	4.46%	4.54%		

GREENHORN VALLEY LIBRARY

This 7,500 square foot library is another of the three new facilities. This library is located in the southern-most part of the District, in Colorado City. Stunning views of Greenhorn Mountain and the mountain community surround this facility. As with the other two libraries, Greenhorn Valley is also designated as a full-service library, with access to print and digital materials of all kinds, computer access, a community meeting room, reading and study areas, and a staff with excellent customer service and knowledge to greet the residents of this community. 2017 goals and 2016 accomplishments are included below.

2017 GOALS & OBJECTIVES

- Improve outreach efforts and programming support for the local homeschool community.
- Expand library's local interest collection, resources and programs.
- Formalize teen ambassador program at Rye High School and develop a model of teen services that supports our community's needs.
- Initiate planning for the Outdoor Learning Commons at the Greenhorn Valley Library.

2016 ACCOMPLISHMENTS

- Build Young Readers: Received grant to create new interactive play and learn areas for children. Introduced new successful youth programming on site and at local schools. Increased summer reading registrations.
- Create a mini-maker space: Established Tinker Lab and weekly maker programming through partnerships with local volunteers, businesses and the CSU-Extension Office, built a RepRap Libro 3D Printer, secured grants for high and low tech maker equipment, and launched monthly adult maker studio.
- Improve Outreach and Partnerships: Launched community-wide events in collaboration with local organizations such as a biweekly farmers market, family fun days at the lake, Song of Pueblo Oratorio and a family campout.
- Expand library's role as center for lifelong learning: Introduced book-a-librarian services, make-and-take sessions, and guided hikes. Improved access and findability of materials by initiating new display strategies and shifting shelves/collections. Increased community meeting room use.

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016	DISTRICT
Turn-over rate	-	1.30	4.08	9.31
Total operating expenditures per capita	-	\$59.18	\$58.64	40.54
Library visits per capita	-	1.79	9.56	8.94
Circulation per capita	-	2.20	10.71	15.67
Program attendance per 1,000 served	-	274.24	1,822	1,464
Computer sessions per capita	-	1.03	3.71	4.01
Value of Volunteer Hours	-	\$360	\$1,721	\$229,256

⁶ Reflects 1 month of debt service for COP payment

**GREENHORN VALLEY LIBRARY
2017 BUDGET**

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
REVENUE						
Fines	2,007	2,052	1,998	1,998	0	0.00%
Gifts and Donations	62	3,009	-	-	-	-
Replacement materials	335	655	1,079	1,176	97	8.99%
Library card fees	4	3	40	-	(40)	-100.00%
Photocopier fees	1,403	1,569	1,575	2,362	787	49.97%
Miscellaneous Sales	241	108	522	435	(87)	-16.67%
TOTAL REVENUES	4,051	7,396	5,214	5,971	757	14.51%
EXPENDITURES						
PERSONNEL						
Salaries and wages	161,753	129,272	132,843	147,920	15,077	11.35%
PERA	21,309	16,663	18,199	19,443	1,244	6.84%
Workers compensation insurance	122	1,160	660	814	154	0.00%
Employee benefits	12,092	13,040	18,422	17,721	(701)	-3.81%
Unemployment compensation	472	370	399	410	11	0.00%
Medicare trust	2,283	1,786	1,950	2,145	195	10.00%
Employee training	201	-	-	-	-	0.00%
Employee relations - misc.	1,457	1,089	954	977	23	0.00%
TOTAL PERSONNEL	199,688	163,380	173,427	189,430	16,003	9.23%
MATERIALS						
Books	16,795	13,106	16,148	15,000	(1,148)	-7.11%
Periodicals	2,475	2,308	2,254	3,000	746	33.09%
Audio-Visual materials	41,709	24,582	30,520	31,500	980	3.21%
Digital materials	35,759	39,738	39,423	39,423	-	0.00%
Processing	22,284	16,742	15,278	14,879	(399)	-2.61%
Library programs	2,027	1,965	1,750	1,000	(750)	-42.86%
TOTAL MATERIALS	121,049	98,442	105,372	104,801	(571)	-0.54%
FACILITIES						
Utilities	13,347	16,323	16,520	18,374	1,854	11.22%
Building maintenance	14,077	14,819	20,800	22,432	1,632	7.85%
Lease/Purchase of Buildings	115,929	114,705	114,705	112,869	(1,836)	-1.60%
Insurance	2,874	2,929	2,929	3,218	289	9.87%
TOTAL FACILITIES	146,227	148,776	154,954	156,893	1,939	1.25%
OPERATIONS						
Contract services	-	-	-	-	-	0.00%
Professional Memberships	-	40	-	-	-	-
Office supplies	4,135	2,412	2,365	5,226	2,861	120.97%
TOTAL OPERATIONS	4,135	2,452	2,365	5,226	2,861	120.97%
INFORMATION TECHNOLOGY						
Telecommunications	1,540	1,544	1,515	1,735	220	14.52%
TOTAL INFORMATION TECHNOLOGY	1,540	1,544	1,515	1,735	220	14.52%
TOTAL EXPENDITURES	472,639	414,594	437,633	458,085	20,453	4.67%
PERCENTAGE OF TOTAL BUDGET	4.82%	4.21%	4.36%	4.60%		

LAMB LIBRARY

The Lamb Library serves the south side of Pueblo from its location in a residential neighborhood on Pueblo Boulevard and O'Neil Street. At 10,000 square feet, it provides a community meeting room in a basement level, and a full range of library services on the main ground floor. This facility was expanded and remodeled in 2000, and remodeled again in 2013. The library provides a comprehensive children's area, computer workstations, DVDs, CDs, books, periodicals, and a full range of programs with wide appeal to all age groups.

2017 GOALS & OBJECTIVES

- Support PCCLD's key results by improving branch numbers in the key areas of Circulation, Library Visits, Program Attendance, and Digital Use.
- Develop relationships with community individuals, groups and organizations to improve service and program offerings at Lamb.
- Support and implement efforts related to the Change the Culture initiative.
- Improve library service and environment to create a desirable place for customers to visit.

2016 ACCOMPLISHMENTS

- Supported PCCLD's Key Results by offering new programs at the Lamb Library including the Legal Self Help Clinic.
- Worked with Technical Services to reorganize areas of the library collection to maximize locating and circulating print material.
- Replaced old and damaged furniture with new chairs to improve appearance and comfort of the building.
- Implemented new monthly story times at Beulah Heights Elementary and Paragon Learning Center.

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016	DISTRICT
Turn-over rate	4.20	5.90	9.33	9.31
Total operating expenditures per capita	\$39.15	\$39.34	\$38.99	\$40.54
Library visits per capita	10.74	21.34	11.80	8.94
Circulation per capita	19.19	25.96	27.36	15.67
Program attendance per 1,000 served	1,003	1,158	1,008	1,464
Computer sessions per capita	5.57	8.21	6.22	4.01
Value of Volunteer Hours	\$20,635	\$17,231	\$9,205	\$229,256

**LAMB LIBRARY
2017 BUDGET**

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
REVENUE						
Fines	8,331	7,209	7,416	7,416	(0)	0.00%
Replacement materials	1,601	2,324	1,106	1,205	99	8.95%
Library card fees	130	50	178	-	(178)	-100.00%
Photocopier fees	3,470	3,519	2,505	3,758	1,253	50.02%
Miscellaneous sales	1,029	1,125	775	526	(249)	-32.13%
Internet use fees	<u>7,468</u>	<u>6,718</u>	<u>5,347</u>	<u>3,565</u>	<u>(1,782)</u>	<u>-33.33%</u>
TOTAL REVENUES	22,030	20,945	17,327	16,470	(857)	-4.94%
PERSONNEL						
Salaries and wages	186,037	170,946	180,703	183,528	2,825	1.56%
PERA	23,356	21,460	24,756	24,042	(714)	-2.88%
Workers compensation insurance	616	897	897	1,010	113	12.60%
Employee benefits	24,397	22,109	18,228	21,223	2,995	16.43%
Unemployment compensation	528	486	542	558	16	2.95%
Medicare trust	2,553	2,348	2,620	2,661	41	1.56%
Employee relations - misc.	<u>1,813</u>	<u>1,584</u>	<u>1,387</u>	<u>1,309</u>	<u>(79)</u>	<u>-5.67%</u>
TOTAL PERSONNEL	239,300	219,830	229,133	234,331	5,197	2.27%
MATERIALS						
Books	27,313	30,639	36,340	33,000	(3,340)	-9.19%
Periodicals	1,812	1,690	1,870	3,000	1,130	60.43%
Audio Visual materials	46,710	46,682	51,492	53,500	2,008	3.90%
Digital	35,759	39,738	39,423	39,423	-	0.00%
Processing	22,284	16,742	15,278	14,879	(399)	-2.61%
Library programs	<u>1,023</u>	<u>1,017</u>	<u>1,350</u>	<u>1,000</u>	<u>(350)</u>	<u>-25.93%</u>
TOTAL MATERIALS	134,902	136,508	145,752	144,801	(950)	-0.65%
FACILITIES						
Utilities	33,009	23,705	29,739	33,457	3,718	12.50%
Building maintenance	30,172	21,822	32,113	38,625	6,512	20.28%
Insurance	<u>3,334</u>	<u>2,891</u>	<u>2,891</u>	<u>3,176</u>	<u>285</u>	<u>9.86%</u>
TOTAL FACILITIES	66,515	48,418	64,743	75,258	10,515	16.24%
OPERATIONS						
Office supplies	<u>2,578</u>	<u>1,640</u>	<u>1,650</u>	<u>2,800</u>	<u>1,150</u>	<u>69.70%</u>
TOTAL OPERATIONS	2,578	1,640	1,650	2,800	1,150	69.70%
INFORMATION TECHNOLOGY						
Telecommunications	<u>1,931</u>	<u>1,834</u>	<u>1,885</u>	<u>1,886</u>	<u>1</u>	<u>0.05%</u>
TOTAL INFORMATION TECHNOLOGY	1,931	1,834	1,885	1,886	1	0.05%
TOTAL EXPENDITURES	445,225	408,230	443,163	459,076	15,913	3.59%
PERCENTAGE OF TOTAL BUDGET	4.54%	4.15%	4.42%	4.61%		

LUCERO LIBRARY

This library, one of the three facilities opened in December 2014, is located in the historic East Side neighborhood of Pueblo. This neighborhood has been clamoring for a library for some time, and the residents have been very enthusiastic as they watched this community center materialize. Staffing at all three facilities was accomplished through closure of nearby satellite libraries and reassigning staff, as well as redistributing staff from throughout the District and hiring some new positions. The Books a la Cart program is managed through this branch.

2017 GOALS & OBJECTIVES

- Explore more grant opportunities and partnerships for programming to increase attendance, jumpstart adult programming beginning with ESL and computer classes. Focus on impacting Key Results.
- Participate in the rebidding of security contract and selection of district janitorial services.
- Work with management team to develop survey/surveys to determine community needs.
- Evaluate possibilities for literacy programs and refreshing the collection. Focus on connecting East Side community with informational needs.

2016 ACCOMPLISHMENTS

- Patrick Lucero portrait and military medal cabinet mounting dedication.
- Library safety shifted from police coverage to contracted security coverage with no new major issues reported.
- Major landscaping improvements to grounds, look for a few more planned improvements in 2017.
- Hired three new staff members with the addition of a part time Library Specialist which has improved moral and ability to build a strong team. This has also helped in minimizing safety issues.

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016	DISTRICT
Turn-over rate	-	1.1	10.67	9.31
Total operating expenditures per capita	-	\$28.80	\$28.55	\$40.54
Library visits per capita	-	.89	11.77	8.94
Circulation per capita	-	.88	9.61	15.67
Program attendance per 1,000 served	-	312.46	1,191	1,464
Computer sessions per capita	-	1.02	3.12	4.01
Value of Volunteer Hours	-	0	\$6,375	\$229,256

**PATRICK LUCERO LIBRARY
2017 BUDGET**

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-/DEC
REVENUE						
Fines	2,824	1,902	960	960	-	0.00%
Gifts & Donations	25,069	6,053	-	-		
Replacement materials	427	637	1,079	1,176	97	8.99%
Library card fees	84	26	40	-	(40)	-100.00%
Photocopier fees	2,381	2,251	1,575	2,362	787	49.97%
Miscellaneous Sales	691	492	527	438	(89)	-16.89%
TOTAL REVENUES	31,476	11,361	4,181	4,936	755	18.05%
EXPENDITURES						
PERSONNEL						
Salaries and wages	18,630	198,045	221,757	214,537	(7,220)	-3.26%
PERA	20,769	26,719	30,381	28,212	(2,169)	-7.14%
Workers compensation insurance	246	1,101	1,101	1,181	80	0.00%
Employee benefits	1,928	5,367	18,422	5,984	(12,438)	-67.52%
Unemployment compensation	454	589	665	685	20	0.00%
Medicare trust	2,196	2,831	3,211	3,111	(100)	-3.11%
Employee relations - misc.	1,457	1,768	1,548	1,402	(146)	0.00%
TOTAL PERSONNEL	45,680	236,420	277,085	255,112	(21,973)	-7.93%
MATERIALS						
Books	16,952	10,850	16,148	16,000	(148)	-0.91%
Periodicals	2,356	2,197	2,431	3,000	569	23.40%
Audio-Visual materials	37,747	34,473	39,502	39,500	(2)	0.00%
Digital materials	35,759	39,738	39,423	39,423	-	0.00%
Processing	22,284	16,742	15,278	14,879	(399)	-2.61%
Library programs	2,929	5,479	3,500	4,500	1,000	28.57%
TOTAL MATERIALS	118,028	109,479	116,280	117,301	1,021	0.88%
FACILITIES						
Utilities	8,070	3,581	5,420	5,083	(337)	-6.22%
Building Maintenance	19,325	26,196	21,110	21,382	272	1.29%
Lease/Purchase of Buildings	122,749	121,453	121,453	119,509	(1,944)	-1.60%
Insurance	2,648	2,929	2,929	3,218	289	9.87%
TOTAL FACILITIES	152,792	154,159	150,912	149,192	(1,720)	-1.14%
OPERATIONS						
Contract services	54,015	60,184	126,000	28,981	(97,019)	-77.00%
Office supplies	10,920	2,740	5,080	3,973	(1,107)	-21.79%
TOTAL OPERATIONS	64,935	62,924	131,080	32,954	(98,126)	-74.86%
TOTAL EXPENDITURES	381,434	562,982	675,358	554,560	(120,798)	-17.89%
PERCENTAGE OF TOTAL BUDGET	3.89%	5.72%	6.73%	5.56%		

LIBRARY @ the Y

This small outreach operation is located within the YMCA building located on Pueblo Boulevard. A commitment to provide a library presence within this building had been part of the original plan for the new YMCA facility, so an agreement was drawn up between PCCLD and the YMCA to provide 1,000 square feet of space in which to house a small library. Beginning in 2016, this library came under the purview of the Circulation department. The facility will also maintain a collection of popular materials for adults, as well as a computer center.

2017 GOALS & OBJECTIVES

- Increase circulation by providing customers with newer materials, focused collections, and varied displays.
- Develop programming for Library @ the Y that will increase attendance and visitation.
- Establish a partnership with the YMCA through creating and executing programming together, and engaging with staff.

2016 ACCOMPLISHMENTS

- Computer use increased by 8.8%
- Merged Library at the Y Team with the Circulation Team, 20 hours were reallocated to the department where they were used.
- Refocused on marketing the small collection for increased curb appeal with timely and attractive displays and attention to the collection

PERFORMANCE MEASURES

Work output statistics	2012	2014	2016	DISTRICT
Turn-over rate	6.35	7.27	6.16	9.31
Total operating expenditures per capita	\$131.30	\$158.74	\$26.74	\$40.54
Library visits per capita	73.31	62.53	12.84	8.94
Circulation per capita	27.92	40.24	6.94	15.67
Program attendance per 1,000 served	5,311	4,635	1,008	1,464
Computer sessions per capita	4.35	33.35	3.65	4.01
Value of volunteer hours	\$0	\$0	\$0	\$229,256

LIBRARY @ the Y
2017 BUDGET

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUE						
Fines	543	448	486	486	0	0.03%
Replacement materials	232	106	148	161	13	8.78%
Library card fees	-	18	63	-	(63)	-100.00%
Photocopier fees	599	345	36	54	18	50.00%
Miscellaneous sales	89	167	104	87	(17)	-16.35%
TOTAL REVENUES	1,463	1,084	837	788	(49)	-5.88%
EXPENDITURES						
PERSONNEL						
Salaries and wages	42,721	39,980	41,538	26,984	(14,554)	-35.04%
PERA	6,448	5,022	5,691	3,500	(2,191)	-38.50%
Workers compensation insurance	122	206	206	149	(57)	-27.67%
Employee benefits	-	3,250	2,492	-	(2,492)	-100.00%
Unemployment compensation	141	110	125	128	3	2.40%
Medicare trust	674	532	647	391	(256)	-39.57%
Employee relations - misc.	486	424	372	234	(138)	-37.11%
TOTAL PERSONNEL	50,592	49,524	51,071	31,386	(19,685)	-38.54%
MATERIALS						
Books	5,889	4,455	6,099	7,000	901	14.78%
Periodicals	1,064	992	1,098	1,000	(98)	-8.90%
Audio Visual materials	6,952	6,125	7,020	8,018	999	14.22%
Digital	4,048	4,499	4,463	4,459	(4)	-0.09%
Processing	2,523	1,895	1,730	1,683	(47)	-2.70%
TOTAL MATERIALS	20,476	17,966	20,409	22,160	1,751	8.58%
FACILITIES						
Utilities	1,150	2,104	2,805	2,805	-	0.00%
Building maintenance	3,510	5,381	4,680	4,680	-	0.00%
Insurance	63	54	54	60	6	11.11%
TOTAL FACILITIES	4,723	7,539	7,539	7,545	6	11.11%
OPERATIONS						
Office supplies	145	159	199	529	330	165.83%
TOTAL OPERATIONS	145	159	199	529	330	165.83%
TOTAL EXPENDITURES	75,935	75,188	79,217	61,620	(17,598)	-22.21%
PERCENTAGE OF TOTAL BUDGET	0.77%	0.76%	0.79%	0.62%		

PUEBLO WEST LIBRARY

Pueblo West Library was formerly the White Library, located in the fast-growing Pueblo West community, and at 5,000 sq. ft., its circulation and programming had outgrown its limited space. A major renovation was financed through Certificates of Participating funding, and the new 28,000 square foot building opened to the public in 2009. The original building footprint now functions as the meeting room complex. This building received LEED Gold certification for environmental design and sustainability.

2017 GOALS & OBJECTIVES

- Develop signature annual community events to include Family Medieval Festival and other crowd-drawing activities.
- Establish collaborative partnerships with the homeschooling community.
- Create plans to create a PW History Wall in collaboration with local historians, high school students and teachers, and the business community.
- Implement more engaging entry-way displays featuring either library programming or community interest groups and activities.
- Further develop maker space programming utilizing the Lamb Foundation Multipurpose Room.

2016 ACCOMPLISHMENTS

- Hosted Family Technology and Maker series which contributed to an increase in program attendance of 3.4%.
- Renovated the Lamb Foundation Reading Room to accommodate maker space to be developed in 2017.
- Restructured materials workflow processes to improve efficiency and achieve one day turn-around from book return to shelves.
- Increased meeting room use by 31.1% by allowing after-hours access, bringing further value of the library to the community.

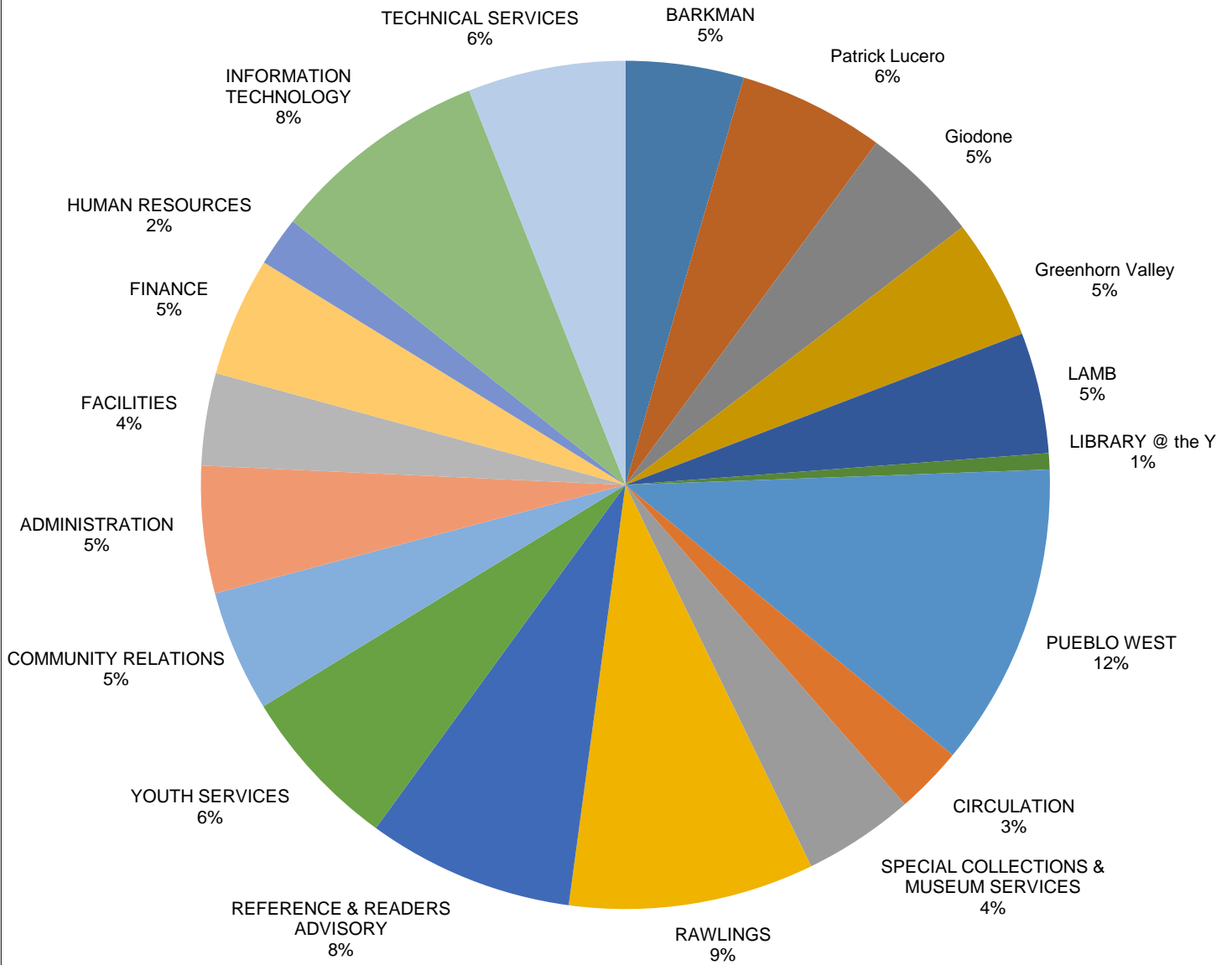
PERFORMANCE MEASURES

Work output statistics	2012	2014	2016	DISTRICT
Turn-over rate	6.04	7.04	6.91	9.31
Total operating expenditures per capita	\$24.47	\$31.03	\$33.13	\$40.54
Library visits per capita	13.42	5.90	8.40	8.94
Circulation per capita	11.67	11.19	10.81	15.67
Program attendance per 1,000 served	424	707	840	1,464
Computer sessions per capita	2.48	3.33	2.82	4.01
Value of Volunteer Hours	\$24,470	\$27,195	\$41,607	\$229,256

**PUEBLO WEST LIBRARY
2017 BUDGET**

	2015 ACTUAL	2016 ACTUAL	2016 BUDGET	2017 BUDGET	BUDGET VARIANCE	% INC-DEC
REVENUE						
Gifts, donations	2	-	-	-	-	0.00%
Fines	9,794	7,421	10,644	10,644	(0)	0.00%
Replacement materials	2,751	1,791	1,672	1,822	150	8.97%
Library card fees	212	187	167	-	(167)	0.00%
Photocopier fees	3,552	2,835	3,072	4,608	1,536	50.00%
Miscellaneous sales	738	821	631	646	15	2.38%
Internet use fees	8,189	6,391	6,906	4,604	(2,302)	-33.33%
TOTAL REVENUES	25,237	19,447	23,092	22,324	(768)	-3.33%
EXPENDITURES						
PERSONNEL						
Salaries and wages	248,636	239,535	239,612	238,157	(1,455)	-0.61%
PERA	30,879	30,771	32,827	31,173	(1,654)	-5.04%
Workers compensation insurance	862	1,190	1,190	1,311	121	10.17%
Employee benefits	24,182	23,397	18,179	14,666	(3,513)	-19.32%
Unemployment compensation	723	684	719	740	21	2.92%
Medicare trust	3,494	3,307	3,443	3,453	10	0.29%
Employee relations - misc.	2,525	2,546	2,229	1,729	(500)	-22.44%
TOTAL PERSONNEL	311,301	301,430	298,199	291,229	(6,970)	-2.34%
MATERIALS						
Books	45,737	45,124	50,465	48,000	(2,465)	-4.88%
Periodicals	5,672	5,289	5,852	4,000	(1,852)	-31.65%
Audio Visual materials	76,815	56,656	61,520	62,500	980	1.59%
Digital	66,118	73,475	72,892	72,892	-	0.00%
Processing	41,203	30,955	28,248	27,510	(737)	-2.61%
Library programs	1,113	2,234	1,750	1,500	(250)	-14.29%
TOTAL MATERIALS	236,658	213,733	220,727	216,402	(4,324)	-1.96%
FACILITIES						
Utilities	71,876	83,843	75,595	83,067	7,472	9.88%
Building maintenance	58,583	56,006	65,890	67,068	1,178	1.79%
Lease/purchase/rental,equip	470,581	475,281	475,281	477,031	1,750	0.37%
Insurance	5,776	4,992	4,992	5,484	492	9.86%
TOTAL FACILITIES	606,816	620,122	621,758	632,650	10,892	1.75%
OPERATIONS						
Contract services	-	5,821	600	8,000	7,400	1233.33%
Office supplies	3,499	3,226	3,800	2,658	(1,142)	-30.05%
TOTAL OPERATIONS	3,499	9,047	4,400	10,658	6,258	142.23%
INFORMATION TECHNOLOGY						
Telecommunications	2,242	2,218	2,124	2,319	195	9.18%
TOTAL INFORMATION TECHNOLOGY	2,242	2,218	2,124	2,319	195	9.18%
TOTAL EXPENDITURES	1,160,516	1,146,550	1,147,208	1,153,259	6,050	0.53%
PERCENTAGE OF TOTAL BUDGET	11.84%	11.64%	11.44%	11.57%		

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2017 BUDGET EXPENDITURE PERCENTAGES
BY DEPARTMENT**



LOCATIONS

ADMINISTRATION

Executive Director: Jon Walker

100E. Abriendo Avenue

Pueblo, CO 81004

(719) 562-5625

FINANCE, CFO: Sherri Baca, CPA

PUBLIC SERVICES, COO: Sara Rose

COMMUNITY RELATIONS, DEVELOPMENT & STRATEGIC INITIATIVES, Director: Midori Clark

TECHNICAL SERVICES and COLLECTION DEVELOPMENT, Director: Jill Deulen

INFORMATION TECHNOLOGY, Director: Charles Hutchins

Robert Hoag Rawlings Library

Manager: Janina Goodwin

100 E. Abriendo Avenue

Pueblo, CO 81004

(719) 562-5600

Barkman

Manager: Alicia Griebel

1300 Jerry Murphy Road

Pueblo, CO 81001

(719) 562-5600

Giodone

Manager: Kayci Barnett

24655 E. US Hwy 50

Pueblo, CO 81006

(719) 562-5600

Greenhorn Valley

Manager: Sara Rose (interim)

4801 Cibola Road

Colorado City, CO 81019

(719) 562-5600

Lamb

Manager: Andrew Bregar

2525 S. Pueblo Blvd.

Pueblo, CO 81005

(719) 562-5600

Library @ the Y

Manager: Amberlyn Russell

3200 Spaulding Avenue

Pueblo, CO 81008

(719) 562-5600

Lucero

Manager: Diann Logie

1315 E. 7th Street

Pueblo, CO 81001

(719) 562-5600

Pueblo West

Manager: Kim Dillon

298 S. Joe Martinez Blvd.

Pueblo West, CO 81007

(719) 562-5600

PERSONNEL/STAFFING STATISTICS

LOCATION	CLASSIFICATION					
		2014	2015	2016	2017	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	
Support Services:						
Director	Managerial	1.000	1.000	1.000	1.000	
	Professional	1.000	1.000	-	-	
	Para-professional	1.000	1.000	1.000	1.000	
Total		3.000	3.000	2.000	2.000	
Public Services	Managerial	1.000	2.000	2.000	2.000	
	Clerical	1.000	0.500	0.500	0.500	
	Clerical, substitutes	2.000	-	-	-	
Total		4.000	2.500	2.500	2.500	
Community Relations	Managerial	1.000	1.000	1.000	1.000	
	Professional	2.000	2.000	1.000	1.000	
	Clerical	2.250	2.750	3.500	3.500	
Total		5.250	5.750	5.500	5.500	
Facilities	Managerial	1.000	1.000	1.000	1.000	
	Para-professional	1.500	1.500	2.500	3.500	Added Facilities Spec I
	Clerical	3.000	3.000	2.000	2.000	
		5.500	5.500	5.500	6.500	
Finance	Managerial	1.000	1.000	1.000	1.000	
	Professional	1.000	1.000	1.000	1.750	Promoted Acctg Spec to Acctnt I
	Para-professional	1.500	1.500	1.500	0.750	
Total		3.500	3.500	3.500	3.500	
Human Resources	Managerial	1.000	1.000	1.000	1.000	
	Para-professional	1.000	0.500	1.250	1.250	
Total		2.000	1.500	2.250	2.250	
Information Technology	Managerial	1.000	1.000	1.000	1.000	
	Professional	2.000	2.000	2.000	2.000	
	Para-professional	1.500	1.500	1.500	1.500	
TOTAL		4.500	4.500	4.500	4.500	
Technical Services	Managerial	1.000	1.000	1.000	1.000	
	Professional	3.000	3.000	3.000	3.000	
	Clerical	5.000	4.600	4.600	4.600	
TOTAL		9.000	8.600	8.600	8.600	
TOTAL SUPPORT		36.750	34.850	34.350	35.350	

PERSONNEL/STAFFING STATISTICS

LOCATION	CLASSIFICATION					
		2014	2015	2016	2017	
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	
Public Services:						
Rawlings Library						
Circulation	Managerial	1.000	1.000	1.000	1.000	
	Clerical	4.500	5.300	5.100	5.100	
TOTAL		5.500	6.300	6.100	6.100	
InfoZone	Managerial	0.500	0.500	0.500	0.500	
	Professional	0.500	0.500	0.600	0.600	
	Clerical	-	-	-	-	
TOTAL		1.000	1.000	1.100	1.100	
Reference, RA	Managerial	1.000	1.000	1.000	1.000	
	Professional	2.000	2.000	4.000	4.000	
	Para-professional	3.250	3.180	2.000	2.000	
	Clerical	2.825	3.400	3.250	3.250	
TOTAL		9.075	9.580	10.250	10.250	
Special Collections	Managerial	0.500	0.500	0.500	0.500	
	Professional	2.000	2.000	2.000	2.000	
	Para-professional	1.000	0.500	1.000	1.000	
	Clerical	2.625	2.100	1.550	1.550	
TOTAL		6.125	5.100	5.050	5.050	
Youth Services	Managerial	1.000	1.000	1.000	1.000	
	Professional	2.000	2.000	2.000	2.000	
	Para-professional	2.000	2.000	2.000	2.000	
	Clerical	2.800	3.400	2.500	2.500	
TOTAL		7.800	8.400	7.500	7.500	
Total Rawlings		<u>29.500</u>	<u>30.380</u>	<u>30.000</u>	<u>30.000</u>	
Barkman Library	Managerial	1.000	1.000	1.000	1.000	
	Professional	0.500	0.500	0.500	0.500	
	Para-professional	0.500	-	0.500	0.500	Added courier services for the new university satellite
	Clerical	4.000	4.000	3.400	3.450	
TOTAL		6.000	5.500	5.400	5.450	
Lucero Library	Managerial	1.000	1.000	1.000	1.000	
	Professional	0.500	0.500	1.000	1.000	
	Para-professional	1.000	1.000	1.500	1.500	
	Clerical	2.000	2.000	2.500	2.500	
TOTAL		4.500	4.500	6.000	6.000	

PERSONNEL/STAFFING STATISTICS

LOCATION	CLASSIFICATION					
		2014	2015	2016	2017	
		ACTUAL	ACTUAL	ACTUAL	BUDGET	
Greenhorn Valley	Managerial	1.000	1.000	1.000	1.000	
	Professional	0.750	0.500	0.380	0.380	
	Para-professional	0.500	1.000	1.000	1.000	
	Clerical	<u>1.750</u>	<u>2.000</u>	<u>1.800</u>	<u>1.800</u>	
TOTAL		4.000	4.500	4.180	4.180	
Lamb Library	Managerial	1.000	1.000	1.000	1.000	
	Professional	0.500	0.500	1.000	1.000	
	Para-professional	1.000	1.000	0.500	0.500	
	Clerical	<u>3.100</u>	<u>3.100</u>	<u>3.100</u>	<u>3.100</u>	
TOTAL		5.600	5.600	5.600	5.600	
Outreach Services	Managerial	0.500	-	-	-	<i>Operations replaced by three new libraries. Staff transferred</i>
<i>(includes Satellites)</i>	Clerical	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
TOTAL		0.500	-	-	-	
Pueblo West	Managerial	1.000	1.000	1.000	1.000	
	Professional	1.000	1.500	1.500	1.500	
	Para-professional	1.000	0.500	1.000	1.000	
	Clerical	<u>4.800</u>	<u>4.800</u>	<u>3.900</u>	<u>3.900</u>	
TOTAL		7.800	7.800	7.400	7.400	
Giodone Library	Managerial	1.000	1.000	1.000	1.000	
	Professional	0.500	0.500	0.500	0.500	
	Para-professional	1.000	1.000	1.000	1.000	
	Clerical	<u>2.000</u>	<u>2.000</u>	<u>1.800</u>	<u>1.800</u>	
TOTAL		4.500	4.500	4.300	4.300	
YMCA	Para-professional	-	-	-	-	
	Clerical	<u>1.500</u>	<u>1.500</u>	<u>1.000</u>	<u>1.000</u>	
TOTAL		1.500	1.500	1.000	1.000	
Total Public Service		<u>63.900</u>	<u>64.280</u>	<u>63.880</u>	<u>63.930</u>	
GRAND TOTAL		<u>100.650</u>	<u>99.130</u>	<u>98.230</u>	<u>99.280</u>	

FINANCIAL POLICIES

Pueblo City-County Library District maintains a comprehensive list of policies and procedures, approved by the Board of Trustees, which govern the operations of the District. These policies are reviewed periodically to ensure applicability and accuracy of content. The policies cover all aspects of the operations of the District, including Governance, Employee Guidelines, Customer Service, Finance, and Information Technology.

The following policies, included in the Finance section of the policy manual, are included herein.

➤ Audit.....	H-2
➤ Budget	H-3
➤ Cash Management and Banking.....	H-4
➤ Credit Card Use	H-5
➤ Debt Management	H-6
➤ Disaster Recovery.....	H-7
➤ Expense Reimbursement.....	H-8
➤ Fixed Assets	H-10
➤ Fund Balance.....	H-13
➤ Investment	H-14
➤ Petty Cash	H-15
➤ Purchasing.....	H-16
➤ Retention of Records	H-18



FINANCIAL MANAGEMENT

04.01.18 Audits

As required by the Colorado Revised Statutes, Local Government Audit Law, 29-1-601 through 29-1-608, and Library Law, 24-90-109, the Board of Trustees of the Pueblo City-County Library District shall ensure that an annual audit of the financial affairs and transactions of all funds and activities of the District be conducted for each fiscal year, and that the results of the audit be distributed as described in these statutes.

Audit shall be completed and the audit report submitted by the auditor to the Pueblo City-County Library District Board of Trustees no later than the June board meeting.

An ad-hoc audit committee of the board, comprised of three members of the Board of Trustees, working with the Chief Financial Officer (CFO), will initiate a formal Request for Proposal (RFP) process every five years, at a minimum, to acquire the services of an auditor. The committee will evaluate submitted proposals, conduct interviews if necessary, and select a certified public accountant or partnership of certified public accountants based upon the lowest and best bid.

The Board of Trustees shall annually approve the selection of a certified public accountant or partnership of certified public accounts, based on the recommendation of the Audit Committee.



FINANCIAL MANAGEMENT

04.01.02 Annual Budget

The annual budget is the financial plan for the operation of the library. It provides the framework for both expenditures and revenues for the year and translates into financial terms the priorities of the library. The annual budget will follow all statutory requirements as stipulated in the Colorado Local Government Budget Law, Section 29-1-101 et seq., C.R.S. It will be compiled to include recommended GAAP (Generally Accepted Accounting Principles) and GASB (Governmental Accounting Standards Board) standards for budget preparation and presentation.

The budget will be an integral part of the annual planning process and will be included in the annual plan. The annual plan and budget are approved by the Board of Trustees.

The budget shall be presented in a summary format which is intended to be understandable by a general audience. The budget format shall itemize expenditures of the library by fund. It shall describe the expenditure and show the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year.

The development, presentation, and administration of the annual budget is the responsibility of the Executive Director who is assisted by the Chief Financial Officer.

The Board of Trustees may make budget transfers by resolution, following statutory guidelines, after proper notice of public hearing to amend the annual budget.

The fiscal year for PCCLD is January 1 through December 31.



FINANCIAL MANAGEMENT

04.01.08 Cash Management and Banking

It is the policy of PCCLD to ensure safe and secure handling of monies through an efficient cash management program. Funds will be held only by banks which insure funds through the Federal Deposit Insurance Corporation (FDIC) or are organized as a Government Investment Pool as defined in the Colorado State Statutes (C.R.S. 24-75-701).

The Executive Director and Chief Financial Officer are designated as authorized signers for bank accounts. One signature is required for check signing and related operational transactional responsibilities. Two signatures are required for the opening and closing of accounts. Facsimile signature for signing of checks is acceptable.

Electronic funds transfer, direct deposit, wire transfers and automated clearing house transactions will be used whenever feasible and available. These transactions can be initiated by one individual with an authorized password and/or PIN number to insure appropriate authorization.

All bank statements will be reconciled monthly by the Chief Financial Officer and approved by the Executive Director. All checks written that have not cleared the bank for six months after the date of issuance shall be investigated. Upon completion of the investigation, remaining outstanding checks shall be submitted through the Colorado Unclaimed Property Act.

Cash receipts will be accounted for using procedures and documentation developed by the Finance Office. It is the Library's policy insofar as possible to deposit all cash receipts daily after reconciliation. Transmittal of cash to the banking institution will be contracted to an armored car service.

The District accepts payments in cash, checks, electronic transfer and credit/debit cards. Individuals issuing checks which are returned for insufficient funds or any other reason may be submitted to collections and assessed a charge of \$20.

Cash and salary advances to employees and cashing of employee personal checks are not allowed.



FINANCIAL MANAGEMENT

04.01.15 Procurement and Credit Card Use

PCCLD procurement cards will be provided to the Executive Director and Chief Financial Officer for use in purchasing small items (less than \$5,000) and for travel-related expenses. The Executive Director or CFO will authorize issuance of procurement cards to other staff members, and determine credit limits on those cards based on the needs of the Library District.

Procurement cards may only be used for official library business. Procurement cards are not to be used for personal use. Procurement cards must be surrendered upon termination of employment or at the request of the Executive Director or CFO. Loss of a procurement card must be reported immediately to the credit card bank and to the Finance Office.

All procurement card holders are responsible for reconciling the monthly procurement card statement and submitting the statement, a summary sheet of expenses, and receipts for every purchase to the Finance Office. Any late charges or finance charges which accrue on a card holder's account, due to the card holder's failure to submit the documentation to the Finance Office in a timely manner, will be the sole responsibility of the card holder. All procurement card statements must be approved by the Executive Director or his designee; the procurement card statement for the Executive Director must be approved by the President of the Board of Trustees.

Use of the PCCLD procurement card entitles the purchaser to seek tax-exemption on normally taxable purchases, when accompanied by a tax exempt form. Card holder may be responsible for sales tax charges on the billing statement.

Use of personal credit cards is discouraged. However, if no alternative is available, reimbursement will be processed for authorized purchases made on a personal credit card with proper documentation. Sales taxes paid may not be reimbursed, but will be evaluated based on circumstances, such as taxes paid for travel expense. When using personal credit cards, any benefits or risks to the employee must not result in any additional cost to the library.



FINANCIAL MANAGEMENT

04.01.09 Debt Management

The Debt Management Policy sets forth comprehensive guidelines for the financing of capital expenditures. It is the objective of the policy that (1) the District obtain financing only when necessary to fund capital projects, (2) the process for identifying the timing and amount of debt or other financing be as efficient as possible and (3) the most favorable interest and other costs be obtained.

Colorado Revised Statute 24-90-112.5, (Library Law) defines legal authority and regulations for issuance of bonds by a Library District, and those regulations will guide the issuance of debt.

The District will calculate debt service as a percent of annual revenue. The total of all debt service carried by the District is not to exceed 10% based on the most current ratio available of debt service over annual revenue at the issue date of the debt.



FINANCIAL MANAGEMENT

04.01.20 Disaster Recovery

It is the policy of Pueblo City-County Library District to develop, test and maintain a disaster recovery plan formulated to continue basic business operations during and immediately after disruptive events. Recognizing that disruptions to business operations may come from a variety of causes such as natural or manmade disasters, terrorism, and technology failures, it is incumbent upon the District to recognize and plan for the expedient recovery of all operational systems in order to minimize the impact of any type of disaster.

A comprehensive disaster recovery plan will identify a Crisis Management Team, activation procedures, staff roles and skills, resources, and the ongoing maintenance responsibilities of the plan. Training of staff is essential and ongoing to maintain emergency preparedness knowledge of practices and procedures for evacuation and recovery.

Pueblo City-County Library District is committed to the implementation of a disaster recovery plan which will address the needs of its employees, its patrons, and the community it serves in the event of a disaster.



FINANCIAL MANAGEMENT

04.01.04 Expense Reimbursement

It is the policy of PCCLD to reimburse expenses incurred by employees while performing their assigned duties. Expenses that will be reimbursed include approved travel during business hours and approved travel out-of-town. Approved travel out of the county may include lodging and meals and incidental expenses.

The PCCLD Board has adopted an “Accountable Plan” for the reimbursement of approved business related travel in order to minimize and simplify record keeping for both the district and its employees. An accountable plan is defined in the Internal Revenue Code, and requires that certain conditions be met, including: (1) the expense must be business related; (2) the employee must substantiate the expense; and (3) the employee must return any amounts received in excess of substantiated amounts.

A significant benefit of using an accountable plan for expense reimbursement is the elimination of all reporting to the IRS. However, records must still be kept by the employee and submitted along with reimbursement requests to the Finance Department pursuant to the IRS guideline to substantiate the expense.

It is the Library’s intent to follow IRS travel guidelines; however, the Library reserves the right to adjust or reduce reimbursement amounts based on funding availability.

APPROVED IN-DISTRICT TRAVEL

Business related approved travel is reimbursed on a per-mile rate established during the budget approval cycle. Mileage is reimbursed on a monthly basis upon submitting the Reimbursement Form. Mileage distances as calculated by the Google web-based mapping and direction program may be used as verification of distance.

Additional mileage claimed for reimbursement must be documented by the employee. Odometer readings are considered substantiation by the IRS. Approved in-district travel is reimbursed monthly upon submittal of the Reimbursement Form and approved by each employee’s department supervisor. Documentation must include the business purpose of the travel.

Under no circumstance is travel from home to work a reimbursable expense.

APPROVED OUT-OF-DISTRICT TRAVEL

Mileage is reimbursed using a fixed mileage rate approved annually along with the operating budget. Arrangements for airfare required for meeting and conference attendance should be coordinated with the office of the Executive Director, Associate Director, or Chief Financial Officer.

APPROVED OUT-OF-DISTRICT EXPENSES - not overnight

Meals and incidental expenses for approved travel out-of-district but not overnight are reimbursable.

APPROVED OUT-OF-DISTRICT EXPENSES - overnight

Out-of-district expenses are reimbursed or prepaid using the per diem method in order to standardize record keeping by both employee and the District. The per diem rates used are prepared by the General Services Administration and are published in the Federal Travel Regulations and by the Internal Revenue Service.

Per diem reimbursement for overnight out-of-district approved travel includes two amounts: (1) an amount intended to cover accommodations; and (2) an amount to cover meals and incidental expenses (M&IE). Per diem allowances can cover hotel and meals and incidental expenses combined, or can cover meals and incidental expenses only.

The amount reimbursed for overnight out-of-district M&IE will follow IRS guidelines in calculating travel days (75% of standard per diem) and deductions for meals which are included in the registration fees. Incidental expenses include laundry, dry cleaning, and tips. Telephone calls, cab fares, parking, luggage handling fees, and tolls are not included in incidental expenses and must be accounted for separately.

PER DIEM METHOD FOR MEALS AND INCIDENTAL EXPENSES ONLY

It is the policy of PCCLD to reimburse business-related approved travel using a combination of methods: Hotel and related costs will be reimbursed based upon actual costs incurred and substantiated; meals and incidentals will be reimbursed or prepaid based on the per diem method.

Whether per diem is prepaid or reimbursed, an accounting of expenses incurred must be submitted. This can either be individual receipts, or a daily record of the meals/expenses including date, purpose, meal, and amount paid. (Example: Monday, August 10 – CAL Conference - Breakfast - \$7.50) Reimbursement will not exceed receipts or recorded amount. If per diem was prepaid, expenses must be submitted detailing charges and any excess returned to Finance. Per IRS regulation, any amounts not substantiated and not returned will be considered compensation and added to the employee's W-2.

No expenses exceeding the published per diem rate for M&IE will be reimbursed.

OTHER MISCELLANEOUS EXPENSES

Petty cash is available at Rawlings and each branch to cover small expenses required in the conduct of daily business. Petty cash reimbursement procedures are addressed in a separate policy. Expenses that are not covered as travel or petty cash expenses are reimbursable on a case-by-case basis upon request to an employee's supervisor with proper documentation. Reimbursement in these cases is expected to be infrequent, and only upon approval prior to expenditure except in the case of emergency.

APPROVALS

Reimbursement claims for expenses require the following approvals:

In-district	Department supervisor
Out-of-district travel/expenses	Department supervisor and Associate or Executive Director
Other miscellaneous expenses	Department supervisor

See Also: [04.01.07](#) *Petty Cash*



FINANCIAL MANAGEMENT

04.01.05 Management of Fixed Assets

Fixed Assets represent land, buildings, vehicles, materials, and equipment owned by the District and acquired by purchase or donation. Individual items costing more than \$1,000.00 are accounted for in the General Fixed Asset Group of Accounts in the financial records of the District. Materials such as books and audio-visual materials of lasting value will be recorded in aggregate at year-end for inclusion in the General Fixed Asset Group. In accordance with Section 29-1-506 of the Colorado Revised Statutes entitled, Local Government Accounting Law, an annual inventory of such assets is required each year.

29-1-506. Continuing inventory. (1) The governing body of each local government shall make or cause to be made an annual inventory of property, both real and personal, belonging to such political subdivision; except that an inventory shall be required only with respect to items of property having an original cost that equals or exceeds an amount established by the governing body of each local government, unless such items having a value of less than the amount established by such governing body are required to be inventoried by directive of the state auditor. In no event shall the amount established by the governing body of any local government pursuant to this subsection (1) exceed the amount specified in rules promulgated by the state controller pursuant to section 24-30-202, C.R.S., regarding inventory accounts for items of state property. (Currently \$5,000.00)

Inventory tags will be assigned and accounted for by the Finance Office upon the purchase of any asset costing more than \$1,000.00 which is expected to last more than one year. The tags will identify the location of each asset. Movement of a tagged fixed asset item must be reported to Finance immediately upon relocation. The Finance Office will maintain a Continuing Property Record of all fixed assets which will include description, location, cost, vendor, and property tag number. The listing of fixed assets will be reconciled annually to the general ledger, and any differences reconciled and adjusted.

Estimated useful lives of each asset for the purposes of depreciation are as follows: Buildings – 40 years; Furniture and Fixtures – 10 years; Vehicles – 4 years; Computer Equipment – 4 years; Other Equipment – 5 years; Materials – 5 years. Depreciation of fixed assets will occur annually based on this schedule, and adjustments will be made to the General Fixed Asset Group.

APPROVALS

Purchases of fixed assets must be approved according to the procurement policy of the District. The following table summarizes the approvals required for individual items. The following table summarizes the approvals required for individual items costing more than \$1,000.00 and expected to last more than one year.

CATEGORY OF PURCHASE	APPROVAL REQUIRED
Facilities related, including buildings and building components, equipment, and furniture	Facilities Superintendent
Copiers, computers, software, and audio-visual and communication equipment	Information Technology Manager
Office equipment not included above	Chief Financial Officer
Any of the above items costing over \$5,000	Executive Director



FINANCIAL MANAGEMENT

04.01.06 Disposal of Fixed Assets

A disposition of fixed assets represents the physical removal of an asset from custody or accountability. In accordance with Colorado State Statutes (CRS 24-90-109), any asset with a value of over \$1,000 can be disposed of in one of four different ways: donated, scrapped, sold, or traded. If the asset is conveyed to a state agency or political subdivision of the state, the determination can be made by the Executive Director or the Chief Financial Officer. The conveyance of an asset to any outside business or commercial entity must be approved by the Board of Trustees. Unless offered to the public at large, a fixed asset cannot be sold or donated to a private party or employee.

In January of every year, a disposal of property request form will be submitted to the Board of Trustees so that a broad determination can be made to donate or discard weeded collection materials, which are considered to be fixed assets in the aggregate, as well as to dispose of miscellaneous surplus furniture and equipment.

Computer equipment, when obsolete and not subject to donation or sale, will be sent to a computer recycling firm for disposal, according to legislation prohibiting the wholesale dumping of such equipment. Upon disposal of fixed assets, adjustments will be made to record the reduction of assets and accumulated depreciation in the financial records.



FINANCIAL MANAGEMENT

04.01.01 Fund Balance

The fund balance is the amount of monetary funds, or net assets, available when calculated in accordance with generally accepted accounting principles (GAAP). At the end of every fiscal year, the net amount of revenues less expenditures is added to or subtracted from the beginning fund balance. The fund balance is the amount of cash and investments available to the District.

The fund balance can be segregated into amounts that are reserved for specific purposes, designated for anticipated events, or unreserved and available for general operating uses. It is the practice and intent of the Pueblo City-County Library District to ensure a minimum unreserved fund balance of slightly more than two months of regular general fund operating expenditures at the end of every fiscal year. This is equivalent to 20% of the annual general fund operating expenditures.

During the course of the fiscal year, the fund balance may be used to pay immediate operating costs; however, fund balances used for such purpose should be replenished as soon as possible.



FINANCIAL MANAGEMENT

04.01.10 Investments

It is the policy of PCCLD that whenever there is a cash balance in any fund eligible for investment, those monies shall be invested temporarily by the library's Chief Financial Officer to the best advantage of the library in such securities and/or depositories as are permitted by law, as defined in C.R.S. 24-75-601.

The Chief Financial Officer is designated as investment officer for the library and is responsible for all investment decisions and investment activities. Two signatures will be required to establish and/or close accounts: the investment officer and the Executive Director.

The investment officer will be guided by the "Prudent Investor Rule" which states that investments shall be made with judgment and care under circumstances then prevailing, not for speculation but for investment, considering the probable safety of their capital as well as the probable income to be derived. The guiding principles for investments are safety, liquidity and yield, in that order.

The investment officer, acting within the guidelines of library policy and state law and exercising due diligence, shall not be held personally responsible for specific investment transactions. The investment officer will be held responsible for maintaining a balanced investment portfolio, insuring sufficient liquidity of investments so that library operations can be maintained consistently.

All deposit-type securities (e.g., certificates of deposit) shall be collateralized as required by Public Deposit Protection Act for any amount exceeding FDIC or FSLIC coverage. Money market instruments such as SEC registered money market mutual funds qualified under C.R.S. 24-75-601 and state pools under C.R.S. 24-75-701 shall be collateralized as required by law.

Short-term investment maturities for all funds shall be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures (payroll, bond payments) as well as considering sizeable blocks of anticipated revenue (property taxes, state and federal transfer payments).

No long-term investments shall exceed 5 years without approval by the PCCLD Board of Trustees.

See Also: [04.01.08](#) *Cash Management and Banking*



FINANCIAL MANAGEMENT

04.01.07 Petty Cash

The purpose of petty cash is to provide money for making small purchases which are needed immediately. It may also be used to purchase small items from a business that does not maintain a charge account for the library. All purchases should be authorized by a department supervisor. Petty cash purchases/reimbursements may not **exceed the sum of \$20.00**. Receipts are required, along with a signed petty cash receipt form, to obtain reimbursement. Petty cash funds will be maintained at the Rawlings Public Library and the branch libraries. Department supervisors are responsible for the oversight of petty cash funds at their facilities, and must authorize the request for reimbursement of petty cash.

See Also: [04.01.03 Purchases](#)



FINANCIAL MANAGEMENT

04.01.03 Purchases

It is the policy of PCCLD to ensure a responsible method of procurement accountability, maintain budgetary control, and secure quality goods and services at the best possible cost.

Responsibilities and approvals for standard purchases are highlighted in the chart below. Purchases can not be split in order to avoid the approval process.

Limits	Documentation required	Approval level
Under \$200	Petty cash request (\$20 maximum) Telephone orders Credit card/Procurement card purchase Bids not required	Department Supervisor
\$200 - \$999	Purchase requisition only Bids not required	Department Supervisor
\$1,000 - \$4,999	Purchase order 3 telephone, fax, catalog or written bids	Department Supervisor
\$5,000 - \$24,999	Purchase order 3 written bids	Executive Director
\$25,000 and above	Purchase order Formal Request for Proposal	Board of Trustees
Travel out of Colorado	Travel Expense request	Department Supervisor and Associate or Executive Director
Travel out of Pueblo County, but within Colorado	Travel Expense request	Department Supervisor and Associate or Executive Director

Exceptions:

Cooperative Purchase Programs – PCCLD is eligible to purchase various commodities under the Colorado State Purchasing Program, US Communities, and other collaborative purchasing agreements which have already bid for the best prices. These can be used without acquiring bids.

Sole Source Purchases – When only one vendor is capable of meeting all specifications and purchase requirements, purchases may be made on the basis of prices established by negotiations. All sole source purchases must be approved by the Executive Director and brought to the attention of the full Board of Trustees.

Selection by Vendor – Books and other library materials, supplies, and services may be bid by vendor rather than item by item. The Executive Director will approve vendor selection based on written proposals that include terms and discounts. This method may also be used to select professional/personal services for legal and consulting services, architectural, engineering, etc, negotiated on the basis of demonstrated competence and qualifications at fees not in excess of market rates.

Emergency Purchases – In the event of an unforeseen emergency which necessitates purchases be made immediately, portions of this policy can be foregone as long as the policy is adhered to as closely as conditions permit.

Code of Ethics

No employee of the district, or member of the employee's immediate family, or firm owned by same, will be allowed to sell to the district goods or services of any kind without the prior written consent of the Board of Trustees for expenditures of over \$500.00. It is the responsibility of the Executive Director to bring these matters to the attention of the full Board of Trustees. Goods or services costing \$500.00 or less can be approved by the Executive Director or designee.

No member of the Board of Trustees, or member of the Board of Trustees' immediate family, or firm owned by same, will be allowed to sell to the district goods or services of any kind, at any cost, without the prior written consent of the Board of Trustees. Members of the Board of Trustees will follow all rules of conduct as outlined in C.R.S. (Colorado Revised Statutes) Title 24; Article 18.

[Excerpt: Subsection C.R.S. 24-18-108.5: "Rules of conduct for members of boards and commissions. (1) Proof beyond a reasonable doubt of commission of any act enumerated in this section is proof that the actor has breached his fiduciary duty. (2) A member of a board, commission, council or committee who receives no compensation other than a per diem allowance or necessary and reasonable expenses shall not perform an official act which may have a direct economic benefit on a business or other undertaking in which such member has a direct or substantial financial interest."]

No employee or trustee of the district shall accept a fee, gift, or other valuable item or service for personal use from any person or group of persons when such gift or other valuable item or service is given in the hope or expectation of receiving preferential treatment over others wishing to do business with PCCLD.



FINANCIAL MANAGEMENT

04.01.19 Resolution Adopting the Colorado Statewide Records Retention Schedule for the Pueblo City-County Library District

WHEREAS, The Pueblo City-County Library District Board of Trustees recognizes a need for a comprehensive records retention schedule for the District's non-permanent records and the retention of those records that have long-term administrative, fiscal and historical value; and

WHEREAS, The Colorado State Archives has developed a state-wide record retention schedule in cooperation with the Colorado Attorney General's Office and the State Auditor's Office for agencies to use and follow;

NOW, THEREFORE, BE IT RESOLVED That the Pueblo City-County Library District Board of Trustees hereby adopts the 2010 Statewide Retention Schedule and all subsequent revisions, and authorizes the Chief Financial Officer to submit the request form to be used as legal authority for the destruction and preservation of District records to the Colorado State Archives on behalf of the District.

Passed and Adopted by the Board of Trustees of the Pueblo City-County Library District this 22nd day of July 2010.

GLOSSARY

Acronyms

ADA

Americans with Disabilities Act

ALA

American Library Association

ALTA

American Library Trustee Association

BTOP

Broadband Technology Opportunity Program

CAL

Colorado Association of Libraries

CGFOA

Colorado Gov't. Finance Officers Ass'n.

CLiC

Colorado Library Consortium

COPs

Certificates of Participation

CRS

Colorado Revised Statutes

DLG

Division of Local Government

ESL

English as a Second Language

FDIC

Federal Deposit Insurance Corporation

GFOA

Government Finance Officers Association

ILL/ILO

Interlibrary Loan Office

ILS

Integrated Library System

IRS

Internal Revenue Service

M&IE

Meals and Incidental Expenses

MLIS

Masters of Library and Information Science

MLS

Master of Library Science Degree

MPLA

Mountain States Employers Council

MSEC

Mountain States Employers Council

OCLC

On-Line Computer Library Center

OPAC

Online Public access catalog

PACOG

Pueblo Area Council of Governments

PCCLD

Pueblo City-County Library District

PEDCO

Pueblo Economic Development Corporation

PDPA

Public Deposit Protection Act

PLA

Public Library Association

RFID

Radio Frequency Identifier

RFP

Request for Proposal

SDA

Special District Association

TDD

Telephone Device for the Deaf

Definitions

Abatement – A complete or partial cancellation of a levy imposed by a government.

Accrual Basis – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Ad Valorem – Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the mill levy (tax) rate.

Administrative Services – Expense incurred for the general administration of the Arapahoe Library District. This includes operating expenses for Finance, Human Resources, Community Relations, and the office of the Director.

Amortization – The reduction of debt by regular payment of principal and interest sufficient to retire the debt by maturity.

Amortization Schedule – A schedule of debt service payments separating the portions of payment attributable to principal and interest.

Annualize – Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation – A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

Asset – Resources owned or held by a government which have monetary value.

Attrition – A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Audit – A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities. The auditor obtains this evidential matter through inspection, observation, inquiries and confirmations with third parties.

Authorized Positions – Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Undesignated) Fund Balance – This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balance Sheet - The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with GAAP (Generally Accepted Accounting Principles).

Base Budget – Cost of continuing the existing levels of service in the current budget year.

Basis of Accounting – A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

Basis Point – Equal to 1/100 of one percent. If interest rates rise from 7.50 percent to 7.75, the difference is referred to as an increase of 25 basis points.

Bond – A long term IOU or promise to pay. It is a promise to repay a specified amount of money (the face amounts of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

General Obligation (G.O.) Bond – This type of bond is backed by the full faith, credit and taxing power of the government.

Revenue Bond – This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

Bond Refinancing – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget – A plan of financial activity for a specific period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

Budget Message – A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message and recommendations regarding the financial policy for the coming period.

Budgetary Basis – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budget Calendar – The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budgetary Control – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

Capital Improvements – Expenditures related to the acquisition, expansion or rehabilitation of an element of government's physical plant; sometimes referred to as infrastructure.

Capital Improvement Program (CIP) – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Outlay – Fixed assets which have a value of \$500 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Reserve – An account used to segregate a portion of the government's equity to be used for future capital program expenditures.

Cash Basis – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CGFOA - Colorado Government Finance Officers Associations. Colorado chapter of the Government Finance Officers Association (see GFOA).

CGFO – Certified Government Finance Officer. Certification program offered and administered through the CGFOA.

Compensated Absences – Absences, such as vacation, illness and holidays, for which it is expected employees will be paid. The term does not encompass severance or termination pay, post-retirement benefits, deferred compensation or other long-term fringe benefits, such as group insurance and long-term disability pay.

Component Units – Legally separate organizations for which the elected officials of the primary government are financially accountable.

Comprehensive Annual Financial Report (CAFR) – An annual financial report of the government's fiscal condition, which includes a minimum of three parts: 1) Introductory section providing background on the government, 2) Financial section including the combined general purpose financial statements and notes, and 3) Statistical section comprising 15 or more tables of non-audited information composed of 10-year trend data on revenues, expenditures and tax collections.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation)

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-living Adjustment (COLA) – An increase in salaries to offset the adverse effect of inflation on compensation.

Debt Service – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Deficit – The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single account period.

Department – The basic organizational unit of government which is functionally unique in its delivery of services.

Disbursement – The expenditure of monies from an account.

Employee (or Fringe) Benefits – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

Enterprise Fund – Proprietary fund type used to report an activity for which a fee is charged or contributions are received from external users for goods or services.

Expenditure – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Facilities to Provide Service – Building, vehicle and equipment operating costs, including facility maintenance & repair, insurance, utilities, leases, and capital outlay expenses.

Fiscal Policy – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

Fixed Assets – Assets of long-term character that are intended to continue to be held or used, such as land, building machinery, furniture, and other equipment.

Full Faith and Credit – A pledge of government's taxing power to repay debt obligations

Full-time Equivalent Position (FTE) – A position converted to the decimal equivalent of a full-time position based on 2080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Fund – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance – The excess of the assets of a fund over its liabilities, reserves, and carryover.

GAAP – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

GASB – Governmental Accounting Standards Board. The authoritative accounting and financial reporting standard-setting body for government entities.

GFOA – Government Finance Officers Association. A national group whose membership includes government finance officers through the USA and Canada. Formed to network ideas and strategies for best governmental accounting strategies. Provides input and limited funding to the GASB.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grants – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Hourly – Employees who are paid on a per-hour basis, and receive limited benefits.

Indirect cost – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure – The physical assets of a government (e.g., streets, water, sewer, public building, and parks).

Inter-fund Transfers – The movement of monies between funds of the same government entity.

Levy – To impose taxes for the support of government activities.

Line-item Budget – A budget prepared along departmental lines that focuses on what is to be bought.

Long-term Debt – Debt with a maturity of more than one year after the date of issuance.

Lump-sum Appropriation – An appropriation made for a stated purpose, or for a named department without specifying further the amounts that may be spent for a specific activities or for particular objects of expenditure.

Materials and Services – Books, non-print materials, subscriptions and digital materials which compose the library collections, program supplies and expense necessary to provide services to the public; and, operating supplies necessary to conduct departmental operations.

Mill – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1000 assessed property valuation.

Millage – Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

Modified Accrual Basis – The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments are recognized with they become susceptible to accrual, this is when they become both “measurable” and available to finance expenditures of the current period.” “Available” means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

Objective – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Obligations – Amounts which a government may be legally required to meet out of its resources.

Operating Revenue – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Output Indicator – A unit of work accomplished, without reference to the resources required to do the work (e.g. number of permits issued, number of refuse collections made, or number of books checked out). Output indicators do not reflect the effectiveness or efficiency of the work performed.

Pay-as-you-go Basis – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

People to Provide Service (Personnel) – Expenditures for salaries, wages, and fringe benefits of a government's employees.

Performance Budget – A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Measure – Data collected to determine how effective or efficient a program is in achieving its objectives.

Program – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget – A budget which allocates money to the functions or activities of a government rather than to specific items or cost or to specific departments.

Program Performance Budget – A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

Program Revenue (Income) – Revenue earned by a program, including fees for services, license and permit fees, and fines.

Prospector – A consortium of public and academic libraries which share their materials through an online catalog ordering system.

Purpose – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

Reserve – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Reserved Fund Balance – Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Resolution – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue – Sources of income financing the operations of government.

Supplemental Appropriation – An additional appropriation made by the governing body after the budget year or biennium has started.

Tax Levy – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services from the recipient fund.

Turnover Rate – how many times each item is checked out in a year.

Unreserved Fund Balance – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Governmental Accounting, Auditing and Financial Reporting, Government Finance Officers Association, Chicago, IL, 2001.

The Best of Governmental Budgeting: A guide to Preparing Budget Documents, Government Finance Officers Association, Chicago, IL, 1994.