

PUEBLO CITY-COUNTY LIBRARY DISTRICT

2019 Budget & Annual Plan

PUEBLO CITY-COUNTY
LIBRARY

Ideas • Imagination • Information

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www.pueblolibrary.org





2019

Budget &

Annual Plan

Prepared by

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Chief Financial Officer

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office
100 E Abriendo Avenue
Pueblo, Colorado 81004

2019 Budget & Annual Plan

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Prepared with assistance from:

Jeanette Cortez, Senior Accountant



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*Distinguished
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**Pueblo City-County Library District
Colorado**

For the Fiscal Year Beginning

January 1, 2018

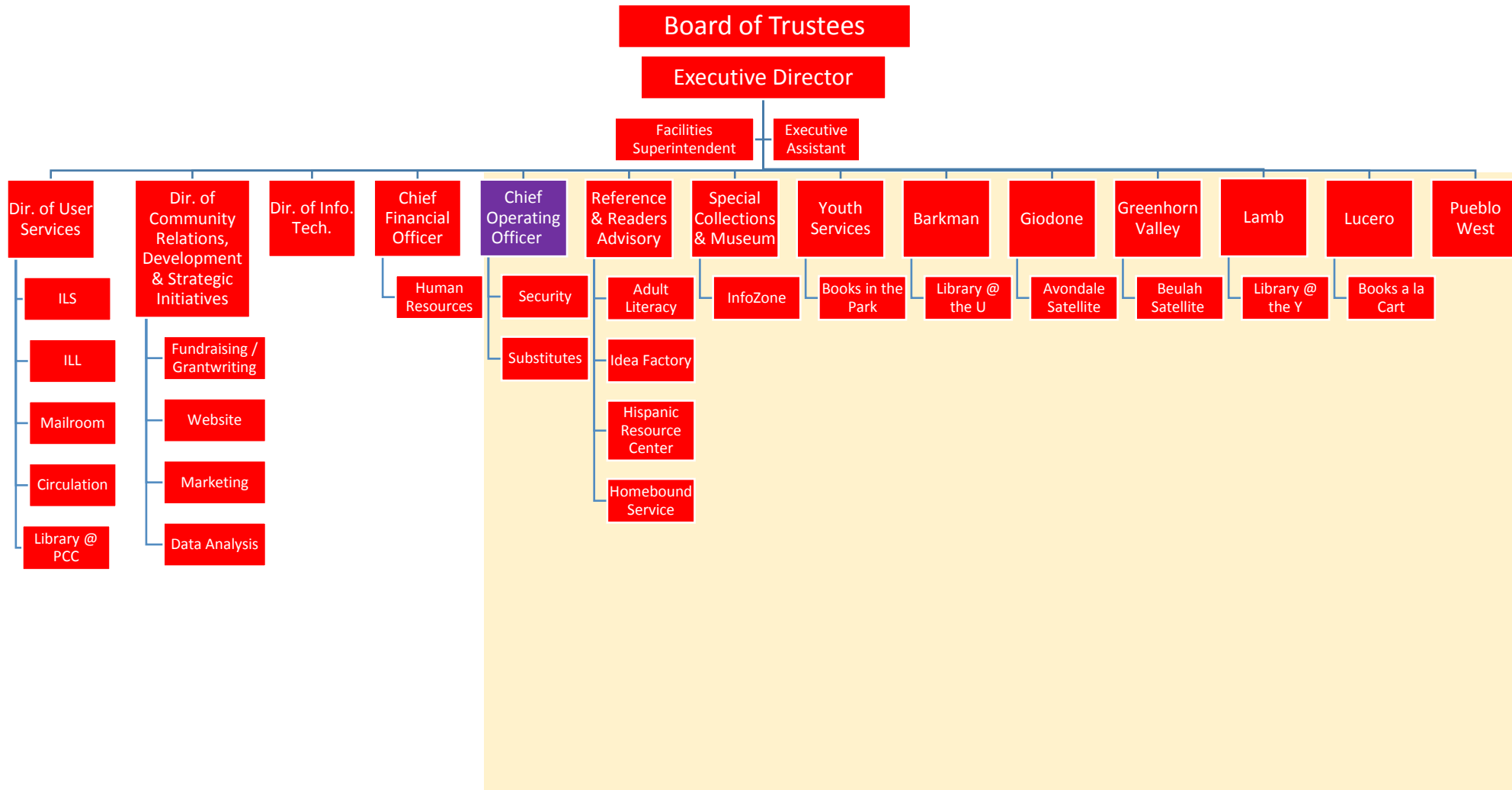
Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Pueblo City-County Library District, Colorado**, for its Annual Budget for the fiscal year beginning January 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Pueblo City County Library District Organization Chart



Adopted: 09-28-2006

Revised: 04-16-2018

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2019 BUDGET & ANNUAL PLAN**

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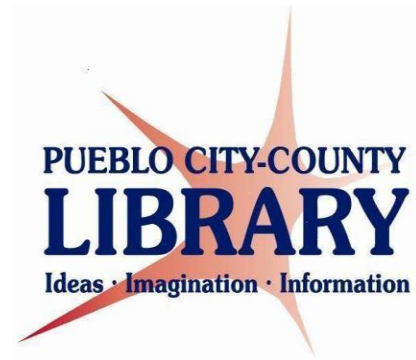
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October 16, 2018

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

It is my pleasure to present to you the 2019 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 2019 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 2019 is projected to increase minimally, by 0.03%. This translates to just over \$2,745. The effects of the Gallagher Amendment continue to negatively impact property tax collection for the District. This 1982 amendment to the Colorado Constitution sets assessed values for residential and non-residential property based on statewide property values and a formula which holds each at a 45/55 split respectively. This causes undue property tax revenue reductions for rural taxing entities because property values are not rising as quickly in these jurisdictions as in the metropolitan areas of the state.

Interest rates have climbed in recent years allowing for improved yield on the District's liquid investments. The Fed raised the federal funds rate four times in 2018. We continue to budget conservatively in the area of interest earnings. We have taken steps to restructure current holdings to improve yield.

The Library Replacement Plan was updated to include current replacement values and remaining useful lives for scheduled assets within the plan. The district hired an independent firm to conduct a property condition assessment to inform this Library Replacement Plan update. Our financial projections for the coming decade reflect a adequate financial position in being able to repay our Certificate of Participation debt, as well as maintaining sufficient funds to operate the District's locations and satellites. Planning for future capital needs to refresh libraries is a key focus.

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 2019, the transfer will be \$200,000 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 2019 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 14% of total expenditures—this is down slightly from our operating goal of expending 15% annually on library materials. It is anticipated that future budgets will backfill this reduction which serves as a response to the effects of the Gallagher Amendment.

Revenues are projected at a 1.6% reduction in 2019, based primarily on decreases in property tax revenues, gifts and grants, and fines and fees. Additionally, specific ownership tax has decreased by 2%. 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 unrestricted 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 0.9% increase in total expenditures forecasted in the 2019 General Fund budget. However, the budget includes an intentional \$250,000 decrease in spending within numerous categories—materials, community relations and library programs—also in response to the Gallagher Amendment.

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 balance our budget and remain good stewards of the funds provided by the taxpayers. Fortunately, the Friends of the Pueblo Library group has extended grant funding in the area of programs to supplement the budget and enhance our ability to serve the needs of the patrons.

Through the year, we will continue to carefully monitor and evaluate the 2019 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 2019.

Respectfully submitted,



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 July, 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 mid-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.)

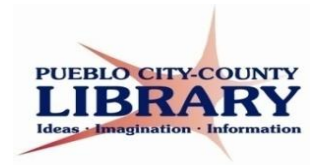
A budget presents a **complete financial plan** by fund and by spending agency within each fund and sets forth the following:

- **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 (**2017**); the estimated figures through the end of the current fiscal year (**2018**); and the budget year's data (**2019**).
- **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 2019 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

2019 Budget Calendar



	Date	
	Target	Date Req - Ref (CRS)
Budget training/refresher	7.19.18	
Distribute Call for Budget data to all supervisors	7.20.18	
2019 budget worksheets due to Finance Office	8.10.18	
Assessor furnishes preliminary assessed valuation	8.25.18	8/25/18-CRS39-5-121
Planning retreat: Supervisors, Trustees & Steering Committee	9.6.18	
2019 preliminary draft budget to Executive Director	10.1.18	
Send the 2019 proposed budget to the Board of Trustees	10.15.18	10/15/18-CRS29-1-105
Notice of Budget and Public Hearing published in Pueblo Chieftain	10.15.18	10/15/18-CRS29-1-106(1)
Public copy available on PCCLD web site	10.15.18	10/15/18-CRS29-1-106(1)
Presentation of long-range plan to Board of Trustees	10.17.18	
Presentation of preliminary budget plan to supervisors	10.24.18	
Public Hearing for the 2019 proposed budget	11.29.18	
Final assessed valuation due from County Assessor	12.10.18	12/10/18-CRS39-1-111
Budget, appropriation and mill levy resolutions approved by the Board of Trustees	12.13.18	
Certification of mill levy to County Commissioners	12.15.18	12/15/18-CRS39-5-128(1)
Approved budget recorded in accounting system	1.19.19	
Final budgets returned to Depts. w/approvals noted	1.26.19	
Certified copy of budget due at Division of Local Govts	1.31.19	1/31/19-CRS29-1-113(1)
Final budget submitted to GFOA for review	3.13.19	

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. In 2017, PCCLD is added two satellites, located at Colorado State University-Pueblo and Pueblo Community College, respectively.

Estimated 2018 population within the Pueblo City-County Library District taxing area is 166,447. Of these residents, approximately 93,989 are registered patrons of the library, holding library cards, which is approximately 56% of the entire population. The ConnectED Library Challenge—a federal program that partners libraries with local schools—adds 31,919 student card holders to our patron 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 by approximately 991.

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 natural gas-powered turbines 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 2020.

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 5.9% in 2018. An estimated 4,500 people were unemployed in the county in December, with total employment at 76,331. The unemployment rate in Pueblo is higher than Colorado (3.9%) and the United States (3.9%).

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.

Principal employers in Pueblo County accounted for 16.58% of Pueblo County's employer base. The following information was provided by the Pueblo County Government:

<u>Employer</u>	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total County Employment</u>
Parkview Med. Center	3,100	1	4.06%
Pueblo City Schools	1,766	2	2.31%
Pueblo County	1,099	3	1.44%
Walmart	1,040	4	1.36%
School District #70	1,026	5	1.34%
Evraz Rocky Mtn Steel	979	6	1.28%
Vestas Towers America, Inc.	863	7	1.13%
City of Pueblo	767	8	1.00%
Convergys Corp	700	9	0.92%
Target Corp	700	9	0.92%
Pueblo Community College	617	10	0.81%
Total	<u>12,657</u>	-	<u>16.58%</u>

The demographic information on the following pages was provided by the Pueblo County Office Economic Development & Geographic Information Systems, and gives specific, comprehensive demographic information for our constituents, categorized by the specific areas that each location serves.



Demographic and Income Profile

AvondaleSatelliteLibraryTradeArea
213 Hwy 50 E
Area: 144.26 square miles

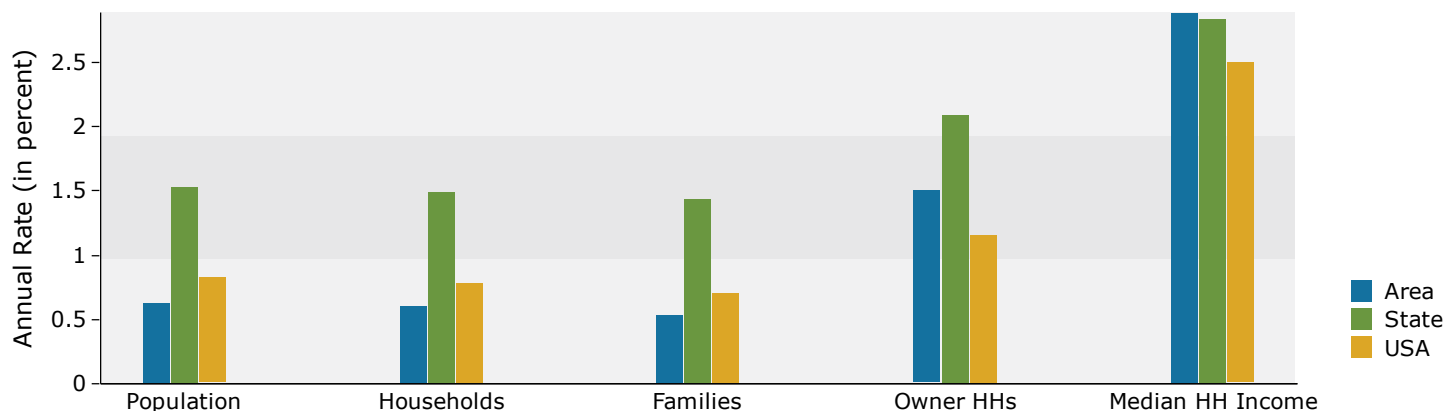
Prepared by Esri
Latitude: 38.1750
Longitude: -104.4010

Summary	Census 2010		2018		2023	
Population	53,626		55,413		57,188	
Households	21,403		22,035		22,718	
Families	13,161		13,438		13,805	
Average Household Size	2.42		2.44		2.44	
Owner Occupied Housing Units	12,611		12,067		13,001	
Renter Occupied Housing Units	8,792		9,969		9,717	
Median Age	36.8		37.6		38.2	
Trends: 2018 - 2023 Annual Rate	Area		State		National	
Population	0.63%		1.53%		0.83%	
Households	0.61%		1.49%		0.79%	
Families	0.54%		1.44%		0.71%	
Owner HHs	1.50%		2.09%		1.16%	
Median Household Income	2.89%		2.84%		2.50%	
Households by Income			2018		2023	
			Number	Percent	Number	Percent
	<\$15,000		4,390	19.9%	3,897	17.2%
	\$15,000 - \$24,999		3,431	15.6%	3,095	13.6%
	\$25,000 - \$34,999		2,801	12.7%	2,641	11.6%
	\$35,000 - \$49,999		3,217	14.6%	3,195	14.1%
	\$50,000 - \$74,999		4,012	18.2%	4,492	19.8%
	\$75,000 - \$99,999		2,064	9.4%	2,578	11.3%
	\$100,000 - \$149,999		1,380	6.3%	1,853	8.2%
	\$150,000 - \$199,999		411	1.9%	561	2.5%
	\$200,000+		329	1.5%	407	1.8%
Median Household Income			\$36,355		\$41,915	
Average Household Income			\$49,791		\$57,526	
Per Capita Income			\$20,314		\$23,327	
Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
	0 - 4	3,672 6.8%	3,603 6.5%	3,736 6.5%		
	5 - 9	3,684 6.9%	3,567 6.4%	3,667 6.4%		
	10 - 14	3,483 6.5%	3,496 6.3%	3,593 6.3%		
	15 - 19	4,299 8.0%	3,889 7.0%	4,023 7.0%		
	20 - 24	3,954 7.4%	3,812 6.9%	3,636 6.4%		
	25 - 34	6,630 12.4%	7,703 13.9%	7,700 13.5%		
	35 - 44	6,090 11.4%	6,099 11.0%	6,787 11.9%		
	45 - 54	7,530 14.0%	6,588 11.9%	6,345 11.1%		
	55 - 64	6,439 12.0%	7,215 13.0%	7,019 12.3%		
	65 - 74	3,857 7.2%	5,180 9.3%	6,019 10.5%		
	75 - 84	2,843 5.3%	2,930 5.3%	3,336 5.8%		
	85+	1,144 2.1%	1,329 2.4%	1,326 2.3%		
	Race and Ethnicity	Census 2010		2018		2023
Number		Percent	Number	Percent	Number	Percent
White Alone		39,618 73.9%	40,182 72.5%	41,062 71.8%		
Black Alone		1,092 2.0%	1,190 2.1%	1,274 2.2%		
American Indian Alone		1,318 2.5%	1,450 2.6%	1,572 2.7%		
Asian Alone		321 0.6%	368 0.7%	407 0.7%		
Pacific Islander Alone		62 0.1%	73 0.1%	81 0.1%		
Some Other Race Alone		8,957 16.7%	9,618 17.4%	10,040 17.6%		
Two or More Races		2,258 4.2%	2,533 4.6%	2,753 4.8%		
Hispanic Origin (Any Race)		28,210 52.6%	30,001 54.1%	31,633 55.3%		

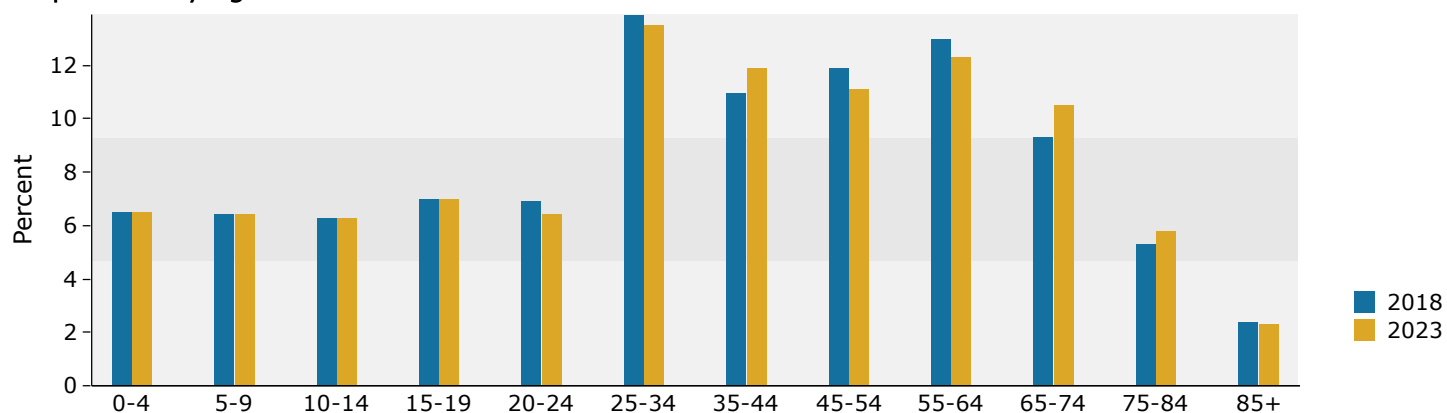
Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

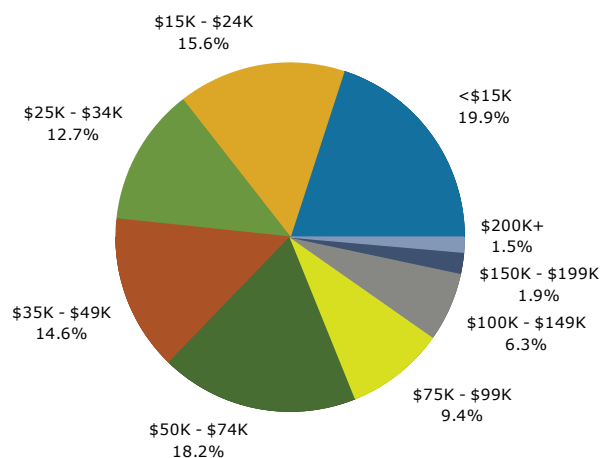
Trends 2018-2023



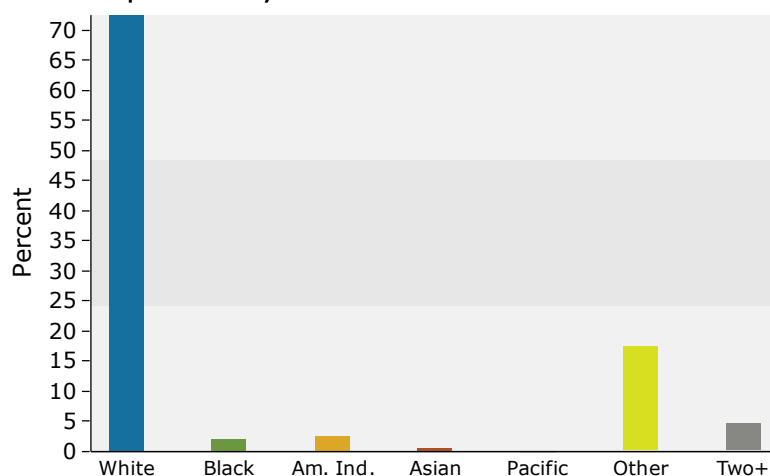
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 54.1%



Demographic and Income Profile

BarkmanBelmontLibraryTradeArea
1300 Jerry Murphy Rd
Area: 14.22 square miles

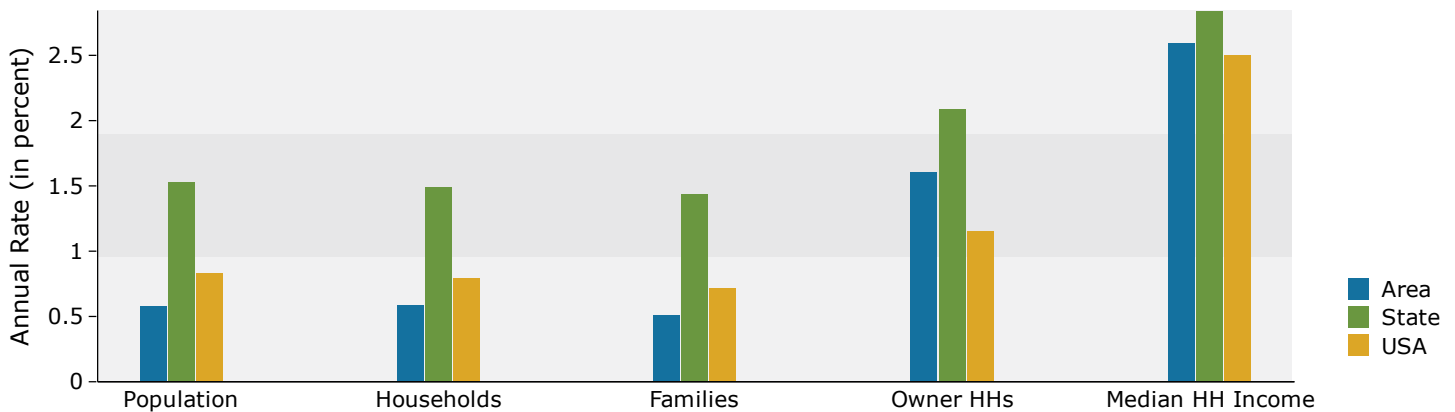
Prepared by Esri
Latitude: 38.2900
Longitude: -104.5950

Summary	Census 2010		2018		2023	
Population	44,719		45,989		47,346	
Households	17,773		18,262		18,807	
Families	10,228		10,421		10,691	
Average Household Size	2.33		2.35		2.35	
Owner Occupied Housing Units	9,377		8,871		9,607	
Renter Occupied Housing Units	8,396		9,391		9,200	
Median Age	35.9		36.6		37.3	
Trends: 2018 - 2023 Annual Rate	Area		State		National	
Population	0.58%		1.53%		0.83%	
Households	0.59%		1.49%		0.79%	
Families	0.51%		1.44%		0.71%	
Owner HHs	1.61%		2.09%		1.16%	
Median Household Income	2.60%		2.84%		2.50%	
Households by Income	2018		2023			
	Number	Percent	Number	Percent		
<\$15,000	3,798	20.8%	3,371	17.9%		
\$15,000 - \$24,999	2,763	15.1%	2,507	13.3%		
\$25,000 - \$34,999	2,438	13.4%	2,321	12.3%		
\$35,000 - \$49,999	2,759	15.1%	2,759	14.7%		
\$50,000 - \$74,999	3,213	17.6%	3,612	19.2%		
\$75,000 - \$99,999	1,472	8.1%	1,883	10.0%		
\$100,000 - \$149,999	1,062	5.8%	1,423	7.6%		
\$150,000 - \$199,999	352	1.9%	465	2.5%		
\$200,000+	405	2.2%	465	2.5%		
Median Household Income	\$35,510		\$40,366			
Average Household Income	\$50,678		\$58,174			
Per Capita Income	\$21,152		\$24,107			
Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	3,031	6.8%	2,953	6.4%	3,059	6.5%
5 - 9	2,885	6.5%	2,853	6.2%	2,914	6.2%
10 - 14	2,636	5.9%	2,715	5.9%	2,782	5.9%
15 - 19	3,628	8.1%	3,295	7.2%	3,388	7.2%
20 - 24	3,770	8.4%	3,329	7.2%	3,244	6.9%
25 - 34	5,931	13.3%	6,980	15.2%	6,836	14.4%
35 - 44	5,205	11.6%	5,204	11.3%	5,872	12.4%
45 - 54	5,844	13.1%	5,175	11.3%	4,998	10.6%
55 - 64	5,244	11.7%	5,625	12.2%	5,404	11.4%
65 - 74	3,053	6.8%	4,230	9.2%	4,847	10.2%
75 - 84	2,368	5.3%	2,378	5.2%	2,767	5.8%
85+	1,124	2.5%	1,252	2.7%	1,235	2.6%
Race and Ethnicity	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
White Alone	32,913	73.6%	33,210	72.2%	33,847	71.5%
Black Alone	1,184	2.6%	1,283	2.8%	1,363	2.9%
American Indian Alone	1,160	2.6%	1,261	2.7%	1,360	2.9%
Asian Alone	409	0.9%	478	1.0%	535	1.1%
Pacific Islander Alone	56	0.1%	63	0.1%	69	0.1%
Some Other Race Alone	7,133	16.0%	7,613	16.6%	7,919	16.7%
Two or More Races	1,864	4.2%	2,080	4.5%	2,253	4.8%
Hispanic Origin (Any Race)	22,736	50.8%	24,067	52.3%	25,318	53.5%

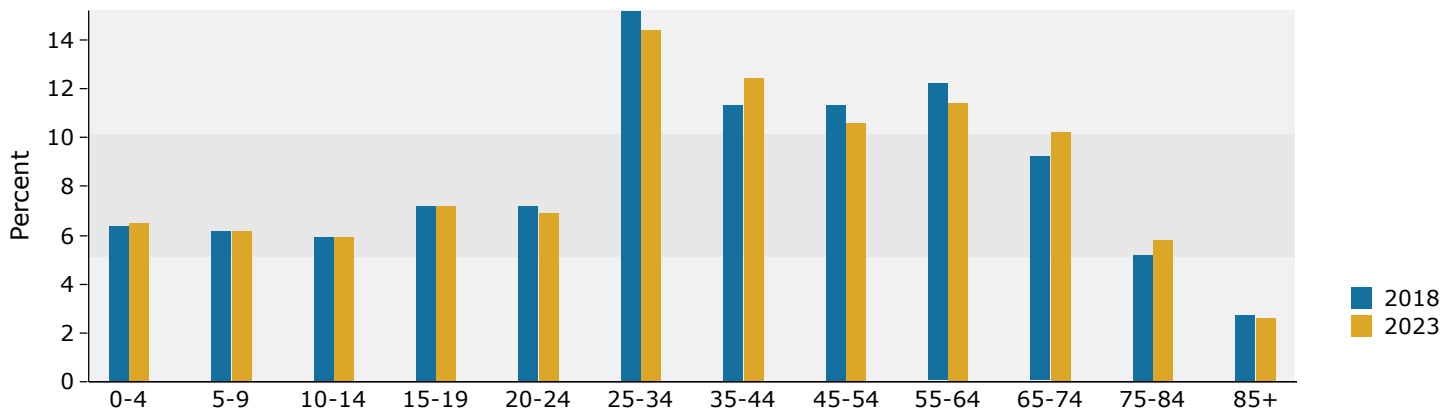
Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

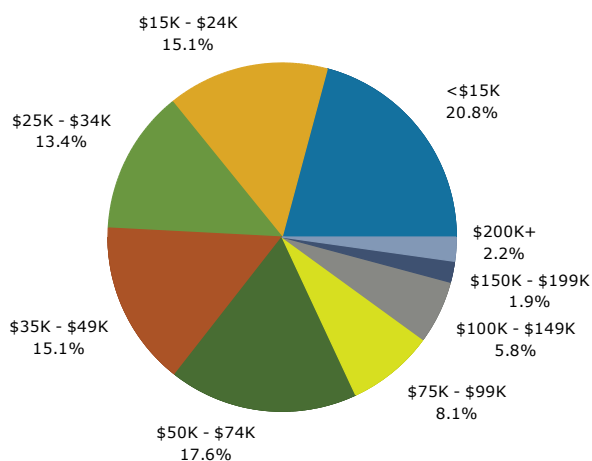
Trends 2018-2023



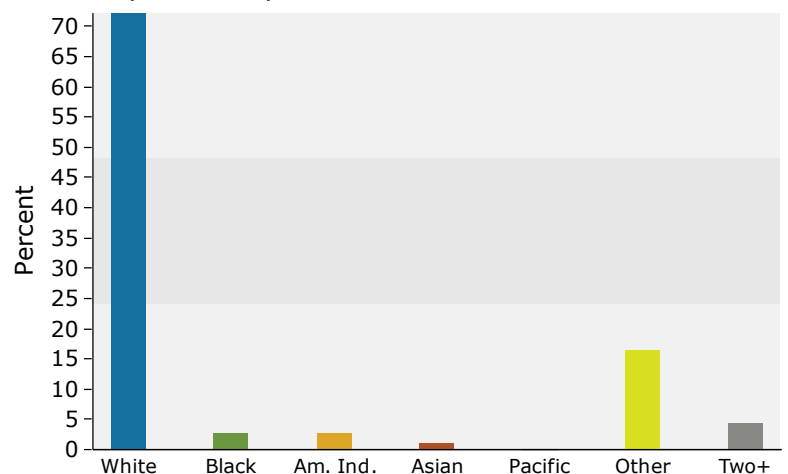
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 52.3%



Demographic and Income Profile

GiodoneMesaLibraryTradeArea
28881 Gale Rd
Area: 28.82 square miles

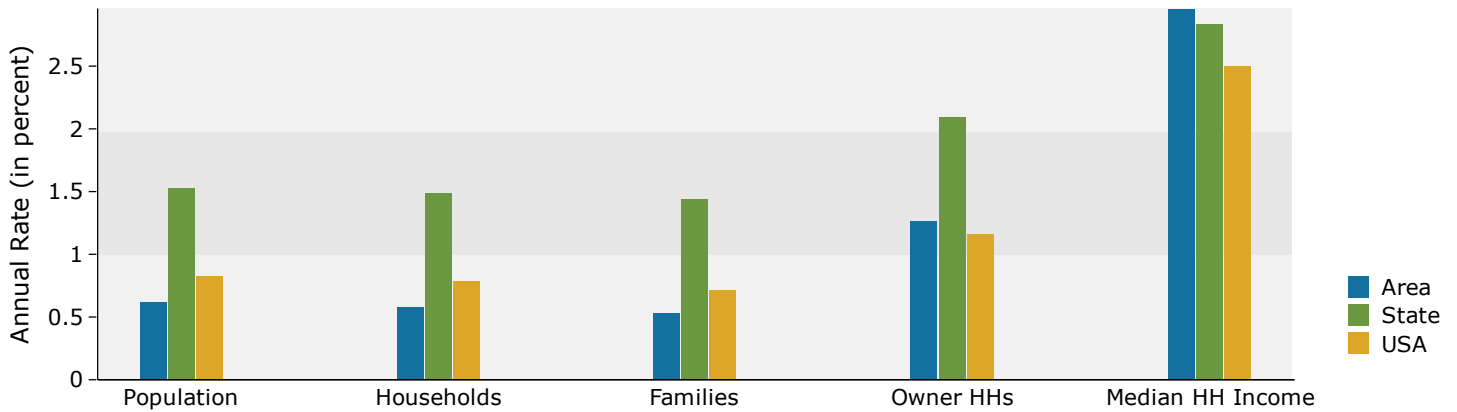
Prepared by Esri
Latitude: 38.2490
Longitude: -104.5160

Summary	Census 2010		2018		2023	
Population	18,128		18,736		19,327	
Households	6,843		7,030		7,237	
Families	4,872		4,975		5,109	
Average Household Size	2.64		2.65		2.66	
Owner Occupied Housing Units	4,823		4,702		5,008	
Renter Occupied Housing Units	2,020		2,329		2,229	
Median Age	38.6		39.3		39.9	
Trends: 2018 - 2023 Annual Rate	Area		State		National	
Population	0.62%		1.53%		0.83%	
Households	0.58%		1.49%		0.79%	
Families	0.53%		1.44%		0.71%	
Owner HHs	1.27%		2.09%		1.16%	
Median Household Income	2.96%		2.84%		2.50%	
Households by Income	2018		2023			
	Number	Percent	Number	Percent		
<\$15,000	1,058	15.0%	929	12.8%		
\$15,000 - \$24,999	977	13.9%	860	11.9%		
\$25,000 - \$34,999	741	10.5%	670	9.3%		
\$35,000 - \$49,999	1,015	14.4%	986	13.6%		
\$50,000 - \$74,999	1,345	19.1%	1,458	20.1%		
\$75,000 - \$99,999	888	12.6%	1,052	14.5%		
\$100,000 - \$149,999	639	9.1%	813	11.2%		
\$150,000 - \$199,999	207	2.9%	274	3.8%		
\$200,000+	162	2.3%	196	2.7%		
Median Household Income	\$44,943		\$52,001			
Average Household Income	\$59,967		\$68,625			
Per Capita Income	\$22,668		\$25,870			
Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	1,276	7.0%	1,246	6.7%	1,275	6.6%
5 - 9	1,309	7.2%	1,302	6.9%	1,326	6.9%
10 - 14	1,300	7.2%	1,308	7.0%	1,343	6.9%
15 - 19	1,394	7.7%	1,241	6.6%	1,294	6.7%
20 - 24	1,076	5.9%	1,100	5.9%	1,017	5.3%
25 - 34	2,020	11.1%	2,287	12.2%	2,309	11.9%
35 - 44	2,029	11.2%	1,971	10.5%	2,193	11.3%
45 - 54	2,733	15.1%	2,319	12.4%	2,187	11.3%
55 - 64	2,382	13.1%	2,646	14.1%	2,519	13.0%
65 - 74	1,450	8.0%	1,940	10.4%	2,265	11.7%
75 - 84	912	5.0%	1,053	5.6%	1,240	6.4%
85+	246	1.4%	323	1.7%	357	1.8%
Race and Ethnicity	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
White Alone	13,944	76.9%	14,198	75.8%	14,531	75.2%
Black Alone	180	1.0%	196	1.0%	211	1.1%
American Indian Alone	386	2.1%	427	2.3%	465	2.4%
Asian Alone	66	0.4%	77	0.4%	87	0.5%
Pacific Islander Alone	16	0.1%	19	0.1%	22	0.1%
Some Other Race Alone	2,932	16.2%	3,136	16.7%	3,267	16.9%
Two or More Races	604	3.3%	683	3.6%	745	3.9%
Hispanic Origin (Any Race)	9,093	50.2%	9,670	51.6%	10,194	52.7%

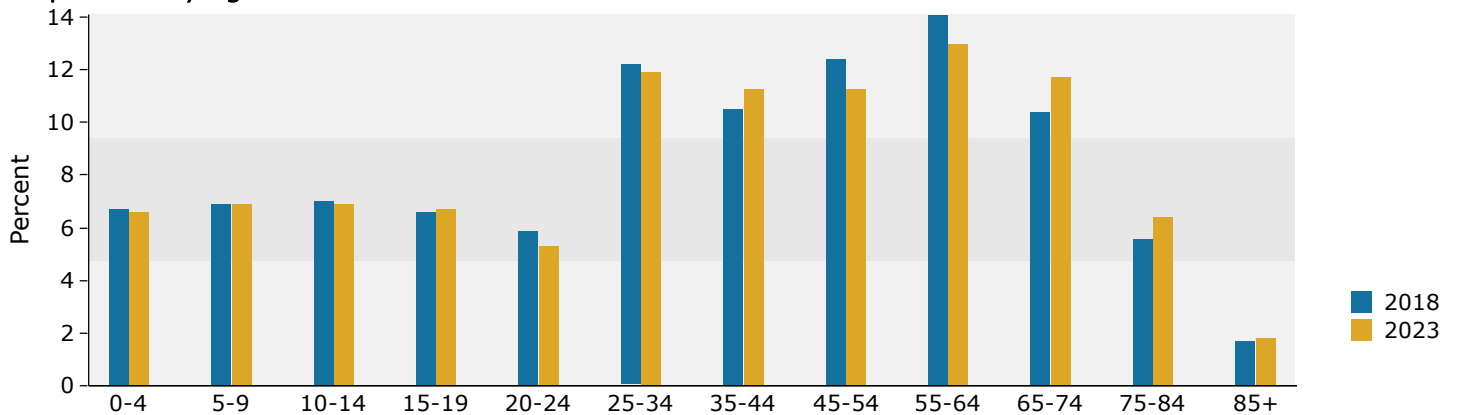
Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

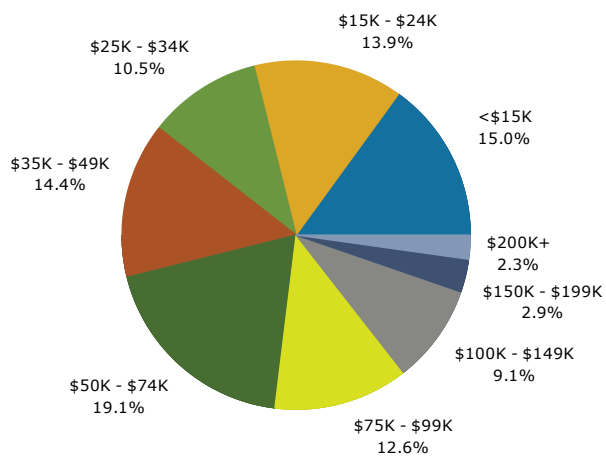
Trends 2018-2023



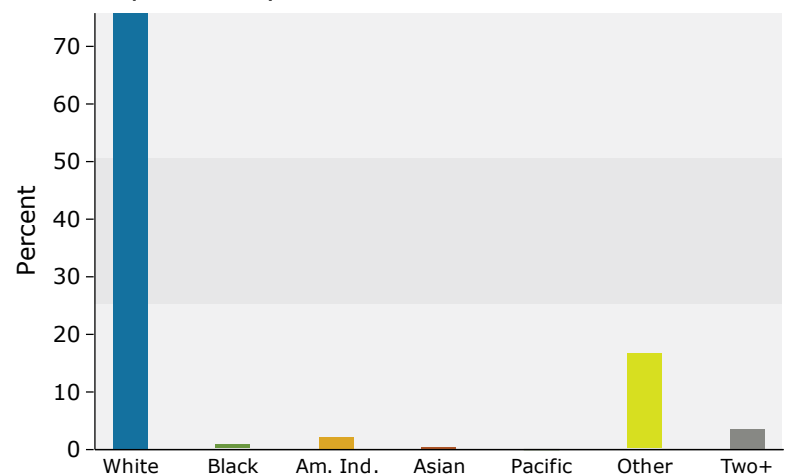
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 51.6%



Demographic and Income Profile

GreenhornLibrary
8120 Hwy 165 W
Area: 132.11 square miles

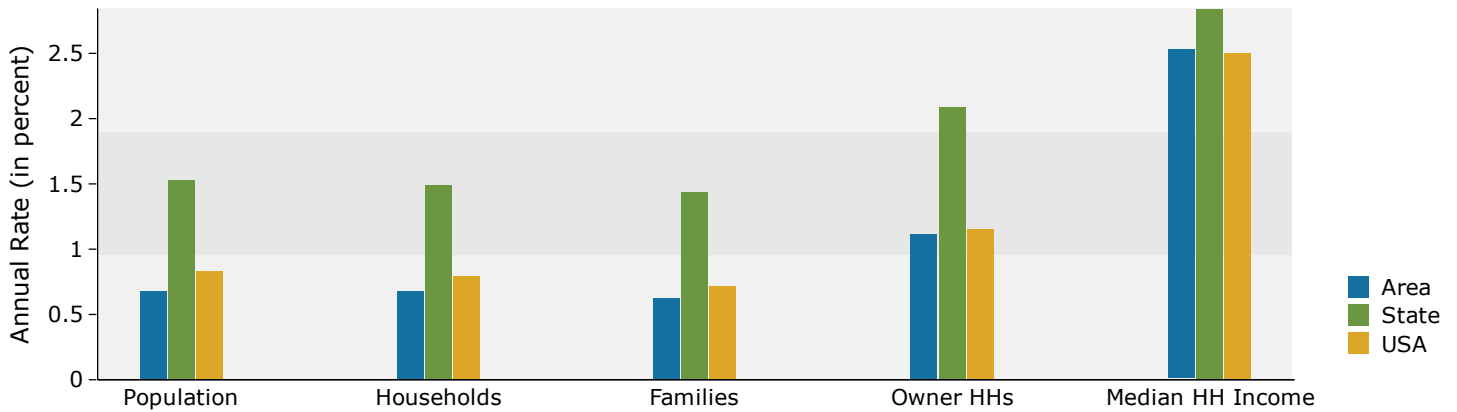
Prepared by Esri
Latitude: 37.9260
Longitude: -104.9330

Summary	Census 2010	2018	2023				
Population	3,652	3,805	3,937				
Households	1,462	1,518	1,570				
Families	1,057	1,089	1,124				
Average Household Size	2.44	2.46	2.46				
Owner Occupied Housing Units	1,201	1,200	1,269				
Renter Occupied Housing Units	261	318	301				
Median Age	48.4	50.8	51.8				
Trends: 2018 - 2023 Annual Rate	Area	State	National				
Population	0.68%	1.53%	0.83%				
Households	0.68%	1.49%	0.79%				
Families	0.63%	1.44%	0.71%				
Owner HHs	1.12%	2.09%	1.16%				
Median Household Income	2.53%	2.84%	2.50%				
Households by Income	2018		2023				
	Number	Percent	Number	Percent			
	<\$15,000	156	10.3%	118	7.5%		
	\$15,000 - \$24,999	97	6.4%	76	4.8%		
	\$25,000 - \$34,999	165	10.9%	130	8.3%		
	\$35,000 - \$49,999	232	15.3%	200	12.7%		
	\$50,000 - \$74,999	424	27.9%	452	28.8%		
	\$75,000 - \$99,999	184	12.1%	229	14.6%		
	\$100,000 - \$149,999	176	11.6%	252	16.1%		
	\$150,000 - \$199,999	50	3.3%	70	4.5%		
	\$200,000+	34	2.2%	44	2.8%		
	Median Household Income	\$54,227		\$61,449			
Average Household Income	\$67,459		\$79,695				
Per Capita Income	\$27,657		\$32,503				
Population by Age	Census 2010		2018		2023		
	Number	Percent	Number	Percent	Number	Percent	
	0 - 4	179	4.9%	176	4.6%	177	4.5%
	5 - 9	206	5.6%	198	5.2%	200	5.1%
	10 - 14	233	6.4%	214	5.6%	222	5.6%
	15 - 19	267	7.3%	231	6.1%	233	5.9%
	20 - 24	100	2.7%	151	4.0%	127	3.2%
	25 - 34	282	7.7%	311	8.2%	341	8.7%
	35 - 44	370	10.1%	330	8.7%	354	9.0%
	45 - 54	600	16.4%	527	13.9%	487	12.4%
	55 - 64	660	18.1%	722	19.0%	701	17.8%
	65 - 74	483	13.2%	588	15.5%	679	17.2%
	75 - 84	218	6.0%	282	7.4%	328	8.3%
	85+	56	1.5%	73	1.9%	88	2.2%
	Race and Ethnicity	Census 2010		2018		2023	
Number		Percent	Number	Percent	Number	Percent	
White Alone		3,446	94.4%	3,564	93.7%	3,668	93.2%
Black Alone		21	0.6%	24	0.6%	27	0.7%
American Indian Alone		40	1.1%	46	1.2%	52	1.3%
Asian Alone		10	0.3%	13	0.3%	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%	67	1.7%
Two or More Races		78	2.1%	95	2.5%	108	2.7%
Hispanic Origin (Any Race)		452	12.4%	505	13.3%	550	14.0%

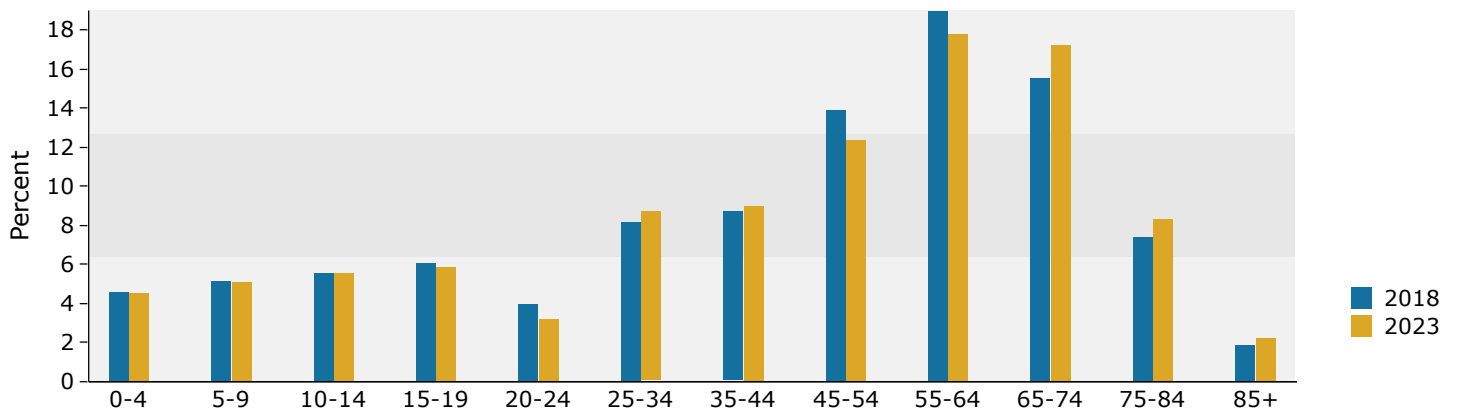
Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

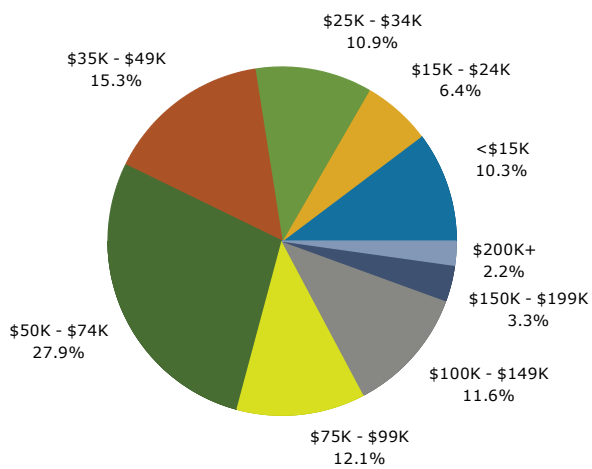
Trends 2018-2023



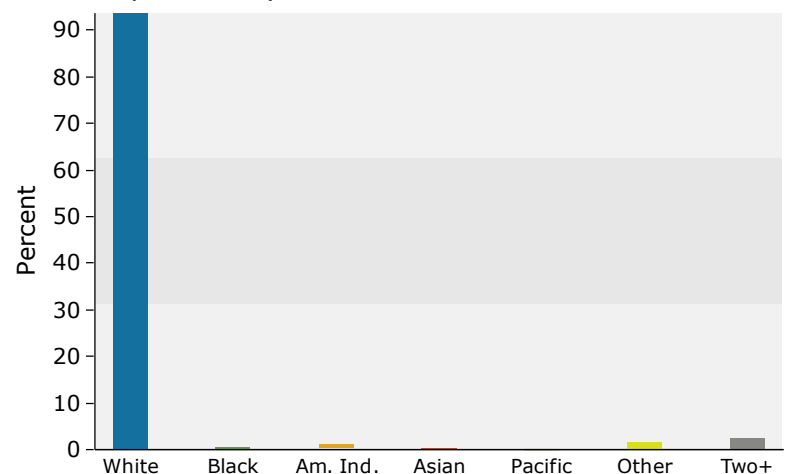
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 13.3%



Demographic and Income Profile

LambSouthsideLibrary
2525 S Pueblo Blvd
Area: 7.72 square miles

Prepared by Esri
Latitude: 38.2240
Longitude: -104.6610

Summary	Census 2010	2018	2023
Population	31,197	32,306	33,360
Households	12,688	13,062	13,455
Families	8,400	8,589	8,823
Average Household Size	2.42	2.44	2.44
Owner Occupied Housing Units	8,904	8,781	9,314
Renter Occupied Housing Units	3,784	4,281	4,142
Median Age	40.5	41.3	41.4
Trends: 2018 - 2023 Annual Rate	Area	State	National
Population	0.64%	1.53%	0.83%
Households	0.59%	1.49%	0.79%
Families	0.54%	1.44%	0.71%
Owner HHs	1.19%	2.09%	1.16%
Median Household Income	2.18%	2.84%	2.50%

Households by Income	2018		2023	
	Number	Percent	Number	Percent
<\$15,000	1,866	14.3%	1,644	12.2%
\$15,000 - \$24,999	1,606	12.3%	1,378	10.2%
\$25,000 - \$34,999	1,279	9.8%	1,133	8.4%
\$35,000 - \$49,999	1,839	14.1%	1,753	13.0%
\$50,000 - \$74,999	2,718	20.8%	2,929	21.8%
\$75,000 - \$99,999	1,785	13.7%	2,143	15.9%
\$100,000 - \$149,999	1,257	9.6%	1,601	11.9%
\$150,000 - \$199,999	409	3.1%	525	3.9%
\$200,000+	303	2.3%	349	2.6%

Median Household Income	\$49,357	\$54,977
Average Household Income	\$62,502	\$71,069
Per Capita Income	\$25,755	\$29,129

Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	2,085	6.7%	2,033	6.3%	2,093	6.3%
5 - 9	2,092	6.7%	1,987	6.2%	2,054	6.2%
10 - 14	2,151	6.9%	2,029	6.3%	2,106	6.3%
15 - 19	2,157	6.9%	1,959	6.1%	2,019	6.1%
20 - 24	1,800	5.8%	1,914	5.9%	1,763	5.3%
25 - 34	3,413	10.9%	3,998	12.4%	4,157	12.5%
35 - 44	3,473	11.1%	3,495	10.8%	3,852	11.5%
45 - 54	4,179	13.4%	3,711	11.5%	3,594	10.8%
55 - 64	4,062	13.0%	4,342	13.4%	4,130	12.4%
65 - 74	2,651	8.5%	3,419	10.6%	3,875	11.6%
75 - 84	2,167	6.9%	2,209	6.8%	2,503	7.5%
85+	968	3.1%	1,209	3.7%	1,215	3.6%

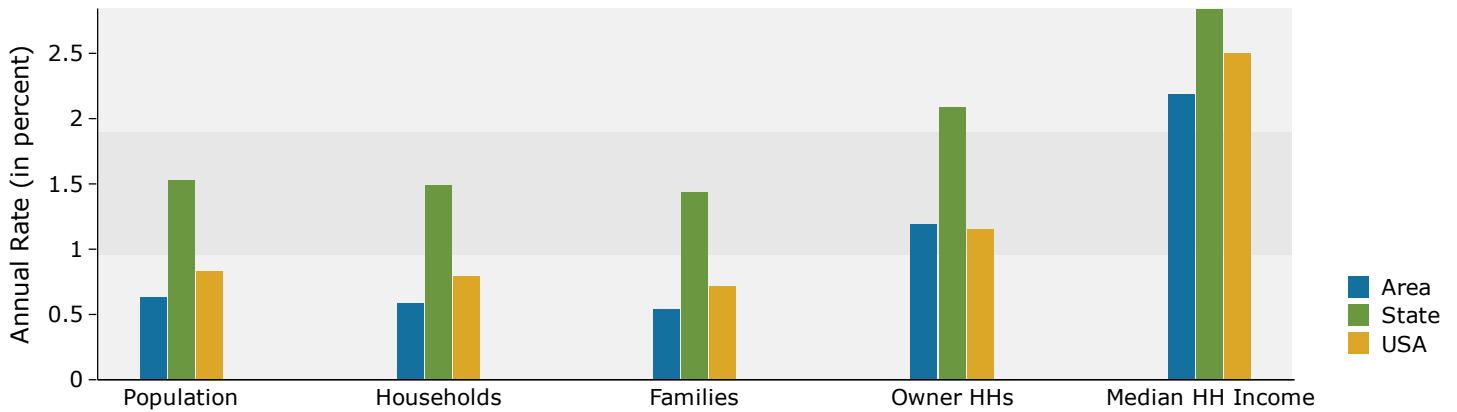
Race and Ethnicity	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
White Alone	24,432	78.3%	24,917	77.1%	25,503	76.4%
Black Alone	747	2.4%	823	2.5%	888	2.7%
American Indian Alone	511	1.6%	563	1.7%	614	1.8%
Asian Alone	193	0.6%	230	0.7%	261	0.8%
Pacific Islander Alone	20	0.1%	21	0.1%	23	0.1%
Some Other Race Alone	4,070	13.0%	4,372	13.5%	4,568	13.7%
Two or More Races	1,224	3.9%	1,380	4.3%	1,503	4.5%
Hispanic Origin (Any Race)	14,991	48.1%	16,036	49.6%	16,981	50.9%

Data Note: Income is expressed in current dollars.

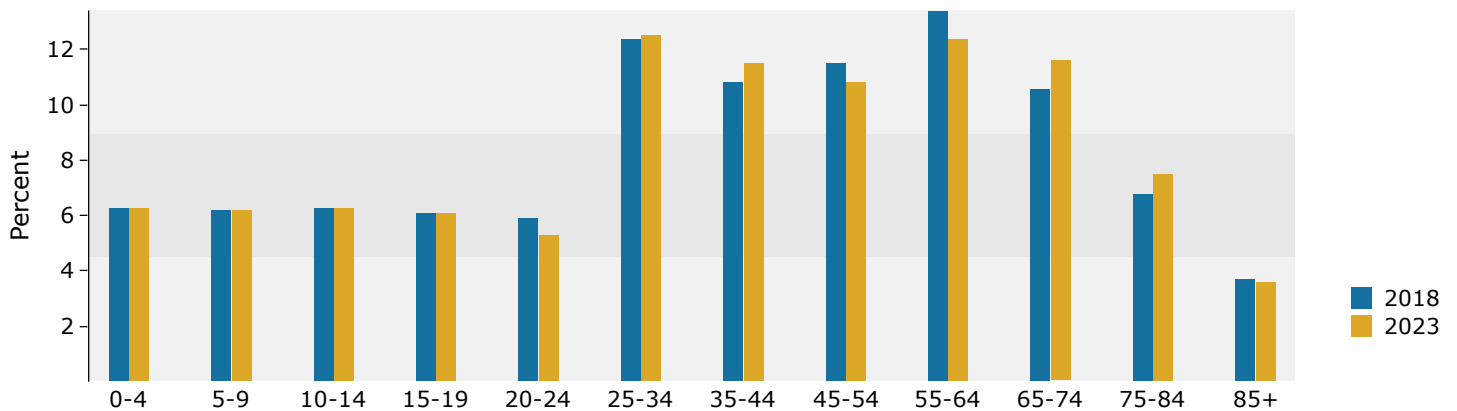
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

January 29, 2019

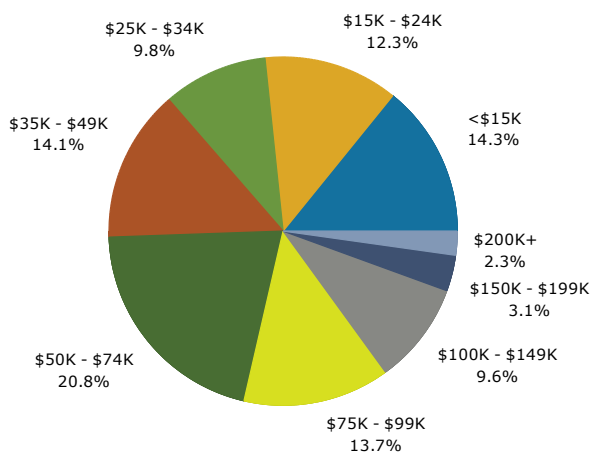
Trends 2018-2023



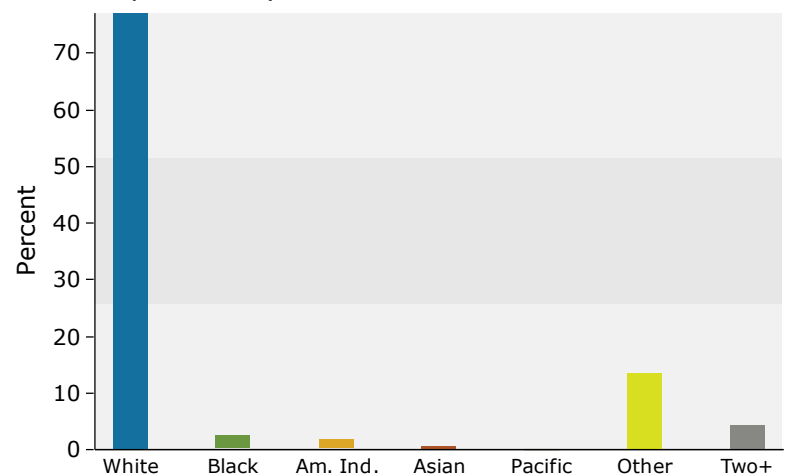
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 49.6%



Demographic and Income Profile

LuceroEastsideLibrary
625 N Monument Ave
Area: 25.64 square miles

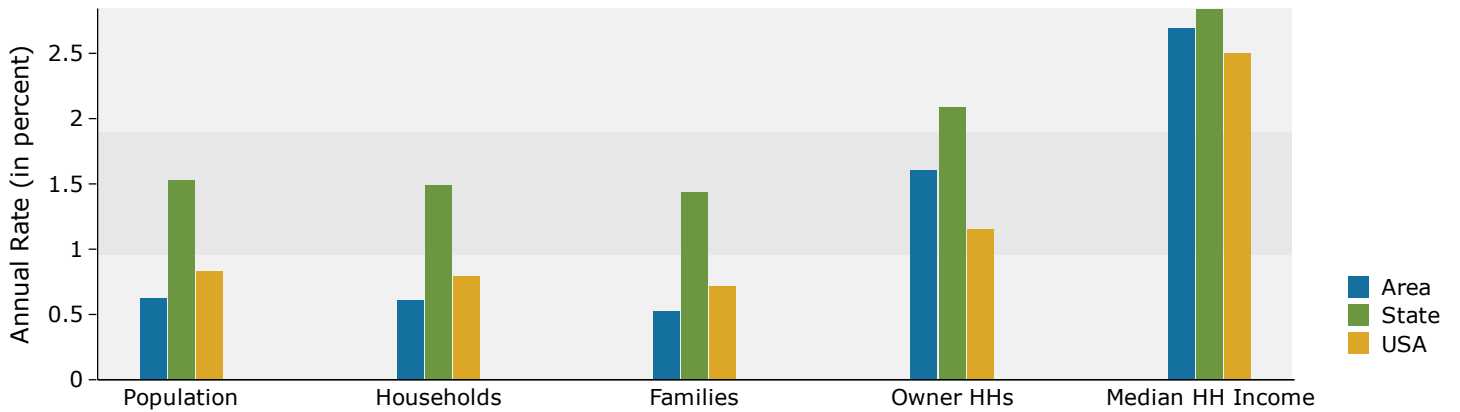
Prepared by Esri
Latitude: 38.2730
Longitude: -104.5870

Summary	Census 2010		2018		2023	
Population	69,804		71,999		74,292	
Households	29,001		29,795		30,712	
Families	16,743		17,042		17,496	
Average Household Size	2.32		2.33		2.34	
Owner Occupied Housing Units	16,003		15,150		16,410	
Renter Occupied Housing Units	12,998		14,645		14,302	
Median Age	36.9		37.5		37.9	
Trends: 2018 - 2023 Annual Rate	Area		State		National	
Population	0.63%		1.53%		0.83%	
Households	0.61%		1.49%		0.79%	
Families	0.53%		1.44%		0.71%	
Owner HHs	1.61%		2.09%		1.16%	
Median Household Income	2.69%		2.84%		2.50%	
Households by Income	2018		2023			
	Number	Percent	Number	Percent		
<\$15,000	5,992	20.1%	5,333	17.4%		
\$15,000 - \$24,999	4,768	16.0%	4,282	13.9%		
\$25,000 - \$34,999	4,020	13.5%	3,797	12.4%		
\$35,000 - \$49,999	4,529	15.2%	4,516	14.7%		
\$50,000 - \$74,999	5,218	17.5%	5,885	19.2%		
\$75,000 - \$99,999	2,617	8.8%	3,348	10.9%		
\$100,000 - \$149,999	1,732	5.8%	2,358	7.7%		
\$150,000 - \$199,999	515	1.7%	702	2.3%		
\$200,000+	404	1.4%	491	1.6%		
Median Household Income	\$35,274		\$40,281			
Average Household Income	\$48,128		\$55,665			
Per Capita Income	\$20,470		\$23,559			
Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	5,015	7.2%	4,872	6.8%	5,041	6.8%
5 - 9	4,669	6.7%	4,638	6.4%	4,781	6.4%
10 - 14	4,204	6.0%	4,299	6.0%	4,502	6.1%
15 - 19	4,815	6.9%	4,374	6.1%	4,567	6.1%
20 - 24	5,356	7.7%	4,919	6.8%	4,760	6.4%
25 - 34	9,350	13.4%	10,741	14.9%	10,676	14.4%
35 - 44	8,099	11.6%	8,207	11.4%	9,095	12.2%
45 - 54	9,464	13.6%	8,286	11.5%	8,020	10.8%
55 - 64	8,281	11.9%	9,149	12.7%	8,839	11.9%
65 - 74	4,988	7.1%	6,756	9.4%	7,764	10.5%
75 - 84	3,849	5.5%	3,802	5.3%	4,347	5.9%
85+	1,715	2.5%	1,957	2.7%	1,898	2.6%
Race and Ethnicity	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
White Alone	51,222	73.4%	51,831	72.0%	52,927	71.2%
Black Alone	1,688	2.4%	1,845	2.6%	1,974	2.7%
American Indian Alone	1,842	2.6%	2,017	2.8%	2,187	2.9%
Asian Alone	475	0.7%	552	0.8%	617	0.8%
Pacific Islander Alone	79	0.1%	93	0.1%	102	0.1%
Some Other Race Alone	11,567	16.6%	12,378	17.2%	12,909	17.4%
Two or More Races	2,932	4.2%	3,284	4.6%	3,576	4.8%
Hispanic Origin (Any Race)	36,164	51.8%	38,405	53.3%	40,502	54.5%

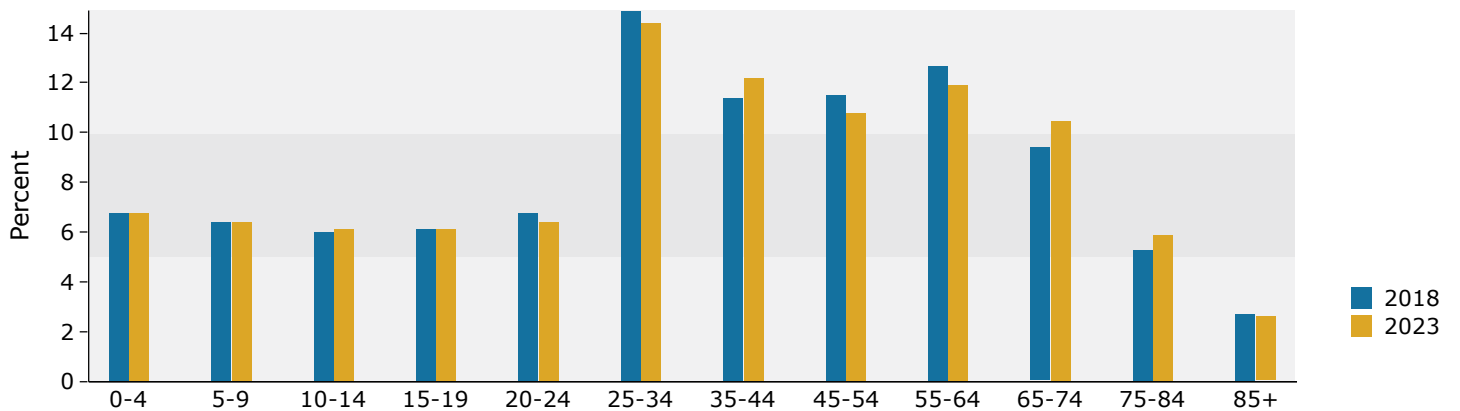
Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

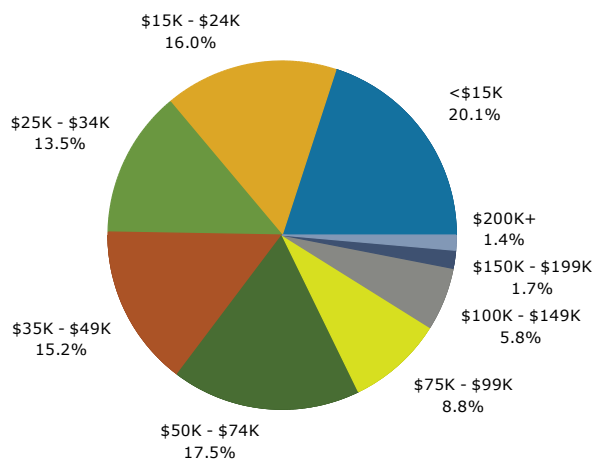
Trends 2018-2023



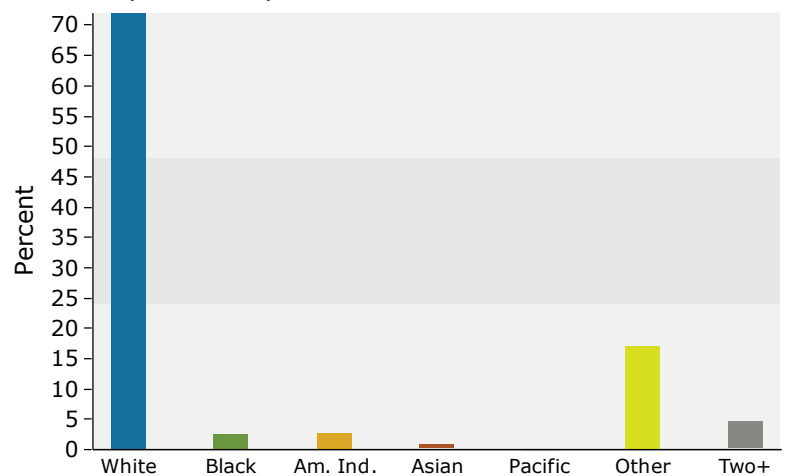
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 53.3%



Demographic and Income Profile

RawlingArea
100 E Abriendo Ave
Area: 32.01 square miles

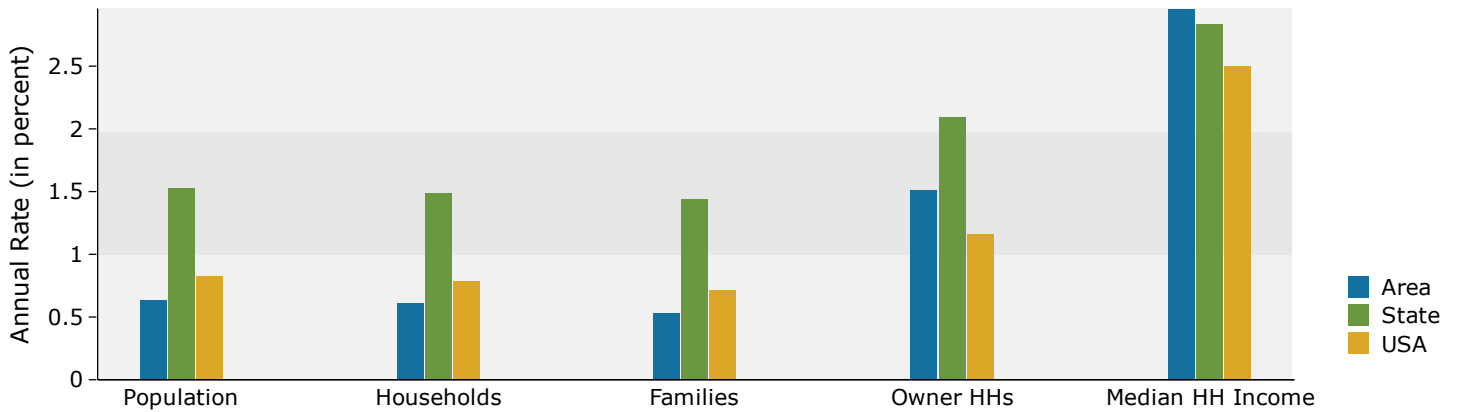
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Latitude: 38.2600
Longitude: -104.6210

Summary	Census 2010		2018		2023		
Population	93,720		96,760		99,856		
Households	38,695		39,790		41,014		
Families	23,032		23,472		24,100		
Average Household Size	2.34		2.36		2.36		
Owner Occupied Housing Units	22,632		21,658		23,347		
Renter Occupied Housing Units	16,063		18,132		17,667		
Median Age	37.7		38.3		38.7		
Trends: 2018 - 2023 Annual Rate	Area		State		National		
Population	0.63%		1.53%		0.83%		
Households	0.61%		1.49%		0.79%		
Families	0.53%		1.44%		0.71%		
Owner HHs	1.51%		2.09%		1.16%		
Median Household Income	2.96%		2.84%		2.50%		
			2018		2023		
Households by Income			Number	Percent	Number	Percent	
	<\$15,000		7,531	18.9%	6,681	16.3%	
	\$15,000 - \$24,999		6,033	15.2%	5,379	13.1%	
	\$25,000 - \$34,999		5,108	12.8%	4,763	11.6%	
	\$35,000 - \$49,999		5,991	15.1%	5,925	14.4%	
	\$50,000 - \$74,999		7,300	18.3%	8,151	19.9%	
	\$75,000 - \$99,999		3,901	9.8%	4,912	12.0%	
	\$100,000 - \$149,999		2,582	6.5%	3,471	8.5%	
	\$150,000 - \$199,999		731	1.8%	990	2.4%	
	\$200,000+		612	1.5%	742	1.8%	
	Median Household Income		\$37,304		\$43,168		
	Average Household Income		\$50,764		\$58,584		
Per Capita Income		\$21,474		\$24,652			
			2018		2023		
Population by Age	Census 2010						
	Number	Percent	Number	Percent	Number	Percent	
	0 - 4	6,566	7.0%	6,405	6.6%	6,628	6.6%
	5 - 9	6,267	6.7%	6,147	6.4%	6,339	6.3%
	10 - 14	5,875	6.3%	5,860	6.1%	6,111	6.1%
	15 - 19	6,506	6.9%	5,907	6.1%	6,145	6.2%
	20 - 24	6,739	7.2%	6,430	6.6%	6,155	6.2%
	25 - 34	12,018	12.8%	13,837	14.3%	13,903	13.9%
	35 - 44	10,754	11.5%	10,903	11.3%	12,090	12.1%
	45 - 54	12,659	13.5%	11,135	11.5%	10,802	10.8%
	55 - 64	11,360	12.1%	12,380	12.8%	11,892	11.9%
	65 - 74	6,877	7.3%	9,275	9.6%	10,619	10.6%
	75 - 84	5,545	5.9%	5,493	5.7%	6,249	6.3%
85+	2,555	2.7%	2,989	3.1%	2,922	2.9%	
			2018		2023		
Race and Ethnicity	Census 2010						
	Number	Percent	Number	Percent	Number	Percent	
	White Alone	69,803	74.5%	70,773	73.1%	72,313	72.4%
	Black Alone	2,310	2.5%	2,534	2.6%	2,716	2.7%
	American Indian Alone	2,250	2.4%	2,468	2.6%	2,679	2.7%
	Asian Alone	539	0.6%	625	0.6%	700	0.7%
	Pacific Islander Alone	90	0.1%	103	0.1%	113	0.1%
	Some Other Race Alone	14,810	15.8%	15,863	16.4%	16,552	16.6%
	Two or More Races	3,917	4.2%	4,393	4.5%	4,783	4.8%
Hispanic Origin (Any Race)		48,186	51.4%	51,256	53.0%	54,104	54.2%

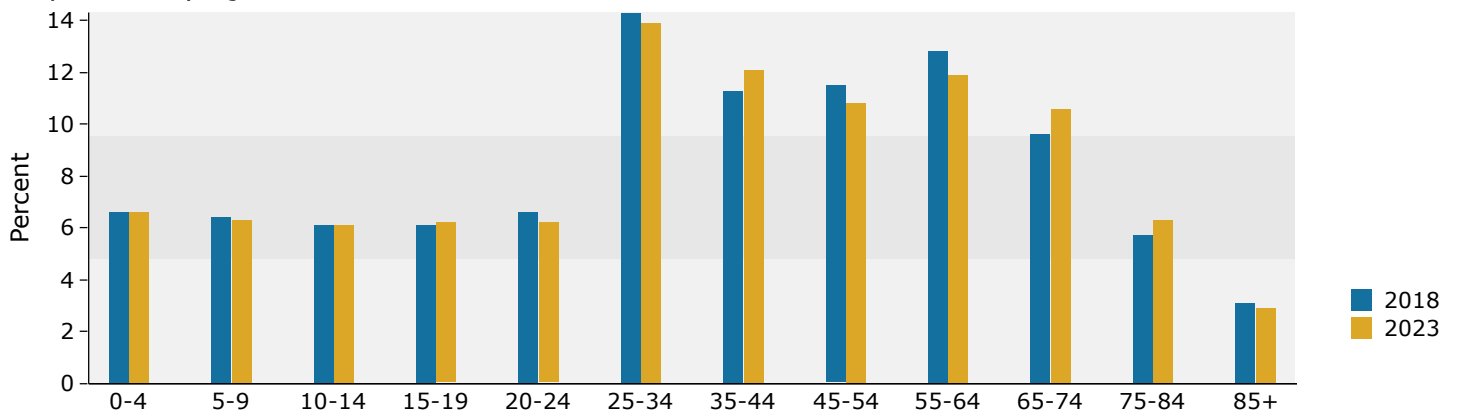
Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

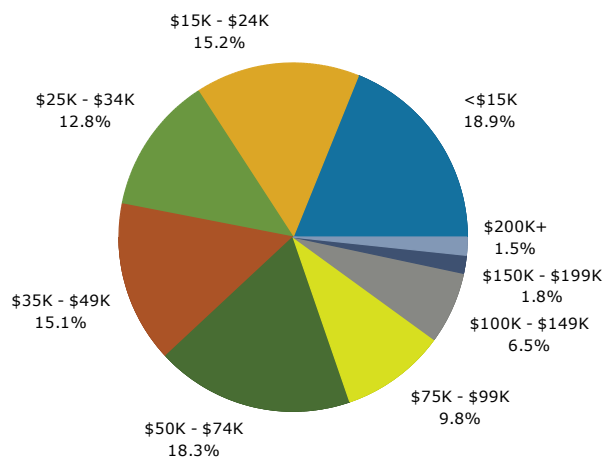
Trends 2018-2023



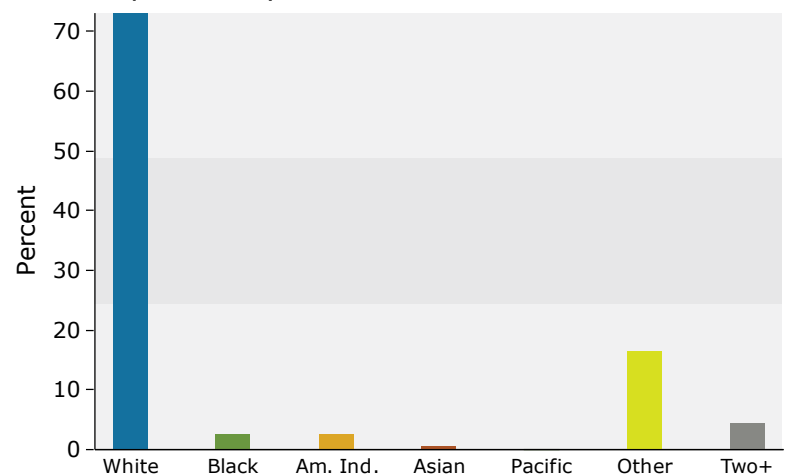
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 53.0%



Demographic and Income Profile

YMCA_LibraryBranch

Area: 48.64 square miles

Prepared by Esri

Latitude: 38.3040

Longitude: -104.6560

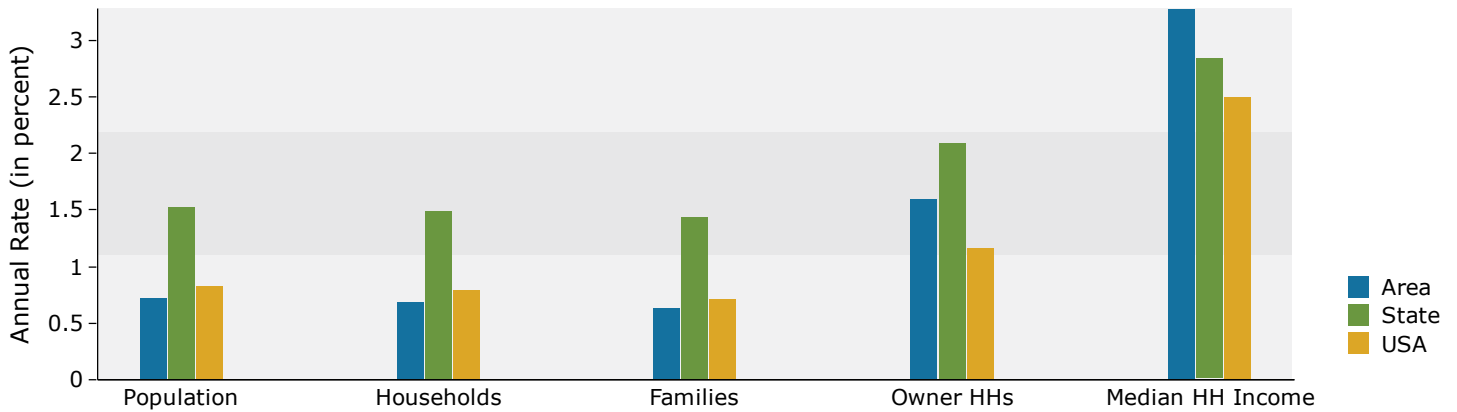
Summary	Census 2010		2018		2023	
Population	77,723		80,722		83,663	
Households	31,885		32,991		34,152	
Families	19,094		19,602		20,228	
Average Household Size	2.34		2.36		2.37	
Owner Occupied Housing Units	19,001		18,355		19,863	
Renter Occupied Housing Units	12,884		14,636		14,289	
Median Age	37.6		38.3		38.6	
Trends: 2018 - 2023 Annual Rate	Area		State		National	
Population	0.72%		1.53%		0.83%	
Households	0.69%		1.49%		0.79%	
Families	0.63%		1.44%		0.71%	
Owner HHs	1.59%		2.09%		1.16%	
Median Household Income	3.28%		2.84%		2.50%	
Households by Income			2018		2023	
			Number	Percent	Number	Percent
<\$15,000			5,640	17.1%	4,985	14.6%
\$15,000 - \$24,999			4,561	13.8%	4,053	11.9%
\$25,000 - \$34,999			4,189	12.7%	3,881	11.4%
\$35,000 - \$49,999			4,937	15.0%	4,839	14.2%
\$50,000 - \$74,999			6,160	18.7%	6,825	20.0%
\$75,000 - \$99,999			3,553	10.8%	4,406	12.9%
\$100,000 - \$149,999			2,504	7.6%	3,321	9.7%
\$150,000 - \$199,999			818	2.5%	1,100	3.2%
\$200,000+			630	1.9%	742	2.2%
Median Household Income			\$40,217		\$47,267	
Average Household Income			\$54,960		\$63,152	
Per Capita Income			\$23,223		\$26,537	
Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	5,415	7.0%	5,303	6.6%	5,519	6.6%
5 - 9	5,147	6.6%	5,081	6.3%	5,272	6.3%
10 - 14	4,836	6.2%	4,819	6.0%	5,044	6.0%
15 - 19	5,216	6.7%	4,851	6.0%	5,024	6.0%
20 - 24	5,562	7.2%	5,333	6.6%	5,197	6.2%
25 - 34	10,259	13.2%	11,691	14.5%	11,869	14.2%
35 - 44	9,277	11.9%	9,454	11.7%	10,358	12.4%
45 - 54	10,398	13.4%	9,274	11.5%	9,080	10.9%
55 - 64	9,402	12.1%	10,225	12.7%	9,869	11.8%
65 - 74	5,799	7.5%	7,907	9.8%	8,989	10.7%
75 - 84	4,405	5.7%	4,460	5.5%	5,145	6.1%
85+	2,005	2.6%	2,327	2.9%	2,297	2.7%
Race and Ethnicity	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
White Alone	60,032	77.2%	61,246	75.9%	62,812	75.1%
Black Alone	1,809	2.3%	2,005	2.5%	2,165	2.6%
American Indian Alone	1,790	2.3%	1,984	2.5%	2,168	2.6%
Asian Alone	649	0.8%	764	0.9%	870	1.0%
Pacific Islander Alone	88	0.1%	107	0.1%	123	0.1%
Some Other Race Alone	10,333	13.3%	11,174	13.8%	11,737	14.0%
Two or More Races	3,022	3.9%	3,443	4.3%	3,787	4.5%
Hispanic Origin (Any Race)	34,583	44.5%	37,165	46.0%	39,510	47.2%

Data Note: Income is expressed in current dollars.

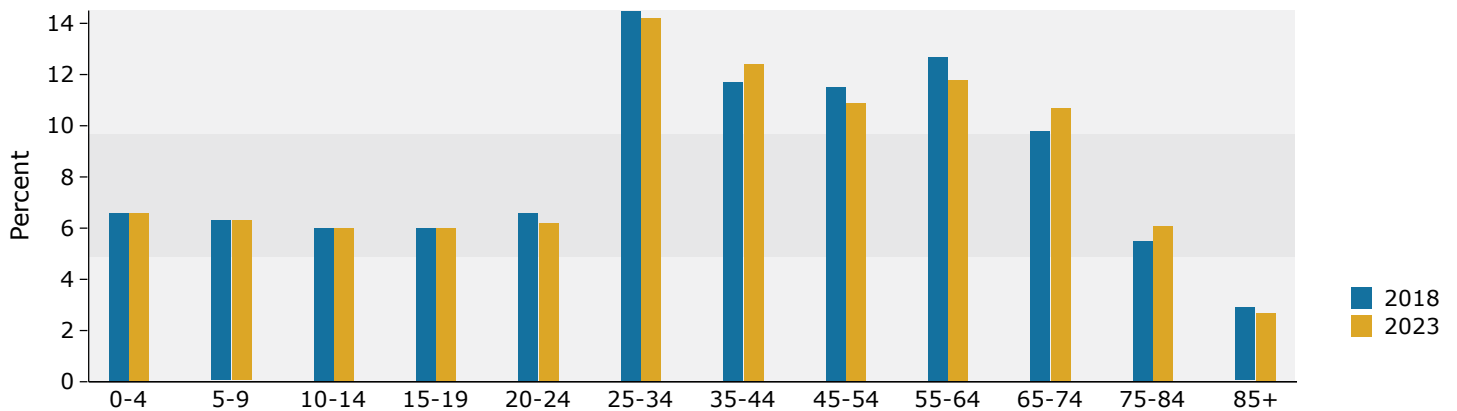
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

January 29, 2019

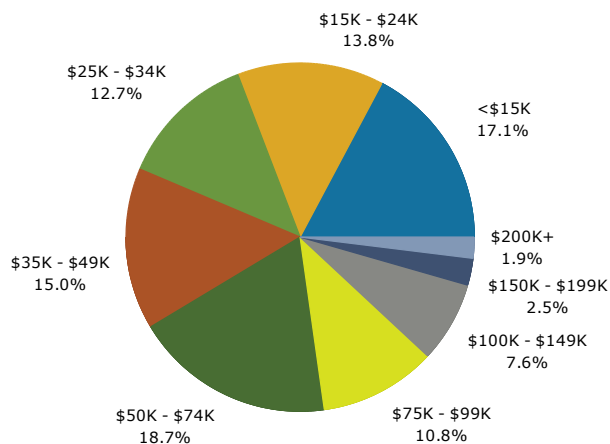
Trends 2018-2023



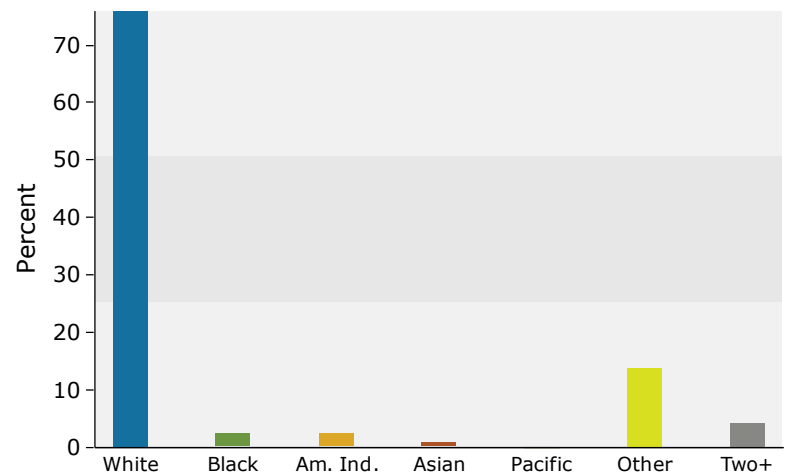
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 46.0%



Demographic and Income Profile

White_PW_Library
298 S Joe Martinez Blvd
Area: 18.71 square miles

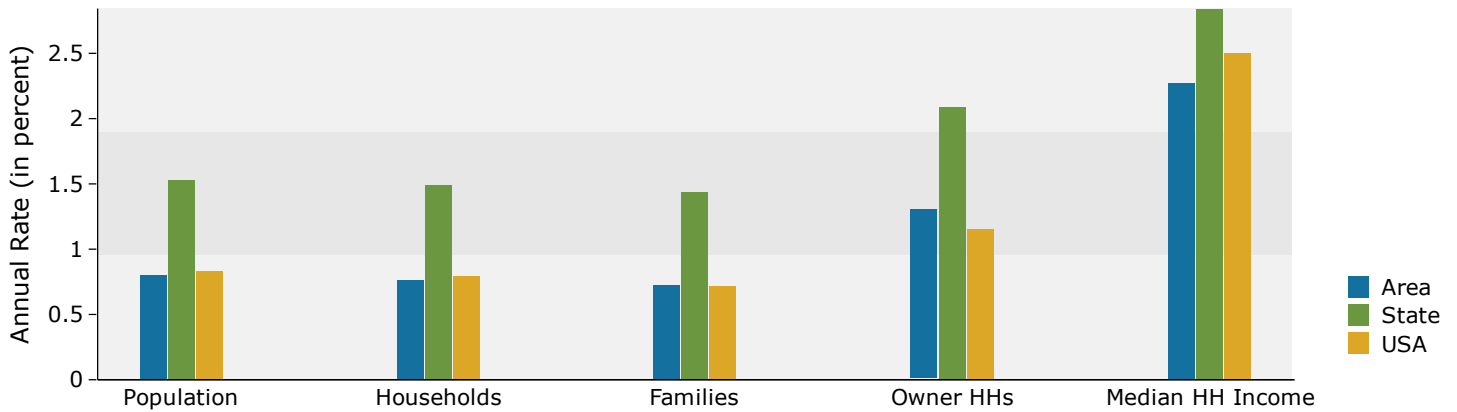
Prepared by Esri
Latitude: 38.3240
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Summary	Census 2010		2018		2023		
Population	19,597		20,586		21,422		
Households	7,200		7,520		7,810		
Families	5,490		5,711		5,919		
Average Household Size	2.71		2.72		2.73		
Owner Occupied Housing Units	5,469		5,548		5,917		
Renter Occupied Housing Units	1,731		1,973		1,893		
Median Age	37.0		38.4		38.7		
Trends: 2018 - 2023 Annual Rate	Area		State		National		
Population	0.80%		1.53%		0.83%		
Households	0.76%		1.49%		0.79%		
Families	0.72%		1.44%		0.71%		
Owner HHs	1.30%		2.09%		1.16%		
Median Household Income	2.27%		2.84%		2.50%		
Households by Income				2018		2023	
				Number	Percent	Number	Percent
	<\$15,000			470	6.2%	384	4.9%
	\$15,000 - \$24,999			570	7.6%	469	6.0%
	\$25,000 - \$34,999			635	8.4%	531	6.8%
	\$35,000 - \$49,999			1,020	13.6%	927	11.9%
	\$50,000 - \$74,999			1,840	24.5%	1,922	24.6%
	\$75,000 - \$99,999			1,342	17.8%	1,534	19.6%
	\$100,000 - \$149,999			1,135	15.1%	1,398	17.9%
	\$150,000 - \$199,999			300	4.0%	395	5.1%
	\$200,000+			208	2.8%	249	3.2%
	Median Household Income			\$61,719		\$69,037	
Average Household Income			\$75,519		\$85,139		
Per Capita Income			\$27,764		\$31,209		
Population by Age	Census 2010		2018		2023		
	Number	Percent	Number	Percent	Number	Percent	
	0 - 4	1,341	6.8%	1,330	6.5%	1,388	6.5%
	5 - 9	1,501	7.7%	1,384	6.7%	1,431	6.7%
	10 - 14	1,657	8.5%	1,469	7.1%	1,485	6.9%
	15 - 19	1,437	7.3%	1,382	6.7%	1,347	6.3%
	20 - 24	1,016	5.2%	1,286	6.2%	1,182	5.5%
	25 - 34	2,301	11.7%	2,560	12.4%	2,893	13.5%
	35 - 44	2,717	13.9%	2,556	12.4%	2,640	12.3%
	45 - 54	2,684	13.7%	2,653	12.9%	2,586	12.1%
	55 - 64	2,431	12.4%	2,598	12.6%	2,604	12.2%
	65 - 74	1,570	8.0%	2,094	10.2%	2,282	10.7%
	75 - 84	726	3.7%	978	4.8%	1,230	5.7%
	85+	218	1.1%	294	1.4%	354	1.7%
	Race and Ethnicity	Census 2010		2018		2023	
Number		Percent	Number	Percent	Number	Percent	
White Alone		16,969	86.6%	17,562	85.3%	18,090	84.4%
Black Alone		250	1.3%	287	1.4%	320	1.5%
American Indian Alone		239	1.2%	274	1.3%	306	1.4%
Asian Alone		208	1.1%	252	1.2%	287	1.3%
Pacific Islander Alone		14	0.1%	19	0.1%	25	0.1%
Some Other Race Alone		1,279	6.5%	1,427	6.9%	1,528	7.1%
Two or More Races		637	3.3%	766	3.7%	867	4.0%
Hispanic Origin (Any Race)		4,790	24.4%	5,313	25.8%	5,757	26.9%

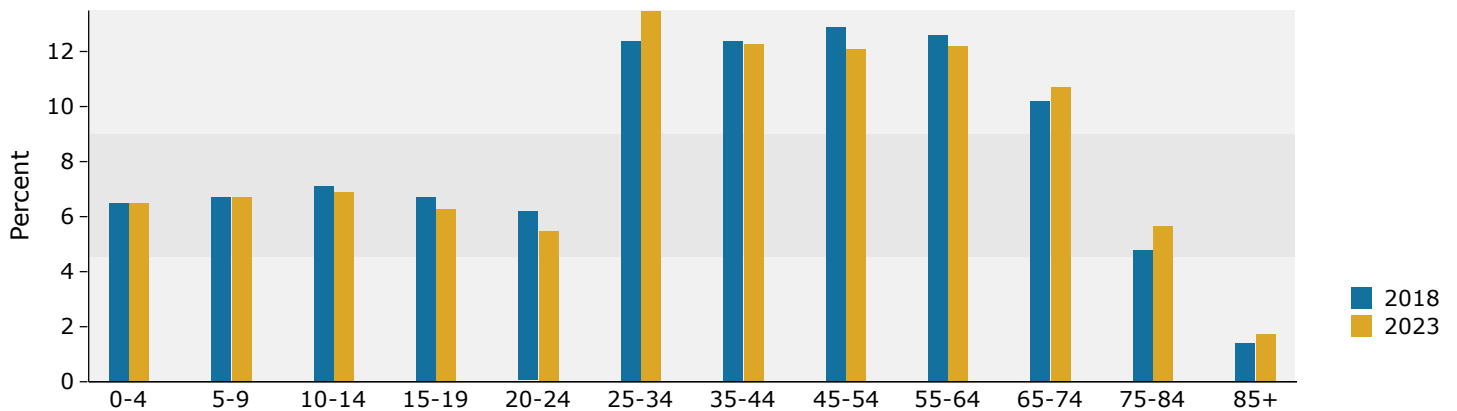
Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

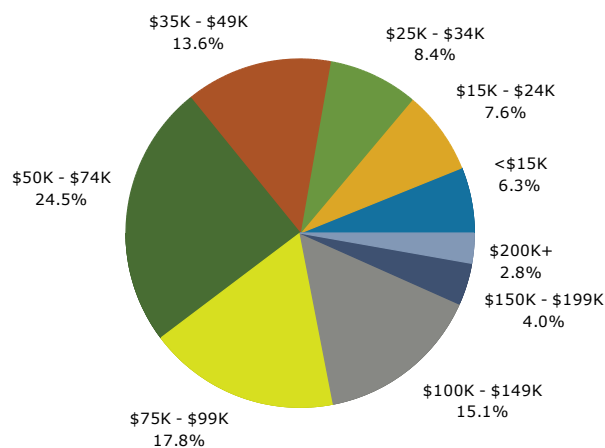
Trends 2018-2023



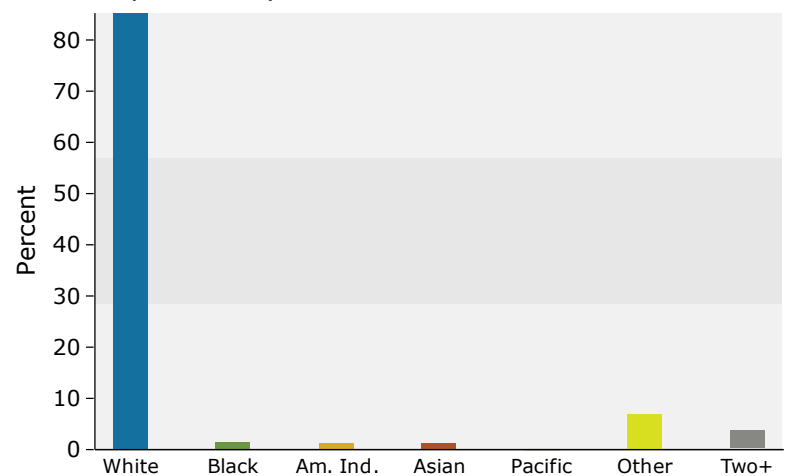
Population by Age



2018 Household Income

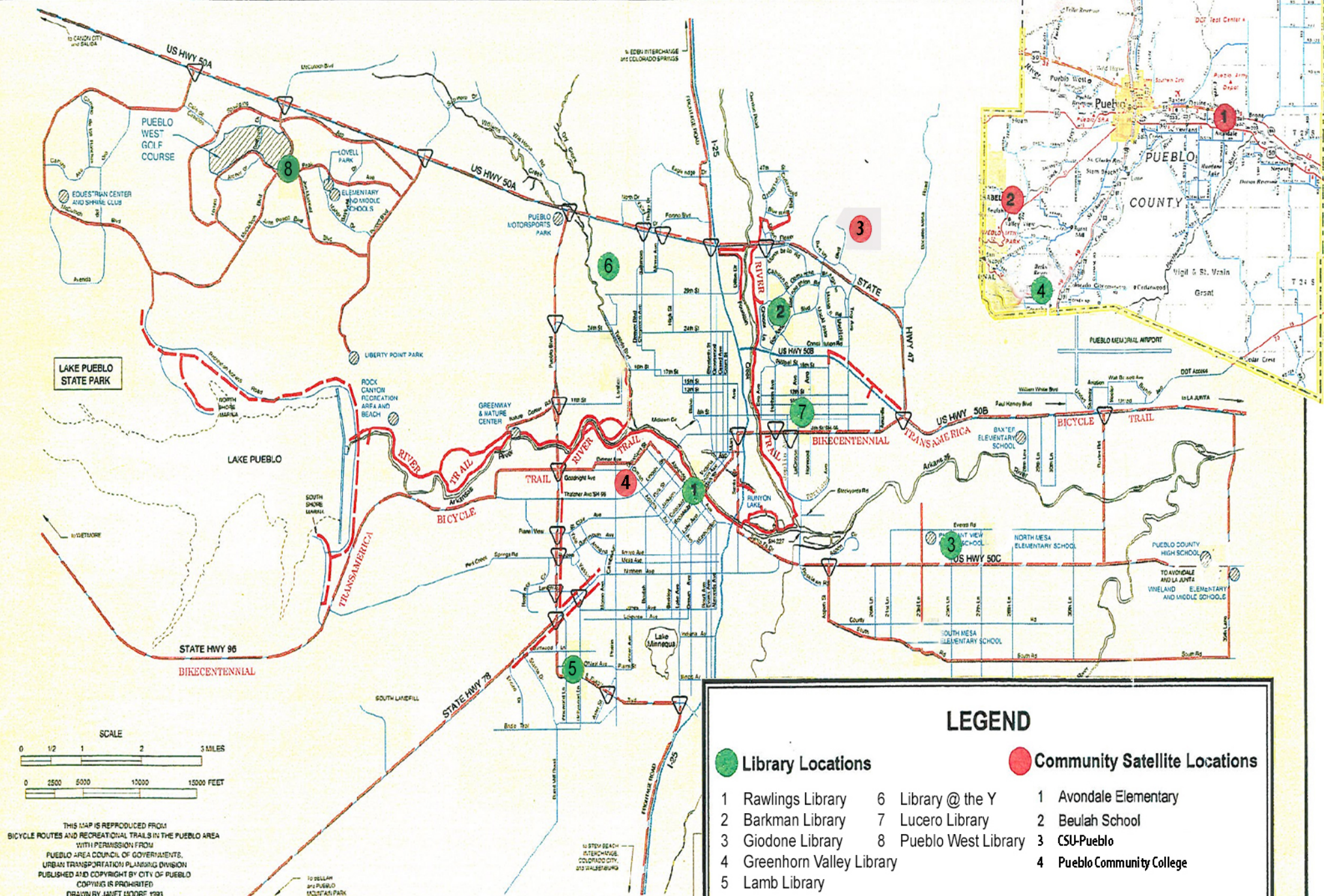


2018 Population by Race



2018 Percent Hispanic Origin: 25.8%

Pueblo Library District System Map



2019 Annual Plan



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2019 Annual Plan

The Pueblo City-County Library District (PCCLD) recently achieved among its highest recognitions for service to the community. PCCLD was awarded the prestigious National Medal for Museum and Library Service earlier this year. In November 2018 for the second consecutive year, PCCLD received *Library Journal's* renowned Four Star Library designation, which places the local public library in the top three percent from among 7,361 public libraries in the United States according to standard industry key measures. In March 2018, PCCLD was elected as America's Best Public Library in a national "people's choice" competition. These accolades affirm the dedication to planning, accountability, and service by those who work on behalf of the district plus strong support for the institution from the community it serves. This work continues with the presentation here of the PCCLD 2019 Annual Plan.

PCCLD's current broad aims and interests are described in [Curating Connections: Pueblo City-County Library District 2016-2020 Strategic Planning Initiative](#). This document helps set the current path forward for libraries locally in calling for special attention to these six areas:

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

(http://www.pueblolibrary.org/sites/default/files/2015_strategicplan.pdf)

These areas of strategic focus provide guidance for this 2019 annual planning document. PCCLD also continues to endeavor to achieve designated key results, including promoting increased use of digital services and traditional collections plus working to ensure more customers visit district libraries to read, study, learn, and participate in library-sponsored cultural and educational events and activities. Delivery

on these are important measures of the organization's vitality and success. PCCLD's mission to provide the best possible public library service for the community relates directly to these strategic goals and key results. PCCLD will strive in 2019 to implement specific objectives in support of these.

The objectives and action steps outlined below are intended to do this. They are the end product of a planning process involving participation by PCCLD stakeholders, including employees, Trustees, Friends of the Library, and the Pueblo Library Foundation. Those objectives representing new initiatives for 2019 are listed in the following pages along with others identified with notable bearing on financial resources. This plan also includes consideration for current negative revenue forecasts caused by Colorado's Gallagher Amendment. Each objective is listed in alphabetical order and accompanied by action steps intended to facilitate their accomplishment. This annual plan document is the outcome of much consideration and effort, and provides positive direction for the district in fulfilling its overarching aim to provide the best possible public library service to the community.

- I. Achieve safety training for 100% of district staff in order to attain 10% savings on PCCLD Special District's Association pool insurance.

Action Steps

1. Determine qualifying courses and timeline.
2. Create sign-up checklist and monitor enrollment.
3. Track achievement toward training completion goal.
4. Apply for savings credits.

- II. Carry on work to respond positively and proactively to revenue challenges for PCCLD posed by the state's Gallagher Amendment so local libraries can continue to thrive.

Action Steps

1. Work with state government on resolution to the funding reductions caused by Gallagher.
2. Research possible campaign for local vote.
3. Prepare for any forthcoming revenue reduction.
4. Assess outcomes of steps 1-3 and take necessary action to ensure appropriate future expenditures aligns with revenue.

- III. Complete transition to the new Integrated Library System (Koha) and refine associated services and procedures.

Action Steps

1. Assess outcomes of preliminary implementation of Koha.
2. Identify gaps in results.
3. Determine steps to remedy any omissions.
4. Implement changes to address and assess outcomes.

- IV. Conduct a salary market study of jobs like those at PCCLD to help ensure employees are compensated fairly and competitively.

Action Steps

1. Seek qualified third party expertise to conduct study.
2. Employ selected vendor in research, analysis, and reporting.
3. Review report and discern steps forward.

- V. Continue work toward reimagining and refreshing interior space of the Rawlings Library in alignment with contemporary and projected future public library use.

Action Steps

1. Finalize conceptual design and budget estimates.
2. Determine financial and fundraising plan.
3. Authorize development of construction documents and remodeling timeline.
4. Commence physical renovation.

- VI. Establish a PCCLD employee power-user curriculum to better ensure excellent customer service.

A. Action Steps

1. Identify key elements of what constitutes expert service.
2. Create training program.
3. Implement training with incentives for individual employee completion.
4. Assess outcomes.

- VII. Expand PCCLD program attendance key result dashboard to include effective tools for analyzing other district key results.

Action Steps

1. Analyze vital elements of the programs dashboard
2. Pinpoint second PCCLD key result to benefit from dashboard analysis and tracking.
3. Develop draft dashboard and test.
4. Implement and evaluate.

- VIII. Finalize transition to updated financial accounting and procurement software to help ensure high quality fiscal tracking and reporting.

Actions Steps

1. Complete appraisal of test system.
2. Migrate data.
3. Implement procedures around new software and train staff.

- IX. Find a new purchase card vendor and implement associated changes in support of effective and efficient procurement practices.

Actions Steps

1. Decide components of desired service and write Request for Proposal (RFP).
2. Weigh RFP responses and select best, lowest-cost proposal.
3. Select vendor and transition to new program.

- X. Finish process for updating policies for employment and IT, and commence work to refresh finance policies so PCCLD's guiding practices are current and up-to-date.

Action Steps

1. Revise current policies, as required.
2. Review updates with stakeholders.
3. Seek Trustee approval.
4. Communicate newly adopted policy documents.

- XI. Focus attention on building E-Circulation output to make certain the district is an industry leader in this emerging measure of public library success.

Action Steps

1. Examine current PCCLD E-Circulation output.
2. Compare with peer institutions and seek best practices.
3. Modify services, train staff, and promote to community.

- XII. Formulate district policies and practices for maker programming and "learning by doing" activities so PCCLD remains at the forefront of contemporary public library service.

Action Steps

1. Appoint committee of internal stakeholders to research and make recommendations.
2. Review and implement desired suggestions.
3. Monitor outcomes.

- XIII. Implement Ingram Eidelveiss collection development software tool to ensure PCCLD has the right materials available for its users.

Action Steps

1. Terminate subscription to Collection HQ.

2. Subscribe to Eidelveiss.
3. Create procedures for new service and train staff in use.
4. Evaluate project.

XIV. Implement Electronic Data Interchange (EDI) for procuring materials collaboratively with community stakeholders to help address problems.

Action Steps

1. Communicate with vendors about this process.
2. Apply the new workflow.
2. Evaluate the outcome.

XV. Improve PCCLD's information and referral services to help connect individuals seeking knowledge about human services available locally.

Action Steps

1. Review current community information and referral reference sources.
2. Acquire access to resources and organize for staff use and public dissemination.
3. Educate staff in use of resources.

XVI. Increase the bandwidth of the back-up Internet service to better ensure high quality user experiences.

Action Steps

1. Locate quality service at low cost.
2. Subscribe to upgraded back-up Internet service.
3. Configure redundant connection with appropriate hardware.
4. Test and implement.

XVII. Initiate a pilot program for more site-based collection development in support of unique dispositions of individual neighborhoods.

Action Steps

1. Seek pilot branch library site.
2. Work with pilot site and Collection Development team on test processes.
3. Begin project.
4. Evaluate results and rollout to additional branch libraries.

- XVIII. Participate with the Pueblo Department of Public Health and Environment (PDPHE) as a distribution point for medications to better serve in the event of a community health crisis.

Action Steps

1. Review PDPHE program requirements.
2. Commit to agreed-upon protocols.
3. Enact program and communicate procedures to staff.

- XIX. Prepare an updated orientation and on-boarding program for new PCCLD staff members in support of a employing a successful library workforce.

Action Steps

1. Review and adopt best practices for bringing new employees into the PCCLD work culture.
2. Develop and communicate procedures.
3. Commence program.

- XX. Refine PCCLD's performance evaluation system based upon recommendations accepted from the PCCLD Performance Evaluation Review Committee in alignment with the goal of providing useful feedback to support superb employee accomplishment.

Action Steps

1. Assess committee recommendations.
2. Effectuate accepted suggestions.
3. Communicate processes to employees.

- XXI. Replace or update capital assets in step with the district's Replacement Plan so PCCLD's physical facilities remain top-notch.

Action Steps

1. Acquire identified 2019 capital asset upgrades to include new staff vehicle, IT servers, photocopiers, coin collectors, and upgrade to telephone system.
2. Complete evaluation of current replacement plan inventory and overhaul PCCLD capital replacement plan.
3. Communicate new plan to stakeholders and assess fiscal impact.

XXII. Revisit services provided at PCCLD's satellite locations so ancillary services are positioned to best support the institution's mission.

Action Steps

1. Consider opportunities for revitalizing selected satellite programs.
2. Make chosen modifications.
3. Gauge effects.

XXIII. Update the collections program for delinquent payment on user fees so the public library's materials are well looked after.

Action Steps

1. Seek and evaluate alternative services.
2. Initiate selected service with new Integrated Library System.
3. Consider a one-time fine forgiveness (amnesty) program.
4. Monitor results and adjust, as needed.

XXIV. Visit PCCLD's outsourced IT systems and network administration agreements so the library's online environment is well maintained, supported, and developed.

Action Steps

1. Scrutinize current IT systems and network administration support.
2. Determine required services and write Request for Proposal (RFP).
3. Analyze proposal responses and select best, lowest-cost provider(s).

XXV. Work collaboratively with community stakeholders to help address problems presented by those facing homelessness in the community.

Action Steps

1. Assign responsibility for primary PCCLD point-of-contact on this issue.
2. Determine PCCLD's position and advocate with stakeholders.
3. Keep staff informed as public policy and procedures evolve.

2019 Annual Plan Costs

STRATEGIC AREAS OF FOCUS:

* Total costs reflect 2019 general fund and capital project fund spending.

- (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*

	<u>Objective</u>	<u>Total cost*</u>	<u>Costs</u>
I	Achieve safety training for 100% of district staff in order to attain 10% savings on PCCLD SDA pool insurance.		Budgeted PCCLD staff time
II	Carry on work to respond positively and proactively to revenue challenges for PCCLD posed by the state's Gallagher Amendment so local libraries can continue to thrive.	\$15,000	Ballot research
III	Complete transition to the new Integrated Library System (Koha) and refine associated services and procedures.	\$43,060	Budgeted in General Fund
IV	Conduct a salary market study of jobs like those at PCCLD to help ensure employees are compensated fairly and competitively.	\$17,000	Consultant and budgeted PCCLD staff time

V	Continue work toward reimagining and refreshing interior space of the Rawlings Library in alignment with contemporary and projected future public library use.	\$1,000,000	Budgeted in Capital Project Fund in tandem with funds raised
VI	Establish a PCCLD employee power-user curriculum to better ensure excellent customer service.		Budgeted PCCLD staff time
VII	Expand PCCLD program attendance key result dashboard to include effective tools for analyzing other district key results.		Budgeted PCCLD staff time
VIII	Finalize transition to updated financial accounting and procurement software to help ensure high quality fiscal tracking and reporting.	\$10,970	Additional E-Requester purchasing software modules
IX	Find a new purchase card vendor and implement associated changes in support of effective and efficient procurement practices.		Budgeted PCCLD staff time; Spending rebates anticipated
X	Finish process for updating policies for employment and IT, and commence work to refresh finance policies so PCCLD's guiding practices are current and up-to-date.		Budgeted PCCLD staff time

XI	Focus attention on building E-Circulation output to make certain the district is an industry leader in this emerging measure of public library success.		Budgeted PCCLD staff time
XII	Formulate district policies and practices for maker programming and “learning by doing” activities so PCCLD remains at the forefront of contemporary public library service.		Budgeted PCCLD staff time
XIII	Implement Ingram Eideveiss collection development software tool to ensure PCCLD has the right materials available for its users.	\$5,500	Eideveiss subscription
XIV	Implement Electronic Data Interchange (EDI) for procuring materials collaboratively with community stakeholders to help address problems.		Budgeted PCCLD staff time
XV	Improve PCCLD’s information and referral services to help connect individuals seeking knowledge about human services available locally.		Budgeted PCCLD staff time

XVI	Increase the bandwidth of the back-up Internet service to better ensure high quality user experiences.	\$2,500	Budgeted back-up broadband costs
XVII	Initiate a pilot program for more site-based collection development in support of unique dispositions of individual neighborhoods.		Budgeted library materials and PCCLD staff time
XVIII	Participate with the Pueblo City-County Health Department (PCCHD) as a distribution point for medications to better serve in the event of a community health crisis.		Budgeted PCCLD staff time
XIX	Prepare an updated orientation and on-boarding program for new PCCLD staff members in support of a employing a successful library workforce.		Budgeted PCCLD staff time
XX	Refine PCCLD's performance evaluation system based upon recommendations accepted from the PCCLD Performance Evaluation Review Committee in alignment with the goal of providing useful feedback to support superb employee accomplishment.		Budgeted PCCLD staff time

XXI	Replace or update capital assets in step with the district's Replacement Plan so PCCLD's physical facilities remain top-notch.	\$218,000	Budgeted expenditures in the Capital Project Funds
XXII	Revisit services provided at PCCLD's satellite locations so ancillary services are positioned to best support the institution's mission.		Budgeted PCCLD staff time
XXIII	Update the collections program for delinquent payment on user fees so the public library's materials are well looked after.	\$14,000	Budgeted costs for new collections agency
XXIV	Visit PCCLD's outsourced IT systems and network administration agreements so the library's online environment is well maintained, supported, and developed.		Budgeted PCCLD staff time
XXV	Work collaboratively with community stakeholders to help address problems presented by those facing homelessness in the community.		Budgeted PCCLD staff time
	TOTAL COST	\$1,326,030	

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LIBRARY REPLACEMENT PLAN

2019 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 2019.

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. For the purpose of this illustration, ten years of the library replacement plan is provided. The plan extends closer to twenty years for tactical planning and forecasting purposes.

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, heating and air conditioning, plumbing, landscaping, parking, roofing, elevators and flooring. 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 \$5,000 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 2019

For the 2019 Budget, several items are scheduled for replacement/purchase:

- Buildings and Improvements: Although there are budgeted capital expenditures in this category, there are no scheduled Replacement Plan purchases for the current year.
- Information Technology: District back-up server, hypervisor and virtual servers; software upgrade for the telephone system; continuation of Library self-checkout kiosk software upgrades; copy purchasing systems and copiers for patron use.
- FF&E: Although there are budgeted capital expenditures in this category, there are no scheduled Replacement Plan purchases for the current year.

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 2019, there is a scheduled transfer of \$200,000 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: 2019-2028										
			Replacement	Useful	Age at					
Component	Location	Cost	Life	2018	2019	2020	2021	2022	2023	
Electrical Systems	Rawlings	100,000	40	15						
Electrical Systems	Barkman	10,000	25	12						
Electrical Systems	Lamb	10,000	40	20						
Electrical Systems	Pueblo West	25,000	40	8						
Electrical Systems	Lucero, Greenhorn, Giodone	30,000	40	4						
Lighting Systems Controls	Rawlings	50,000	10	0						
Lighting Systems	Barkman	46,000	25	10						
Lighting Systems	Lamb	80,800	25	16						
Lighting Systems	Pueblo West	90,000	25	6						
Lighting Systems	Lucero, Greenhorn, Giodone	90,000	25	4						
HVAC Controls	Rawlings	20,000	15	1						
HVAC	Rawlings	150,000	26	14						
HVAC	Barkman	55,000	20	13						
HVAC	Lamb	60,000	20	0						
HVAC	Pueblo West	120,000	20	11						
HVAC	Lucero, Greenhorn, Giodone	105,000	20	4						
Landscaping	Rawlings	180,000	25	14						
Landscaping-trees	Barkman	12,300	25	10						
Landscaping-trees	Lamb	24,000	25	16						
Landscaping-trees	Pueblo West	25,000	25	6						
Landscaping-trees	Lucero, Greenhorn, Giodone	30,000	25	4						
Sprinkler systems	Rawlings	20,000	10	6					20,000	
Sprinkler systems	Barkman, Lamb	16,000	20	18		16,000				
Sprinkler systems	Pueblo West	17,500	20	6						
Sprinkler systems	Lucero, Greenhorn, Giodone	21,000	20	4						
Asphalt - Parking Repaving	Barkman	18,000	25	19						
Asphalt - Parking Repaving	Lamb	21,000	20	17			21,000			
Asphalt - Parking Repaving	Pueblo West	60,000	25	11						
Asphalt - Parking Repaving	Lucero, Greenhorn, Giodone	54,000	25	4						
Asphalt - Parking Sealing	Rawlings	14,700	5	1					14,700	
Asphalt - Parking Sealing	Barkman	4,300	10	5						4,300
Asphalt - Parking Sealing	Lamb	9,300	10	2						
Asphalt - Parking Sealing	Pueblo West	9,300	10	1						
Asphalt - Parking Sealing	Lucero, Greenhorn, Giodone	11,700	5	4		11,700				
Asphalt - Repaving	Rawlings	50,000	25	10						
Concrete - Walks	Rawlings	60,000	26	14						
Concrete - Walks	Barkman	10,000	20	10						
Concrete - Walks	Lamb	7,000	30	14						
Concrete - Walks	Pueblo West	18,000	20	0						
Concrete - Walks	Lucero, Greenhorn, Giodone	21,000	20	4						
Boiler	Lamb	30,000	20	6						
Plumbing	also WH Rawlings	307,500	26	14						
Plumbing - Piping	Barkman	18,000	32	10						
Plumbing - Piping	Lamb	18,000	32	16						
Plumbing - Piping	Pueblo West	45,000	32	6						
Plumbing - Piping	Lucero, Greenhorn, Giodone	54,000	40	4						
Plumbing - Fixtures	Barkman	3,000	20	10						
Plumbing - Fixtures	WH Lamb	1,450	15	14		1,450				
Plumbing - Fixtures	WH Pueblo West	1,450	15	10						1,450
Plumbing - Fixtures	WH Lucero, Greenhorn, Giodone	4,350	15	4						
Fire Pump	Rawlings	9,000	15	0						
Roofing	Rawlings	165,000	25	14						
Roofing - Tile	Barkman	50,000	30	10						
Roofing - Built-up	Lamb	25,000	20	16						25,000
Roofing - Metal	Pueblo West	62,500	30	6						
Roofing - Composite	Lucero, Greenhorn, Giodone	60,000	30	4						
Floor Covering	Rawlings	150,000	25	14						
Floor Covering	Rawlings	310,000	10	3						
Floor Covering	Barkman	56,000	10	10		56,000				
Floor Covering	Lamb	42,000	10	16		42,000				
Floor Covering	Pueblo West	150,000	10	4						
Floor Covering	Lucero, Greenhorn, Giodone	97,500	10	4						
Building (external)	Rawlings									
Building (external)	Paint Barkman	15,000	10	5						
Building (external)	Pr/Elev Lamb	17,000	10	5						17,000
Building (ext/int)	Paint Pueblo West	57,000	10	5					22,000	35,000
Building (external)	Paint Lucero, Greenhorn, Giodone	48,000	10	5						
Elevators - staff, main 1 & 2	Rawlings	210,000	30	15						
Elevator	Lamb	30,000	30	24						
		3,792,650			-	127,150	21,000	56,700	82,750	

Pueblo City-County Library District										
Buildings & Improvements Replacement Plan: 2019-2028										
Component	Location	Replacement	Est	Age at						
		Cost	Useful Life	2018	2024	2025	2026	2027	2028	
Electrical Systems	Rawlings	100,000	40	15						
Electrical Systems	Barkman	10,000	25	12						
Electrical Systems	Lamb	10,000	40	20						
Electrical Systems	Pueblo West	25,000	40	8						
Electrical Systems	Lucero, Greenhorn, Giodone	30,000	40	4						
Lighting Systems Controls	Rawlings	50,000	10	0						50,000
Lighting Systems	Barkman	46,000	25	10						
Lighting Systems	Lamb	80,800	25	16				80,800		
Lighting Systems	Pueblo West	90,000	25	6						
Lighting Systems	Lucero, Greenhorn, Giodone	90,000	25	4						
HVAC Controls	Rawlings	20,000	15	1						
HVAC	Rawlings	150,000	26	14						
HVAC	Barkman	55,000	20	13		55,000				
HVAC	Lamb	60,000	20	0						
HVAC	Pueblo West	120,000	20	11						120,000
HVAC	Lucero, Greenhorn, Giodone	105,000	20	4						
Landscaping	Rawlings	180,000	25	14						
Landscaping-trees	Barkman	12,300	25	10						
Landscaping-trees	Lamb	24,000	25	16						24,000
Landscaping-trees	Pueblo West	25,000	25	6						
Landscaping-trees	Lucero, Greenhorn, Giodone	30,000	25	4						
Sprinkler systems	Rawlings	20,000	10	6						
Sprinkler systems	Barkman, Lamb	16,000	20	18						
Sprinkler systems	Pueblo West	17,500	20	6						
Sprinkler systems	Lucero, Greenhorn, Giodone	21,000	20	4						
Asphalt - Parking Repaving	Barkman	18,000	25	19	18,000					
Asphalt - Parking Repaving	Lamb	21,000	20	17						
Asphalt - Parking Repaving	Pueblo West	60,000	25	11						
Asphalt - Parking Repaving	Lucero, Greenhorn, Giodone	54,000	25	4						
Asphalt - Parking Sealing	Rawlings	14,700	5	1						
Asphalt - Parking Sealing	Barkman	4,300	10	5						
Asphalt - Parking Sealing	Lamb	9,300	10	2			9,300			
Asphalt - Parking Sealing	Pueblo West	9,300	10	1				9,300		
Asphalt - Parking Sealing	Lucero, Greenhorn, Giodone	11,700	5	4	11,700					
Asphalt - Repaving	Rawlings	50,000	25	10						
Concrete - Walks	Rawlings	60,000	26	14						
Concrete - Walks	Barkman	10,000	20	10						10,000
Concrete - Walks	Lamb	7,000	30	14						
Concrete - Walks	Pueblo West	18,000	20	0						
Concrete - Walks	Lucero, Greenhorn, Giodone	21,000	20	4						
Boiler	Lamb	30,000	20	6						
Plumbing	also WH Rawlings	307,500	26	14						
Plumbing - Piping	Barkman	18,000	32	10						
Plumbing - Piping	Lamb	18,000	32	16						
Plumbing - Piping	Pueblo West	45,000	32	6						
Plumbing - Piping	Lucero, Greenhorn, Giodone	54,000	40	4						
Plumbing - Fixtures	Barkman	3,000	20	10						
Plumbing - Fixtures	WH Lamb	1,450	15	14						
Plumbing - Fixtures	WH Pueblo West	1,450	15	10						
Plumbing - Fixtures	WH Lucero, Greenhorn, Giodone	4,350	15	4						
Fire Pump	Rawlings	9,000	15	0						
Roofing	Rawlings	165,000	25	14						
Roofing - Tile	Barkman	50,000	30	10						
Roofing - Built-up	Lamb	25,000	20	16						
Roofing - Metal	Pueblo West	62,500	30	6						
Roofing - Composite	Lucero, Greenhorn, Giodone	60,000	30	4						
Floor Covering	Rawlings	150,000	25	14						
Floor Covering	Rawlings	310,000	10	3		310,000				
Floor Covering	Barkman	56,000	10	10						
Floor Covering	Lamb	42,000	10	16						
Floor Covering	Pueblo West	150,000	10	4	49,900					
Floor Covering	Lucero, Greenhorn, Giodone	97,500	10	4	97,500					
Building (external)	Rawlings									
Building (external)	Paint Barkman	15,000	10	5	15,000					
Building (external)	Paint/Lamb	17,000	10	5						
Building (ext/int)	Paint Pueblo West	57,000	10	5						
Building (external)	Paint Lucero, Greenhorn, Giodone	48,000	10	5	48,000					
Elevators - staff, main 1 & 2	Rawlings	210,000	30	15						
Elevator	Lamb	30,000	30	24	30,000					
		3,792,650			270,100	365,000	9,300	90,100	204,000	

Pueblo City-County Library District											
FF&E Replacement Plan: 2019-2028											
				Est.		Est.					
			Replacement	Useful	Age at	Remaining					
#	Component		Cost	Life	2018	Life	2019	2020	2021	2022	2023
	Furniture & Fixtures:										
1	Rawlings		400,000	21	15	6					
2	Barkman		20,000	21	13	8					
3	Lamb		20,000	21	18	3			20,000		
4	Pueblo West		267,000	21	9	12					
5	Library @ the Y		7,500	21	7	14					
6	East Side		20,000	21	4	17					
7	St. Charles Mesa		20,000	21	4	17					
8	Greenhorn Valley		20,000	21	4	17					
	Shelving:										
1	Rawlings		200,000	35	15	20					
2	Barkman		30,000	35	13	22					
3	Lamb		30,000	35	18	17					
4	Pueblo West		128,000	35	9	26					
5	Library @ the Y		20,000	35	7	28					
6	East Side		30,000	35	4	31					
7	St. Charles Mesa		30,000	35	4	31					
8	Greenhorn Valley		30,000	35	4	31					
	Vehicles:										
5	Trailer		5,000	15	19	(4)		5,000			
10	Tractor		10,000	15	6	9					
11	Chevy Van		20,000	10	7	3			20,000		
12	Ford Pickup		30,000	12	12	-		30,000			
13	Ford Van		22,000	12	9	3			22,000		
14	Chevy Van 3500 Express		29,000	15	-	15					
			1,388,500				-	35,000	62,000	-	-

Pueblo City-County Library District										
FF&E Replacement Plan: 2019-2028										
				Est.						
			Replacement	Useful	Age at					
#	Component		Cost	Life	2018	2024	2025	2026	2027	2028
	Furniture & Fixtures:									
1	Rawlings		400,000	21	15	400,000				
2	Barkman		20,000	21	13			20,000		
3	Lamb		20,000	21	18					
4	Pueblo West		267,000	21	9					
5	Library @ the Y		7,500	21	7					
6	East Side		20,000	21	4					
7	St. Charles Mesa		20,000	21	4					
8	Greenhorn Valley		20,000	21	4					
	Shelving:									
1	Rawlings		200,000	35	15					
2	Barkman		30,000	35	13					
3	Lamb		30,000	35	18					
4	Pueblo West		128,000	35	9					
5	Library @ the Y		20,000	35	7					
6	East Side		30,000	35	4					
7	St. Charles Mesa		30,000	35	4					
8	Greenhorn Valley		30,000	35	4					
	Vehicles:									
5	Trailer		5,000	15	19					
10	Tractor		10,000	15	6				10,000	
11	Chevy Van		20,000	10	7					
12	Ford Pickup		30,000	12	12					
13	Ford Van		22,000	12	9					
14	Chevy Van 3500 Express		29,000	15	-					
			1,388,500			400,000	-	20,000	10,000	-

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 represent 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 2019 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 below the detail of the governmental funds, showing all District funds combined. This section shows the most comprehensive financial picture for the District.
- The Ending Combined Fund Balance shows every year maintaining at least 20% unrestricted of operating expenditures in fund balance at the end of the year. 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 2019. In 2018, a Public Service Security department was brought in-house as a result of an RFP for services. This increase in staffing is reflected in the 3% increase in salaries. In addition, an average 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 related to Personnel expenditures reflect specific changes based on expected outcomes. Workers compensation costs include budgeted deductible expenditures. Health plan costs are budgeted to increase based on current census. Employee relations and training are areas in which prior budget cuts are being restored. The net annual increase in this entire section is at a 4% increase in 2019. This is projected to remain at a constant 2% increase per year after 2019.

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. Due to the unknown effects of the Gallagher Amendment at the time of budgeting, the Board of Trustees approved a temporary 1% decrease to this philosophy. This is only in effect for the 2019 budget year and will be corrected with annual increases across the years for this line to adhere to that 15% of total operating budget philosophy, and reflect a fairly constant increase of 2% after 2020 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 operating leases 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 16% increase, and is projected to 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 2019, this line item holds steady, as this category is based on sales by Books Again, a retail bookstore operated by the Friends of the Library.
- Other line items, such as building maintenance, utilities, insurance reflect increases from 3-10%, reflective of costs to maintain library facilities and equipment.

OPERATING

- Included here are ongoing expenses for supplies, 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 include decreases in 2019 as a result of operational changes and strategy to manage expenses: Marketing and Public Relations decrease 28%; Office Supplies and Postage decreased 4%. Courier Service was brought in-house and resulted in a 96% decrease. The overall category, however, remains constant from the previous year.

INFORMATION TECHNOLOGY

- This category holds all expenses related to technology, including supplies, licensing contracts, hardware repair and telecommunications. As in other areas, strategic planning was integrated to cut expenses. Budgeted expenditures for 2019 decreased 24%.

TOTAL PROJECTED EXPENDITURES

- Total General Fund expenditures increased 1% for the 2019 budget year. The district remains focused on streamlining internal operations to net

operational saving where possible. Ensuing years see current cuts being restored, and a consistent 2% increase in total expenditures.

GENERAL FUND REVENUES:

- The assessed valuation figures for 2019 remained nearly constant over prior year. Assessed valuation figures for 2020 include a 4.5% increase due to revaluation of actual property values county-wide—this revaluation happens every two years in Colorado. Beyond 2020, assessed valuation is projected to grow 2.5% annually based on the growth rate of the past decade.
- 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 .038 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.
- Contracts and grants are budgeted at a decrease of 20% in 2019, due primarily to projected activity. A number of grants received in 2018 are nonrecurring. This line item maintains a steady 3% increase annually thereafter.
- Interest income from investments drops off by a projected 28% in 2019, as the fund balance (investable funds) declines somewhat. This area also includes property tax interest. Projections for interest income continue to be very conservative.
- Income from overdue fees reflects a 3% decrease, as reflected in previous year collections. Changes were made in 2017 to implement additional automatic renewals which may have an adverse impact on collection of overdue fees. This category also includes fees collected for fundraising events. The overall category shows a 33% decrease from 2018, due to high attendance of events in 2018, and conservative projections for succeeding years.
- Other revenues including copier fees, and miscellaneous sales show an increase of 10% for 2019, and a steady increase of 8% annually.

TOTAL PROJECTED REVENUES

- Total revenues are forecast to decrease 2% for 2019. Increases are projected between 2-3% annually beginning in 2020, depending upon known taxing factors and the impact of valuation years for property tax.

CAPITAL PROJECT FUND

- The second section of the 10-year financial projection schedule reflects activity in the Capital Project Fund. The operating transfers from the General Fund are indicated for 2019. These annual operating transfers fund the Library Replacement Plan, detailed previously in this section.
- Projected revenue in 2019 includes anticipated solicitation of grants, gifts and other contributions for the Space Planning and Re-imagining project: a multi-year project to assess facilities and collections, and implement any necessary improvements to follow our mission by offering welcoming, well equipped and maintained facilities and outstanding collections. An interest income figure is based on investment of the fund balance at current rates. No other revenue is anticipated for 2019, although the 10-year financial projection anticipates occasional support from the Rawlings Foundation for the InfoZone museum located on the 4th floor. Corresponding expenses are also projected.
- Expenditures in 2019 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 the Infozone 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 included in the Projected Expenditures for the Capital Project Fund in 2019. Replacement of computing hardware and software, as well as some building and facility improvements, are reflected for an anticipated cost of \$269,100.

SPECIAL REVENUE FUND

- The third section reflects the activity in the Special Revenue Fund. The budgeted revenue for 2019 indicates anticipated contributions from the Chamberlain Fund and a commensurate contribution to the Pueblo Library Foundation. A small amount of interest is budgeted as well.

COMBINED FUNDS

- Finally, at the bottom of the fourth 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. At the time of publishing, the 2018 audit report is not completed—2018 information is estimated.

**2019 FINAL BUDGET PUEBLO CITY-COUNTY LIBRARY DISTRICT
10-YEAR FINANCIAL PROJECTIONS**

	A	I	J	K	L	M	N	O	P
2		2017		2018		2019		2020	
3	GENERAL FUND:	(Audit)		(Estimated)		(Budget)		(Projected)	
4	Beginning Fund balance	2,543,319	0%	2,637,466	4%	2,539,336	-4%	2,569,176	1%
5	Revenues:								
6	Property tax revenue	8,758,735	0%	9,043,872	3%	9,046,617	0.0%	9,455,498	4.5%
7	Specific ownership tax	879,432	17%	820,969	-7%	800,626	-2%	756,440	-6%
8	Other	609,863	9%	666,900	9%	520,161	-22%	517,365	-1%
9	TOTAL REVENUE	10,248,030	2%	10,531,741	3%	10,367,404	-1.6%	10,729,303	3.5%
10									
11	Expenditures:	-							
12	Salaries, personnel	4,054,937	2%	4,123,371	2%	4,226,973	3%	4,311,512	2.0%
13	Payroll tax (PERA, Medicare, 401(k))	641,396	9%	619,079	-3%	651,386	5%	654,571	0.5%
14	Employee benefits: insurance, misc.	510,897	3%	469,582	-8%	553,425	18%	574,728	4%
15	Employee relations & training	78,692	-4%	92,367	17%	99,050	7%	103,581	5%
16	Materials (books, AV, periodicals,...)	1,130,168	-1%	1,215,689	8%	1,166,500	-4%	1,252,160	7%
17	Processing, bindery expenses	168,405	-2%	166,950	-1%	172,919	4%	176,377	2%
18	Programs	167,176	-10%	211,333	26%	183,363	-13%	215,560	18%
19	Operating leases	29,110	16%	29,080	0%	29,077	0%	29,077	0%
20	Lease purchase (COPS)	809,000	0%	809,700	0%	810,700	0%	813,325	0%
21	Utilities, bldg & vehicle mtce, repair	898,769	2%	887,632	-1%	941,453	6%	920,708	-2%
22	Friends expenditures	35,196	18%	34,574	-2%	39,885	15%	30,000	-25%
23	Contract services	410,392	-15%	404,536	-1%	453,436	12%	462,505	2%
24	County treasurer's fees	132,045	1%	135,749	3%	135,699	0%	142,402	5%
25	Public relations	51,812	-29%	61,777	19%	47,215	-24%	63,459	34%
26	Insurance	72,190	9%	73,732	2%	80,501	9%	82,111	2%
27	Office supplies, postage, printing, misc.	172,060	-2%	141,771	-18%	109,712	-23%	120,545	10%
28	Information technology	516,638	0%	577,949	12%	441,270	-24%	450,095	2%
29									
30	TOTAL EXPENDITURES	9,878,883	0%	10,054,871	2%	10,142,564	0.9%	10,402,717	3%
31	<i>Transfer to Capital Project Fund</i>	<i>(275,000)</i>		<i>(575,000)</i>		<i>(200,000)</i>		<i>(489,000)</i>	
32	<i>Transfer in from Special Rev Fund</i>					5,000			
33	Ending Fund balance	2,637,466	4%	2,539,336	-4%	2,569,176	1%	2,406,762	-6%
34	CAPITAL PROJECT FUND:								
35	Beginning Fund balance	1,717,800		1,724,628		2,128,723		2,064,623	
36	Total Projected Revenues	206,018		153,255		1,030,000		27,872	
37	Total Projected Expenditures	474,190		324,160		1,294,100		411,150	
38	<i>Transfer in from General Fund</i>	275,000		575,000		200,000		489,000	
39	Ending Fund balance	1,724,628	0%	2,128,723	23%	2,064,623	-3%	2,170,345	5%
40	SPECIAL REVENUE FUND:								
41	Beginning Fund balance	1,390		719		819		894	
42	Total Projected Revenues	4,329		5,100		5,075		5,000	
43	Total Projected Expenditures	5,000		5,000		-		5,000	
44	<i>Transfer out to General Fund</i>	-		-		(5,000)		-	
45	Ending Fund balance	719		819		894		894	
46	TOTAL COMBINED FUNDS								
47	Beginning Fund balance	4,262,508		4,362,812		4,668,877		4,634,692	
48	Total Projected Revenues	10,458,377		10,690,096		11,402,479		10,762,175	
49	Total Projected Expenditures	10,358,073		10,384,031		11,436,664		10,818,867	
50									
51	ENDING COMBINED FUND BALANCE	4,362,813	2%	4,668,877	7%	4,634,692	-1%	4,578,000	-1%
52	Restrictions against FB-Tabor/DSRF/SR	1,110,575		1,115,790		1,118,496		1,126,301	
53	Unrestricted Fund Balance:	3,252,238		3,553,087		3,516,196		3,451,699	
54	Unrestricted FB % of operating expense	33%		35%		35%		33%	
55	Fund balance % of operating expenditure	44%		46%		46%		44%	
56	Materials as a % of operating budget	14%		15%		14%		15%	
57	Salaries & benefits: % of op. budget	54%		53%		55%		54%	
58	Debt services: % of revenue	8%		8%		8%		8%	
59	Employee training: % of salaries	1.31%		1.57%		1.75%		1.75%	

**2019 FINAL BUDGET PUEBLO CITY-COUNTY LIBRARY DISTRICT
10-YEAR FINANCIAL PROJECTIONS**

	A	Q	R	S	T	U	V	W	X
2		2021		2022		2023		2024	
3	GENERAL FUND:	(Projected)		(Projected)		(Projected)		(Projected)	
4	Beginning Fund balance	2,406,762	-6%	2,301,063	-4%	2,261,290	-2%	2,296,068	2%
5	Revenues:								
6	Property tax revenue	9,691,885	2%	9,934,183	3%	10,182,537	2%	10,437,100	2%
7	Specific ownership tax	775,351	2%	794,735	3%	814,603	2%	834,968	2%
8	Other	520,244	1%	525,607	1%	536,851	2%	549,792	2%
9	TOTAL REVENUE	10,987,480	2%	11,254,525	2%	11,533,991	2%	11,821,860	2%
10									
11	Expenditures:								
12	Salaries, personnel	4,397,743	2.0%	4,485,698	2%	4,575,412	2%	4,666,920	2%
13	Payroll tax (PERA, Medicare, 401(k))	667,463	2.0%	680,612	2%	694,024	2%	707,705	2%
14	Employee benefits: insurance, misc.	596,866	4%	614,338	3%	632,326	3%	650,844	3%
15	Employee relations & training	105,653	2%	107,766	2%	109,921	2%	112,119	2%
16	Materials (books, AV, periodicals,...)	1,277,203	2%	1,302,747	2%	1,328,802	2%	1,355,378	2%
17	Processing, bindery expenses	179,905	2%	183,503	2%	187,173	2%	190,917	2%
18	Programs	219,871	2%	224,268	2%	228,754	2%	233,329	2%
19	Operating leases	29,077	0%	30,240	4%	31,450	4%	32,708	4%
20	Lease purchase (COPS)	813,025	0%	812,275	0%	811,075	0%	809,425	0%
21	Utilities, bldg & vehicle mtce, repair	939,122	2%	957,905	2%	977,063	2%	996,604	2%
22	Friends expenditures	30,000	0%	30,000	0%	30,000	0%	30,000	0%
23	Contract services	471,755	2%	481,190	2%	490,814	2%	500,630	2%
24	County treasurer's fees	145,962	2%	149,611	3%	153,351	3%	157,185	2%
25	Public relations	64,728	2%	66,023	2%	67,344	2%	68,690	2%
26	Insurance	83,753	2%	85,428	2%	87,137	2%	88,880	2%
27	Office supplies, postage, printing, misc.	122,956	2%	125,415	2%	127,923	2%	130,482	2%
28	Information technology	459,097	2%	468,279	2%	477,645	2%	487,198	2%
29									
30	TOTAL EXPENDITURES	10,604,179	2%	10,805,298	2%	11,010,213	2%	11,219,013	2%
31	Transfer to Capital Project Fund	(489,000)		(489,000)		(489,000)		(489,000)	
32	Transfer in from Special Rev Fund								
33	Ending Fund balance	2,301,063	-4%	2,261,290	-2%	2,296,068	2%	2,409,915	5%
34	CAPITAL PROJECT FUND:								
35	Beginning Fund balance	2,170,345		2,400,661		2,865,370		3,285,302	
36	Total Projected Revenues	54,300		32,409		63,682		44,352	
37	Total Projected Expenditures	312,984		56,700		132,750		949,153	
38	Transfer in from General Fund	489,000		489,000		489,000		489,000	
39	Ending Fund balance	2,400,661	11%	2,865,370	19%	3,285,302	15%	2,869,501	-13%
40	SPECIAL REVENUE FUND:								
41	Beginning Fund balance	894		894		894		894	
42	Total Projected Revenues	5,000		5,000		5,000		5,000	
43	Total Projected Expenditures	5,000		5,000		5,000		5,000	
44	Transfer out to General Fund	-		-		-		-	
45	Ending Fund balance	894		894		894		894	
46	TOTAL COMBINED FUNDS								
47	Beginning Fund balance	4,578,000		4,702,617		5,127,553		5,582,264	
48	Total Projected Revenues	11,046,780		11,291,934		11,602,673		11,871,212	
49	Total Projected Expenditures	10,922,163		10,866,998		11,147,963		12,173,166	
50									
51	ENDING COMBINED FUND BALANCE	4,702,617	3%	5,127,553	9%	5,582,264	9%	5,280,309	-5%
52	Restrictions against FB-Tabor/DSRF/SR	1,132,344		1,138,378		1,144,525		1,150,789	
53	Unrestricted Fund Balance:	3,570,273		3,989,175		4,437,739		4,129,520	
54	Unrestricted FB % of operating expense	34%		37%		40%		37%	
55	Fund balance % of operating expenditure	44%		47%		51%		47%	
56	Materials as a % of operating budget	15%		15%		15%		15%	
57	Salaries & benefits: % of op. budget	54%		54%		55%		55%	
58	Debt services: % of revenue	7%		7%		7%		7%	
59	Employee training: % of salaries	1.75%		1.75%		1.75%		1.75%	

**2019 FINAL BUDGET PUEBLO CITY-COUNTY LIBRARY DISTRICT
10-YEAR FINANCIAL PROJECTIONS**

	A	Y	Z	AA	AB	AC	AD	AE	AF
2		2025		2026		2027		2028	
3	GENERAL FUND:	(Projected)		(Projected)		(Projected)		(Projected)	
4	Beginning Fund balance	2,409,915	5%	2,616,062	9%	2,905,165	11%	3,267,758	12%
5	Revenues:								
6	Property tax revenue	10,698,028	3%	10,965,478	2%	11,239,615	3%	11,520,606	3%
7	Specific ownership tax	855,842	3%	877,238	2%	899,169	3%	921,648	3%
8	Other	564,520	3%	581,260	3%	578,959	0%	596,701	3%
9	TOTAL REVENUE	12,118,390	3%	12,423,976	3%	12,717,743	2%	13,038,955	3%
10									
11	Expenditures:								
12	Salaries, personnel	4,760,258	2%	4,855,463	2%	4,952,573	2%	5,051,624	2%
13	Payroll tax (PERA, Medicare, 401(k))	711,659	1%	725,892	2%	740,410	2%	755,218	2%
14	Employee benefits: insurance, misc.	669,909	3%	689,537	3%	709,744	3%	730,548	3%
15	Employee relations & training	114,362	2%	116,649	2%	118,982	2%	121,362	2%
16	Materials (books, AV, periodicals,...)	1,382,485	2%	1,410,135	2%	1,438,338	2%	1,467,105	2%
17	Processing, bindery expenses	194,735	2%	198,630	2%	202,602	2%	206,654	2%
18	Programs	237,995	2%	242,755	2%	247,610	2%	252,562	2%
19	Operating leases	34,016	4%	35,377	4%	36,792	4%	38,264	4%
20	Lease purchase (COPS)	808,775	0%	812,000	0%	808,250	0%	811,250	0%
21	Utilities, bldg & vehicle mtce, repair	1,016,536	2%	1,036,867	2%	1,057,604	2%	1,078,756	2%
22	Friends expenditures	30,000	0%	30,000	0%	30,000	0%	30,000	0%
23	Contract services	510,643	2%	520,855	2%	531,273	2%	541,898	2%
24	County treasurer's fees	161,115	3%	165,143	2%	169,271	3%	173,503	3%
25	Public relations	70,064	2%	71,465	2%	72,895	2%	74,353	2%
26	Insurance	90,658	2%	92,471	2%	94,320	2%	96,206	2%
27	Office supplies, postage, printing, misc.	133,091	2%	135,753	2%	138,468	2%	141,238	2%
28	Information technology	496,942	2%	506,881	2%	517,018	2%	527,358	2%
29									
30	TOTAL EXPENDITURES	11,423,243	2%	11,645,873	2%	11,866,150	2%	12,097,899	2%
31	Transfer to Capital Project Fund	(489,000)		(489,000)		(489,000)		(489,000)	
32	Transfer in from Special Rev Fund								
33	Ending Fund balance	2,616,062	9%	2,905,165	11%	3,267,758	12%	3,719,815	14%
34	CAPITAL PROJECT FUND:								
35	Beginning Fund balance	2,869,501		3,022,239		3,491,739		3,364,698	
36	Total Projected Revenues	63,738		40,800		72,138		45,423	
37	Total Projected Expenditures	400,000		60,300		688,179		322,984	
38	Transfer in from General Fund	489,000		489,000		489,000		489,000	
39	Ending Fund balance	3,022,239	5%	3,491,739	16%	3,364,698	-4%	3,576,137	6%
40	SPECIAL REVENUE FUND:								
41	Beginning Fund balance	894		894		894		894	
42	Total Projected Revenues	5,000		5,000		5,000		5,000	
43	Total Projected Expenditures	5,000		5,000		5,000		5,000	
44	Transfer out to General Fund	-		-		-		-	
45	Ending Fund balance	894		894		894		894	
46	TOTAL COMBINED FUNDS								
47	Beginning Fund balance	5,280,309		5,639,194		6,397,797		6,633,350	
48	Total Projected Revenues	12,187,128		12,469,776		12,794,881		13,089,378	
49	Total Projected Expenditures	11,828,243		11,711,173		12,559,329		12,425,883	
50									
51	ENDING COMBINED FUND BALANCE	5,639,194	7%	6,397,797	13%	6,633,350	4%	7,296,846	10%
52	Restrictions against FB-Tabor/DSRF/SR	1,156,916		1,163,595		1,170,203		1,177,156	
53	Unrestricted Fund Balance:	4,482,278		5,234,202		5,463,147		6,119,690	
54	Unrestricted FB % of operating expense	39%		45%		46%		51%	
55	Fund balance % of operating expenditure	49%		55%		56%		60%	
56	Materials as a % of operating budget	15%		15%		15%		15%	
57	Salaries & benefits: % of op. budget	55%		55%		55%		55%	
58	Debt services: % of revenue	7%		7%		6%		6%	
59	Employee training: % of salaries	1.75%		1.75%		1.75%		1.75%	

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

Part 1

PCCLD GENERAL FUND PROJECTIONS	2017 Audit	2018 Estimated	2019 Budget	2020 Projected	2021 Projected	2022 Projected
TOTAL REVENUES	10,248,030	10,531,741	10,367,404	10,729,303	10,987,480	11,254,525
TOTAL PERSONNEL	5,285,922	5,304,399	5,530,834	5,644,392	5,767,724	5,888,413
TOTAL MATERIALS	1,465,749	1,593,972	1,522,782	1,644,097	1,676,979	1,710,518
TOTAL FACILITIES	1,844,265	1,834,718	1,901,616	1,875,221	1,894,977	1,915,848
TOTAL OPERATING	766,309	743,833	746,062	788,911	805,401	822,239
TOTAL INFO. TECHNOLOGY	516,638	577,949	441,270	450,095	459,097	468,279
TOTAL EXPENDITURES	9,878,883	10,054,871	10,142,564	10,402,717	10,604,179	10,805,298
Revenue over(under) expenditures	369,147	476,870	224,840	326,586	383,301	449,227
End of Year Combined Fund Balance	4,362,811	4,668,877	4,634,692	4,578,000	4,702,617	5,127,554

ANTICIPATED MILESTONES/EVENTS:

Solar Project added 1.1.2022

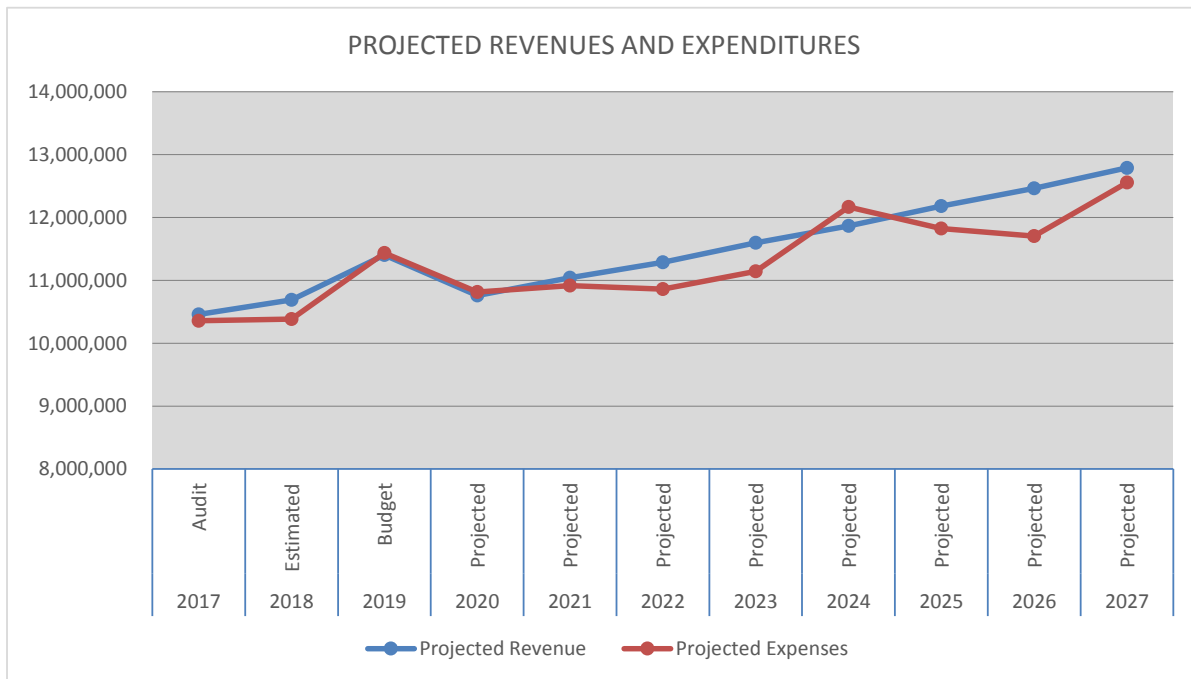
Part 2

PCCLD GENERAL FUND PROJECTIONS	2023 Audit	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
TOTAL REVENUES	11,533,991	11,821,860	12,118,390	12,423,976	12,717,743	13,038,955
TOTAL PERSONNEL	6,011,682	6,137,588	6,256,188	6,387,541	6,521,708	6,658,751
TOTAL MATERIALS	1,744,729	1,779,623	1,815,216	1,851,520	1,888,550	1,926,321
TOTAL FACILITIES	1,936,725	1,957,617	1,979,985	2,006,715	2,026,966	2,054,476
TOTAL OPERATING	839,432	856,987	874,913	893,217	911,907	930,991
TOTAL INFO. TECHNOLOGY	477,645	487,198	496,942	506,881	517,018	527,358
TOTAL EXPENDITURES	11,010,213	11,219,013	11,423,243	11,645,873	11,866,150	12,097,899
Revenue over(under) expenditures	523,778	602,847	695,147	778,103	851,594	941,057
End of Year Combined Fund Balance	5,582,264	5,280,309	5,639,195	6,397,798	6,633,350	7,296,846

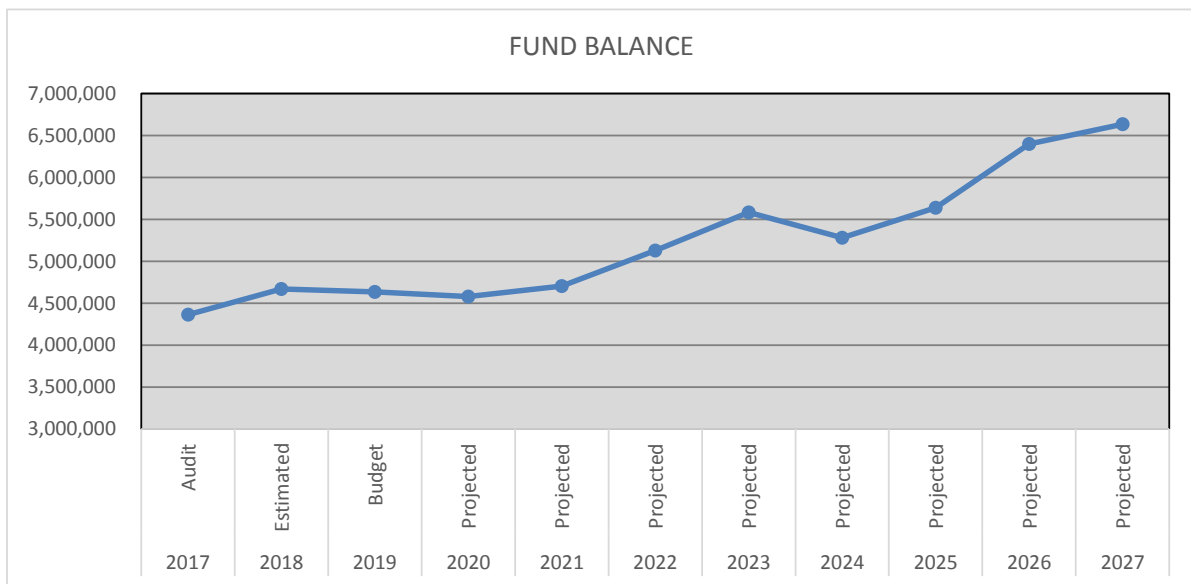
ANTICIPATED MILESTONES/EVENTS:

St. Charles Industrial Park TIF completed 1.1.2023

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
COMBINED GENERAL, CAPITAL PROJECT SPECIAL REVENUE FUNDS
2019 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 spreadsheet showing totals in the funds. These are the only budgeted funds of the Pueblo City-County Library District for budget year 2019. The General Fund holds all of the operating revenue and expenses, including debt service, Friends of the Library contributions and expenses, and miscellaneous gift revenue. The Capital Project Fund reflects Library Replacement Plan expenses, InfoZone News Museum expenses, and major building projects. The Special Revenue Fund reflects activity in the Chamberlain Fund, from which the Pueblo City-County Library District receives funds annually. For 2019, we are contemplating commencing an interior renovation project at the Rawlings Library. 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 \$200,000 in 2019. 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. In particular, we anticipate kicking off a capital campaign ahead of the Rawlings Library remodel.

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

Pueblo City-County Library District receives the major amount of its funding from property tax generated in Pueblo County. The boundaries of the County and the Library District are contiguous, so no other property taxes are received. Approximately 87% 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 2019, the amount of additional mill levy that will be certified is 0.021 mills, generating \$35,533 in revenue, the amount of taxes abated or refunded in 2018. The amount of refunds and abatements in 2019 decreased \$30,178 compared with 2018. The total mill levy certified to the county for collection of taxes in 2019 is 5.271.

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

GENERAL FUND	2017 AUDITED	2018 ESTIMATED	2018 BUDGET	2019 BUDGET
BALANCE, Beginning of Year	2,543,319	2,637,466	2,630,543	2,539,336
REVENUES	10,248,030	10,531,741	10,262,050	10,367,404
TOTAL BALANCE	12,791,349	13,169,207	12,892,593	12,906,740
EXPENDITURES	9,878,883	10,054,871	10,224,128	10,142,564
TRANSFER IN/OUT-CAPITAL PROJECT	(275,000)	(575,000)	(575,000)	(200,000)
TRANSFER IN/OUT-SPECIAL REVENUE	-	-	-	5,000
BALANCE, End of Year	<u>2,637,466</u>	<u>2,539,336</u>	<u>2,093,465</u>	<u>2,569,176</u>
CAPITAL PROJECT FUND	2017 AUDITED	2018 ESTIMATED	2018 BUDGET	2019 BUDGET
BALANCE, Beginning of Year	1,717,800	1,724,628	1,783,093	2,128,723
REVENUES	206,018	153,255	55,000	1,030,000
TOTAL BALANCE	1,923,818	1,877,883	1,838,093	3,158,723
EXPENDITURES	474,190	324,160	603,300	1,294,100
TRANSFER IN/OUT GENERAL FUND	275,000	575,000	575,000	200,000
BALANCE, End of Year	<u>1,724,628</u>	<u>2,128,723</u>	<u>1,809,793</u>	<u>2,064,623</u>
SPECIAL REVENUE FUND	2017 AUDITED	2018 ESTIMATED	2018 BUDGET	2019 BUDGET
BALANCE, Beginning of Year	1,390	719	420	819
REVENUES	4,329	5,100	5,020	5,075
TOTAL BALANCE	5,719	5,819	5,440	5,894
EXPENDITURES	5,000	5,000	5,000	-
TRANSFER IN/OUT	-	-	-	(5,000)
BALANCE, End of Year	<u>719</u>	<u>819</u>	<u>440</u>	<u>894</u>
COMBINED FUND BALANCE, End of Year	<u>4,362,813</u>	<u>4,668,877</u>	<u>3,903,697</u>	<u>4,634,692</u>
BALANCE, Restricted *	1,110,575	1,115,790	1,120,489	1,118,496
BALANCE, Available	3,252,238	3,553,087	2,642,774	3,516,196
NET CHANGE TO GEN FUND BALANCE	94,147	(98,130)	(537,078)	29,840
* RESTRICTED FUNDS				
Emergency reserve	296,531	301,646	306,724	304,277
Reserve requirement for COPs	813,325	813,325	813,325	813,325
Special Revenue Fund	719	819	440	894
TOTAL RESTRICTED:	1,110,575	1,115,790	1,120,489	1,118,496

**MILL LEVY CALCULATIONS
BUDGET 2019**

		<u>2019 BUDGET</u>	<u>Formula</u>		<u>2018 BUDGET</u>
A	1,775,845,704	Total Gross Assessed Valuation		1,760,979,468	Total Gross Assessed Valuation
B	52,652,903	TIF reductions		47,852,886	TIF reductions
C	1,723,192,801	Total Net Assessed valuation	A - B	1,713,126,582	Total Net Assessed valuation
D	5.250	Voter approved mill levy limit		5.250	Voter approved mill levy limit
E	9,046,762	Total Revenue	C X D X .001	8,993,915	Total Revenue
F	35,533	Abatements, refunds		65,711	Abatements, refunds
G	0.021	Millage for abatements, refunds	F / C X 1000	0.038	Millage for abatements, refunds
H	5.271	Adjusted mill levy	D + G	5.288	Adjusted mill levy
I	9,082,949	Adjusted total revenue	H X C X .001	9,059,013	Adjusted total revenue
J	9,046,617	Budgeted revenue @ 99.6%	I X 99.6%	9,049,954	Budgeted revenue @ 99.9%

\$	277,533	Revenue reduction impact of TIF	B X D X .001	\$	253,046	Revenue reduction impact of TIF
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This chart shows how the mill levy is calculated based on assessed valuations for both current and prior years.

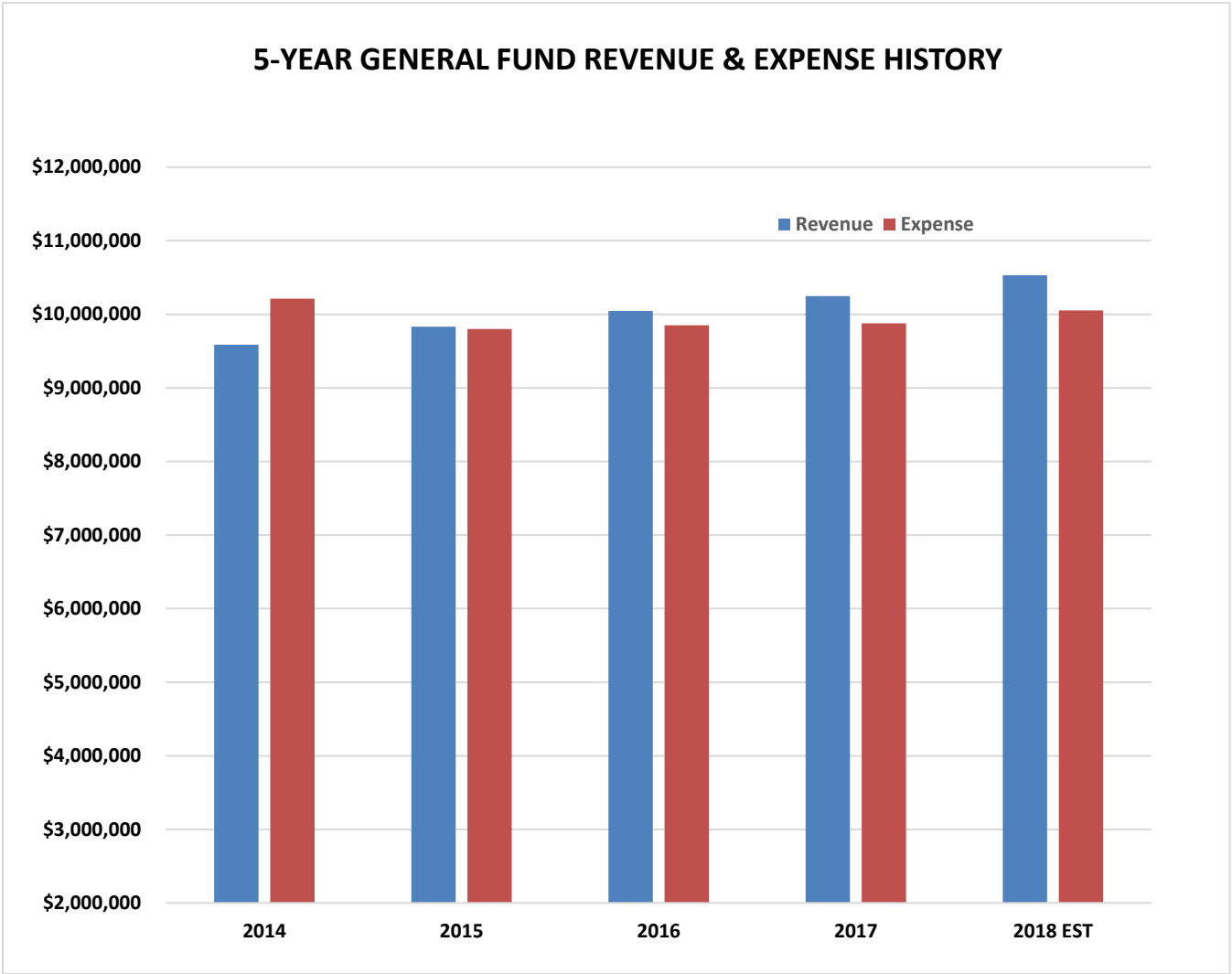
The voter approved mill levy is 5.25, but an increase to capture abatements and refunds from the prior year is allowable.

That increase is reflected here for a total mill levy in 2019 of 5.271.

The total dollar amount increase over the prior year is \$52,848

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

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2019 BUDGET**



CERTIFICATION OF TAX LEVIES for NON-SCHOOL GovernmentsTO: County Commissioners¹ of Pueblo County, Colorado.

On behalf of the Pueblo City-County Library District,
 (taxing entity)^A
 the Board of Trustees
 (governing body)^B
 of the Pueblo City-County Library District
 (local government)^C

Hereby officially certifies the following mills
 to be levied against the taxing entity's GROSS \$
 assessed valuation of:

1,775,845,704

(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
 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:

1,723,192,801

(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: 12/13/18 for budget/fiscal year 2019
 (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>9,046,762</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>9,046,762</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>0.021</u> mills	\$ <u>35,533</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>5.271</u> mills	\$ <u>9,082,949</u>

Contact person:
(print)

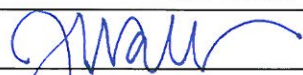
Jon Walker

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, 2019, and ending on the last day of December, 2019.

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 2019 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 29, 2018, 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 2019 Annual Plan at a public meeting held on December 13, 2018.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES FOR THE PUEBLO CITY-COUNTY LIBRARY DISTRICT that the 2019 Annual Plan of the Pueblo City-County Library District is hereby approved and adopted.

ADOPTED, this 13th day of December 2018.



Doreen Martinez, 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, 2019 and ending on the last day of December, 2019.

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 15, 2018, 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 29, 2018, and interested taxpayers were given the opportunity to file or register any objections to the proposed budget, and;

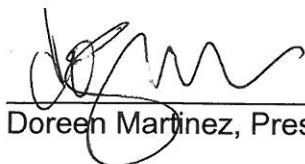
WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law.

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 2018.



Doreen Martinez, 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 2019 budget year:

WHEREAS, the Board of Trustees has adopted the annual budget in accordance with the Colorado Local Government Budget Law, on December 13, 2018, 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	\$ 10,367,404
Capital Project Fund	1,030,000
Special Revenue Fund	5,075
Reserve/Fund balance	<u>304,277</u>
TOTAL	\$ 11,706,756

ADOPTED, this 13th day of December 2018.


Doreen Martinez, President

ATTEST:


Jane Carlsen, Secretary

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

A resolution levying general property taxes for the year 2018, to help defray the costs of providing library services to the Pueblo City-County Library District for the 2019 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, 2018, and;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is \$9,082,949, and;


WHEREAS, the 2018 net assessed valuation for the Pueblo City-County Library District as certified by the County Assessor on November 30, 2018 is \$1,775,845,704.

**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 2019 budget year, there is hereby levied a tax of 5.271 mills upon each dollar of the total valuation for assessment of all taxable property within Pueblo County for the year 2018.

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, 2018.



Doreen Martinez, President

ATTEST:



Jane Carlsen, Secretary

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GENERAL FUND

*Please note that all of the comparative percentage statistics referenced in this narrative compare the 2019 Budget to the 2018 **Estimated Actual**, except in those instances where a Budget-to-Budget comparison is clearly noted.*

REVENUES

PROPERTY TAX: The assessed valuation figures for 2019 reflect an increase of 0.03%, with a monetary increase of \$2,745 in property tax. Property tax revenue is budgeted at slightly less than 100% collections, 99.6%, since delinquencies, abatements and refunds will generally reduce the amount received. Property tax revenues are now 87% 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 8% of the total revenue budget.

CONTRACTS, GRANTS: This category reflects a decrease from prior year mainly due to specific grants not expected in 2019. Most recurring grant receipts are budgeted at or slightly above 2018 levels. This budget reflects grants and contracts that will come directly to PCCLD. The Pueblo Library Foundation, a component unit of the District, was created in 2012 and receives the majority of grants and contributions.

INTEREST: Driven by economic activity, interest rates have climbed to over two percent during the past year. We have budgeted conservatively based on current collections. This line also includes earnings on property tax held by Pueblo County. We receive those earnings as part of our monthly distribution of taxes.

FINES, FEES: In part due to automatic renewals and reductions in fines, budgeted fines and fees are lower than budgeted for previous years. With the help of a collection agency, we continue to maintain collection activities for debts \$50 and higher.

PHOTOCOPIER & INTERNET COPY FEES: Budgeted revenue for copier fees match the prior year budget, but are below the current year estimate.

MISCELLANEOUS: An increase from current year estimates of 22% is projected, again based on current activity.

MILL LEVY - TAX RATE: The current mill levy projected for 2019 is 5.271. 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, 0.021, is included in the total mill levy for 2019.

The total general fund revenue for 2019 reflects a 1.6% decrease under the 2018 estimated actual.

EXPENDITURES

Expenditures in 2019 hold steady increasing only 0.9% in total. However, there are numerous areas in which reduced spending is budgeted in 2019. The District is forecasting a 5% decline in property tax revenue in 2020 due to impact of the Gallagher Amendment—a Colorado constitutional amendment passed by voters in 1982 which mandates a 45/55 percent split between residential and commercial property in the state's property tax revenue. When that mandate collides with the TABOR Amendment, property tax rates can ratchet down but not back up without statewide voter approval. As currently predicted by the Colorado Legislative Council Staff, the residential assessment rate (RAR) which dictates the percentage of a personal residence that is subject to property tax is expected to fall 15% to 6.11. This reduction follows a previous 10% reduction in the RAR in 2018.

To mitigate the impact of a drop in property tax revenue of over \$500,000 in 2020, the District is budgeting to reduce 2019 expenditures under 2019 revenues by \$250,000. This approach to lessening the effects of a potentially large reduction in future property tax is a conservative and proactive plan. Many of the 2019 cuts in expenditures, explained in the narrative that follows are designed as single year reductions. More will be known in the second quarter of 2019 as the Colorado Legislature sets the RAR and follows up on legislative work already set in motion to change the Gallagher Amendment. At that time, the District will consider steps to take if the 2020 revenue picture improves.

PEOPLE TO PROVIDE SERVICES: This section has increased by 4% over the 2018 estimated figures. All personnel costs are included in this section—salaries, PERA, employee benefits, employee training, etc.

Salaries and wages increase from the 2018 estimated actual by 3% due to salary increases, added or upgraded positions, and a minimum wage increase. The largest increase is in the security personnel added when the District brought security and courier services in-house in 2018—previously, these costs were budgeted as contracted services. The total FTE (Full-Time Equivalent) count for the District is increasing by 2.7

for 2019 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.

PERA is calculated directly from the salary line, based on the 13.7% that the library pays into the program. PERA rates hold steady at 2018 rates through June 2019; however, due to the 2018 PERA legislation, the employer PERA contribution will be calculated on pretax deductions for employees hired after July 1, 2019. The 2019 budgeted expenditure for PERA increases in comparison with the PERA amount budgeted for 2018 due mainly to the increase in the FTE count.

Workers compensation insurance decreased 7% in comparison with current year estimates based on claim history and deductible costs in recent years.

Employee insurance includes premiums paid by the District for employee health, dental and life insurance. A 19% increase is forecast in 2019 for this coverage mostly based on a premium increase from the current medical insurance carrier and changes in census.

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

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

Employee relations includes those items that are employee related, but do not really fall into the benefits or training category. This area includes recruiting expense, volunteer appreciation, tuition reimbursement funding to provide an incentive for staff pursuing a degree, and the employee assistance program. This budget is decreased 9% for 2019 reflecting anticipated expenditures in the coming year.

Employee training increased in 2019 by 14%, reflecting a return to a broader training program as was customary in prior years before cuts were initiated in 2017. We will continue to utilize training specific to libraries and special districts and to find efficiencies and reduce costs. This budget provides 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 1.75% of the total salaries budget.

MATERIALS AND SERVICES: This section of the budget has decreased 4% from the 2018 estimated actual expenditures. A one-year reduction in materials expenditures is planned which will set the 2019 materials amount at 14.2% of budgeted operational costs. Typically as an operating procedure, the District seeks to spend 15% of total annual operating costs on materials. 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 are 4% lower than estimates for 2018. This reduction is anticipated to be a one-year spending cut.

Library programs reflects a decreased budget from prior year. Program budgets per location and department were adjusted to align with trends in program participation. The desire to be efficient with dollars spent on programs that are currently presented throughout the District remains a goal. The Friends of the Pueblo Library District awarded \$49,000 in 2018 to fund programs District-wide. Additionally, the Friends has contributed \$23,000 annually for various programs which is anticipated to help support the Summer Reading Club and the Read Out Loud and All Pueblo Reads programs. In 2019, it is anticipated that the Friends will contribute just over \$50,000 in total. This generous donation amounts to 29% of the 2019 programs budget.

Bindery/processing supplies/services is slated to increase by 4% from 2018.

FACILITIES TO PROVIDE SERVICES: This section shows a 4% increase over estimated expense for 2018. This increase is due mainly to increased vehicle costs of the district's in-house courier activities and building maintenance.

Utilities increased by 3% compared with 2018 estimated expenditures based on current expenses and projections as well as known reductions in utility company rates.

Vehicle expense is budgeted at a 10% increase from 2018, based on current expenses and projections. The amount budgeted for 2019 includes fuel costs and vehicle maintenance for the courier van.

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 9% increase projected in 2019 is reflective of planned air system maintenance at the Rawlings Library.

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

Lease/Purchase of buildings reflects the annual payments for debt service on the 2012 Certificates of Participation (COPs). The 2007 COPs were refunded in 2012, and additional funds secured to complete the new construction of 3 library facilities: the Patrick A. Lucero Library, the Tom & Anne Marie Giodone Library, and the Greenhorn Valley Library. The total amount borrowed, and the project costs, were budgeted in the Capital Project Fund. All three facilities opened in 2014, and a detailed debt service page, which determines the exact budget amount every year, can be found later in this document.

Insurance shows an increase of 9%. This estimate is in line with an industry-wide average increase.

Friends of the Library expenditures increased 15% over the 2018 estimate due to carryover expenditures from grant allocations made to the District in 2018. Friends' contributions are also recorded in other line items.

OPERATING: This section reflects expenses for general operations of the District. The change, a 0.3% increase from prior year, is due to the combination of bringing security and courier services in-house, migration to a new integrated library system (ILS), outsourcing IT network administration, and single year reductions. Finding efficiencies whenever possible while still meeting current needs of all the libraries remains a focus for the District resulting in numerous operational changes in 2019.

Contractual library services increased by 12% over 2018 estimates. The increase is driven mainly by the outsourcing of IT systems and network administration.

County treasurer's fees are the charges assessed by the County Treasurer to collect our property and specific ownership taxes, and those fees are flat in comparison with prior year. These fees correlate with the Property Tax revenue, representing 1.5% of the tax amount.

Community relations has decreased from the 2018 budget reflecting a sub-category of this line item which includes a contribution to the Pueblo Library Foundation. The reduction for 2019 is a single year cut.

Professional memberships increase by 6% representing the customary memberships maintained by the District.

Office supplies, equipment shows a 4% increase in 2019. The district remains committed to focused spending plans for all libraries and departments and has right-sized departmental budgets in 2019. The District continues to benefit from procurement efficiencies that were initiated in 2017.

Photocopiers reflects a reduced costs in comparison to prior years' budgets. It is the intent of the District to procure a new copier for Community Relations in 2019. This budget line item typically supports the lease and maintenance costs of this special equipment. Other costs such as toner, paper, and maintenance have been budgeted within proper categories of the 2019 budget.

Courier service decreases 96% as compared to the 2018 estimate to reflect discontinuance of outsourced courier activities for books and materials transfers between District locations. Other minimal courier services are budgeted for in 2019.

Postage and freight decreased 8% comparison with the 2018 estimate, but matches the prior year budget. The annual budgeted amount is representative of customary postage and freight costs.

INFORMATION TECHNOLOGY: This section shows an overall decrease of 19% from estimated expenditures for current year.

Telecommunications shows a 14% decrease from 2018 estimated actual based on current year expenses. This decrease is mainly due to reductions in renegotiated broadband contracts. It's important to note that the E-Rate reimbursement—revenue anticipated in 2019—is \$160,000, which is a significant offset to this expense.

Hardware repair & maintenance shows a 3% increase based on 2019 planned expenditures.

Technology supplies has decreased by 5% based on anticipated spending in 2019.

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 36% to reflect a reduction in costs for the ILS and for other licenses and agreements.

The total increase in expenditures in this budget in comparison with 2018 estimated actual expenditures is 0.9.% or \$87,693.

FUND BALANCE

The ending fund balance forecast in the 2019 general fund budget is \$2,569,176 an increase of \$29,840 in comparison with the estimated 2018 General Fund balance. This includes the transfer of \$200,000 from the General Fund to the Capital Project fund planned in the 2019 Budget. This is an amount necessary to help maintain the Library Replacement Plan and offset capital asset spending.

The Pueblo City-County Library District established the annual budget with a goal of maintaining a healthy end-of-year fund balance. It is not 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 \$304,770 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 \$3,516,196.

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

	Actual Prev.year 2017	Estimated Curr.year 2018	Budget 2018	Budget 2019	Increase (Decrease)	%
REVENUES						
Property tax	8,758,735	9,043,872	9,049,954	9,046,617	2,745	0.0%
Specific ownership tax	879,432	820,969	714,946	800,626	(20,343)	-2%
Contracts, Grants, Gifts	418,877	407,667	330,350	325,496	(82,171)	-20%
Interest	47,850	90,130	28,300	64,665	(25,465)	-28%
Fines, Fees	70,295	95,216	70,500	64,000	(31,216)	-33%
Photocopier & Internet Copy Fees	64,297	70,619	62,000	62,000	(8,619)	-12%
Miscellaneous	8,545	3,268	6,000	4,000	732	22%
TOTAL REVENUES	10,248,030	10,531,741	10,262,050	10,367,404	(164,337)	-1.6%
EXPENDITURES						
PERSONNEL						
Salaries	4,054,937	4,123,371	4,123,371	4,226,973	103,602	3%
PERA	584,705	559,290	566,623	590,095	30,805	6%
Workers compensation	26,314	31,177	27,230	29,023	(2,154)	-7%
Employee insurance	472,764	428,325	462,802	511,721	83,396	19%
Unemployment compensation	11,819	10,080	12,370	12,681	2,601	26%
Medicare trust	56,691	59,789	59,789	61,291	1,502	3%
Employee relations	25,700	27,550	27,550	25,050	(2,500)	-9%
Employee training	52,992	64,817	75,300	74,000	9,183	14%
TOTAL PERSONNEL	5,285,921	5,304,399	5,355,035	5,530,834	226,435	4.3%
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,130,168	1,215,689	1,227,969	1,166,500	(49,189)	-4%
Bindery/processing supplies/services	168,405	166,950	166,950	172,919	5,969	4%
Library programs	167,176	211,333	169,571	183,363	(27,970)	-13%
TOTAL MATERIALS	1,465,749	1,593,972	1,564,490	1,522,782	(71,190)	-4%
FACILITIES						
Utilities	472,292	461,646	536,179	475,453	13,807	3%
Vehicle maintenance	7,297	11,784	6,400	13,000	1,216	10%
Building repair & maintenance	419,180	414,202	435,779	453,000	38,798	9%
Rent	29,110	29,080	29,112	29,077	(3)	0%
Lease/purchase of buildings	809,000	809,700	809,700	810,700	1,000	0%
Insurance	72,190	73,732	72,765	80,501	6,769	9%
Friends expenditures	35,196	34,574	30,000	39,885	5,311	15%
TOTAL FACILITIES	1,844,266	1,834,718	1,919,935	1,901,616	66,898	4%
OPERATING						
Contract Services	410,392	404,536	465,383	453,436	48,900	12%
County Treasurer's fees	132,045	135,749	135,749	135,699	(50)	0%
Community relations	45,077	54,000	54,000	39,000	(15,000)	-28%
Professional memberships	6,735	7,777	7,580	8,215	438	6%
Office supplies, equipment	48,445	56,473	51,065	58,800	2,327	4%
Photocopiers	26,078	23,450	13,751	14,962	(8,488)	-36%
Courier service	61,844	23,881	66,040	950	(22,931)	-96%
Postage & freight	35,692	37,967	35,000	35,000	(2,967)	-8%
TOTAL OPERATING	766,308	743,833	828,568	746,062	2,229	0%
INFORMATION TECHNOLOGY						
Telecommunications	238,334	228,620	239,500	195,700	(32,920)	-14%
Hardware repair & maintenance	16,195	24,175	23,500	25,000	825	3%
Technology Supplies	40,270	42,099	35,700	40,000	(2,099)	-5%
Technology mtce, licenses, support	221,839	283,055	257,400	180,570	(102,485)	-36%
TOTAL INFORMATION TECHNOLOGY	516,637	577,949	556,100	441,270	(136,679)	-24%
TOTAL EXPENDITURES	9,878,883	10,054,871	10,224,128	10,142,564	87,693	0.9%

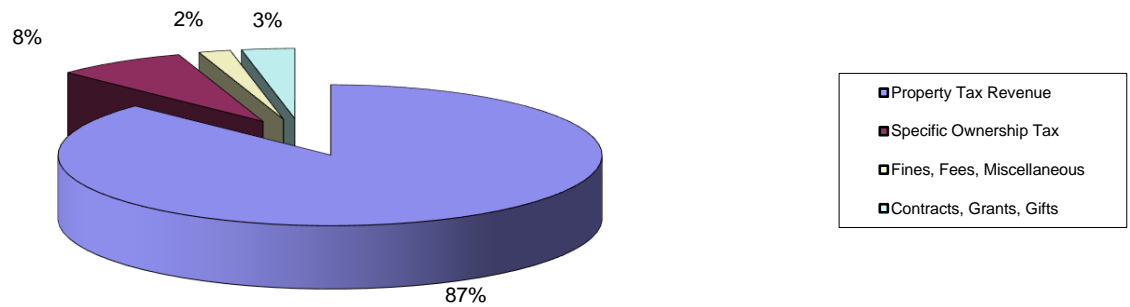
**PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND**

	Actual Prev.year 2017	Estimated Curr.year 2018	Budget 2018	Budget 2019	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	8,758,735	9,043,872	9,049,954	9,046,617	2,745	0%
All other sources	1,489,295	1,487,869	1,212,096	1,320,787	(167,082)	-11%
TOTAL REVENUES	10,248,030	10,531,741	10,262,050	10,367,404	(164,337)	-2%
EXPENDITURES						
PERSONNEL	5,285,921	5,304,399	5,355,035	5,530,834	226,435	4%
MATERIALS & SERVICES	1,465,749	1,593,972	1,564,490	1,522,782	(71,190)	-4%
FACILITIES	1,844,266	1,834,718	1,919,935	1,901,616	66,898	4%
OPERATIONS	766,308	743,833	828,568	746,062	2,229	0%
INFORMATION TECHNOLOGY	516,637	577,949	556,100	441,270	(136,679)	
TOTAL EXPENDITURES	9,878,883	10,054,871	10,224,128	10,142,564	87,693	1%
Beginning fund balance	2,543,319	2,637,466	2,630,543	2,539,336	(98,130)	-4%
Transfer in/out Capital Project Fund	(275,000)	(575,000)	(575,000)	(200,000)	375,000	
Transfer in/out Special Revenue Fund	-	-	-	5,000	5,000	
EXCESS Revenues - Expenditures (Reserve increase)	369,147	476,870	37,922	224,840	(252,030)	-53%
NET (ending fund balance)	2,637,466	2,539,336	2,093,465	2,569,176	29,840	1%
 NET ASSESSED VALUATION - \$ 1,723,192,801						

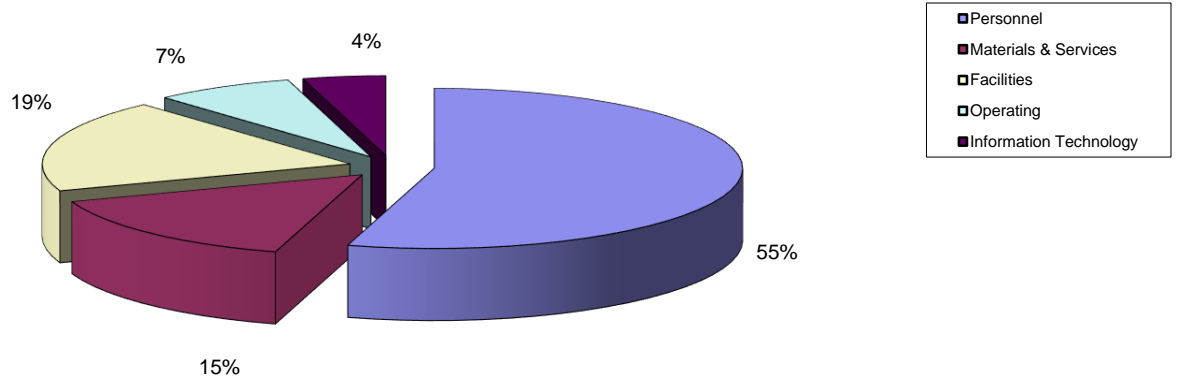
THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2019 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: Contributions, gifts and grants totaling \$1,000,000 are anticipated for the Rawlings Library re-imagining project.

MISCELLANEOUS REVENUE: No revenue is expected.

INTEREST EARNINGS: This category is budgeted at \$30,000 for interest earned on cash holdings.

EXPENDITURES

New building projects: Building improvements for the Rawlings Library are budgeted for \$1,020,000.

InfoZone expenses: \$25,000 is budgeted for 2019 for InfoZone exhibit upgrades.

Capital Asset Repair & Maintenance: Non-depreciable asset expenditures and contingency funds totaling \$51,100 are budgeted for 2019.

Capital Asset Acquisitions. Several Library Replacement Plan items are included here, including photocopiers, book drop receptacles, a telephone system upgrade and network upgrades among other planned spending.

Total capital fund spending in 2019 is projected at \$1,294,100.

OTHER FINANCING SOURCES/USES

TRANSFER IN FROM THE GENERAL FUND: In 2019 there is a budgeted transfer of \$200,000 to the Capital Fund, for ongoing funding of capital asset acquisitions and the Library Replacement Plan.

FUND BALANCE

The fund balance forecast in the 2019 Capital Project fund budget is \$2,064,623. This ending fund balance is the combination of the budgeted income and additional funds transferred from the General Fund to the Capital Fund for the Library Replacement Plan as well as the planned Capital Fund expenditures. Fund balance is expected to decrease \$64,100 in 2019.

The total combined fund balance, comprised of both the General Fund, Capital Project Fund and the restricted Special Revenue Fund, is projected to be \$4,634,692 at the end of 2019. Of this total fund balance, \$304,277 is restricted for the TABOR 3% reserve requirement, and \$813,325 is restricted in the Debt Service Reserve Fund, and \$894 is the ending fund balance in the Special Revenue Fund, leaving a remaining combined fund balance of \$3,516,196 which is unrestricted.

BUDGETARY IMPACT OF CAPITAL EXPENDITURES

Capital Expenditures to be completed in 2019 are ongoing activities outlined and funded by the Library Capital Replacement Plan maintained in the Capital Project Fund. The continuing impact on the operating, or General Fund, includes planned annual transfers from the General Fund to the Capital Project Fund for the purpose of maintaining the library's Capital Replacement.

The capital expenditures budgeted for 2019 were determined based on the overall library replacement plan cutting across the 10-year financial projection for the district. Further, the 2018 anticipated surplus of \$476,000 within the General Fund allowed for asset acquisition and improvements while maintaining compliance with the district's fund balance policy. The \$200,000 transfer from the General Fund to the Capital Fund budgeted for 2019 represents a 65% decrease over the 2018 transfer. Likewise, the budgeted Capital Fund expenditures for 2019 reflect a 53% decrease in budgeted expenditures over prior year.

Among the budgeted items, most represent spending for facilities and information technology assets and improvements—\$58,000 and \$244,100 respectively. A budgeted expenditure to complete phase 1 of a “re-imagining” interior design project for the Rawlings main library, the 110,000 square foot flagship location for the library district, is also included. Future years' spending will represent significant multi-year asset improvements for this project. Fundraising will commence.

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

	Actual Prev.year 2017	Estimated Curr.year 2018	Budget 2018	Budget 2019	Increase (Decrease)
REVENUES					
Contributions, gifts, grants	16,000	102,803	45,000	1,000,000	897,197
Miscellaneous revenue	171,181	6,000	-	-	(6,000)
Interest earnings	18,837	44,452	10,000	30,000	(14,452)
TOTAL REVENUES	206,018	153,255	55,000	1,030,000	876,745
EXPENDITURES					
InfoZone expenses	6,000	3,644	55,000	25,000	21,356
Capital Asset Repair & Maintenance	85,873	113,196	-	51,100	(62,096)
Capital Asset Acquisitions					
Information Technology	101,296	83,000	292,100	135,000	52,000
Furniture, Fixtures, Equipment	18,348	67,434	50,000	63,000	(4,434)
Building Improvements	262,673	56,886	206,200	1,020,000	963,114
TOTAL CAPITAL ASSET EXPENSE	468,190	320,516	548,300	1,269,100	948,584
					-
TOTAL EXPENDITURES	474,190	324,160	603,300	1,294,100	948,584

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

SUMMARY	Actual Prev.year 2017	Estimated Curr.year 2018	Budget 2018	Budget 2019	Increase (Decrease)
REVENUES					
Contributions, grants, gifts	16,000	102,803	45,000	1,000,000	897,197
Miscellaneous revenue	171,181	6,000	-	-	(6,000)
Interest earnings	18,837	44,452	10,000	30,000	(14,452)
TOTAL REVENUES	206,018	153,255	55,000	1,030,000	876,745
EXPENDITURES					
InfoZone Expenditures	6,000	3,644	55,000	25,000	21,356
Capital Asset Expenditures	<u>468,190</u>	<u>320,516</u>	<u>548,300</u>	<u>1,269,100</u>	<u>948,584</u>
TOTAL EXPENDITURES	474,190	324,160	603,300	1,294,100	969,940
Beginning fund balance	1,717,800	1,724,628	1,783,093	2,128,723	404,095
Other Financing Sources					
Proceeds from bond issue	-	-	-	-	-
Premium	-	-	-	-	-
Discount	-	-	-	-	-
Transfer in from General Fund	275,000	575,000	575,000	200,000	(375,000)
Transfer out to General Fund	-	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(268,172)	(170,905)	(548,300)	(264,100)	(93,195)
NET (ending fund balance)	<u>1,724,628</u>	<u>2,128,723</u>	<u>1,809,793</u>	<u>2,064,623</u>	<u>(64,100)</u>

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

SPECIAL REVENUE FUND

REVENUES

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

EXPENSES

The distributions received by the District are held in a segregated account at Colotrust, a local government liquid asset trust, and are used to fund purchases of library materials and equipment. The 2019 budget reflects a \$5,000 transfer to the General Fund for purchases of books and materials.

FUND BALANCE

At the end of 2019, the fund balance is anticipated to be \$894.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
SPECIAL REVENUE FUND
BUDGET 2019**

	Actual Prev.year 2017	Estimated Curr.year 2018	Budget 2018	Budget 2019	Increase (Decrease)
REVENUES					
Interest earnings	39	100	20	75	(25)
Distributions from Chamberlain Fund	<u>4,290</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-</u>
TOTAL REVENUES	<u>4,329</u>	<u>5,100</u>	<u>5,020</u>	<u>5,075</u>	<u>691</u>
EXPENDITURES					
Contributions	5,000	5,000	5,000	-	(5,000)
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>-</u>	<u>(5,000)</u>
Beginning fund balance	1,390	719	420	819	100
Other Financing Sources					
Transfer out to General Fund	-	-	-	(5,000)	(5,000)
EXCESS Revenues - Expenditures (Reserve increase)	(671)	100	20	5,075	5,691
NET (ending fund balance)	<u>719</u>	<u>819</u>	<u>440</u>	<u>894</u>	<u>791</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
2019 BUDGET**

	General Fund	General Fund Budget Percentages	Capital Project Fund	Special Revenue Fund	Total Combined Funds	% of Total PCCLD budget
REVENUES						
Property tax	9,046,617	87%	-	-	9,046,617	79.34%
All other	1,320,787	13%	1,030,000	5,075	2,355,862	20.66%
TOTAL REVENUES	10,367,404	100%	1,030,000	5,075	11,402,479	100.00%

EXPENDITURES						
Personnel	5,530,834	55%	-	-	5,530,834	48.36%
Materials & Services	1,522,782	15%	-	-	1,522,782	13.31%
Facilities	1,901,616	19%	25,000	-	1,926,616	16.85%
Operations	746,062	7%	1,134,100	-	1,880,162	16.44%
Information Technology	441,270	4%	135,000	-	576,270	5.04%
TOTAL EXPENDITURES	10,142,564	100%	1,294,100	-	11,436,664	100.00%

Beginning Fund Balance	2,539,336		2,128,723	819	4,668,877
Excess: Revenues over Expenditures	224,840		(264,100)	5,075	(34,185)
Transfers In/Out	(195,000)		200,000	(5,000)	-

Ending Fund Balance	2,569,176		2,064,623	894	4,634,692
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Combined Fund balance as a % of operating expense	46%
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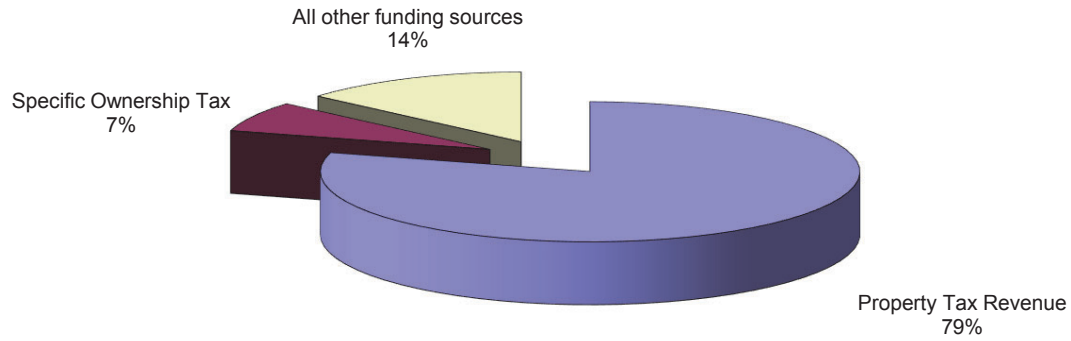
BREAKDOWN OF ENDING FUND BALANCE ***

*** Reserves and unrestricted funds	
3% emergency reserve	304,277
Reserve requirement for COPs	813,325
Special Revenue Fund	894
Unrestricted fund balance	3,516,196

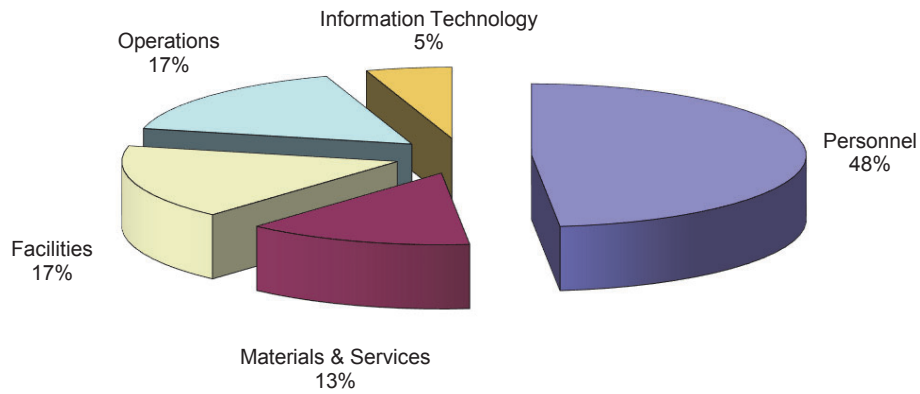
**This sheet shows the three funds - General Fund, Capital Project & Special Revenue
Fund - combined for revenues, expenditures and fund balance.**

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2019 BUDGET**

COMBINED FUND BUDGET - REVENUES



COMBINED FUND BUDGET - EXPENDITURES



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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%			

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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, and two satellite libraries located within schools. In addition, the library district began offering satellite services on the campuses of Colorado State University-Pueblo and Pueblo Community College in 2017.

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 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 110,000 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, 2018, the library district posted another successful year following its two highest years (2015-2016) in the area of key results measures:

1. Circulation at the end of the year was 2,336,512.

2. Library Visits totaled 1,309,285 by year end. With a population of 166,447 in Pueblo County at the end of 2018, this equated to 7.9 visits per capita.
3. Program attendance remained strong in the last year. In 2019, the library district added Online programming, which added 150,942 to program attendance measures. At the end of the year we reached a total of 428,373 in attendance, reflecting an increase of 159% over prior year.
4. Finally, digital use in 2018 totaled 2,491,643.

The outcomes achieved throughout the 2018 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 2017 and 2018, 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, 2017 and 2018 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: 2018.

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.

2019 GOALS & OBJECTIVES

- Create a marketing campaign to reduce paper newsletter mailings, and increase electronic newsletter mailings
- Expand program attendance key result dashboard to include effective tools for analyzing other district key results
- Increase district-wide program attendance by 5% over 2018

2018 ACCOMPLISHMENTS

- Redesigned PCCLD's website to improve online customer service
- Produced a PCCLD repository of organizational knowledge to improve institutional achievement
- Enhanced summer programming with an end of summer parade celebration and expanded Books in the Park program
- Upgraded public meeting rooms and events software management applications

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018
Community outreach/presentations	18	3	3
Published monthly newsletters	21,939	21,175	20,873
Participants in All Pueblo Reads program	40,365	40,203	36,458

Efficiency measures			
Cost per item for publication for newsletters	\$3.27	\$3.37	\$2.46
Cost per participant in All Pueblo Reads	\$2.68	\$2.65	\$2.91

**COMMUNITY RELATIONS
2019
BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	VARIANCE	% INC/DEC
REVENUES						
Miscellaneous Sales	4,618	65	1,595	1,063	(532)	-33%
Grants & Gifts	2,800	4,875	-	-	-	0%
Participant Fees	14,711	35,252	15,000	15,000	-	0%
TOTAL REVENUES	\$ 22,129	\$ 40,192	\$ 16,595	\$ 16,063	\$ (532)	-3%
EXPENDITURES						
PERSONNEL						
Salaries	253,464	264,524	256,073	262,310	6,237	2%
PERA	32,799	34,884	35,082	35,936	854	2%
Workers Compensation	1,372	1,443	1,443	1,491	48	3%
Employee benefits	25,574	29,000	29,206	30,445	1,239	4%
Unemployment Compensation	734	767	775	787	12	2%
Medicare Trust	3,550	3,707	3,713	3,803	90	2%
Employee Training	51	2,913	2,900	4,000	1,100	38%
TOTAL PERSONNEL	\$ 317,545	\$ 337,237	\$ 329,192	\$ 338,772	\$ 9,580	3%
MATERIALS						
Library Programs	47,505	75,040	55,000	40,000	(15,000)	-27%
TOTAL MATERIALS	\$ 47,505	\$ 75,040	\$ 55,000	\$ 40,000	\$ (15,000)	-27%
OPERATIONS						
Contract Services & Dues	16,000	16,098	14,250	16,825	2,575	18%
Community Relations	45,077	66,737	54,000	39,000	(15,000)	-28%
Library supplies	33,088	30,301	22,751	21,962	(789)	-3%
TOTAL OPERATIONS	\$ 94,165	\$ 113,135	\$ 91,001	\$ 77,787	\$ (13,214)	-15%
TOTAL EXPENDITURES	\$ 459,215	\$ 525,413	\$ 475,193	\$ 456,559	\$ (18,634)	-4%
PERCENTAGE OF TOTAL BUDGET	4.66%	5.32%	4.77%	4.47%		

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.

2019 GOALS & OBJECTIVES

- Support professional development of Facilities staff by seeking training opportunities
- Rebuild Rawlings facility fire pump
- Replace branch book return bins

2018 ACCOMPLISHMENTS

- Completed the upgrade of the Pueblo West and Rawlings parking lot lights
- Replaced Lambs HVAC units
- Department employees completed continuing professional education
- Procured library passenger van utilizing Colorado government pricing program
- Assisted with valuation update project for the Library Replacement Plan

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018
Number of work orders	5,686	8,371	4,881
Efficiency measures			
Number of annual work orders per employee	1,034	1,522	697
Total cost per work order	\$41.32	\$33.78	\$65.58

**FACILITIES
2019
BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	VARIANCE	INC/DEC
EXPENDITURES						
PERSONNEL						
Salaries	265,911	277,497	274,516	266,190	(8,326)	-3%
PERA	34,528	36,556	37,609	36,468	(1,141)	-3%
Workers Compensation	1,436	1,546	1,546	1,512	(34)	-2%
Employee benefits	34,634	35,129	39,688	46,329	6,641	17%
Unemployment Compensation	772	803	714	799	85	12%
Medicare Trust	3,734	3,883	3,980	3,860	(120)	-3%
Employee Training	-	257	1,000	500	(500)	-50%
TOTAL PERSONNEL	\$ 341,015	\$ 355,671	\$ 359,053	\$ 355,658	\$ (3,395)	-1%
FACILITIES						
Vehicle Maintenance	7,297	12,699	6,400	13,000	6,600	103%
Insurance	4,147	4,163	4,015	4,671	656	16%
TOTAL FACILITIES	\$ 11,444	\$ 16,862	\$ 10,415	\$ 17,671	\$ 7,256	70%
OPERATIONS						
Contract Services & Dues	6,131	6,490	8,000	3,448	(4,552)	-57%
Library supplies	182	276	400	300	(100)	-25%
Furniture, Fixtures & Equipment	585	11,698	2,500	8,000	5,500	220%
TOTAL OPERATIONS	\$ 6,897	\$ 18,464	\$ 10,900	\$ 11,748	\$ 848	8%
INFORMATION TECHNOLOGY						
Telecommunications	2,061	-	-	-	-	0%
TOTAL INFORMATION TECHNOLOGY	\$ 2,061	\$ -	\$ -	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 361,418	\$ 390,998	\$ 380,368	\$ 385,077	\$ 4,709	1%
PERCENTAGE OF TOTAL BUDGET	3.67%	3.96%	3.82%	3.77%		

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.

2019 GOALS & OBJECTIVES

- Finalize transition to updated financial accounting and procurement software to help ensure high quality fiscal tracking and reporting
- Find a new purchase card vendor and implement associated changes in support of effective and efficient procurement practices
- Commence work to refresh finance policies so PCCLD's guiding practices are current and up-to-date
- Update the library capital replacement plan to ensure long-term funding is sufficient to maintain attractive, well-maintained facilities and equipment throughout the district

2018 ACCOMPLISHMENTS

- Continued to ensure the long-term fiscal well-being of the institution in consideration of results of assets valuation, space planning projects, and the ten-year financial forecast
- Evaluated internal processes to best leverage access to E-rate funds—a program which provides discounts of up to 90 percent to help eligible schools and libraries in the United States obtain affordable telecommunications and internet access
- Worked with the Board of Trustees to select a financial auditor offering the best.
- Explored and initiated upgrading accounting applications to secure strong financial program

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018
Number of invoices/total payments	8,553	7,547	4605
Number of electronic fund transfers (payroll)	3,868	3,874	3662
Number of purchase orders processed	1,178	1,055	715
Number of employees	146	149	157
Number of fixed assets maintained	927	930	933
Efficiency measures			
Cost to process an invoice	\$2.93	\$1.60	\$2.35
Cost to process a purchase order	\$26.46	\$26.65	\$39.34
Cost to maintain payroll per employee	\$204.93	\$145.84	\$75.52
Cost to maintain fixed assets	\$3.23	\$5.45	\$3.08

**FINANCE
2019
BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	VARIANCE	% INC/DEC
REVENUES						
Grants & Gifts	350	-	-	-	-	0%
TOTAL REVENUES	<u>\$ 350</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0%</u>
EXPENDITURES						
PERSONNEL						
Salaries	201,163	199,236	207,252	192,607	(14,645)	-7%
PERA	76,110	24,979	29,393	27,387	(2,006)	-7%
Workers Compensation	1,072	1,168	1,168	1,095	(73)	-6%
Employee benefits	15,948	21,326	37,702	24,348	(13,354)	-35%
Unemployment Compensation	586	564	603	578	(25)	-4%
Medicare Trust	2,812	2,798	3,005	2,793	(212)	-7%
Employee Training	2,333	2,658	4,500	4,000	(500)	-11%
TOTAL PERSONNEL	<u>\$ 300,024</u>	<u>\$ 252,728</u>	<u>\$ 283,623</u>	<u>\$ 252,808</u>	<u>\$ (30,815)</u>	<u>-11%</u>
OPERATIONS						
Contract Services & Dues	98,691	105,410	111,360	106,635	(4,725)	-4%
Library supplies	4,096	5,873	4,690	4,200	(490)	-10%
TOTAL OPERATIONS	<u>\$ 102,787</u>	<u>\$ 111,283</u>	<u>\$ 116,050</u>	<u>\$ 110,835</u>	<u>\$ (5,215)</u>	<u>-4%</u>
TOTAL EXPENDITURES	<u>\$ 402,811</u>	<u>\$ 364,011</u>	<u>\$ 399,673</u>	<u>\$ 363,643</u>	<u>\$ (36,030)</u>	<u>-9%</u>
PERCENTAGE OF TOTAL BUDGET	4.09%	3.68%	4.01%	3.56%		

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.

2019 GOALS & OBJECTIVES

- Achieve safety training for 100% of district staff in order to attain 10% savings on PCCLD Special District Association (SDA) pool insurance
- Implement recommendations from the Performance Appraisal Review Committee
- Conduct Market Compensation Study
- New Employee Guidelines Implementation
- Update Orientation and On-boarding Program

2018 ACCOMPLISHMENTS

- Recruited, placed, and on-boarded 9 full time staff, 19 part time staff, 4 temporary staff, and 23 substitutes. Effected 20 promotions, 14 transfers for staff, and processed 34 terminations
- Led SDA training with Target Solutions and ensured that PCCLD received program liability credit
- Spearheaded a series of management training classes for all managers including high potential employees with a management career path
- Led a Colorado Public Employee Retirement Association (PERA) review of PCCLD's Pay for Performance and Merit Plan, which was approved and accepted by PERA
- Chaired Performance Evaluation Review Committee, facilitated employee based survey, compiled results, and made recommendations for modifications to Executive Director
- Facilitated adding a very affordable Tele-Health and Dental product for part-time

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018
Number of Jobs Filled	33	41	55
Number of attendees at training classes	2,202	1,595	2077
Number of employees enrolled in benefits	65	62	62
Efficiency measures			
Training costs per participant	\$27.60	\$29.91	\$38.10
Cost of hiring – per hired employee	\$1,189	\$1,047	\$1,420
Benefits administration per employee	\$344.89	\$432.63	\$787.23

**HUMAN RESOURCES
2019
BUDGET**

	<u>2017 ACTUAL</u>	<u>2018 ESTIMATED</u>	<u>2018 BUDGET</u>	<u>2019 BUDGET</u>	<u>VARIANCE</u>	<u>% INC/DEC</u>
EXPENDITURES						
PERSONNEL						
Salaries	90,811	104,407	87,875	128,901	41,026	47%
PERA	11,578	13,321	12,039	17,659	5,620	47%
Workers Compensation	2,411	495	495	733	238	48%
Employee benefits	22,567	16,060	14,787	26,169	11,382	77%
Unemployment Compensation	335	308	313	387	74	24%
Medicare Trust	1,222	1,415	1,274	1,869	595	47%
Employee Relations	24,200	25,869	26,050	23,550	(2,500)	-10%
Employee Training	10	820	900	8,000	7,100	789%
TOTAL PERSONNEL	<u>\$ 153,135</u>	<u>\$ 162,695</u>	<u>\$ 143,733</u>	<u>\$ 207,268</u>	<u>\$ 63,535</u>	<u>44%</u>
OPERATIONS						
Contract Services & Dues	31,347	34,006	31,432	30,212	(1,220)	-4%
Library supplies	992	1,481	1,270	1,200	(70)	-6%
TOTAL OPERATIONS	<u>\$ 32,339</u>	<u>\$ 35,488</u>	<u>\$ 32,702</u>	<u>\$ 31,412</u>	<u>\$ (1,290)</u>	<u>-4%</u>
TOTAL EXPENDITURES	<u>\$ 185,474</u>	<u>\$ 198,183</u>	<u>\$ 176,435</u>	<u>\$ 238,680</u>	<u>\$ 62,245</u>	<u>35%</u>
PERCENTAGE OF TOTAL BUDGET	1.88%	2.01%	1.77%	2.33%		

INFORMATION TECHNOLOGY

The Information Technology department provides computer and network support to all libraries and departments in the District. In 2018, the standard used by public libraries to count computer usage changed to include each separate log-in session for each device.

2019 GOALS & OBJECTIVES

- Create/move/migrate PCCLD IT infrastructure into secure cloud environment
- Document and define internal/external IT processes and procedures
- Upgrade or migrate current Citrix environment

2018 ACCOMPLISHMENTS

- Upgraded WAN and ISP Services throughout the district
- Upgraded the support of AWE Early Childhood Literacy Computers
- Replaced outdated security cameras, switches, and Wi-Fi equipment throughout the District

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018
Total computers in District	394	399	311
Patron computer usage, number of sessions	654,905	594,982	2,491,643
Efficiency measures			
Average cost of computers	\$800	\$800	\$800
Average cost to install & maintain a unit	\$242.87	\$238.97	\$267.51
Computer usage per capita	4.01	3.57	14.97

**INFORMATION TECHNOLOGY
2019
BUDGET**

	<u>2017 ACTUAL</u>	<u>2018 ESTIMATED</u>	<u>2018 BUDGET</u>	<u>2019 BUDGET</u>	<u>VARIANCE</u>	<u>% INC/DEC</u>
EXPENDITURES						
PERSONNEL						
Salaries	241,846	199,692	245,016	141,490	(103,526)	-42%
PERA	32,251	26,724	33,567	19,384	(14,183)	-42%
Workers Compensation	1,360	1,380	1,380	804	(576)	-42%
Employee benefits	23,672	17,584	21,389	4,881	(16,508)	-77%
Unemployment Compensation	709	587	776	424	(352)	-45%
Medicare Trust	3,430	2,835	3,553	2,052	(1,501)	-42%
Employee Training	863	200	2,000	4,000	2,000	100%
TOTAL PERSONNEL	<u>\$ 304,131</u>	<u>\$ 249,001</u>	<u>\$ 307,681</u>	<u>\$ 173,035</u>	<u>\$ (134,646)</u>	<u>-44%</u>
OPERATIONS						
Contract Services	1,589	54,214	5,000	113,600	108,600	2172%
Library supplies	808	29	-	-	-	0%
TOTAL OPERATIONS	<u>\$ 2,398</u>	<u>\$ 54,243</u>	<u>\$ 5,000</u>	<u>\$ 113,600</u>	<u>\$ 108,600</u>	<u>2172%</u>
INFORMATION TECHNOLOGY						
Telecommunications	220,876	227,401	239,500	195,700	(43,800)	-18%
Hardware Repair & Maintenance	16,195	24,668	23,500	25,000	1,500	6%
Technology Supplies	40,270	45,579	35,700	40,000	4,300	12%
Technology Contract Services	221,839	232,381	257,400	180,570	(76,830)	-30%
TOTAL INFORMATION TECHNOLOGY	<u>\$ 499,179</u>	<u>\$ 530,028</u>	<u>\$ 556,100</u>	<u>\$ 441,270</u>	<u>\$ (114,830)</u>	<u>-21%</u>
TOTAL EXPENDITURES	<u>\$ 805,708</u>	<u>\$ 833,272</u>	<u>\$ 868,781</u>	<u>\$ 727,905</u>	<u>\$ (140,876)</u>	<u>-16%</u>
PERCENTAGE OF TOTAL BUDGET	8.18%	8.43%	8.72%	7.12%		

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 integrated library system (ILS).

2018 GOALS & OBJECTIVES

- Refine procedures and services in Koha for an efficient workflow
- Implement Eidelveiss as the district's collection development tool
- Implement EDI for procuring materials
- Create a more site based/customer driven collection development model

2017 ACCOMPLISHMENTS

- Migrated the Integrated Library System from Sirsi to Koha.
- Increased electronic circulation by bringing the OverDrive service back to PCCLD
- Launched the Quick Reads program to increase circulation and serve a gap in customer service

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018
Books ordered, received & processed	23,209	24,203	21,584
AV ordered, received & processed	19,010	18,032	18,106
Total materials budget (includes e-materials)	\$1,143,835	1,130,169	\$1,197,989
Efficiency measures			
Average cost per item	\$27.09	\$26.76	\$30.18
Cost to order, receive & process an item	\$16.00	\$15.95	\$16.62

**TECHNICAL SERVICES
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Grants & Gifts	1,629	1,000	-	-	-	0%
TOTAL REVENUES	<u>\$ 1,629</u>	<u>\$ 1,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0%</u>
EXPENDITURES						
PERSONNEL						
Salaries	377,302	362,235	355,203	360,683	5,480	2%
PERA	48,591	46,860	48,663	49,414	751	2%
Workers Compensation	2,072	2,001	2,001	2,050	49	2%
Employee benefits	66,657	54,961	56,595	62,856	6,261	11%
Unemployment Compensation	1,115	1,170	1,153	1,082	(71)	-6%
Medicare Trust	5,156	4,982	5,150	5,230	80	2%
Employee Training	64	5,068	3,000	4,000	1,000	33%
TOTAL PERSONNEL	<u>\$ 500,958</u>	<u>\$ 477,278</u>	<u>\$ 471,765</u>	<u>\$ 485,315</u>	<u>\$ 13,550</u>	<u>3%</u>
MATERIALS						
Books	295,341	301,115	299,000	291,600	(7,400)	-2%
Audio/Visual Materials	414,960	352,987	463,000	427,100	(35,900)	-8%
Digital Materials	386,438	509,757	426,969	408,800	(18,169)	-4%
Periodical Materials	33,430	34,130	39,000	39,000	-	0%
Bindery & Processing	168,405	167,814	166,950	172,919	5,969	4%
TOTAL MATERIALS	<u>\$ 1,298,574</u>	<u>\$ 1,365,803</u>	<u>\$ 1,394,919</u>	<u>\$ 1,339,419</u>	<u>\$ (55,500)</u>	<u>-4%</u>
OPERATIONS						
Contract Services & Dues	56,204	73,300	62,647	84,080	21,433	34%
Library supplies	3,825	1,663	1,600	2,000	400	25%
TOTAL OPERATIONS	<u>\$ 60,028</u>	<u>\$ 74,963</u>	<u>\$ 64,247</u>	<u>\$ 86,080</u>	<u>\$ 21,833</u>	<u>34%</u>
TOTAL EXPENDITURES	<u>\$ 1,859,560</u>	<u>\$ 1,918,044</u>	<u>\$ 1,930,931</u>	<u>\$ 1,910,814</u>	<u>\$ (20,117)</u>	<u>-1%</u>
PERCENTAGE OF TOTAL BUDGET	18.88%	19.40%	19.37%	18.69%		

ROBERT HOAG 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, Security 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.

2019 GOALS & OBJECTIVES

- Establish an employee power-user curriculum to better ensure excellent customer service.
- Formulate district policies and practices for maker programming and “learning by doing” activities so PCCLD remains at the forefront of contemporary public library service.
- Improve information and referral services to help connect individuals seeking knowledge about human services available locally.
- Revisit services provided at PCCLD's satellite locations so ancillary services are positioned to best support the institution's mission.
- Work collaboratively with community stakeholders to help address problems presented by those facing homelessness in the community.

2018 ACCOMPLISHMENTS

- The library transitioned to an in-house security/courier system. PCCLD security staff are hired, trained and deployed in accordance with the PCCLD standards and culture.
- Executed an archival storage system and created 7 finding aids and 16 accession records. The program was launched to the public and data is being recorded on usage.

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018	DISTRICT
Turn-over rate	8.34	6.04	6.22	7.62
Total operating expenditures per capita	\$51.06	\$52.06	\$51.52	\$41.17
Library visits per capita	7.90	7.28	7.23	7.87
Circulation per capita	19.51	18.52	17.73	14.04
Program attendance per 1,000 served	2195.00	2421.48	4,726.03	2,573.63
Computer sessions per capita	4.31	3.71	16.04	14.97
Value of Volunteer Hours	\$164,122	\$201,075	\$213,229	\$276,833

**ROBERT HOAG RAWLINGS LIBRARY
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	11,618	13,888	12,020	8,814	(3,206)	-27%
Replacement Materials	9,071	8,140	8,565	8,089	(476)	-6%
Photocopier Fees	(0)	-	-	-	-	0%
Miscellaneous Sales	1,253	588	-	-	-	0%
Grants & Gifts	7,604	3,407	-	-	-	0%
Meeting room fees	3,194	3,671	1,500	3,000	1,500	100%
TOTAL REVENUES	\$ 32,740	\$ 29,694	\$ 22,085	\$ 19,903	\$ (2,182)	-10%
EXPENDITURES						
PERSONNEL						
Salaries	179,947	141,553	165,677	170,170	4,493	3%
PERA	24,516	18,898	13,419	23,313	9,894	74%
Workers Compensation	1,008	933	933	967	34	4%
Employee benefits	11,365	5,270	5,373	5,643	270	5%
Unemployment Compensation	535	365	549	511	(38)	-7%
Medicare Trust	2,637	1,678	2,402	2,467	65	3%
Employee Training	33,629	24,606	35,000	30,000	(5,000)	-14%
TOTAL PERSONNEL	\$ 253,638	\$ 193,303	\$ 223,353	\$ 233,071	\$ 9,718	4%
MATERIALS						
Library Programs	-	1,601	3,500	18,263	14,763	422%
TOTAL MATERIALS	\$ -	\$ 1,601	\$ 3,500	\$ 18,263	\$ 14,763	422%
FACILITIES						
Utilities	312,286	294,748	351,700	301,100	(50,600)	-14%
Building Maintenance	242,941	252,236	223,110	241,424	18,314	8%
Insurance	31,603	32,563	32,544	35,999	3,455	11%
TOTAL FACILITIES	\$ 586,830	\$ 579,548	\$ 607,354	\$ 578,523	\$ (28,831)	-5%
OPERATIONS						
Contract Services	64,545	35,614	93,109	4,609	(88,500)	-95%
Library supplies	768	-	500	-	(500)	-100%
TOTAL OPERATIONS	\$ 65,313	\$ 35,614	\$ 93,609	\$ 4,609	\$ (89,000)	-95%
INFORMATION TECHNOLOGY						
Telecommunications	8,470	-	-	-	-	0%
TOTAL INFORMATION TECHNOLOGY	\$ 8,470	\$ -	\$ -	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 914,251	\$ 810,065	\$ 927,816	\$ 834,466	\$ (93,350)	-10%
PERCENTAGE OF TOTAL BUDGET	9.28%	8.20%	9.31%	8.16%		

SECURITY SERVICES

The Security Department was developed and implemented in 2018; prior to that, the district contracted services for both security and couriering. This department was developed to bring these services in-house and to ensure a safe and secure environment, select and develop security staff, customize training and orientation to library culture, and create partnerships between local law enforcement and library security staff. This department was developed, additionally, to increase security hours by 33% and increase courier stops by 39%, over contracted services. This Department is housed in Rawlings, although, the services extend throughout the district.

2019 GOALS & OBJECTIVES

- Gather security related data to gain a better understanding of security issues across the district.
- Develop a PCCLD security procedures manual to ensure consistency in security officers' response to incidents.
- Participate in the Front Range Library Security Managers Group to gain resources and information that can be applied to PCCLD security practices.
- Participate in a Library Security Panel, presenting at a library conference.

2018 ACCOMPLISHMENTS

- Replaced contracted security services and courier services with an in-house team. Hired, 2 full-time and 5 part-time security staff and 3 substitutes.
- Developed and led customized security training and on-boarding process. Partnered with the Pueblo Police Department and PPLD Security as training resources.
- Modified the suspension process to allow for time to investigate and improve consistency in consequences across the district. Trained staff in use of new process.

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**SECURITY
2019 BUDGET**

	<u>2017 ACTUAL</u>	<u>2018 ESTIMATED</u>	<u>2018 BUDGET</u>	<u>2019 BUDGET</u>	<u>BUDGET VARIANCE</u>	<u>% INC/DEC</u>
EXPENDITURES						
PERSONNEL						
Salaries	-	99,690	-	139,544	139,544	0%
PERA	-	13,564	-	19,118	19,118	0%
Workers Compensation	-	6,003	-	793	793	0%
Employee benefits	-	2,091	-	5,878	5,878	0%
Unemployment Compensation	-	287	-	419	419	0%
Medicare Trust	-	1,436	-	2,023	2,023	0%
Employee Training	-	52	-	-	-	0%
TOTAL PERSONNEL	<u>\$ -</u>	<u>\$ 123,123</u>	<u>\$ -</u>	<u>\$ 167,775</u>	<u>\$ 167,775</u>	<u>0%</u>
OPERATIONS						
Library supplies	-	2,759	-	3,000	3,000	0%
TOTAL OPERATIONS	<u>\$ -</u>	<u>\$ 2,759</u>	<u>\$ -</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>	<u>0%</u>
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 125,882</u>	<u>\$ -</u>	<u>\$ 170,775</u>	<u>\$ 170,775</u>	<u>0%</u>
PERCENTAGE OF TOTAL BUDGET	0.00%	1.27%	0.00%	1.67%		

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.

2019 GOALS & OBJECTIVES

- Create consistency within the district for circulation policies and procedures by implementing the Circulation Task Force and a district wide training plan
- Create a procedure and workflow for the small balance collections program.
- Consider a one-time amnesty program and research the implications of going fine free in 2020
- Complete transition to Koha, the District's new integrated library system (ILS). Refine associated circulation services and procedures
- Data analysis – Improve understanding and interpretation of circulation numbers to increase circulation and inform policies and procedures

2018 ACCOMPLISHMENTS

- Created consistency with policies and procedures by updating and evaluating training modules and circulation documents
- Migrated to Koha, the new ILS, and conducted training sessions

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**CIRCULATION
2019 BUDGET**

	<u>2017 ACTUAL</u>	<u>2018 ESTIMATED</u>	<u>2018 BUDGET</u>	<u>2019 BUDGET</u>	<u>BUDGET VARIANCE</u>	<u>% INC/DEC</u>
REVENUES						
Online Fines	2,561	2,949	2,310	1,694	(616)	-27%
Online Replacement Materials	2,156	2,038	1,842	1,739	(103)	-6%
TOTAL REVENUES	<u>\$ 4,717</u>	<u>\$ 4,987</u>	<u>\$ 4,152</u>	<u>\$ 3,433</u>	<u>\$ (719)</u>	<u>-17%</u>
EXPENDITURES						
PERSONNEL						
Salaries	212,050	219,703	219,081	220,129	1,048	0%
PERA	28,171	29,251	30,014	30,158	144	0%
Workers Compensation	1,154	1,234	1,234	1,251	17	1%
Employee benefits	7,894	18,852	15,264	23,784	8,520	56%
Unemployment Compensation	622	624	638	660	22	3%
Medicare Trust	3,007	3,146	3,177	3,192	15	0%
TOTAL PERSONNEL	<u>\$ 252,898</u>	<u>\$ 272,811</u>	<u>\$ 269,408</u>	<u>\$ 279,174</u>	<u>\$ 9,766</u>	<u>4%</u>
OPERATIONS						
Library supplies	1,122	1,364	1,318	1,000	(318)	-24%
TOTAL OPERATIONS	<u>\$ 1,122</u>	<u>\$ 1,364</u>	<u>\$ 1,318</u>	<u>\$ 1,000</u>	<u>\$ (318)</u>	<u>-24%</u>
TOTAL EXPENDITURES	<u>\$ 254,019</u>	<u>\$ 274,175</u>	<u>\$ 270,726</u>	<u>\$ 280,174</u>	<u>\$ 9,448</u>	<u>3%</u>
PERCENTAGE OF TOTAL BUDGET	2.58%	2.77%	2.72%	2.74%		

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.

2019 GOALS & OBJECTIVES

- Elevate the user experience by improving readers' advisory services.
- Improve district support for centralized Makerspace, Hispanic Resource, Adult Literacy and Homebound programs.
- Enhance access to community resources and referral services by partnering with community agencies and building staff knowledge and skills.

2018 ACCOMPLISHMENTS

- Launched new Active Aging program that included Memory Café programs, monthly Storytellers presentations and numerous workshops on special topics.
- Enrolled 60 students in the Colorado Online High School Program and hosted the first graduation ceremony.
- Launched Fun Fridays in collaboration with Special Collections and Youth Services with funds from United Way grant to provide high-quality, educational programming for students K-12 every Friday afternoon.

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**REFERENCE/READER'S ADVISORY
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Photocopier Fees	16,722	17,546	16,964	16,964	-	0%
Miscellaneous Sales	91	(1)	-	-	-	0%
Grants & Gifts	9,375	13,832	-	-	-	0%
Participant fees	140	120	-	-	-	0%
TOTAL REVENUES	\$ 26,328	\$ 31,496	\$ 16,964	\$ 16,964	\$ -	0%
EXPENDITURES						
PERSONNEL						
Salaries	390,743	409,724	407,851	404,348	(3,503)	-1%
PERA	51,147	54,430	55,876	55,396	(480)	-1%
Workers Compensation	2,088	2,298	2,298	2,298	-	0%
Employee benefits	49,356	35,470	40,631	45,461	4,830	12%
Unemployment Compensation	1,113	1,109	1,080	1,213	133	12%
Medicare Trust	5,482	5,812	5,914	5,863	(51)	-1%
TOTAL PERSONNEL	\$ 499,929	\$ 508,842	\$ 513,650	\$ 514,579	\$ 929	0%
MATERIALS						
Library Programs	37,780	8,490	8,860	15,800	6,940	78%
TOTAL MATERIALS	\$ 37,780	\$ 8,490	\$ 8,860	\$ 15,800	\$ 6,940	78%
OPERATIONS						
Library supplies	5,341	5,239	5,300	4,000	(1,300)	-25%
TOTAL OPERATIONS	\$ 5,341	\$ 5,239	\$ 5,300	\$ 4,000	\$ (1,300)	-25%
TOTAL EXPENDITURES	\$ 543,050	\$ 522,572	\$ 527,810	\$ 534,379	\$ 6,569	1%
PERCENTAGE OF TOTAL BUDGET	5.51%	5.29%	5.29%	5.23%		

SPECIAL COLLECTIONS AND MUSEUM SERVICES

The Special Collections Department and the InfoZone News Museum were merged into one service unit 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.

2019 GOALS & OBJECTIVES

- Develop a memorial exhibit in honor of Robert Hoag Rawlings.
- Host five high-quality exhibits in the InfoZone.
- Add 2,000 items to the Digital Collections and add additional archival finding aids to ArchivesSpace to increase use of library special collections.
- Work in collaboration with the community and other PCCLD departments to support collaborative programming to increase visitors.

2018 ACCOMPLISHMENTS

- Implemented ArchivesSpace archival management software.
- Implemented the grant funded Digital Memory Lab project.
- The InfoZone had 56,714 visitors in 2018 up from 53,433 from last year. The InfoZone hosted seven quality exhibits in 2018.
- 2,2216 items were add to the PCCLD Digital Collections.

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018
Number of exhibitions (InfoZone)	7	7	7
Cost of exhibitions & programs	\$22,577	\$16,604	\$18,653
Museum visits	49,429	53,433	56,714
Program attendance	8,748	8,959	12,347

**SPECIAL COLLECTIONS & INFOZONE MUSEUM
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Photocopier Fees	1,893	1,838	1,781	1,781	-	0%
Miscellaneous Sales	2,535	1,856	2,140	1,427	(713)	-33%
Grants & Gifts	22,662	22,050	500	-	(500)	-100%
TOTAL REVENUES	\$ 27,090	\$ 25,744	\$ 4,421	\$ 3,208	\$ (1,213)	-27%
EXPENDITURES						
PERSONNEL						
Salaries	268,188	283,357	268,950	282,638	13,688	5%
PERA	42,263	38,468	36,846	38,721	1,875	5%
Workers Compensation	1,739	1,515	1,515	1,606	91	6%
Employee benefits	43,357	35,624	31,758	42,044	10,286	32%
Unemployment Compensation	940	807	815	847	32	4%
Medicare Trust	4,515	3,894	3,899	4,098	199	5%
TOTAL PERSONNEL	\$ 361,002	\$ 363,666	\$ 343,783	\$ 369,954	\$ 26,171	8%
MATERIALS						
Library Programs	12,519	18,653	9,400	14,400	5,000	53%
TOTAL MATERIALS	\$ 12,519	\$ 18,653	\$ 9,400	\$ 14,400	\$ 5,000	53%
OPERATIONS						
Contract Services & Dues	56,470	21,706	53,867	37,722	(16,145)	-30%
Library supplies	10,035	8,100	10,047	9,500	(547)	-5%
TOTAL OPERATIONS	\$ 66,505	\$ 29,806	\$ 63,914	\$ 47,222	\$ (16,692)	-26%
TOTAL EXPENDITURES	\$ 440,027	\$ 412,125	\$ 417,097	\$ 431,576	\$ 14,479	3%
PERCENTAGE OF TOTAL BUDGET	4.47%	4.17%	4.18%	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.

2019 GOALS & OBJECTIVES

- Strengthen communication with other departments and branches
- Improve organization and work-flow of the department
- Strengthen the Department's outreach efforts
- Improve the use and safety of Youth Service spaces

2018 ACCOMPLISHMENTS

- Strengthened department presence in community organizations and events, increasing the number of people contacted at outreach events by 68%
- Partnered with the Pueblo City Schools and the Friends of the Library to offer free meals and snacks to youth after school, on Saturdays and during school vacations. In 2018, Youth Services provided 2,476 meals and snacks
- Worked with the Pueblo City Schools and County Schools to implement automatic registration of all students for Summer Reading

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**YOUTH SERVICES
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Photocopier Fees	5,427	4,956	5,224	5,224	-	0%
Miscellaneous Sales	12	(2)	-	-	-	0%
Grants & Gifts	5,396	26,327	-	-	-	0%
TOTAL REVENUES	\$ 10,836	\$ 31,281	\$ 5,224	\$ 5,224	\$ -	0%
EXPENDITURES						
PERSONNEL						
Salaries	284,679	295,636	280,956	282,325	1,369	0%
PERA	36,712	38,712	38,491	38,679	188	0%
Workers Compensation	1,532	1,583	1,583	1,605	22	1%
Employee benefits	46,330	37,105	36,504	43,010	6,506	18%
Unemployment Compensation	810	856	852	847	(5)	-1%
Medicare Trust	3,905	4,150	4,074	4,094	20	0%
TOTAL PERSONNEL	\$ 373,969	\$ 378,043	\$ 362,460	\$ 370,560	\$ 8,100	2%
MATERIALS						
Library Programs	56,703	79,669	69,650	62,000	(7,650)	-11%
TOTAL MATERIALS	\$ 56,703	\$ 79,669	\$ 69,650	\$ 62,000	\$ (7,650)	-11%
OPERATIONS						
Library supplies	858	782	900	1,000	100	11%
TOTAL OPERATIONS	\$ 858	\$ 782	\$ 900	\$ 1,000	\$ 100	11%
TOTAL EXPENDITURES	\$ 431,530	\$ 458,494	\$ 433,010	\$ 433,560	\$ 550	0%
PERCENTAGE OF TOTAL BUDGET	4.38%	4.64%	4.34%	4.24%		

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.

2019 GOALS & OBJECTIVES

- Provide a minimum of 2 adult based programs monthly to increase program attendance and programming to an under-served area
- Target and expand partnerships with individuals and organizations to host resources and classes at the library and continue to review and search outreach opportunities
- Provide a new Book Return bin, increasing staff and patron safety by repositioning it next to the parking lot for drive up returns

2018 ACCOMPLISHMENTS

- Installation of a sink to the Barkman Meeting Room enabling staff to provide a more varied programming selection to patrons, including STEM based programs
- Upgraded old whiteboard/multimedia use cabinet to new larger white board for patrons and staff use
- Shifted the nonfiction collection to double the space set aside for the Large Print collection to provide a more diverse selection
- Created two more seating/study areas with outlets for patron use

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018	DISTRICT
Turn-over rate	10.70	34.90	10.60	7.62
Total operating expenditures per capita	\$34.90	\$31.56	30.17	41.14
Library visits per capita	13.34	12.29	11.59	7.87
Circulation per capita	24.17	23.55	20.05	14.04
Program attendance per 1,000 served	1,150.00	1,555.19	1,573.02	2,573.63
Computer sessions per capita	6.67	6.34	15.49	14.97
Value of Volunteer Hours	\$5,264	\$2,006	\$2,475	\$276,833

**BARKMAN LIBRARY
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	3,355	3,323	3,771	2,766	(1,005)	-27%
Replacement Materials	1,370	1,431	1,850	1,747	(103)	-6%
Photocopier Fees	11,777	12,836	11,309	11,309	-	0%
Miscellaneous Sales	624	444	645	430	(215)	-33%
Grants & Gifts	1,401	7,886	-	-	-	0%
TOTAL REVENUES	\$ 18,527	\$ 25,919	\$ 17,575	\$ 16,252	\$ (1,323)	-8%
EXPENDITURES						
PERSONNEL						
Salaries	205,564	205,391	188,077	191,282	3,205	2%
PERA	27,424	27,475	25,767	26,206	439	2%
Workers Compensation	997	1,060	1,060	1,087	27	3%
Employee benefits	18,052	16,918	18,089	28,818	10,729	59%
Unemployment Compensation	612	641	563	574	11	2%
Medicare Trust	2,908	2,964	2,727	2,774	47	2%
TOTAL PERSONNEL	\$ 255,558	\$ 254,449	\$ 236,283	\$ 250,741	\$ 14,458	6%
MATERIALS						
Library Programs	1,556	1,669	1,535	3,000	1,465	95%
TOTAL MATERIALS	\$ 1,556	\$ 1,669	\$ 1,535	\$ 3,000	\$ 1,465	95%
FACILITIES						
Utilities	17,940	18,350	19,700	19,800	100	1%
Building Maintenance	18,467	27,697	24,240	24,840	600	2%
Insurance	3,218	3,322	3,322	3,674	352	11%
TOTAL FACILITIES	\$ 39,625	\$ 49,369	\$ 47,262	\$ 48,314	\$ 1,052	2%
OPERATIONS						
Contract Services	9,486	3,026	10,296	-	(10,296)	-100%
Library supplies	2,653	2,379	2,214	2,000	(214)	-10%
TOTAL OPERATIONS	\$ 12,139	\$ 5,404	\$ 12,510	\$ 2,000	\$ (10,510)	-84%
INFORMATION TECHNOLOGY						
Telecommunications	349	-	-	-	-	0%
TOTAL INFORMATION TECHNOLOGY	\$ 349	\$ -	\$ -	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 309,228	\$ 310,891	\$ 297,590	\$ 304,055	\$ 6,465	2%
PERCENTAGE OF TOTAL BUDGET	3.14%	3.15%	2.99%	2.97%		

GIODONE LIBRARY

This is one of three 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 well-thought-out goals and accomplishments as follows:

2019 GOALS & OBJECTIVES

- Develop diverse programming by surveying customers, analyzing the District's programming database, and expanding program presenter pools
- Staff will continue to increase their knowledge base about services offered in the community, and increase community awareness about services at the library
- Develop Long Term Goals, to include an outdoor learning and gathering space, and employ part-time Programming Assistants

2018 ACCOMPLISHMENTS

- The Giodone Staff completed 53 professional development trainings
- Maintained consistency in Key Results, including visits, program attendance and circulation of materials

PERFORMANCE MEASURES				
Work output statistics	2016	2017	2018	DISTRICT
Turn-over rate	5.54	8.12	5.59	7.62
Total operating expenditures per capita	\$23.29	\$21.22	\$24.12	\$41.14
Library visits per capita	4.99	4.79	4.52	7.87
Circulation per capita	5.63	6.29	5.44	14.04
Program attendance per 1,000 served	918.08	1127.26	1,094.74	2,573.63
Computer sessions per capita	2.59	2.32	15.89	14.97
Value of Volunteer Hours	\$963	\$12,950	\$1,432	\$276,833

**TOM & ANN MARIE GIODONE LIBRARY
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	1,298	1,441	1,138	835	(303)	-27%
Replacement Materials	546	645	476	450	(26)	-5%
Photocopier Fees	3,130	3,505	2,933	2,933	-	0%
Miscellaneous Sales	324	167	212	141	(71)	-33%
Grants & Gifts	4,025	5,564	-	-	-	0%
TOTAL REVENUES	\$ 9,324	\$ 11,323	\$ 4,759	\$ 4,359	\$ (400)	-8%
EXPENDITURES						
PERSONNEL						
Salaries	134,428	160,175	153,986	157,711	3,725	2%
PERA	17,160	20,910	21,096	21,606	510	2%
Workers Compensation	841	868	868	896	28	3%
Employee benefits	24,862	24,691	24,917	25,951	1,034	4%
Unemployment Compensation	368	405	422	473	51	12%
Medicare Trust	1,859	2,241	2,234	2,287	53	2%
TOTAL PERSONNEL	\$ 179,518	\$ 209,289	\$ 203,523	\$ 208,924	\$ 5,401	3%
MATERIALS						
Library Programs	1,182	4,569	2,950	3,000	50	2%
TOTAL MATERIALS	\$ 1,182	\$ 4,569	\$ 2,950	\$ 3,000	\$ 50	2%
FACILITIES						
Utilities	17,786	15,625	19,381	17,600	(1,781)	-9%
Building Maintenance	22,990	21,546	24,582	23,882	(700)	-3%
Lease/Purchase of Buildings	99,591	100,011	100,011	100,791	780	1%
Insurance	3,218	3,322	3,322	3,676	354	11%
TOTAL FACILITIES	\$ 143,585	\$ 140,504	\$ 147,296	\$ 145,949	\$ (1,347)	-1%
OPERATIONS						
Library supplies	1,605	888	850	1,000	150	18%
TOTAL OPERATIONS	\$ 1,605	\$ 888	\$ 850	\$ 1,000	\$ 150	18%
TOTAL EXPENDITURES	\$ 325,890	\$ 355,250	\$ 354,619	\$ 358,873	\$ 4,254	1%
PERCENTAGE OF TOTAL BUDGET	3.31%	3.59%	3.56%	3.51%		

GREENHORN VALLEY LIBRARY

This 7,500 square foot library is another of the three facilities opened in 2014. 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. 2019 goals and 2018 accomplishments are included below.

2019 GOALS & OBJECTIVES

- Develop a branch collection with the assistance of the Greenhorn staff focused on community needs. Develop a purchase plan, catalogue, and track new collection circulation results
- Continue to evaluate, plan and provide quality programs that support the unique nature of the Greenhorn Valley library to meet the needs of the community Continue to survey patrons, build professional relationships, and apply for grants to provide quality programs
- Increase library outreach by, initiating new and strengthening existing relationships in the community
- Plan and develop a strategic refresh of both the Tween and Teen areas, in order to continue to be an environment that encourages social and intellectual development

2018 ACCOMPLISHMENTS

- Greenhorn Staff members met their professional development goals in 2018 by attending local conferences, watching webinars and reading articles
- Outreach to schools and community events were successful in 2019 and helped increase District Key Results
- Key Result consistently increased on 2018 in areas of program attendance and visits

PERFORMANCE MEASURES				
Work output statistics	2016	2017	2018	DISTRICT
Turn-over rate	4.08	3.57	4.18	7.62
Total operating expenditures per capita	\$58.64	\$56.04	54.67	41.17
Library visits per capita	9.56	9.10	9.66	7.87
Circulation per capita	10.91	10.83	10.30	14.04
Program attendance per 1,000 served	1822.00	1098.23	1,450.60	2,573.63
Computer sessions per capita	3.71	3.34	27.55	14.97
Value of Volunteer Hours	\$1,721	\$302	\$1,210	276,833

**GREENHORN VALLEY LIBRARY
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	846	1,124	1,160	851	(309)	-27%
Replacement Materials	417	423	626	591	(35)	-6%
Photocopier Fees	1,366	1,946	1,604	1,604	-	0%
Miscellaneous Sales	74	248	62	41	(21)	-34%
Grants & Gifts	7,050	11,272	-	-	-	0%
TOTAL REVENUES	\$ 9,753	\$ 15,013	\$ 3,452	\$ 3,087	\$ (365)	-11%
EXPENDITURES						
PERSONNEL						
Salaries	127,563	132,069	149,266	153,842	4,576	3%
PERA	16,676	17,227	20,449	21,076	627	3%
Workers Compensation	814	841	841	874	33	4%
Employee benefits	20,494	17,126	28,171	22,134	(6,037)	-21%
Unemployment Compensation	356	370	413	462	49	12%
Medicare Trust	1,739	1,862	2,164	2,231	67	3%
TOTAL PERSONNEL	\$ 167,642	\$ 169,495	\$ 201,304	\$ 200,619	\$ (685)	0%
MATERIALS						
Library Programs	1,182	2,193	1,906	7,000	5,094	267%
TOTAL MATERIALS	\$ 1,182	\$ 2,193	\$ 1,906	\$ 7,000	\$ 5,094	267%
FACILITIES						
Utilities	13,511	14,209	15,000	16,550	1,550	10%
Building Maintenance	23,067	14,868	23,382	22,682	(700)	-3%
Lease/Purchase of Buildings	112,869	113,345	113,345	114,229	884	1%
Insurance	3,218	3,322	3,322	3,674	352	11%
TOTAL FACILITIES	\$ 152,665	\$ 145,745	\$ 155,049	\$ 157,135	\$ 2,086	1%
OPERATIONS						
Library supplies	1,651	1,391	1,230	7,000	5,770	469%
TOTAL OPERATIONS	\$ 1,651	\$ 1,391	\$ 1,230	\$ 7,000	\$ 5,770	469%
INFORMATION TECHNOLOGY						
Telecommunications	1,230	-	-	-	-	0%
TOTAL INFORMATION TECHNOLOGY	\$ 1,230	\$ -	\$ -	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 324,369	\$ 318,824	\$ 359,489	\$ 371,754	\$ 12,265	3%
PERCENTAGE OF TOTAL BUDGET	3.29%	3.23%	3.61%	3.64%		

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.

2019 GOALS & OBJECTIVES

- Work with IT and Tech Services to update technology and improve processes for staff to efficiently complete job responsibilities resulting in an increase in circulation
- Increase adult programming attendance by providing a variety of craft and educational events
- Increase eResource usage by training staff on digital and online resources and promoting to community
- Improve community outreach opportunities for local schools to promote library resources and programs

2018 ACCOMPLISHMENTS

- Increased youth programs in collaboration with School District 60 to provide a Summer Lunch Program and activities
- Promoted the library's mission by reaching out to local Elementary and High Schools to encourage attending programs geared to teens and tweens
- Increased staff training opportunities, resulting in knowledgeable staff workforce of library resources

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018	DISTRICT
Turn-over rate	9.33	8.69	8.70	7.62
Total operating expenditures per capita	\$38.99	\$34.28	35.44	41.17
Library visits per capita	11.80	10.89	9.96	7.87
Circulation per capita	27.36	27.08	23.65	14.04
Program attendance per 1,000 served	1008.00	1522.70	1,674.73	2,573.63
Computer sessions per capita	6.22	6.35	10.19	14.97
Value of Volunteer Hours	\$9,205	\$12,802	\$9,808	\$276,833

**LAMB LIBRARY
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	4,018	4,322	4,076	2,989	(1,087)	-27%
Replacement Materials	1,551	1,544	2,220	2,097	(123)	-6%
Photocopier Fees	11,599	11,842	10,277	10,277	-	0%
Miscellaneous Sales	927	1,050	504	336	(168)	-33%
Grants & Gifts	1,319	6,748	-	-	-	0%
TOTAL REVENUES	\$ 19,414	\$ 25,505	\$ 17,077	\$ 15,699	\$ (1,378)	-8%
EXPENDITURES						
PERSONNEL						
Salaries	182,407	203,562	185,149	190,778	5,629	3%
PERA	23,815	26,620	25,365	26,137	772	3%
Workers Compensation	1,010	1,043	1,043	1,084	41	4%
Employee benefits	21,059	14,543	15,890	11,078	(4,812)	-30%
Unemployment Compensation	530	648	562	572	10	2%
Medicare Trust	2,554	2,936	2,685	2,766	81	3%
TOTAL PERSONNEL	\$ 231,374	\$ 249,353	\$ 230,694	\$ 232,415	\$ 1,721	1%
MATERIALS						
Library Programs	1,013	924	1,000	3,000	2,000	200%
TOTAL MATERIALS	\$ 1,013	\$ 924	\$ 1,000	\$ 3,000	\$ 2,000	200%
FACILITIES						
Utilities	24,550	20,894	30,644	27,100	(3,544)	-12%
Building Maintenance	33,891	33,802	38,575	40,115	1,540	4%
Insurance	3,176	3,278	3,278	3,627	349	11%
TOTAL FACILITIES	\$ 61,617	\$ 57,974	\$ 72,497	\$ 70,842	\$ (1,655)	-2%
OPERATIONS						
Contract Services	62	660	-	-	-	0%
Library supplies	2,126	1,849	2,550	2,000	(550)	-22%
TOTAL OPERATIONS	\$ 2,188	\$ 2,509	\$ 2,550	\$ 2,000	\$ (550)	-22%
INFORMATION TECHNOLOGY						
Telecommunications	1,929	-	-	-	-	0%
TOTAL INFORMATION TECHNOLOGY	\$ 1,929	\$ -	\$ -	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 298,122	\$ 310,759	\$ 306,741	\$ 308,257	\$ 1,516	0%
PERCENTAGE OF TOTAL BUDGET	3.03%	3.14%	3.08%	3.01%		

PATRICK 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.

2019 GOALS & OBJECTIVES

- Continue to develop community wide partnerships to increase community engagement
- Explore community needs by developing surveys and focus groups
- Focus on how we can implement technology in a non-traditional way

2018 ACCOMPLISHMENTS

- Offered staff training opportunities to include CliC workshops, one free webinar per month and two Staff Development Day training in 2018
- Developed strong relationships community partners to include the principal and assistant principal of Risley
- Assisted with bringing security in-house, by serving on the interview committee and training

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018	DISTRICT
Turn-over rate	10.67	8.61	9.10	7.62
Total operating expenditures per capita	\$28.55	\$33.68	\$35.09	\$41.17
Library visits per capita	11.77	10.61	10.33	7.87
Circulation per capita	9.61	8.66	7.49	14.04
Program attendance per 1,000 served	1191.00	1254.56	1,561.64	2,573.63
Computer sessions per capita	3.12	2.95	22.17	14.97
Value of Volunteer Hours	\$6,375	\$18,473	\$5,391	\$276,833

**PATRICK LUCERO LIBRARY
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	909	878	1,076	789	(287)	-27%
Replacement Materials	330	220	609	575	(34)	-6%
Photocopier Fees	2,547	2,810	2,302	2,302	-	0%
Miscellaneous Sales	204	202	234	156	(78)	-33%
Grants & Gifts	6,528	8,044	200	-	(200)	-100%
TOTAL REVENUES	\$ 10,518	\$ 12,154	\$ 4,421	\$ 3,822	\$ (599)	-14%
EXPENDITURES						
PERSONNEL						
Salaries	203,120	216,785	223,625	224,534	909	0%
PERA	27,626	27,703	30,637	30,761	124	0%
Workers Compensation	1,181	1,260	1,260	1,276	16	1%
Employee benefits	5,776	15,568	5,505	14,403	8,898	162%
Unemployment Compensation	606	635	690	674	(16)	-2%
Medicare Trust	2,925	3,090	3,243	3,256	13	0%
TOTAL PERSONNEL	\$ 241,234	\$ 265,041	\$ 264,960	\$ 274,904	\$ 9,944	4%
MATERIALS						
Library Programs	5,051	21,702	13,170	12,900	(270)	-2%
TOTAL MATERIALS	\$ 5,051	\$ 21,702	\$ 13,170	\$ 12,900	\$ (270)	-2%
FACILITIES						
Utilities	6,280	6,160	18,709	10,600	(8,109)	-43%
Building Maintenance	29,006	19,828	20,532	21,432	900	4%
Lease/Purchase of Buildings	119,509	120,013	120,013	120,949	936	1%
Insurance	3,218	3,322	3,321	3,674	353	11%
TOTAL FACILITIES	\$ 158,013	\$ 149,323	\$ 162,575	\$ 156,655	\$ (5,920)	-4%
OPERATIONS						
Contract Services & Dues	28,236	16,945	30,192	9,600	(20,592)	-68%
Library supplies	1,394	3,478	3,022	2,000	(1,022)	-34%
TOTAL OPERATIONS	\$ 29,629	\$ 20,423	\$ 33,214	\$ 11,600	\$ (21,614)	-65%
TOTAL EXPENDITURES	\$ 433,927	\$ 456,490	\$ 473,919	\$ 456,059	\$ (17,860)	-4%
PERCENTAGE OF TOTAL BUDGET	4.41%	4.62%	4.75%	4.46%		

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 2017, this library came under the purview of the Lamb Library. The facility will also maintain a collection of popular materials for adults, as well as a computer center.

2019 GOALS & OBJECTIVES

- Increase eResource usage by training staff on digital and online resources and promoting to community
- Develop and implement passive programs and simple activities for all age groups
- Organize shelving and displays to promote physical collection and appeal to new library users

2018 ACCOMPLISHMENTS

- Awarded grant to design and execute small scale programming
- Collaborated with YMCA departments and Youth Services Department to provide children story time activities

PERFORMANCE MEASURES

Work output statistics	2016	2017	2018	DISTRICT
Turn-over rate	6.16	8.64	7.96	7.62
Total operating expenditures per capita	\$26.74	\$15.63	\$15.90	\$41.17
Library visits per capita	12.84	10.71	8.14	7.87
Circulation per capita	6.94	6.76	7.23	14.04
Program attendance per 1,000 served	1008.00	891.12	673.49	2,573.63
Computer sessions per capita	3.65	2.75	19.64	14.97
Value of Volunteer Hours	\$0	\$25	\$951	\$276,833

**LIBRARY @ THE Y
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	137	306	253	186	(67)	-26%
Replacement Materials	173	299	101	96	(5)	-5%
Photocopier Fees	554	532	353	353	-	0%
Miscellaneous Sales	52	48	138	92	(46)	-33%
Grants & Gifts	-	500	-	-	-	0%
TOTAL REVENUES	\$ 916	\$ 1,686	\$ 845	\$ 727	\$ (118)	-14%
EXPENDITURES						
PERSONNEL						
Salaries	28,494	30,139	29,176	27,673	(1,503)	-5%
PERA	3,956	4,108	3,997	3,791	(206)	-5%
Workers Compensation	149	164	164	157	(7)	-4%
Employee benefits	-	-	-	-	-	0%
Unemployment Compensation	89	93	129	83	(46)	-36%
Medicare Trust	419	471	423	401	(22)	-5%
TOTAL PERSONNEL	\$ 33,105	\$ 34,976	\$ 33,889	\$ 32,105	\$ (1,784)	-5%
MATERIALS						
Library Programs	-	-	-	-	-	0%
TOTAL MATERIALS	\$ -	\$ -	\$ -	\$ -	\$ -	0%
FACILITIES						
Utilities	3,507	4,444	2,805	2,803	(2)	0%
Building Maintenance	5,850	1,170	4,700	3,000	(1,700)	-36%
Insurance	60	62	62	68	6	10%
TOTAL FACILITIES	\$ 9,417	\$ 5,676	\$ 7,567	\$ 5,871	\$ (1,696)	-22%
OPERATIONS						
Library supplies	520	118	294	100	(194)	-66%
TOTAL OPERATIONS	\$ 520	\$ 118	\$ 294	\$ 100	\$ (194)	-66%
TOTAL EXPENDITURES	\$ 43,042	\$ 40,770	\$ 41,750	\$ 38,076	\$ (3,674)	-9%
PERCENTAGE OF TOTAL BUDGET	0.44%	0.41%	0.42%	0.37%		

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.

2019 GOALS & OBJECTIVES

- Create new ongoing monthly programs and improve current offerings by applying for grants to meet programming goals
- Increase circulation by 5-10% through merchandising of materials
- Increase digital use by 5-10% by promoting apps and databases at programs

2018 ACCOMPLISHMENTS

- Increased annual program attendance by 30.3%
- Improved customer service by staffing the lobby desk with a Pueblo West security guard from 3-7 p.m. Mon-Fri
- Created five new ongoing, monthly programs for adults, teens and children: The Hook Nook Crochet class, Teen Interactive Station, Kids Yoga, and The History Round Table book discussion group

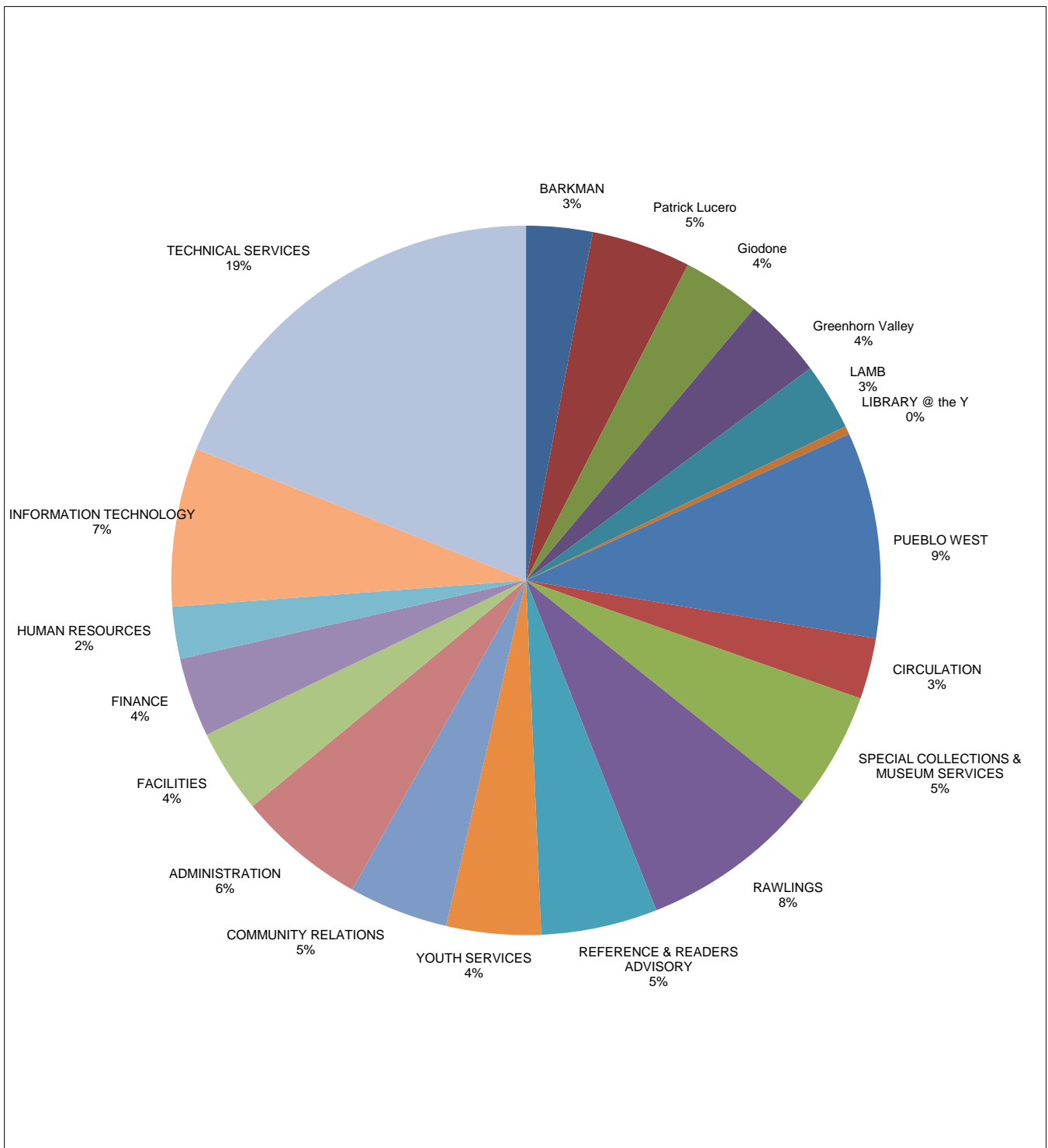
PERFORMANCE MEASURES

Work output statistics	2016	2017	2018	DISTRICT
Turn-over rate	6.91	6.66	6.83	7.62
Total operating expenditures per capita	\$33.13	\$30.22	\$31.60	\$41.17
Library visits per capita	8.40	7.50	7.06	7.87
Circulation per capita	10.81	10.70	10.16	14.04
Program attendance per 1,000 served	840.00	835.15	1,088.25	2,573.63
Computer sessions per capita	2.82	2.28	8.33	14.97
Value of Volunteer Hours	\$41,607	\$45,047	42,337	\$276,833

**PUEBLO WEST LIBRARY
2019 BUDGET**

	2017 ACTUAL	2018 ESTIMATED	2018 BUDGET	2019 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	3,880	4,592	4,196	3,077	(1,119)	-27%
Replacement Materials	1,880	1,602	1,711	1,616	(95)	-6%
Photocopier Fees	9,283	10,730	9,253	9,253	-	0%
Miscellaneous Sales	629	338	470	314	(156)	-33%
Grants & Gifts	1,820	5,017	-	-	-	0%
TOTAL REVENUES	\$ 17,491	\$ 22,279	\$ 15,630	\$ 14,260	\$ (1,370)	-9%
EXPENDITURES						
PERSONNEL						
Salaries	218,269	225,685	233,101	238,696	5,595	2%
PERA	23,009	29,713	31,935	32,701	766	2%
Workers Compensation	1,311	1,313	1,313	1,357	44	3%
Employee benefits	20,511	22,227	19,642	25,766	6,124	31%
Unemployment Compensation	619	634	745	716	(29)	-4%
Medicare Trust	3,026	3,177	3,380	3,461	81	2%
TOTAL PERSONNEL	\$ 266,745	\$ 282,749	\$ 290,116	\$ 302,697	\$ 12,581	4%
MATERIALS						
Library Programs	2,686	3,245	2,600	4,000	1,400	54%
TOTAL MATERIALS	\$ 2,686	\$ 3,245	\$ 2,600	\$ 4,000	\$ 1,400	54%
FACILITIES						
Utilities	76,433	82,090	78,240	79,900	1,660	2%
Building Maintenance	42,968	60,819	76,658	75,625	(1,033)	-1%
Lease/Purchase of Buildings	477,031	476,331	476,331	474,731	(1,600)	0%
Insurance	5,484	5,662	5,662	6,263	601	11%
TOTAL FACILITIES	\$ 601,916	\$ 624,903	\$ 636,891	\$ 636,519	\$ (372)	0%
OPERATIONS						
Contract Services	5,789	2,675	6,864	-	(6,864)	-100%
Library supplies	1,661	1,881	1,880	2,500	620	33%
TOTAL OPERATIONS	\$ 7,450	\$ 4,556	\$ 8,744	\$ 2,500	\$ (6,244)	-71%
INFORMATION TECHNOLOGY						
Telecommunications	2,590	-	-	-	-	0%
TOTAL INFORMATION TECHNOLOGY	\$ 2,590	\$ -	\$ -	\$ -	\$ -	0%
TOTAL EXPENDITURES	\$ 881,387	\$ 915,453	\$ 938,351	\$ 945,716	\$ 7,365	1%
PERCENTAGE OF TOTAL BUDGET	8.95%	9.26%	9.41%	9.25%		

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2019 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

USER SERVICES and COLLECTION DEVELOPMENT, Director: Jill Deulen

INFORMATION TECHNOLOGY, Director: Robert Childress

FACILITIES, Superintendent: Alan Rocco

Robert Hoag Rawlings Library

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: Joanna Stankiewicz

4801 Cibola Road

Colorado City, CO 81019

(719) 562-5600

Lamb

Manager: Lori Kozel

2525 S. Pueblo Blvd.

Pueblo, CO 81005

(719) 562-5600

Library @ the Y

Manager: Lori Kozel

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: Heather Wilder

298 S. Joe Martinez Blvd.

Pueblo West, CO 81007

(719) 562-5600

PERSONNEL/STAFFING STATISTICS

LOCATION	CLASSIFICATION	2015	2016	2017	2018	2019
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET
Support Services:						
Director	Managerial	1.000	1.000	1.000	1.000	1.000
	Professional	1.000	-	-		
	Para-professional	1.000	1.000	1.000	1.000	1.000
Total		3.000	2.000	2.000	2.000	2.000
Public Services	Managerial	2.000	2.000	2.000	1.000	1.000
	Clerical	0.500	0.500	0.500		
	Clerical, substitutes	-	-	-	1.100	1.100
Total		2.500	2.500	2.500	2.100	2.100
Community Relations	Managerial	1.000	1.000	1.000	1.000	1.000
	Professional	2.000	1.000	1.000	1.000	1.000
	Clerical	2.750	3.500	3.500	3.500	3.500
Total		5.750	5.500	5.500	5.500	5.500
Facilities	Managerial	1.000	1.000	1.000	1.000	1.000
	Para-professional	1.500	2.500	3.500	3.500	3.500
	Clerical	3.000	2.000	2.000	2.500	2.500
		5.500	5.500	6.500	7.000	7.000
Finance	Managerial	1.000	1.000	1.000	1.000	1.000
	Professional	1.000	1.000	1.750	1.000	1.000
	Para-professional	1.500	1.500	0.750	1.350	1.350
Total		3.500	3.500	3.500	3.350	3.350
Human Resources	Managerial	1.000	1.000	1.000	1.000	1.000
	Para-professional	0.500	1.250	1.250	1.000	1.000
	Clerical				0.500	0.500
Total		1.500	2.250	2.250	2.500	2.500
Information Technology	Managerial	1.000	1.000	1.000	1.000	1.000
	Professional	2.000	2.000	2.000	-	
	Para-professional	1.500	1.500	1.500	1.500	1.500
TOTAL		4.500	4.500	4.500	2.500	2.500
Technical Services	Managerial	1.000	1.000	1.000	1.000	1.000
	Professional	3.000	3.000	3.000	2.500	2.500
	Clerical	4.600	4.600	4.600	4.500	4.500
TOTAL		8.600	8.600	8.600	8.000	8.000
TOTAL SUPPORT		34.850	34.350	35.350	32.950	32.950

Reorganized Finance and HR; removed pt Payroll Spec. from Finance and added pt Accounting Spec.

Reorganized HR Staffing; added 1/2 HR Generalist with Payroll responsibilities

Reorganized IT dept. Outsourced some positions and brought in temp Help Desk staff.

Adusted Tech Services Assistant hours to where they were supposed to be.

PERSONNEL/STAFFING STATISTICS

LOCATION	CLASSIFICATION	2015	2016	2017	2018	2019	
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	
Public Services:							
Rawlings Library	Security	Para-professional					
						4.140	4.140
						4.140	4.140
TOTAL							
Circulation	Managerial	1.000	1.000	1.000	1.000	1.000	
		Clerical	5.300	5.100	5.100	5.200	5.200
TOTAL		6.300	6.100	6.100	6.200	6.200	
InfoZone	Managerial	0.500	0.500	0.500	0.500	0.500	
	Professional	0.500	0.600	0.600	1.200	1.200	
	Clerical	-	-	-			
TOTAL		1.000	1.100	1.100	1.700	1.700	
Reference, RA	Managerial	1.000	1.000	1.000	1.000	1.000	
	Professional	2.000	4.000	4.000	4.500	4.500	
	Para-professional	3.180	2.000	2.000	2.000	2.000	
	Clerical	3.400	3.250	3.250	3.250	3.250	
TOTAL		9.580	10.250	10.250	10.750	10.750	
Special Collections	Managerial	0.500	0.500	0.500	0.500	0.500	
	Professional	2.000	2.000	2.000	2.000	2.000	
	Para-professional	0.500	1.000	1.000	0.500	0.500	
	Clerical	2.100	1.550	1.550	1.550	1.550	
TOTAL		5.100	5.050	5.050	4.550	4.550	
Youth Services	Managerial	1.000	1.000	1.000	1.000	1.000	
	Professional	2.000	2.000	2.000	2.000	2.000	
	Para-professional	2.000	2.000	2.000	2.000	2.000	
	Clerical	3.400	2.500	2.500	2.500	2.500	
TOTAL		8.400	7.500	7.500	7.500	7.500	
Total Rawlings		30.380	30.000	30.000	34.840	34.840	
Barkman Library	Managerial	1.000	1.000	1.000	1.000	1.000	
	Professional	0.500	0.500	0.500	0.500	0.500	
	Para-professional	-	0.500	0.500	1.000	1.000	
	Clerical	4.000	3.400	3.450	3.150	3.150	
TOTAL		5.500	5.400	5.450	5.650	5.650	

Brought Outsourced Security in-house and no longer have TNT or the outside Courier

PERSONNEL/STAFFING STATISTICS

LOCATION	CLASSIFICATION	2015	2016	2017	2018	2019
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>
Lucero Library	Managerial	1.000	1.000	1.000	1.000	1.000
	Professional	0.500	1.000	1.000	1.000	1.000
	Para-professional	1.000	1.500	1.500	1.500	1.500
	Clerical	<u>2.000</u>	<u>2.500</u>	<u>2.500</u>	<u>2.300</u>	<u>2.300</u>
TOTAL		4.500	6.000	6.000	5.800	5.800
Greenhorn Valley	Managerial	1.000	1.000	1.000	1.000	1.000
	Professional	0.500	0.380	0.380	0.380	0.380
	Para-professional	1.000	1.000	1.000	1.000	1.000
	Clerical	<u>2.000</u>	<u>1.800</u>	<u>1.800</u>	<u>1.800</u>	<u>1.800</u>
TOTAL		4.500	4.180	4.180	4.180	4.180
Lamb Library	Managerial	1.000	1.000	1.000	1.000	1.000
	Professional	0.500	1.000	1.000	0.500	0.500
	Para-professional	1.000	0.500	0.500	1.000	1.000
	Clerical	<u>3.100</u>	<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	5.600
Pueblo West	Managerial	1.000	1.000	1.000	1.000	1.000
	Professional	1.500	1.500	1.500	1.500	1.500
	Para-professional	0.500	1.000	1.000	1.000	1.000
	Clerical	<u>4.800</u>	<u>3.900</u>	<u>3.900</u>	<u>3.800</u>	<u>3.800</u>
TOTAL		7.800	7.400	7.400	7.300	7.300
Giodone Library	Managerial	1.000	1.000	1.000	1.000	1.000
	Professional	0.500	0.500	0.500	0.500	0.500
	Para-professional	1.000	1.000	1.000	1.000	1.000
	Clerical	<u>2.000</u>	<u>1.800</u>	<u>1.800</u>	<u>1.800</u>	<u>1.800</u>
TOTAL		4.500	4.300	4.300	4.300	4.300
YMCA	Para-professional	-	-	-	-	-
	Clerical	<u>1.500</u>	<u>1.000</u>	<u>1.000</u>	<u>1.100</u>	<u>1.100</u>
TOTAL		1.500	1.000	1.000	1.100	1.100
Total Public Service		<u>64.280</u>	<u>63.880</u>	<u>63.930</u>	<u>68.770</u>	<u>68.770</u>
GRAND TOTAL		<u>99.130</u>	<u>98.230</u>	<u>99.280</u>	<u>101.720</u>	<u>101.720</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
➤ Investments	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



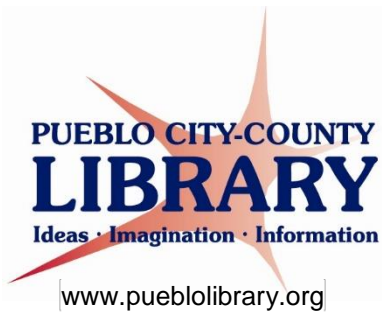
FINANCIAL MANAGEMENT

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.

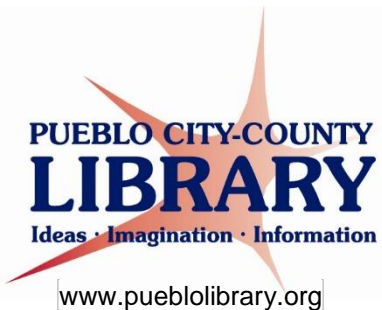
Code of Ethics

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.