



2020 Annual Plan & Budget

December 12, 2019

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office
100 E Abriendo Avenue
Pueblo, Colorado 81004

2020 Annual Plan & Budget

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2020 Annual Plan

This document constitutes the 2020 Pueblo City-County Library District (PCCLD) Annual Plan. It includes current information and analysis regarding the Library District and a list of objectives and action steps intended to help ensure its success in 2020 and beyond.

BACKGROUND

PCCLD continues to receive very positive recognition for exemplary engagement with the community it serves. The Library District was designated a national Four Star Library for the third consecutive year late in 2018, a selection based upon widely recognized industry standards and reserved for the top three percent of institutions from among 7,361 public libraries in the United States. PCCLD was awarded the prestigious National Medal for Museum and Library Service during the summer of 2018. The Library District was elected as America's Best Public Library in a national people's choice competition earlier in 2018.

These accolades for PCCLD are demonstration of its success and serve as a foundation for important current year activities. The most notable of these may be the special community engagement efforts on the part of PCCLD representatives. These included multiple focus group events conducted with stakeholders at every library throughout the county, numerous one-on-one meetings with most local elected officials and many other community leaders, and a great many presentations and other outreach activities on behalf of PCCLD. Polling conducted earlier this year affirmed that a large majority of Pueblo County citizenry hold PCCLD in high esteem and enjoy positive engagement with the institution. The poll attests that a preponderance of community members consider the Library District among the best and most trusted local institutions. It also showed they value PCCLD for specific reasons:

- The special programs to help children read, learn to think, and be entertained in a positive, productive way.

- The free and open gathering places to read, use the Internet, and interact with friends.
- The ongoing addition of best-sellers, classics, and movies free for all.
- The provision of new information technology such as e-books, audiobooks, and free downloads.
- The increasing services to the aging population.
- The ongoing refreshing and renovating of libraries to maintain them as comfortable spaces for reading, studying, and learning.

PCCLD's broader aims and interests are outlined in its long-range strategic planning document: *Curating Connections: Pueblo City-County Library District 2016-2020 Strategic Planning Initiative*

(http://www.pueblolibrary.org/sites/default/files/2015_strategicplan.pdf). This document, which was adopted by the institution in 2015, has helped set the current path forward for libraries locally in calling for special attention to these six areas:

- Creating young readers
- Strengthening community partnerships
- Bridging the digital divide
- Data-driven planning
- Serving the whole family at all stages of life
- Lifelong learning beginning with staff.

More recently, PCCLD completed a new comprehensive facilities master plan in 2019. This report is entitled *Pueblo City-County Library District: Library Facilities Master Vision* (June 2019,

<https://www.pueblolibrary.org/sites/default/files/pdf/PCCLDLibraryFacilitiesMasterVisionPlans.pdf>). The 154-page study documents the current conditions and future guidance for maintaining and updating the seven library buildings in the county. The process utilized to develop the report's recommendations included engagement with Library District stakeholders to explore concepts relevant to standards for contemporary library services in order to better support the mission of PCCLD in the modern age. This

project was overseen by two nationally-prominent library design firms, Humphries Poli Architects and HBM Architects & Interior Designers. The final recommendations include concepts intended to refurbish the seven libraries according to state-of-the-art practices and maintain the integrity of the buildings. It includes cost estimates for accomplishing this and an implementation timeline. The execution of this report's vision along with the separate PCCLD *Library Replacement Plan* (pp.A2-A72, <https://www.pueblolibrary.org/sites/default/files/pdf/PCCLDLibraryFacilitiesMasterVisionPlans.pdf>), much of which also was updated in 2019, will ensure significant library physical assets will remain pertinent and up-to-date for years to come. Accomplishing these plans will go a long way toward helping guarantee PCCLD's relevance for this generation and the next in providing the best possible library service to local citizens.

PCCLD also continues to endeavor to achieve designated key results. These include 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.

To these ends, PCCLD completed a number of projects in 2019 with positive impact on its performance. These include, but are not limited to, a significant reinvestment in its software and information telecommunications delivery infrastructure and Internet services, the modernization of its Integrated Library System and the online searching tool that provides user interface for finding library collection materials and resources, a significant increase in on-site security services and protocols to better ensure comfortable and safe learning environments in library settings, the addition of more current resources in support of e-circulation, the improvement of its industry-leading public programming services, and focused attention on print resources such as the *Re-Acquaint Yourself with the Classics* project implemented toward year-end and previews a significant increase in investment in books to commence in 2020.

All the factors outlined above confirm the importance of PCCLD's dedication to planning, accountability, and service plus strong support for the institution from the

community it serves. PCCLD's mission to provide the best possible library service for local residents relates directly to the aforementioned activities and tactics, strategic goals, and key results. PCCLD will strive in 2020 to implement specific objectives in further support of these.

The objectives and action steps delineated 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. The resources available in support of this plan are further enhanced by the recent voter approval of Pueblo County Ballot Issue 6B, which will help alleviate PCCLD revenue challenges, which were mostly caused by a combination of the detrimental impact on property tax collections for libraries due to certain provisions of Colorado's Gallagher Amendment and the expiration in 2019 of a modest local mill levy dedicated to libraries.

Each 2020 objective is listed in alphabetical order below and accompanied by action steps intended to facilitate their accomplishment. The list is not intended to be a comprehensive list of all that will happen at PCCLD in 2020. Rather, it includes those objectives that, to the best of our knowledge, represent significant new initiatives for 2020 along with others identified with notable bearing on institutional resources. This annual planning 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.

2020 OBJECTIVES

- I. Accomplish revision and expansion of Finance policies so PCCLD's guiding practices are current and up-to-date.

Action Steps

1. Review current policies and compare with those of similar institutions and best industry practices.
 2. Revise and write Finance policies to ensure PCCLD's governance and activities are optimal.
 3. Work with the Library Trustees to adopt and implement new policies.
- II. Adopt policy aligned with new state legislation to better protect library user personal information.

Action Steps

1. Review legislation requirements and relevant current PCCLD policy.
 2. Write policy aligned with recommended principles and best practices.
 3. Seek approval from the Board of Trustees for implementation and follow through on this.
- III. Carry out the recent library market wage study by beginning to make salary adjustments in order to better ensure that PCCLD attracts and retains the best and brightest employees.

Action Steps

1. Analyze study findings within the context of PCCLD budgetary opportunities and limits.
2. Devise proposal for changes to current compensation for relevant jobs.
3. Communicate compensation alterations to affected employees and update those salaries.

- IV. Commence the implementation of the PCCLD master facilities plan (*Pueblo City-County Library District: Library Facilities Master Vision*) to ensure library physical facilities are kept fresh and up-to-date in support of contemporary library services.

Action Steps

1. Select architectural design firm and construction contractor to commence year one of the plan.
 2. Complete relevant construction and design drawings and plans.
 3. Put plan into action with construction and FFE procurement.
- V. Complete building security assessments using Homeland Security standards in order to better ensure safe library environments.

Action Steps

1. Employ certified security assessment agency and determine timeline for work.
 2. Review each site, respectively, to understand current vulnerabilities and develop a plan for desired changes.
 3. Make changes and assess outcomes for each site.
- VI. Conclude design and fabrication of the *Exploring Steel, Energy and the West* museum exhibit development utilizing Xcel Energy grant funds, and commence traveling exhibition.

Action Steps

1. Work with contractors to finalize exhibit design.
 2. Authorize fabrication, oversee production, and review final exhibit.
 3. Open traveling exhibition by summer of 2020 at the Rawlings Library.
- VII. Conduct an analysis of the costs and benefits of going "fine free," ceasing or limiting overdue materials fines to reduce access barriers to Library District services.

Action Steps

1. Review current “fine free” practices at peer libraries.
 2. Consider opportunities and challenges for implementing changes at PCCLD.
 3. Make final recommendations about this practice, implement, and evaluate.
- VIII. Consolidate Information Technology servers and continue to expand utilization of Cloud services in order to lower costs, improve performance, and better guarantee reliability.

Action Steps

1. Procure and configure new server equipment.
 2. Thoroughly test systems.
 3. Migrate applications and data to new server and Cloud platforms, and evaluate outcomes.
- IX. Continue to foster Maker or “learning by doing” activities within the Library District in support of lifelong learning.

Action Steps

1. Institute selected upgrades to Maker equipment, facilities, and programming.
 2. Establish partnerships with like-minded institutions in support of Maker.
 3. Monitor activities and assess results.
- X. Design and conduct a capital fundraising campaign.

Action Steps

1. Formulate a campaign in collaboration with the Pueblo Library Foundation to provide financial support for implementation of the Master Facilities Plan.
 2. Reach out to philanthropic individuals and organizations for grants and gifts.
 3. Assess results and adjust, as necessary.
- XI. Develop the pilot PCCLD Online University into a primary method for staff development so Library District employees have ready access to current practices.

Action Steps

1. Test new system with select training activities.
 2. Expand curriculum to include areas such as youth services, special collections, and adult programming.
 3. Monitor participation and analyze impact.
- XII. Evaluate the current credit card merchant process and implement changes to PCCLD's fee collection program to ensure it is current and cost effective.

Action Steps

1. Review costs and benefits of current program.
 2. Solicit information from vendors on alternatives.
 3. Make informed change or maintain existing program.
 4. Perform analysis of results and make desired changes.
- XIII. Examine the collection inventory maintenance processes and address changes to improve accuracy of library catalog of holdings.

Actions Steps

1. Review current inventory maintenance processes.
 2. Identify areas for cost-effective change and improvement.
 3. Implement modifications, inform and train staff, and assess impact.
- XIV. Execute foundational revision to pieces of the Library District's marketing efforts in order to better promote programs and services.

Actions Steps

1. Review and renovate PCCLD newsletter layout and distribution.
2. Grow utilization of social media and other digital marketing tools.
3. Consider a Library District rebranding effort.
4. Evaluate and implement changes, and report on results and recommendations.

- XV. Explore use of improved ILL modules to improve PCCLD Inter-Library Loan services and increase user access to books and materials.

Action Steps

1. Survey ILL marketplace for best solutions.
 2. Seek partners to pilot selected applications.
 3. Assess outcomes.
- XVI. Finish updating Information Technology policies so guidance is current and up-to-date.

Action Steps

1. Review current policies and compare with peer institutions.
 2. Assess pertinent best practices.
 3. Write policies aligned with PCCLD's interests and activities.
 4. Work with Trustees to adopt new policies and assess outcomes.
- XVII. Implement a PCCLD smartphone app to increase access to library services and programs.

Actions Steps

1. Review apps in the marketplace and PCCLD's needs.
 2. Contemplate a pilot program and configure software.
 3. Implement and evaluate results.
- XVIII. Increase PCCLD's support for the Friends of the Library and Books Again bookstore.

Action Steps

1. Check-in with the Friends on desired support activities.
 2. Evaluate PCCLD capacity for helping in designated areas.
 3. Start activities and assess outcomes.
- XIX. Investigate a consortium catalog with Pueblo School District 70.

Action Steps

1. Engage with School District 70 in establishing a new instance of the Koha ILS to build upon current ConnectED project.
 2. Appraise costs and benefits to PCCLD.
 3. Set in motion desired programs and evaluate impact.
- XX. Plan for the future provision of excellent local library services by formulation and adoption of a new PCCLD strategic plan.

Action Steps

1. Identify a process for updating the current strategic plan.
 2. Include in the planning process consideration for community and stakeholder input, local demographics, current public library best practices, and present and projected library resources.
 3. Employ necessary resources to complete the new plan.
 4. Seek adoption and communicate to interested parties.
- XXI. Refresh specific fund assets in accordance with PCCLD needs and the Capital Replacement Plan.

Action Steps

1. Identify capital assets to replace.
 2. Procure and install new assets.
 3. Gauge results.
- XXII. Return materials expenditures to fifteen percent of budgeted operational costs by spending more on books and provide increased access.

Action Steps

1. Identify dollar amount to appropriate.
2. Determine materials to procure in alignment with PCCLD practices and community desires.

3. Acquire materials and determine impact.

XXIII. Review and update the Use of Materials and Collection Development Policies of the Library District.

Action Steps

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

XXIV. Revise the telecommunications network topology with consideration for improved reliability and flexibility.

Action Steps

1. Employ industry expertise to devise proposed topology.
2. Create and implement work plan to instigate revisions.
3. Review and report on outcomes.

XXV. Revitalize the *All Pueblo Reads* book selection process to create greater community engagement.

Action Steps

1. Solicit interested parties to participate in the selection process.
2. Organize key players to select a book aligned with PCCLD goals and objectives.
3. Work to obtain local visit from author as keynote for 2020 All Pueblo Reads.
4. Appraise outcome.

XXVI. Seek funding from the Colorado Department of Education and/or the Colorado Department of Higher Education to build capacity for sustaining and growing the successful PCCLD Career Online High School pilot project to help local adults finish high school.

Action Steps

1. Identify likely grant funders and community partners.
 2. Seek collaboration and support from interested institutions.
 3. Implement project and determine impact.
- XXVII. Test and implement a texting application to expedite employee notification in the event of emergency closures or related operating hours changes.

Action Steps

1. Test application provided by the Special District Association.
 2. Define procedures for use and train employees.
 3. Implement project and assess outcomes.
- XXVIII. Update the PCCLD Information Technology Capital Replacement Plan to ensure appropriate future upgrades and support for critical IT systems.

Action Steps

1. Complete evaluation of current Information Technology Capital Replacement Plan inventory.
 2. Revise acquisition calendar in alignment with current best practices and projected needs.
 3. Communicate new plan to stakeholders and assess fiscal impact.
- XXIX. Utilize information from the recent library election to analyze strengths and weaknesses in library programs and services.

Action Steps

1. Obtain detailed results of November 5, 2019 library ballot measure.
2. Review data to determine where PCCLD's activities are robust and where frail.
3. Devise plans to improve services based upon analysis.
4. Consider methods for implementing desired changes.

- XXX. Support the Pueblo Library Foundation's expansion of its Leadership Institute with support from local philanthropic organizations in order to foster development opportunities for Pueblo County youth.

Action Steps

1. Support the Foundation's initiative to grow the Leadership Institute.
2. Gauge opportunities to leverage this program with PCCLD's mission.
3. Review the implemented changes for positive juxtaposition with PCCLD.

- XXXI. Work with the Pueblo Latino Chamber of Commerce and other partners to administer the Southern Colorado Youth Entrepreneurship Series (SoCo YES!) to foster and encourage a culture of entrepreneurship and achievement among young people in the region.

Action Steps

1. Await decision of request for funding support from Google.
2. With Google funding begin project aligned with application guidelines.
3. Determine results of first year of project.

2020 Annual Plan Costs

STRATEGIC AREAS OF FOCUS:

* Total costs reflect 2020 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	Accomplish revision and expansion of Finance policies so PCCLD's guiding practices are current and up-to-date.		Budgeted PCCLD staff time
II	Adopt policy aligned with new state legislation to better protect library user personal information.		Budgeted PCCLD staff time
III	Carry out the recent library market wage study by beginning to make salary adjustments in order to better ensure PCCLD attracts and retains the best and brightest employees.	\$100,000	Budgeted in General Fund
IV	Commence the implementation of the PCCLD master facilities plan (<i>Pueblo City-County Library District: Library Facilities Master Vision</i>) to ensure library physical facilities are kept fresh and up-to-date in support of contemporary library services.	\$1,000,000	Budgeted in Capital Project Fund

V	Complete building security assessments using Homeland Security standards in order to better ensure safe library environments.		Budgeted PCCLD staff time and building repairs and maintenance
VI	Conclude design and fabrication of the <i>Exploring Steel, Energy and the West</i> museum exhibit development utilizing Xcel Energy grant funds, and commence traveling exhibition.	\$20,000	Budgeted PCCLD staff time and contract services
VII	Conduct an analysis of the costs and benefits of going “fine free,” ceasing or limiting overdue materials fines to reduce access barriers to Library District services.		Budgeted PCCLD staff time
VIII	Consolidate Information Technology servers and continue to expand utilization of Cloud services in order to lower costs, improve performance, and better guarantee reliability.	\$14,000	Budgeted PCCLD staff time and contract services
IX	Continue to foster Maker or “learning by doing” activities within the Library District in support of lifelong learning.		Budgeted PCCLD staff time
X	Design and conduct a capital fundraising campaign.		Budgeted PCCLD staff time

XI	Develop the pilot PCCLD Online University into a primary method for staff development so Library District employees have ready access to current practices.		Budgeted PCCLD staff time
XII	Evaluate the current credit card merchant process and implement changes to PCCLD's fee collection program to ensure it is current and cost effective.		Budgeted PCCLD staff time. Cost savings anticipated.
XIII	Examine the collection inventory maintenance processes and address changes to improve accuracy of library catalog of holdings.	\$6,000	Budgeted PCCLD staff time and supporting costs.
XIV	Execute foundational revision to pieces of the Library District's marketing efforts in order to better promote programs and services.		Budgeted PCCLD staff time
XV	Explore use of improved ILL modules to improve PCCLD Inter-Library Loan services and increase user access to books and materials.		Budgeted PCCLD staff time

XVI	Finish updating Information Technology policies so guidance is current and up-to-date.		Budgeted PCCLD staff time
XVII	Implement a PCCLD smartphone app to increase access to library services and programs.	\$9,000	Budgeted contract services and PCCLD staff time
XVIII	Increase PCCLD's support for the Friends of the Library and Books Again bookstore.		Budgeted PCCLD staff time
XIX	Investigate a consortium catalog with Pueblo School District 70.		Budgeted PCCLD staff time
XX	Plan for the future provision of excellent local library services by formulation and adoption of a new PCCLD strategic plan.	\$5,000	Budgeted PCCLD staff time and contract services
XXI	Refresh specific fund assets in accordance with PCCLD needs and the Capital Replacement Plan.	\$232,000	Budgeted expenditures in the Capital Project Funds
XXII	Return materials expenditures to fifteen percent of budgeted operational costs by spending more on books and provide increased access.	\$185,000	Budgeted in General Fund

XXIII	Review and update the Use of Materials and Collections Development Policies of the Library District.		Budgeted PCCLD staff time
XXIV	Revise the telecommunications network topology with consideration for improved reliability and flexibility.		Budgeted PCCLD staff time
XXV	Revitalize the <i>All Pueblo Reads</i> book selection process to create greater community engagement.		Budgeted PCCLD staff time
XXVI	Seek funding from the Colorado Department of Education and/or the Colorado Department of Higher Education to build capacity for sustaining and growing the successful PCCLD Career Online High School pilot project to help local adults finish high school.	\$90,000	Budgeted in General Fund with anticipated grant revenue of \$86,000
XXVII	Test and implement a texting application to expedite employee notification in the event of emergency closures or related operating hours changes.		Budgeted PCCLD staff time
XXVIII	Update the PCCLD Information Technology Capital Replacement Plan to ensure appropriate future upgrades and support for critical IT systems.		Budgeted PCCLD staff time

XXIX	Utilize information from the recent library election to analyze strengths and weaknesses in library programs and services.	\$5,000	Budgeted PCCLD staff time and contract services
XXX	Support the Pueblo Library Foundation's expansion of its Leadership Institute with support from local philanthropic organizations in order to foster development opportunities for Pueblo County youth.		Budgeted PCCLD staff time
XXXI	Work with the Pueblo Latino Chamber of Commerce and other partners to administer the Southern Colorado Youth Entrepreneurship Series (SoCo YES!) to foster and encourage a culture of entrepreneurship and achievement among young people in the region.		Budgeted PCCLD staff time
	TOTAL COST	\$1,666,000	

2020 BUDGET

SUMMARY / REVENUES

The following pages include summaries of the General Fund, the Capital Project Fund and the Special Revenue Fund, as well as a combined spreadsheet showing totals in the funds. These are the only budgeted funds of the Pueblo City-County Library District for budget year 2020. 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 2020, 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 \$1,489,000 in 2020. Transfers are planned annually thereafter, in order to continue funding for the Library Replacement and Building Improvement Plans. The revenue budgeted in the Capital Project Fund reflects income from interest earnings and contributions from foundations and grantors. 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 5.85 mills. A mill levy of 5.25 was approved by voters in 1995. 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. Additionally, Pueblo County voters approved ballot measure 6B on November 5, 2019, as part of the Pueblo County General Election. 6B requested voter approval for 0.6 mill levy for ongoing support for the District, which rate will be offset by a current 0.603 mill levy for libraries in the County that is set to retire at the end of 2019. This mill levy will allow the District to sustain its programs, services, operations and facilities. This increases the District mill levy to 5.85 mills in 2020.

In addition to the mill levy of 5.85, 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 2020, the amount of additional mill levy that is expected to be certified is 0.015 mills, generating \$28,059 in revenue, the amount of taxes abated or refunded in 2019. The amount of refunds and abatements in 2020 decreased \$7,474 compared with 2019. The total mill levy anticipated to be certified to the county for collection of taxes in 2020 is 5.865.

**MILL LEVY CALCULATIONS
BUDGET 2020**

	<u>2020 BUDGET</u>		<u>Formula</u>		<u>2019 BUDGET</u>
A	1,906,776,371	Total Gross Assessed Valuation		1,775,845,704	Total Gross Assessed Valuation
B	57,148,824	TIF reductions		52,652,903	TIF reductions
C	1,849,627,547	Total Net Assessed valuation	A - B	1,723,192,801	Total Net Assessed valuation
D	5.850	Anticipated voter approved mill levy limit		5.250	Voter approved mill levy limit
E	10,820,321	Total Revenue	C X D X .001	9,046,762	Total Revenue
F	28,059	Abatements, refunds		35,533	Abatements, refunds
G	0.015	Millage for abatements, refunds	F / C X 1000	0.021	Millage for abatements, refunds
H	5.865	Adjusted mill levy	D + G	5.271	Adjusted mill levy
I	10,848,066	Adjusted total revenue	H X C X .001	9,082,949	Adjusted total revenue
J	10,804,673	Budgeted revenue @ 99.6%	I X 99.6%	9,046,617	Budgeted revenue @ 99.9%

\$	335,178	Revenue reduction impact of TIF	B X D X .001	\$	277,533	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.

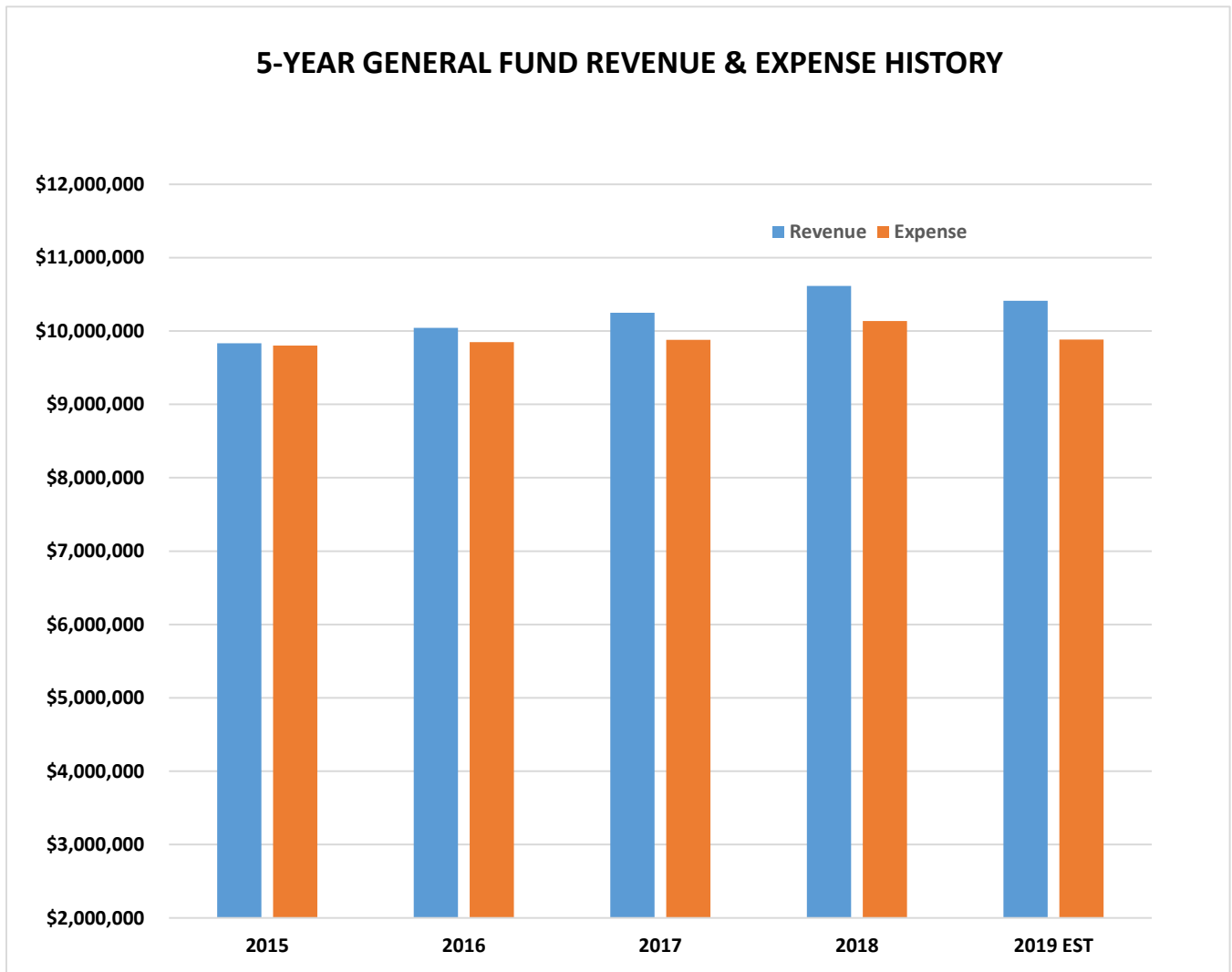
The voter approved mill levy is 5.85, but an increase to capture abatements and refunds from the prior year is allowable.

That increase is reflected here for a total mill levy in 2020 of 5.865.

The total dollar amount increase over the prior year is \$1,765,117.

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
2020 BUDGET**



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

GENERAL FUND	2018 AUDITED	2019 ESTIMATED	2019 BUDGET	2020 BUDGET
BALANCE, Beginning of Year	2,637,466	2,538,601	2,630,543	2,867,996
REVENUES	10,614,191	10,414,424	10,367,405	12,338,029
TOTAL BALANCE	13,251,657	12,953,025	12,997,948	15,206,025
EXPENDITURES	10,138,054	9,885,029	10,142,561	10,804,409
TRANSFER IN/OUT-CAPITAL PROJECT	(575,000)	(200,000)	(200,000)	(1,489,000)
TRANSFER IN/OUT-SPECIAL REVENUE	-	-	5,000	-
BALANCE, End of Year	<u>2,538,601</u>	<u>2,867,996</u>	<u>2,660,387</u>	<u>2,912,616</u>
CAPITAL PROJECT FUND	2018 AUDITED	2019 ESTIMATED	2019 BUDGET	2020 BUDGET
BALANCE, Beginning of Year	1,724,628	2,064,477	2,128,723	2,185,143
REVENUES	144,232	152,734	1,030,000	130,000
TOTAL BALANCE	1,868,860	2,217,211	3,158,723	2,315,143
EXPENDITURES	382,383	232,068	1,294,100	1,242,000
SALE OF FIXED ASSETS	3,000			
TRANSFER IN/OUT GENERAL FUND	575,000	200,000	200,000	1,489,000
BALANCE, End of Year	<u>2,064,477</u>	<u>2,185,143</u>	<u>2,064,623</u>	<u>2,562,143</u>
SPECIAL REVENUE FUND	2018 AUDITED	2019 ESTIMATED	2019 BUDGET	2020 BUDGET
BALANCE, Beginning of Year	719	950	819	3,512
REVENUES	9,231	7,562	5,075	5,075
TOTAL BALANCE	9,950	8,512	5,894	8,587
EXPENDITURES	9,000	5,000	-	8,000
TRANSFER IN/OUT	-	-	(5,000)	-
BALANCE, End of Year	<u>950</u>	<u>3,512</u>	<u>894</u>	<u>587</u>
COMBINED FUND BALANCE, End of Year	<u>4,604,028</u>	<u>5,056,651</u>	<u>4,725,903</u>	<u>5,475,346</u>
BALANCE, Restricted *	1,132,700	1,129,269	1,120,489	1,184,053
BALANCE, Available	3,471,328	3,927,382	2,642,774	4,291,294
NET CHANGE TO GEN FUND BALANCE	(98,865)	329,395	29,844	44,620
* RESTRICTED FUNDS				
Emergency reserve	318,426	312,433	311,022	370,141
Reserve requirement for COPs	813,325	813,325	813,325	813,325
Special Revenue Fund	950	3,512	894	587
TOTAL RESTRICTED:	1,132,700	1,129,269	1,125,241	1,184,053

GENERAL FUND

*Please note that all of the comparative percentage statistics referenced in this narrative compare the 2020 Budget to the 2019 **Estimated Actual**, except in those instances where a Budget-to-Budget comparison is clearly noted.*

REVENUES

PROPERTY TAX: The assessed valuation figures for 2020 reflect an increase of 19%, with a monetary increase of \$1,749,214 in property tax. The calculations reflect voter approval on November 5, 2019, of ballot measure 6B. 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 88% of the total general fund 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 an increase from prior year mainly due to anticipation of newly awarded grants not previously awarded in 2019. Most recurring grant receipts are budgeted at or slightly above 2019 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 rose in 2017 and 2018 with two subsequent rate declines happening in 2019 so far. 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 have declined in comparison with previous years. In 2020, budgeted collection of fines and fees is set lower than 2019 based on trend. 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 decreased slightly from the current year estimate, but are above the prior year budget.

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 2020 is 5.865 based on recent voter approval of ballot measure 6B. Additionally, 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, 0.015, is included in the total mill levy for 2020.

The total general fund revenue for 2020 reflects an 18% increase over the 2019 estimated actual.

EXPENDITURES

Expenditures in 2020 show an increase of 9% in total. However, there are numerous areas in which reduced spending is budgeted in 2020. The District is forecasting a 19% increase in property tax revenue in 2020 due to an increase in the mill levy. This budget reflects the passing of ballot measure 6B. This additional 0.6 mill levy will allow the District to sustain its programs, services, operations and facilities.

PEOPLE TO PROVIDE SERVICES: This section has increased by 8% over the 2019 estimated figures. All personnel costs are included in this section—salaries, PERA, employee benefits, employee training, etc.

Salaries and wages increase from the 2019 estimated actual by 8% due to salary increases, added or upgraded positions, and a minimum wage increase. The total FTE (Full-Time Equivalent) count for the District is increasing by 2.59 for 2020 after final adjustments and other organizational changes. The budget allows for a 2.5% adjustment to salaries, as determined by the salary compensation pay plan. The District also is completing a market wage study for all jobs, and an amount of \$100,000 is included in the 2020 budget to help adjust some job salaries up to current market rates—this is expected to be a multi-year effort.

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 2019 rates until mid-year 2020. PERA legislation passed in 2018 determined the employer PERA contribution will be calculated on pretax deductions for employees hired after July 1, 2019. The 2020 budgeted expenditure for PERA increases in comparison with the PERA amount budgeted for 2019 due to the increase in the FTE count and also an increase in the employer contribution from 13.7% to 14.2% on July 1, 2020 (also a feature of the 2018 PERA law change).

Workers compensation insurance increased by 4% in comparison with prior year budget based on estimated market increase, claim history and deductible costs in recent years.

Employee insurance includes premiums paid by the District for employee health, dental and life insurance. A 12% increase is forecast in 2020 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 at 1.45% of covered salary.

Employee relations includes those items that are employee related, but do not really fall into the benefits or training category. This area includes recruiting expense, volunteer appreciation, tuition reimbursement funding to provide an incentive for staff pursuing a degree, and the employee assistance program. This budget is increased 7% for 2020 reflecting anticipated expenditures in the coming year.

Employee training increased in 2020 by 2%, reflecting anticipated training opportunities in the coming year. 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 1.60% of the total salaries budget.

MATERIALS AND SERVICES: This section of the budget has increased by 22% from the 2019 estimated actual expenditures. As a result of a one-year reduction in materials expenditures in 2019, materials as a percentage of budgeted operational costs dropped to 14.2%. Typically as an operating procedure, the District seeks to spend 15% of total annual operating costs on library materials. The 2020 budget is correcting the 2019 reduction by reaching 15% of operating expenditures. 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 17% higher than estimates for 2019. This corrects the one-year reduction in 2019.

Library programs reflects an increased budget from prior year. Program budgets per location and department were adjusted to align with trends in program participation. In addition, multi-year unspent grant funds are included in these increase. 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 \$35,000 in 2019 to fund programs District-wide. Additionally, the Friends has contributed \$28,000 annually for various programs and community engagement which is anticipated to help support the Summer Reading Club and the Read Out Loud and All Pueblo Reads programs. In 2020, it is anticipated that the Friends will contribute just over \$40,000 in total. This generous donation amounts to 15% of the 2020 programs budget.

Bindery/processing supplies/services is slated to increase by 63% from 2019. The increase in the materials budget is planned specifically for books which boosts bindery and processing costs.

FACILITIES TO PROVIDE SERVICES: This section shows an 8% increase over estimated expense for 2019. This increase is due mainly to increased vehicle costs of the district's in-house courier activities, projected increase in utilities and insurance expenditures.

Utilities increased by 21% compared with 2019 estimated expenditures based on current expenses and projections.

Vehicle expense is budgeted at the 2019 level, based on current expenses and projections.

Building repair and maintenance holds those items that are needed to properly maintain the buildings in the District—janitorial, trash removal, carpet cleaning, supplies, etc.—as

well as minor maintenance projects. The 8% increase projected in 2020 holds is a moderate increase from current estimated expenditures.

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 nearly 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 13%. This estimate is in line with an industry-wide average increase.

Friends of the Library expenditures increased 11% over the 2019 estimate due mostly to carryover expenditures from grant allocations made to the District in 2019 which were added to the 2020 budget. Friends' contributions are also recorded in other line items.

OPERATING: This section reflects expenses for general operations of the District. The change, a 5% decrease from prior year, is due to the combination of reductions in advertising, contracts for services, 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 2020.

Contractual library services decreased by 8% under 2019 estimates. The decrease is driven mainly by bringing the outsourced IT network systems administration in-house utilizing paid staff.

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 55% from the 2019 budget reflecting targeted reductions in direct marketing as well as a restructuring of the advertising and community relations budget.

Professional memberships increase by 10% representing the anticipated memberships maintained by the District in 2020.

Office supplies, equipment shows an 8% increase in 2020. The district remains committed to focused spending plans for all libraries and departments and has right-sized departmental budgets in 2020. The District continues to benefit from procurement efficiencies that were initiated in 2017.

Photocopiers reflects an increased cost in comparison to the current year estimate. The District procured a new copier for Community Relations in 2019 and the increased costs are associated with the maintenance of and printing supplies for the equipment.

Courier service increases 15% as compared to the 2019 estimate reflecting a volume cost increase for inter-library loan courier services.

Postage and freight increased 10% in comparison with the 2019 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 increase of 8% from estimated expenditures for current year.

Telecommunications shows a 1% increase from 2019 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 2020—is \$149,000, which is a significant offset to this expense.

Hardware repair & maintenance is budgeted at the 2019 level, based on anticipated expenses and projections.

Technology supplies has increased by 57% based on anticipated spending in 2020, but is less than the prior year budgeted amount.

Technology maintenance, licenses, support includes all contractual services expense related to Technology—network maintenance, consulting and support agreements, licenses, etc. This line has increased by 6% to reflect anticipated costs for the integrated library [catalog] system ILS and for other licenses and agreements.

The total increase in expenditures in this budget in comparison with 2019 estimated actual expenditures is 9% or \$919,380.

FUND BALANCE

The ending fund balance forecast in the 2020 general fund budget is \$2,912,616 an increase of \$44,620 in comparison with the estimated 2019 General Fund balance. This includes the transfer of \$1,489,000 from the General Fund to the Capital Project fund planned in the 2020 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 \$370,141 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 \$4,291,294.

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

	Actual Prev.year 2018	Estimated Curr.year 2019	Budget 2019	Budget 2020	Increase (Decrease)	%
REVENUES						
Property tax	9,044,280	9,055,459	9,046,617	10,804,673	1,749,214	19%
Specific ownership tax	890,331	803,394	800,626	956,214	152,820	19%
Contracts, Grants, Gifts	426,154	325,496	325,496	393,142	67,646	21%
Interest	86,572	101,021	64,665	65,000	(36,021)	-36%
Fines, Fees	95,283	61,629	64,001	51,500	(10,129)	-16%
Photocopier & Internet Copy Fees	68,539	64,567	62,000	64,000	(567)	-1%
Miscellaneous	3,032	2,858	4,000	3,500	642	22%
TOTAL REVENUES	10,614,191	10,414,424	10,367,405	12,338,029	1,923,605	18%
EXPENDITURES						
PERSONNEL						
Salaries	4,224,378	4,181,346	4,226,971	4,522,058	340,712	8%
PERA	566,298	565,302	590,094	606,573	41,271	7%
Workers compensation	31,868	28,041	29,023	29,204	1,163	4%
Employee insurance	436,131	470,859	511,721	526,086	55,227	12%
Unemployment compensation	12,240	12,544	12,681	13,566	1,022	8%
Medicare trust	59,231	58,190	61,291	65,570	7,380	13%
Employee relations	27,369	22,531	25,050	24,050	1,519	7%
Employee training	64,493	71,231	74,000	72,370	1,139	2%
TOTAL PERSONNEL	5,422,009	5,410,044	5,530,831	5,859,477	449,433	8%
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,197,989	1,096,374	1,166,500	1,280,900	184,526	17%
Bindery/processing supplies/services	167,814	133,931	172,919	218,919	84,988	63%
Library programs	217,756	210,821	183,363	271,181	60,360	29%
TOTAL MATERIALS	1,583,560	1,441,126	1,522,782	1,771,000	329,874	23%
FACILITIES						
Utilities	456,520	419,025	475,453	506,900	87,875	21%
Vehicle maintenance	12,699	13,000	13,000	13,000	-	0%
Building repair & maintenance	431,967	433,110	453,000	466,593	33,483	8%
Rent	29,080	29,077	29,077	29,719	642	2%
Lease/purchase of buildings	809,700	810,700	810,700	813,325	2,625	0%
Insurance	73,732	80,907	80,501	91,099	10,192	13%
Friends expenditures	39,865	39,885	39,885	44,393	4,508	11%
TOTAL FACILITIES	1,853,563	1,825,704	1,901,616	1,965,029	139,325	8%
OPERATING						
Contract Services	396,865	466,013	453,436	429,409	(36,604)	-8%
County Treasurer's fees	135,666	135,871	135,699	162,070	26,199	19%
Community relations	66,737	69,345	39,000	31,100	(38,245)	-55%
Professional memberships	7,897	9,066	8,215	10,015	949	10%
Office supplies, equipment	57,598	50,929	58,800	55,143	4,214	8%
Photocopiers	24,503	16,311	14,962	21,224	4,913	30%
Courier service	23,881	1,744	950	2,000	256	15%
Postage & freight	35,747	31,859	35,000	35,000	3,141	10%
TOTAL OPERATING	748,893	781,138	746,062	745,961	(35,177)	-5%
INFORMATION TECHNOLOGY						
Telecommunications	227,401	210,113	195,700	213,200	3,087	1%
Hardware repair & maintenance	24,668	13,729	25,000	25,000	11,271	82%
Technology Supplies	45,579	19,103	40,000	30,000	10,897	57%
Technology mtce, licenses, support	232,381	184,072	180,570	194,742	10,670	6%
TOTAL INFORMATION TECHNOLOGY	530,028	427,017	441,270	462,942	35,925	8%
TOTAL EXPENDITURES	10,138,054	9,885,029	10,142,561	10,804,409	919,380	9%

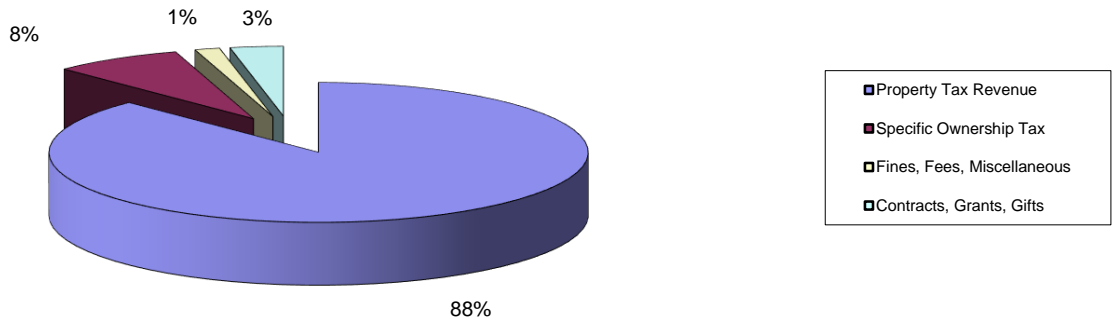
**PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND**

	Actual Prev.year 2018	Estimated Curr.year 2019	Budget 2019	Budget 2020	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	9,044,280	9,055,459	9,046,617	10,804,673	1,749,214	19%
All other sources	1,569,911	1,358,965	1,320,788	1,533,356	174,391	13%
TOTAL REVENUES	10,614,191	10,414,424	10,367,405	12,338,029	1,923,605	18%
EXPENDITURES						
PERSONNEL	5,422,009	5,410,044	5,530,831	5,859,477	449,433	8%
MATERIALS & SERVICES	1,583,560	1,441,126	1,522,782	1,771,000	329,874	23%
FACILITIES	1,853,563	1,825,704	1,901,616	1,965,029	139,325	8%
OPERATIONS	748,893	781,138	746,062	745,961	(35,177)	-5%
INFORMATION TECHNOLOGY	530,028	427,017	441,270	462,942	35,925	8%
TOTAL EXPENDITURES	10,138,054	9,885,029	10,142,561	10,804,409	919,380	9%
Beginning fund balance	2,637,466	2,538,601	2,630,543	2,867,996	329,395	13%
Transfer in/out Capital Project Fund	(575,000)	(200,000)	(200,000)	(1,489,000)	(1,289,000)	
Transfer in/out Special Revenue Fund	-	-	5,000	-	(5,000)	
EXCESS Revenues - Expenditures (Reserve increase)	476,135	529,395	224,844	1,533,620	1,004,225	190%
NET (ending fund balance)	2,538,601	2,867,996	2,660,387	2,912,616	44,620	2%
 NET ASSESSED VALUATION - \$ 1,849,627,547						

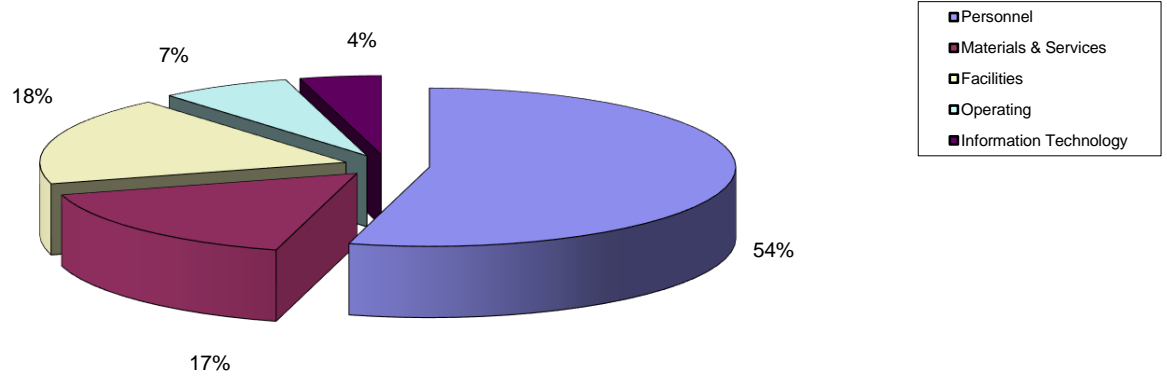
THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2020 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,
- Master Facility Plan, to record revenues (including donations and outside financing sources) and expenditures for new capital construction 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 \$100,000 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

Master Facility Plan Projects: Building improvements for the Rawlings Library are budgeted for \$1,000,000.

InfoZone Expenditures: there are no budgeted expenditures in 2020 for InfoZone exhibit upgrades.

Capital Asset Repair & Maintenance: Non-depreciable asset expenditures and contingency funds totaling \$10,000 are budgeted for 2020.

Capital Asset Acquisitions. Several Library Replacement Plan items are budgeted for here, including photocopiers, laptops, a work truck and snow plow, interior painting and carpeting, phase one of the Rawlings Library re-imagining project and network upgrades among other planned spending.

Total capital fund spending in 2020 is projected at \$1,242,000.

OTHER FINANCING SOURCES/USES

TRANSFER IN FROM THE GENERAL FUND: In 2020, there is a budgeted transfer of \$1,489,000 to the Capital Fund, for ongoing funding of capital asset acquisitions and the Library Replacement Plan.

FUND BALANCE

The fund balance forecast in the 2020 Capital Project fund budget is \$2,562,143. 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 increase \$377,000 in 2020.

The total combined fund balance, comprised of both the General Fund, Capital Project Fund and the restricted Special Revenue Fund, is projected to be \$5,509,415 at the end of 2020. Of this total fund balance, \$370,141 is restricted for the TABOR 3% reserve requirement, and \$813,325 is restricted in the Debt Service Reserve Fund, and \$587 is the ending fund balance in the Special Revenue Fund, leaving a remaining combined fund balance of \$4,325,363 which is unrestricted.

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

	Actual Prev.year 2018	Estimated Curr.year 2019	Budget 2019	Budget 2020	Increase (Decrease)
REVENUES					
Contributions, gifts, grants	102,803	88,244	1,000,000	100,000	11,756
Miscellaneous revenue	-	13,415	-	-	(13,415)
Interest earnings	41,429	51,075	30,000	30,000	(21,075)
TOTAL REVENUES	144,232	152,734	1,030,000	130,000	(22,734)
EXPENDITURES					
InfoZone Expenditures	3,594	25,096	25,000	-	(25,096)
Capital Asset Repair & Maintenance	-	86,650	51,100	10,000	(76,650)
Capital Asset Acquisitions					
Information Technology	205,116	108,524	135,000	138,000	29,476
Furniture, Fixtures, Equipment	67,434	11,798	63,000	94,000	82,202
Master Facility Plan Projects	106,239	-	1,020,000	1,000,000	1,000,000
TOTAL CAPITAL ASSET EXPENSE	378,789	206,972	1,269,100	1,242,000	1,035,028
TOTAL EXPENDITURES	382,383	232,068	1,294,100	1,242,000	1,035,028

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

	Actual Prev. year 2018	Estimated Curr. year 2019	Budget 2019	Budget 2020	Increase (Decrease)
SUMMARY					
REVENUES					
Contributions, grants, gifts	102,803	88,244	1,000,000	100,000	11,756
Miscellaneous revenue	-	13,415	-	-	(13,415)
Interest earnings	41,429	51,075	30,000	30,000	(21,075)
TOTAL REVENUES	144,232	152,734	1,030,000	130,000	(22,734)
EXPENDITURES					
InfoZone Expenditures	3,594	25,096	25,000	-	(25,096)
Capital Asset Expenditures	<u>378,789</u>	<u>206,972</u>	<u>1,269,100</u>	<u>1,242,000</u>	<u>1,035,028</u>
TOTAL EXPENDITURES	382,383	232,068	1,294,100	1,242,000	1,009,932
Beginning fund balance	1,724,628	2,064,477	2,128,723	2,185,143	120,666
Other Financing Sources					
Sale of Assets	3,000	-	-	-	-
Transfer in from General Fund	575,000	200,000	200,000	1,489,000	1,289,000
Transfer out to General Fund	-	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(238,151)	(79,334)	(264,100)	(1,112,000)	(1,032,666)
NET (ending fund balance)	<u>2,064,477</u>	<u>2,185,143</u>	<u>2,064,623</u>	<u>2,562,143</u>	<u>377,000</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 2020 budget reflects a \$8,000 contribution to the Pueblo Library Foundation.

FUND BALANCE

At the end of 2020, the fund balance is anticipated to be \$587.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
SPECIAL REVENUE FUND
BUDGET 2020**

	Actual Prev. year 2018	Estimated Curr. year 2019	Budget 2019	Budget 2020	Increase (Decrease)
REVENUES					
Interest earnings	131	117	75	75	(42)
Distributions from Chamberlain Fund	<u>9,100</u>	<u>7,445</u>	<u>5,000</u>	<u>5,000</u>	<u>(2,445)</u>
TOTAL REVENUES	<u>9,231</u>	<u>7,562</u>	<u>5,075</u>	<u>5,075</u>	<u>(4,156)</u>
EXPENDITURES					
Contributions	9,000	5,000	-	8,000	3,000
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	<u>9,000</u>	<u>5,000</u>	<u>-</u>	<u>8,000</u>	<u>3,000</u>
Beginning fund balance	719	950	819	3,512	2,562
Other Financing Sources					
Transfer out to General Fund	-	-	(5,000)	-	-
EXCESS Revenues - Expenditures (Reserve increase)	231	2,562	5,075	(2,925)	(7,156)
NET (ending fund balance)	<u>950</u>	<u>3,512</u>	<u>894</u>	<u>587</u>	<u>(4,594)</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
2020 BUDGET**

	General Fund	General Fund Budget Percentages	Capital Project Fund	Special Revenue Fund	Total Combined Funds	% of Total PCCLD budget
REVENUES						
Property tax	10,804,673	88%	-	-	10,804,673	86.62%
All other	1,533,356	12%	130,000	5,075	1,668,431	13.38%
TOTAL REVENUES	12,338,029	100%	130,000	5,075	12,473,104	100.00%

EXPENDITURES						
Personnel	5,859,477	54%	-	-	5,859,477	48.61%
Materials & Services	1,771,000	16%	-	-	1,771,000	14.69%
Facilities	1,965,029	18%	1,104,000	-	3,069,029	25.46%
Operations	745,961	7%	-	8,000	753,961	6.25%
Information Technology	462,942	4%	138,000	-	600,942	4.99%
TOTAL EXPENDITURES	10,804,409	100%	1,242,000	8,000	12,054,409	100.00%

Beginning Fund Balance	2,867,996		2,185,143	3,512	5,056,651	
Excess: Revenues over Expenditures	1,533,620		(1,112,000)	(2,925)	418,695	
Transfers In/Out	(1,489,000)		1,489,000	-	-	
Ending Fund Balance	2,912,616		2,562,143	587	5,475,346	
Combined Fund balance as a % of operating expense						51%

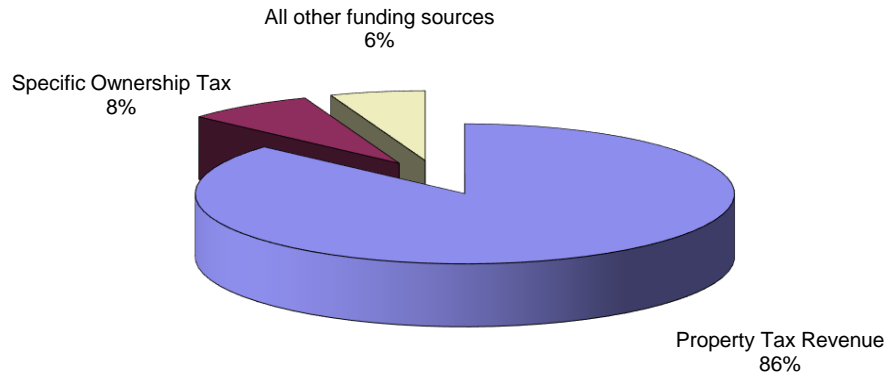
BREAKDOWN OF ENDING FUND BALANCE ***

*** Reserves and unrestricted funds	
3% emergency reserve	370,141
Reserve requirement for COPs	813,325
Special Revenue Fund	587
Unrestricted fund balance	4,291,294

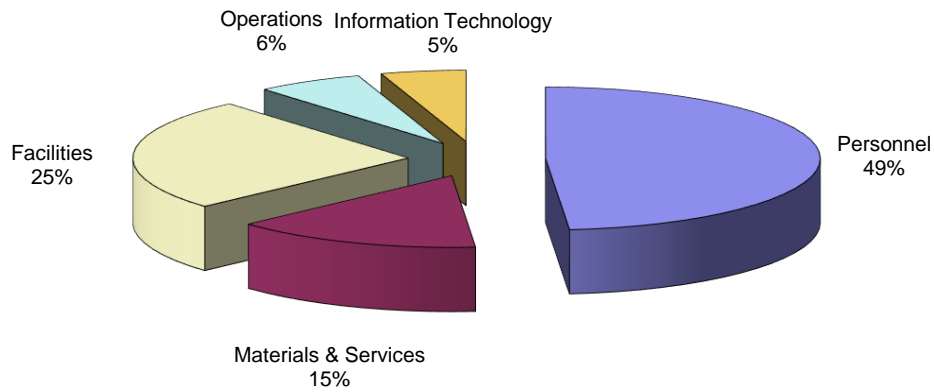
**This sheet shows the three funds - General Fund, Capital Project & Special Revenue
Fund - combined for revenues, expenditures and fund balance.**

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2020 BUDGET**

COMBINED FUND BUDGET - REVENUES



COMBINED FUND BUDGET - EXPENDITURES



BOND DEBT SERVICE [LEASE PURCHASE PAYMENTS]

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

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