BUDGET 2012
Preliminary

PUEBLO CITY-COUNTY LIBRARY DISTRICT
10-YEAR FINANCIAL PROJECTIONS

Presented at 11-10-2011 Work Session **11/10/2011**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1																						
2		2010	2011		2012		2013		2014		2015		2016		2017		2018		2019		2020	
	GENERAL FUND:	(Audit)	(Estimated)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)	
	Beginning Fund balance	1,108,928	2,098,294	89%	2,783,340	33%	2,971,985	7%	1,539,367	-48%	799,064	-48%	1,058,051	32%	1,495,677	41%	1,942,917	30%	2,301,538	18%	2,681,074	16%
5	**Revenues:**																					
6	Property tax revenue	7,118,422	7,287,039	2%	7,795,109	7%	8,213,015	5%	8,338,654	2%	8,493,248	2%	8,832,979	4%	9,281,638	5%	9,370,023	1%	9,557,424	2%	10,016,253	5%
7	Specific ownership tax	626,834	619,398	-1%	662,584	7%	698,106	5%	708,786	2%	721,926	2%	750,803	4%	788,939	5%	796,452	1%	812,381	2%	851,382	5%
8	Other	494,338	494,697	0%	463,744	-6%	476,172	3%	490,023	3%	499,977	2%	519,515	4%	541,276	4%	563,759	4%	586,102	4%	609,316	4%
9	**TOTAL REVENUE**	**8,239,594**	**8,401,134**	**2%**	**8,921,437**	**6%**	**9,387,293**	**5%**	**9,537,463**	**2%**	**9,715,151**	**2%**	**10,103,297**	**4%**	**10,611,853**	**5%**	**10,730,234**	**1%**	**10,955,907**	**2%**	**11,476,951**	**5%**
10																						
11	**Expenditures:**																					
12	Salaries, personnel	3,514,400	3,423,072	-3%	3,602,676	5%	3,649,511	1%	3,751,954	3%	3,855,730	3%	3,905,854	1%	3,956,630	1%	4,008,067	1%	4,060,171	1%	4,112,954	1%
13	Payroll tax (PERA, Medicare, 401(k))	570,765	509,595	-11%	538,231	6%	552,901	3%	568,421	3%	584,143	3%	591,737	1%	599,430	1%	607,222	1%	615,116	1%	623,112	1%
14	Employee benefits: insurance, misc.	341,010	387,078	14%	447,624	16%	468,265	5%	490,634	5%	514,100	5%	538,719	5%	564,547	5%	591,644	5%	620,073	5%	649,901	5%
15	Employee benefits: travel, education	78,450	70,874	-10%	165,472	133%	166,545	1%	169,374	2%	172,266	2%	175,224	2%	178,248	2%	181,340	2%	184,502	2%	187,737	2%
16	Materials (books, AV, periodicals,...)	1,007,498	1,127,761	12%	1,220,000	8%	1,244,400	2%	1,450,000	17%	1,393,500	-4%	1,435,305	3%	1,464,011	2%	1,493,291	2%	1,523,157	2%	1,553,620	2%
17	Processing, bindery expenses	135,630	145,010	7%	146,955	1%	149,894	2%	174,000	16%	167,220	-4%	172,237	3%	177,404	3%	182,726	3%	188,208	3%	193,854	3%
18	Programs	95,513	99,737	4%	101,177	1%	101,177	0%	104,212	3%	107,339	3%	110,559	3%	113,876	3%	117,292	3%	120,811	3%	124,435	3%
19	Operating leases	21,829	24,608	13%	22,888	-7%	23,346	2%	23,813	2%	24,289	2%	24,775	2%	25,766	4%	26,797	4%	27,869	4%	28,984	4%
20	Lease purchase (COPS)	311,950	311,950	0%	688,579	121%	691,957	0%	689,636	0%	686,954	0%	689,069	0%	690,642	0%	691,674	0%	687,006	-1%	687,135	0%
21	Utilities, bldg & vehicle mtce, repair	604,111	647,411	7%	635,087	-2%	635,087	0%	691,841	9%	756,433	9%	794,255	5%	833,968	5%	875,666	5%	919,450	5%	965,422	5%
22	Friends expenditures	46,518	41,300	-11%	31,300	-24%	31,300	0%	32,552	4%	33,854	4%	35,208	4%	36,617	4%	38,081	4%	39,604	4%	41,189	4%
23	Contract services	190,143	217,913	15%	287,091	32%	247,091	-14%	254,504	3%	262,139	3%	270,003	3%	278,103	3%	286,446	3%	295,040	3%	303,891	3%
24	County treasurer's fees	106,729	109,306	2%	116,927	7%	123,442	6%	125,151	1%	127,654	2%	132,760	4%	135,415	2%	140,832	4%	143,649	2%	150,545	5%
25	Public relations	42,628	58,005	36%	73,670	27%	73,670	0%	75,880	3%	78,157	3%	80,501	3%	82,916	3%	85,404	3%	87,966	3%	90,605	3%
26	Insurance	55,717	65,618	18%	60,432	-8%	66,641	10%	67,973	2%	69,332	2%	70,719	2%	72,133	2%	73,576	2%	75,048	2%	76,549	2%
27	Office supplies, postage, printing, misc.	163,898	144,481	-12%	166,361	15%	166,361	0%	171,352	3%	176,492	3%	181,787	3%	187,241	3%	192,858	3%	198,644	3%	204,603	3%
28	Information technology	346,391	332,369	-4%	328,323	-1%	328,323	0%	336,468	2%	346,562	3%	356,959	3%	367,667	3%	378,697	3%	390,058	3%	401,760	3%
29	**TOTAL EXPENDITURES**	**7,633,180**	**7,716,088**	**1%**	**8,632,793**	**12%**	**8,719,911**	**1%**	**9,177,766**	**5%**	**9,356,165**	**2%**	**9,565,671**	**2%**	**9,764,613**	**2%**	**9,971,613**	**2%**	**10,176,371**	**2%**	**10,396,295**	**2%**
30	*Transfer to Capital Project Fund*	*(382,952)*	-		*100,000*		*2,100,000*		*1,100,000*		*100,000*		*100,000*		*400,000*		*400,000*		*400,000*		*400,000*	
31	**Ending Fund balance**	**2,098,294**	**2,783,340**	**33%**	**2,971,985**	**7%**	**1,539,367**	**-48%**	**799,064**	**-48%**	**1,058,051**	**32%**	**1,495,677**	**41%**	**1,942,917**	**30%**	**2,301,538**	**18%**	**2,681,074**	**16%**	**3,361,730**	**25%**
32																						
33	**CAPITAL PROJECT FUND:**																					
34	Beginning Fund balance	2,657,602	2,151,470		1,880,853		3,767,486		2,928,830		3,458,189		3,369,313		3,350,637		3,313,793		3,380,617		3,496,043	
	Total Projected Revenues	13,581	153,128		237,000		45,344		26,359		56,124		30,324		55,156		29,824		55,426		31,464	
	Total Projected Expenditures	136,761	423,745		2,250,367		2,984,000		597,000		245,000		149,000		492,000		363,000		340,000		311,000	
37	*Transfer in from General Fund*	(382,952)	-		3,900,000		2,100,000		1,100,000		100,000		100,000		400,000		400,000		400,000		400,000	
38	**Ending Fund balance**	**2,151,470**	**1,880,853**		**3,767,486**		**2,928,830**		**3,458,189**		**3,369,313**		**3,350,637**		**3,313,793**		**3,380,617**		**3,496,043**		**3,616,507**	
39																						
40	**TOTAL COMBINED FUNDS**																					
41	Beginning Fund balance	3,766,530	4,249,764		4,664,193		6,739,471		4,468,197		4,257,253		4,427,364		4,846,314		5,256,710		5,682,155		6,177,117	
42	Total Projected Revenues	8,253,175	8,554,262		9,158,437		9,432,637		9,563,822		9,771,275		10,133,621		10,667,009		10,760,058		11,011,333		11,508,415	
43	Total Projected Expenditures	7,769,941	8,139,833		10,883,160		11,703,911		9,774,766		9,601,165		9,714,671		10,256,613		10,334,613		10,516,371		10,707,295	
44	*Net transfers*	-	-		3,800,000		-		-		-		-		-		-		-		-	
45																						
46	**ENDING COMBINED FUND BALANCE**	**4,249,764**	**4,664,193**	**10%**	**6,739,471**	**44%**	**4,468,197**	**-34%**	**4,257,253**	**-5%**	**4,427,364**	**4%**	**4,846,314**	**9%**	**5,256,710**	**8%**	**5,682,155**	**8%**	**6,177,117**	**9%**	**6,978,237**	**13%**
47																						
48	**Fund balance % of operating expenditu**	56%	60%		78%		51%		46%		47%		51%		54%		57%		61%		67%	
49	**Materials as a % of operating budget**	14%	15%		15%		16%		17%		16%		16%		16%		16%		16%		16%	
50	**Salaries & benefits: % of op. budget**	59%	57%		55%		55%		54%		55%		54%		54%		54%		54%		54%	
51	**Debt services: % of revenue**	4%	4%		8%		7%		7%		7%		7%		7%		6%		6%		6%	
52	**Employee training: % of salaries**	2.23%	2.07%		4.59%		4.56%		4.51%		4.47%		4.49%		4.51%		4.52%		4.54%		4.56%	

Public Hearing

Two 7,500 sf buildings;
add'l. $3.8 million debt financing

BUDGET 2012
Preliminary

PUEBLO CITY-COUNTY LIBRARY DISTRICT
10-YEAR FINANCIAL PROJECTIONS

Presented at 11-10-2011 Work Session

11/10/2011

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1																						
2		2010	2011		2012		2013		2014		2015		2016		2017		2018		2019		2020	
	GENERAL FUND:	(Audit)	(Estimated)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)		(Projected)	
	Beginning Fund balance	1,108,928	2,098,294	89%	2,783,340	33%	2,971,985	7%	1,539,367	-48%	611,232	-60%	683,531	12%	929,446	36%	1,180,379	27%	1,338,011	13%	1,511,789	13%
5	**Revenues:**																					
6	Property tax revenue	7,118,422	7,287,039	2%	7,795,109	7%	8,213,015	5%	8,338,654	2%	8,493,248	2%	8,832,979	4%	9,281,638	5%	9,370,023	1%	9,557,424	2%	10,016,253	5%
7	Specific ownership tax	626,834	619,398	-1%	662,584	7%	698,106	5%	708,786	2%	721,926	2%	750,803	4%	788,939	5%	796,452	1%	812,381	2%	851,382	5%
8	Other	494,338	494,697	0%	463,744	-6%	476,172	3%	490,023	3%	498,286	2%	516,145	4%	536,180	4%	556,896	4%	577,430	4%	598,792	4%
9	**TOTAL REVENUE**	**8,239,594**	**8,401,134**	**2%**	**8,921,437**	**6%**	**9,387,293**	**5%**	**9,537,463**	**2%**	**9,713,460**	**2%**	**10,099,927**	**4%**	**10,606,757**	**5%**	**10,723,371**	**1%**	**10,947,235**	**2%**	**11,466,427**	**5%**
10																						
11	**Expenditures:**																					
12	Salaries, personnel	3,514,400	3,423,072	-3%	3,602,676	5%	3,649,511	1%	3,806,954	4%	3,966,445	4%	4,018,009	1%	4,070,243	1%	4,123,156	1%	4,176,757	1%	4,231,055	1%
13	Payroll tax (PERA, Medicare, 401(k))	570,765	509,595	-11%	538,231	6%	552,901	3%	576,754	4%	600,916	4%	608,728	1%	616,642	1%	624,658	1%	632,779	1%	641,005	1%
14	Employee benefits: insurance, misc.	341,010	387,078	14%	447,624	16%	468,265	5%	490,634	5%	514,100	5%	538,719	5%	564,547	5%	591,644	5%	620,073	5%	649,901	5%
15	Employee benefits: travel, education	78,450	70,874	-10%	165,472	133%	166,545	1%	169,374	2%	172,266	2%	175,224	2%	178,248	2%	181,340	2%	184,502	2%	187,737	2%
16	Materials (books, AV, periodicals,...)	1,007,498	1,127,761	12%	1,220,000	8%	1,244,400	2%	1,550,000	25%	1,446,500	-7%	1,489,895	3%	1,519,693	2%	1,550,087	2%	1,581,088	2%	1,612,710	2%
17	Processing, bindery expenses	135,630	145,010	7%	146,955	1%	149,894	2%	186,000	24%	173,580	-7%	178,787	3%	184,151	3%	189,676	3%	195,366	3%	201,227	3%
18	Programs	95,513	99,737	4%	101,177	1%	101,177	0%	104,212	3%	107,339	3%	110,559	3%	113,876	3%	117,292	3%	120,811	3%	124,435	3%
19	Operating leases	21,829	24,608	13%	22,888	-7%	23,346	2%	23,813	2%	24,289	2%	24,775	2%	25,766	4%	26,797	4%	27,869	4%	28,984	4%
20	Lease purchase (COPS)	311,950	311,950	0%	688,579	121%	691,957	0%	689,636	0%	686,954	0%	689,069	0%	690,642	0%	691,674	0%	687,006	-1%	687,135	0%
21	Utilities, bldg & vehicle mtce, repair	604,111	647,411	7%	635,087	-2%	635,087	0%	704,341	11%	754,581	7%	792,310	5%	831,925	5%	873,522	5%	917,198	5%	963,058	5%
22	Friends expenditures	46,518	41,300	-11%	31,300	-24%	31,300	0%	32,552	4%	33,854	4%	35,208	4%	36,617	4%	38,081	4%	39,604	4%	41,189	4%
23	Contract services	190,143	217,913	15%	287,091	32%	247,091	-14%	254,504	3%	262,139	3%	270,003	3%	278,103	3%	286,446	3%	295,040	3%	303,891	3%
24	County treasurer's fees	106,729	109,306	2%	116,927	7%	123,442	6%	125,151	1%	127,654	2%	132,760	4%	135,415	2%	140,832	4%	143,649	2%	150,545	5%
25	Public relations	42,628	58,005	36%	73,670	27%	73,670	0%	75,880	3%	78,157	3%	80,501	3%	82,916	3%	85,404	3%	87,966	3%	90,605	3%
26	Insurance	55,717	65,618	18%	60,432	-8%	66,641	10%	67,973	2%	69,332	2%	70,719	2%	72,133	2%	73,576	2%	75,048	2%	76,549	2%
27	Office supplies, postage, printing, misc.	163,898	144,481	-12%	166,361	15%	166,361	0%	171,352	3%	176,492	3%	181,787	3%	187,241	3%	192,858	3%	198,644	3%	204,603	3%
28	Information technology	346,391	332,369	-4%	328,323	-1%	328,323	0%	336,468	2%	346,562	3%	356,959	3%	367,667	3%	378,697	3%	390,058	3%	401,760	3%
29	**TOTAL EXPENDITURES**	**7,633,180**	**7,716,088**	**1%**	**8,632,793**	**12%**	**8,719,911**	**1%**	**9,365,598**	**7%**	**9,541,160**	**2%**	**9,754,012**	**2%**	**9,955,824**	**2%**	**10,165,739**	**2%**	**10,373,457**	**2%**	**10,596,387**	**2%**
30	*Transfer to Capital Project Fund*	*(382,952)*	-		*100,000*		*2,100,000*		*1,100,000*		*100,000*		*100,000*		*400,000*		*400,000*		*400,000*		*400,000*	
31	**Ending Fund balance**	**2,098,294**	**2,783,340**	**33%**	**2,971,985**	**7%**	**1,539,367**	**-48%**	**611,232**	**-60%**	**683,531**	**12%**	**929,446**	**36%**	**1,180,379**	**27%**	**1,338,011**	**13%**	**1,511,789**	**13%**	**1,981,829**	**31%**
32																						
33	**CAPITAL PROJECT FUND:**																					
34	Beginning Fund balance	2,657,602	2,151,470		1,880,853		3,623,486		1,536,053		1,899,877		1,796,976		1,764,149		1,713,026		1,765,443		1,866,332	
	Total Projected Revenues	13,581	153,128		237,000		44,567		13,824		42,099		16,173		40,877		15,417		40,889		16,797	
	Total Projected Expenditures	136,761	423,745		2,394,367		4,232,000		750,000		245,000		149,000		492,000		363,000		340,000		311,000	
37	*Transfer in from General Fund*	(382,952)	-		3,900,000		2,100,000		1,100,000		100,000		100,000		400,000		400,000		400,000		400,000	
38	**Ending Fund balance**	**2,151,470**	**1,880,853**		**3,623,486**		**1,536,053**		**1,899,877**		**1,796,976**		**1,764,149**		**1,713,026**		**1,765,443**		**1,866,332**		**1,972,129**	
39																						
40	**TOTAL COMBINED FUNDS**																					
41	Beginning Fund balance	3,766,530	4,249,764		4,664,193		6,595,471		3,075,420		2,511,109		2,480,507		2,693,595		2,893,405		3,103,454		3,378,121	
42	Total Projected Revenues	8,253,175	8,554,262		9,158,437		9,431,860		9,551,287		9,755,559		10,116,100		10,647,634		10,738,788		10,988,124		11,483,224	
43	Total Projected Expenditures	7,769,941	8,139,833		11,027,160		12,951,911		10,115,598		9,786,160		9,903,012		10,447,824		10,528,739		10,713,457		10,907,387	
44	*Net transfers*	-	-		3,800,000		-		-		-		-		-		-		-		-	
45																						
46	**ENDING COMBINED FUND BALANCE**	**4,249,764**	**4,664,193**	**10%**	**6,595,471**	**41%**	**3,075,420**	**-53%**	**2,511,109**	**-18%**	**2,480,507**	**-1%**	**2,693,595**	**9%**	**2,893,405**	**7%**	**3,103,454**	**7%**	**3,378,121**	**9%**	**3,953,958**	**17%**
47																						
48	**Fund balance % of operating expenditu**	56%	60%		76%		35%		27%		26%		28%		29%		31%		33%		37%	
49	**Materials as a % of operating budget**	14%	15%		15%		16%		18%		16%		16%		16%		16%		16%		16%	
50	**Salaries & benefits: % of op. budget**	59%	57%		55%		55%		54%		55%		55%		55%		54%		54%		54%	
51	**Debt services: % of revenue**	4%	4%		8%		7%		7%		7%		7%		7%		6%		6%		6%	
52	**Employee training: % of salaries**	2.23%	2.07%		4.59%		4.56%		4.45%		4.34%		4.36%		4.38%		4.40%		4.42%		4.44%	

Public Hearing

Three 7,500 sf buildings;
add'l. $3.8 million debt financing

BUDGET 2012
PRELIMINARY

PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND

11/8/2011

	Actual Prev.year 2010	Estimated Curr.year 2011	Budget 2011	Budget 2012	Increase (Decrease)	%
REVENUES						
Property tax	7,118,422	7,287,039	7,287,039	7,795,109	508,070	7%
Specific ownership tax	626,834	619,398	619,398	662,584	43,186	7%
Contracts, Grants, Gifts	258,022	248,820	275,820	229,075	(19,745)	-8%
Interest	42,176	28,586	28,586	19,115	(9,471)	-33%
Fines, Fees	106,945	157,090	137,931	154,724	(2,366)	-2%
Photocopier & Internet Copy Fees	46,015	45,017	49,128	49,128	4,111	9%
Miscellaneous	41,180	15,184	11,702	11,702	(3,482)	-23%
TOTAL REVENUES	**8,239,594**	**8,401,134**	**8,409,604**	**8,921,437**	**520,303**	**6%**
EXPENDITURES						
PERSONNEL						
Salaries	3,514,400	3,423,072	3,570,263	3,602,676	179,604	5%
PERA	504,218	462,950	483,235	486,717	23,767	5%
PERA 40l(k)	21,555	-	-	-	-	#DIV/0!
Workers compensation	6,457	13,508	15,799	24,000	10,492	78%
Employee insurance	327,569	363,732	392,496	412,816	49,084	13%
Unemployment compensation	6,984	9,838	10,732	10,808	970	10%
Medicare trust	44,992	46,645	51,145	51,514	4,869	10%
Miscellaneous personnel	22,061	24,927	37,526	58,187	33,260	133%
Employee training	56,389	45,947	88,786	107,285	61,338	134%
TOTAL PERSONNEL	**4,504,625**	**4,390,619**	**4,649,982**	**4,754,003**	**363,384**	**8%**
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,007,498	1,127,761	1,127,761	1,220,000	92,239	8%
Bindery/processing supplies/services	135,630	145,010	145,010	146,955	1,945	1%
Library programs	95,513	99,737	99,737	101,177	1,440	1%
TOTAL MATERIALS	**1,238,641**	**1,372,508**	**1,372,508**	**1,468,132**	**95,624**	**7%**
FACILITIES						
Utilities	368,432	382,888	363,055	366,533	(16,355)	-4%
Vehicle maintenance	5,803	7,969	11,000	11,000	3,031	38%
Building repair & maintenance	229,876	256,554	233,228	257,554	1,000	0%
Rent	21,829	24,608	22,480	22,888	(1,720)	-7%
Buildings & Improvements	-	-	4,500	-	-	#DIV/0!
Lease/purchase of buildings	311,950	311,950	311,950	688,579	376,629	121%
Insurance	55,717	65,618	58,914	60,432	(5,186)	-8%
Friends expenditures	46,518	41,300	41,300	31,300	(10,000)	-24%
TOTAL FACILITIES	**1,040,125**	**1,090,887**	**1,046,427**	**1,438,286**	**347,399**	**32%**
OPERATING						
Contract Services	190,143	217,913	217,913	287,091	69,178	32%
County Treasurer's fees	106,729	109,306	109,306	116,927	7,621	7%
Community relations	34,190	47,200	47,200	62,200	15,000	32%
Professional memberships	8,438	10,805	10,805	11,470	665	6%
Office supplies, equipment	44,102	38,231	43,446	69,233	31,002	81%
Photocopiers	60,692	47,720	39,934	31,068	(16,652)	-35%
Courier service	33,593	31,354	36,042	36,060	4,706	15%
Postage & freight	25,511	27,176	25,000	30,000	2,824	10%
TOTAL OPERATING	**503,398**	**529,705**	**529,646**	**644,049**	**114,344**	**22%**
INFORMATION TECHNOLOGY						
Telecommunications	184,637	180,916	197,019	170,495	(10,421)	-6%
Hardware repair & maintenance	4,156	5,000	5,000	5,000	-	0%
Computer software	4,035	-	-	-	-	#DIV/0!
Technology Supplies	29,500	29,112	29,112	29,112	-	0%
Technology mtce, licenses, support	124,063	117,341	117,341	123,716	6,375	5%
TOTAL INFORMATION TECHNOLOGY	**346,391**	**332,369**	**348,472**	**328,323**	**(4,046)**	**-1%**
TOTAL EXPENDITURES	**7,633,180**	**7,716,088**	**7,947,035**	**8,632,793**	**916,705**	**12%**

BUDGET 2012
PRELIMINARY

PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND

11/8/2011

	Actual Prev.year 2010	Estimated Curr.year 2011	Budget 2011	Budget 2012	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	7,118,422	7,287,039	7,287,039	7,795,109	508,070	7%
All other sources	1,121,172	1,114,095	1,122,565	1,126,328	12,233	1%
TOTAL REVENUES	**8,239,594**	**8,401,134**	**8,409,604**	**8,921,437**	**520,303**	**6%**
EXPENDITURES						
PERSONNEL	4,504,625	4,390,619	4,649,982	4,754,003	363,384	8%
MATERIALS & SERVICES	1,238,641	1,372,508	1,372,508	1,468,132	95,624	7%
FACILITIES	1,040,125	1,090,887	1,046,427	1,438,286	347,399	32%
OPERATIONS	503,398	529,705	529,646	644,049	114,344	22%
INFORMATION TECHNOLOGY	346,391	332,369	348,472	328,323	(4,046)	
TOTAL EXPENDITURES	**7,633,180**	**7,716,088**	**7,947,035**	**8,632,793**	**916,705**	**12%**
Beginning fund balance	**1,108,928**	**2,098,294**	**2,098,294**	**2,783,340**	**685,046**	**33%**
Transfer out to Capital Project Fund	-	-	-	100,000	100,000	
Transfer in from Capital Project Fund	382,952	-	-	-	-	
EXCESS Revenues - Expenditures (Reserve increase)	606,414	685,046	462,569	288,644	(396,402)	**-58%**
NET (ending fund balance)	**2,098,294**	**2,783,340**	**2,560,863**	**2,971,984**	**188,644**	**7%**

NET ASSESSED VALUATION - $1,487,145,155

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

BUDGET 2012
PRELIMINARY

PUEBLO CITY-COUNTY LIBRARY DISTRICT
CAPITAL PROJECT FUND

11/10/2011

	Actual Prev.year 2010	Estimated Curr.year 2011	Budget 2011	Budget 2012	Increase (Decrease)
REVENUES					
Contributions, gifts	-	45,000	10,000	24,000	(21,000)
Grants	-	95,253	95,253	200,000	104,747
Friends of PCCLD contributions	-	10,000	-	10,000	-
Miscellaneous revenue	9,150	-	29,000	-	-
Interest earnings	4,431	2,875	4,500	3,000	125
TOTAL REVENUES	**13,581**	**153,128**	**138,753**	**237,000**	**83,872**
EXPENDITURES					
New Building Projects					
East Side	-	-	-	153,000	153,000
St. Charles Mesa	-	-	-	126,000	126,000
Greenhorn Valley - Colorado City				144,000	
Renovation projects - existing libraries	-	-	-	100,000	100,000
Contractual expense	-	-	-	80,000	80,000
	-	-	-	-	-
TOTAL BUILDING COSTS	**-**	**-**	**-**	**603,000**	**603,000**
InfoZone expenses	21,619	37,951	167,796	175,000	137,049
TOTAL INFOZONE EXPENSE	**21,619**	**37,951**	**167,796**	**175,000**	**137,049**
Capital Asset Acquisitions [Replacement Plan]					
Information Technology	99,226	173,591	258,315	1,601,367	1,427,776
Furniture, Fixtures, Equipment	1,308	54,279	54,279	-	(54,279)
Building Improvements	14,608	157,924	157,924	15,000	(142,924)
TOTAL CAPITAL ASSET EXPENSE	**115,142**	**385,794**	**470,518**	**1,616,367**	**1,230,573**
					-
TOTAL EXPENDITURES	**136,761**	**423,745**	**638,314**	**2,394,367**	**1,970,622**

PUEBLO CITY-COUNTY LIBRARY DISTRICT
CAPITAL PROJECT FUND

SUMMARY	Actual Prev.year 2010	Estimated Curr.year 2011	Budget 2011	Budget 2012	Increase (Decrease)
REVENUES					
Contributions, grants, gifts	-	150,253	105,253	234,000	83,747
Miscellaneous revenue	9,150	-	29,000	-	-
Interest earnings	4,431	2,875	4,500	3,000	125
TOTAL REVENUES	**13,581**	**153,128**	**138,753**	**237,000**	**83,872**
EXPENDITURES					
New Building Project	-	-	-	603,000	603,000
InfoZone Expenditures	21,619	37,951	167,796	175,000	-
Capital Asset Expenditures	115,142	385,794	470,518	1,616,367	1,230,573
TOTAL EXPENDITURES	**136,761**	**423,745**	**638,314**	**2,394,367**	**1,970,622**
Beginning fund balance	**2,657,602**	**2,151,470**	**2,151,470**	**1,880,853**	**(270,617)**
Other Financing Sources					
Proceeds from bond issue				3,800,000	3,800,000
Transfer in from General Fund [Replac.Pln]		-	-	100,000	100,000
Transfer out to General Fund	382,952	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(123,180)	(270,617)	(499,561)	(2,157,367)	(1,886,750)
NET (ending fund balance)	**2,151,470**	**1,880,853**	**1,651,909**	**3,623,486**	**1,742,633**

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

Distributed at 11-17-2011 Regular Session

You are cordially invited to attend the

2011 J.T. Nesbitt
Holiday Party

for the Pueblo City-County Library District

Date:	Saturday, December 3, 2011
Time:	Cocktails 6:30p.m.
	Dinner 7:00p.m.
	Dance to music by Party Zone DJ
Place:	River's Edge – 102 S. Oneida
Directions:	Next to AT&T-from Rawlings Library take S. Main, Right on "D" Street, Left on Oneida
Cost:	Employees and 1 guest free
	$10.00 deposit required per person-refunded at party
	$18.00 extra guests (non-refundable)

Menu

London Broil

or

Vegetarian option of Portobello Mushroom

With

Au gratin potatoes, fresh seasonal vegetables, mixed salad, rolls, dessert, and beverage

Cash Bar

Your RSVP deposit will be refunded at the party so you'll have cash for the bar!

RSVP and payment due: November 25, 2011

Sara Rose at 562-5632 or sara.rose@pueblolibrary.org

Contact your Nesbitt representative for details

Please remove, complete and return this form to Sara Rose by November 25

NAME:____________________________

☐ **YES! I look forward to this year's party!**

☐ I'll have the London Broil ☐ I'll have the vegetarian option

☐ My guest will have London Broil ☐ My guest will have the vegetarian option

Indicate choices for any additional guests ($18 pp non-refundable)

Enclosed is $______ Deposits will be refunded at the party ($10 per person)

☐ **NO. I'm sorry, this year I will not be able to attend.**

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2012 ANNUAL PLAN & BUDGET

Public Hearing
November 17, 2011

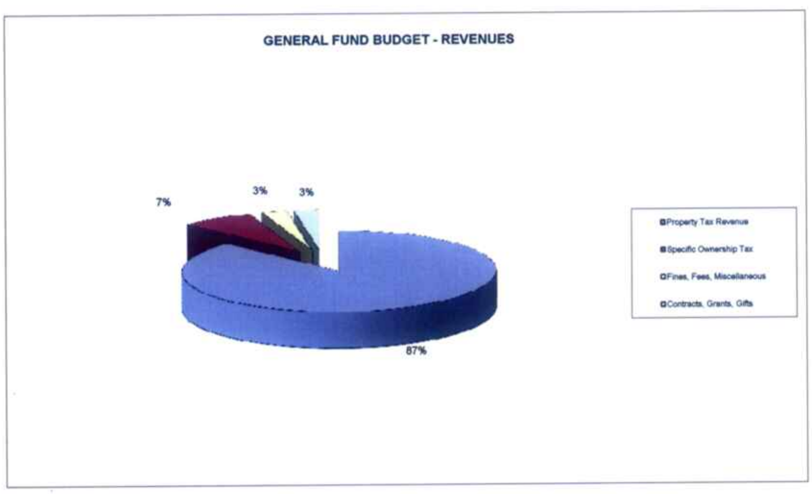
PUBLIC NOTICE OF BUDGET

- Notice of the 2012 budget and budget hearing was published in the Pueblo Chieftain on October 19, 2011.

FUNDS

- PCCLD prepares an annual budget for two funds:
  - General Fund
    - This fund reflects property tax and other general revenue, and all of the operating expenses for the District
  - Capital Project Fund
    - This fund reflects revenue and expense for capital asset acquisition (library replacement plan), InfoZone Museum updates and renovation, and special building and capital projects

GENERAL FUND - REVENUES

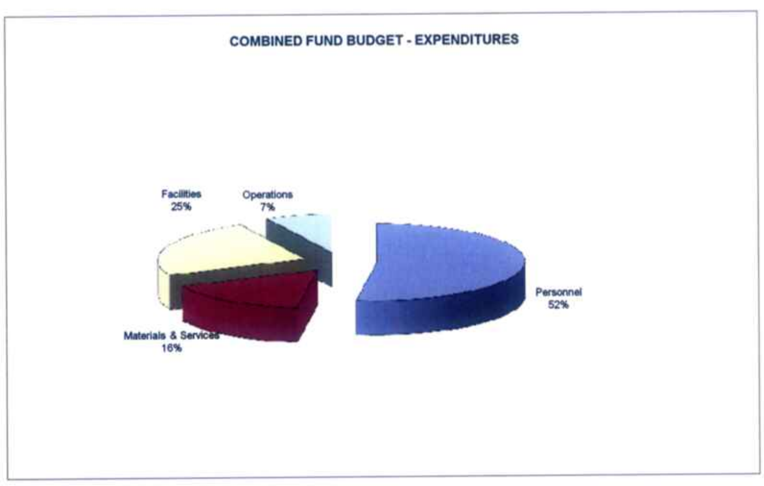


GENERAL FUND - REVENUES

- Property tax up 7%* - mill levy 5.268
  - Includes $26,762 for abatements/refunds
- Specific ownership tax – up 7%
- Contracts, grants, donations – down 8%, due to decrease of e-rate funding (elimination of T-1 lines)
- Interest earnings – down 33%, due to property tax interest
- Remaining revenues – fines, photocopier, miscellaneous – down by less than 1%
- TOTAL REVENUES – up 6%

* Based on comparing 2011 estimated budget to 2012 budget. Anticipate total savings in 2011 Budget of approximately $200,000 as of October 31, 2011.

GENERAL FUND - EXPENDITURES



GENERAL FUND EXPENDITURES

- Total expenditures up 12%
- All projected annual plan initiatives included
- Personnel – total increase of 8%:
  - 5% Salary increase includes:
    - 2.5% salary plan increase
    - Increase in staffing of approximately 1.6 FTE
    - Comparison against 2011 BUDGET shows minimal increase; 8% increase over ESTIMATED is due to vacancy savings in 2011.
  - Employee benefits – health, dental, vision, flex plan
    - Workers compensation nearly doubles
    - Health related benefits increase 10%
  - Training is a focus in 2012 including plans for technology training, safety, etc. Wellness plan continued.

GENERAL FUND EXPENDITURES (continued)

- Materials, services – increase of 7%
  - This increase (approx. $100K) allows us to increase collections to maintain goal of 15% of the total operating budget. Annual Plan goal, as well as industry-wide standard.
- Facilities – no change from 2011
  - Hold the line in all categories except Lease/Purchase of buildings, which reflects first principal payment on current debt, calculated in new debt service resulting from additional borrowing for new libraries and RFID.

GENERAL FUND EXPENDITURES (continued)

- Operating – increased 22%
  - Increase in Contract Services – includes space planning expenses, which will be moved to Capital Project Fund by final budget.
  - Community Relations increases by 32% to include Annual Plan goal to embark on e-Marketing.
  - Office supplies increases by 81%, addressing needs throughout the Annual Plan to implement various goals.
  - Courier service increases for CLiC state-wide courier cost increases.
  - Photocopiers decreases by 35% due to elimination of leases.
- Information technology – decreased 1%
  - Hold the line in all areas; reduction due to elimination of T-1 lines.

GENERAL FUND – FUND BALANCE

- $2,971,984 @ end of 2012 – increase of $685,046 over prior year.
- $ 288,644 excess of revenue over expenditure
- Includes transfer of $100,000 to Capital Project Fund for replacement plan maintenance.

CAPITAL PROJECT FUND

- Three purposes:
  - New building and capital projects
  - InfoZone Museum expenses & upgrades
  - Capital Asset acquisitions (Replacement Plan)

CAPITAL PROJECT FUND REVENUES

- New project revenue
  - $224,000 budgeted for capital campaign contributions for construction of three new libraries.
  - Contributions: $10,000.
  - Additional funding sources – secure $3,800,000 in COPs or other funding method for 3 new libraries and RFID project. (This is shown on the budget as "Other Financing Sources" after expenditures.)
- InfoZone – no income projected.
- Interest earnings – flat @ $3,000 projected.
- TOTAL REVENUE - $ 4,037,000

CAPITAL PROJECT FUND EXPENDITURES

- **New building projects**: Includes $603,000 for design, consulting and miscellaneous expenses for three new libraries: St. Charles Mesa, East Side and Greenhorn Valley.
- **InfoZone** – upgrade museum - $175,000 – carried forward from 2011
- **Capital Asset Acquisitions (Replacement Plan)**
  - Info Technology - $1,601,367
    - RFID Implementation
    - AV equipment for Bret Kelly room
    - Upgrades to computer & technology at the Library @ the Y
    - Addition of Nooks & iPads for checkout at branches
    - Upgrades to technology throughout the District
  - Building improvements - $15,000
    - Upgrades per Library Replacement Plan schedule - for Barkman in 2012.
- **TOTAL EXPENDITURES - $2,394,367**
- **ENDING FUND BALANCE – $3,623,486**

ASSUMPTIONS

- Revenues budgeted conservatively, based on assessed valuation & current economic condition.
- Expenditures budgeted in anticipation of all known impact, and to include annual plan initiatives: continue excellent service, plan for growth, provide competitive employee compensation and benefits.
- COMBINED FUND BALANCE: $6,595,470 – 76% of total combined annual expenditures - 20% is minimum per fund balance policy adopted in 2009.

Preliminary to Final

- Adjustments between now and December 10:
  - New information on estimates in 2011 budget
  - End-of-year issues
  - Assessed valuation changes
  - New information on costs
  - Adjustments between General & Capital Project Funds

QUESTIONS? COMMENTS?

- Comments from the public will continue to be received until 5:30 pm on Tuesday, December 13, 2011, at which time the proposed 2012 budget will be presented to the Board of Trustees for adoption and appropriation.

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Pueblo City-County Library District (PCCLD) 2012 Annual Plan

The Pueblo City-County Library District has established the following strategic goals for 2012:

I. Increase use of library materials
II. Improve Information Technology (IT)
III. Expand services to the underserved
IV. Improve funding
V. Maintain District assets.

The goals are derived from PCCLD's current strategic plan entitled Moving Ahead: Building a Community of Readers as adopted by the Library Board of Trustees on December 10, 2009 (www.pueblolibrary.org/pld_docs/2009_Strategic_Plan.pdf). Each goal is supported by specific budgeted initiatives. The goals are delineated below accompanied by the supporting objectives and action steps, listed in priority order, which represent new initiatives for the year.

Strategic Goal I: INCREASE USE OF LIBRARY MATERIALS

Objectives

A. Utilize retail marketing techniques to highlight library materials in an inviting and delightful manner to attract customers and increase circulation.
Jane Palmer
- Action Steps
  1. Engage a qualified consulting firm to provide recommendations to improve the design, layout and signage of the Rawlings Library, the Barkman Library, and the Lamb Library in order to promote use.

2. Utilize consultant recommendations as an action plan for reducing clutter, improving signage, building brand awareness, learning to offer pleasing displays, aiding the shopper, "cross selling" and creating a positive "greeting zone" for customers.
3. Train staff in new techniques.
4. Plan and implement physical changes.

B. Float PCCLD collections so materials move to locations based upon customer demand and use, and to extend the materials budget, reduce materials handling, improve the life of materials, become more customer centered, increase materials availability, and continuously refresh collections.
Teresa Valenti
- Action Steps
1. Configure and test the Integrated Library System (ILS) to support floating collections.
2. Write procedures documents, both for initial and ongoing staff training.
3. Train staff and ensure support when floating begins.
4. Develop statistical analyses for success factors, including influence on holds, impact on staff handling of materials, greater turnover rates at branch libraries, effect on courier, etc.
5. Float collections, notifying District staff and the public that the project is complete.
6. Evaluate and refine processes.

C. Maintain materials budget at 15% of overall operating budget in order to provide funding necessary to procure the current books and other library materials people want.
Teresa Valenti
- Action Steps
1. Establish budgetary distributions for respective library service areas representing 15% of total operating budget, allocating according to material use and demand.
2. Continue to monitor use patterns to determine appropriate materials budget allocations, being also mindful of the new e-book initiative.

D. Offer additional e-book and e-audiobook content to PCCLD customers in order to meet the growing number of requests for digital books.
Teresa Valenti
- Action Steps

1. Implement offering of e-books from Freading and OverDrive, downloadable e-book vendors selected to meet PCCLD customers' digital browsing needs.
2. Research new e-audiobook vendor and implement service.
3. Evaluate budgetary demands of e-content and modify overall materials budget to accommodate digital materials.
4. Establish database committee to continuously evaluate database selection and other related e-content as necessary.
5. Evaluate use of digital materials, including materials available only digitally, ensuring the best possible selection of all materials for the District.

E. Implement a call center at PCCLD as the first point of contact for customers reaching the library by telephone in order to provide timely, clear, accurate, and consistent information to customers and to direct calls to appropriate departments for assistance, only when necessary, in order to allow walk-up desk attendants to focus on serving in-person customers.
Jane Palmer
- Action Steps
1. Study best practices of effective public library call centers.
2. Develop program plan for PCCLD call center.
3. Devise procedures to take best advantage of new VoIP telephone system, train staff and complete transition to call center.

F. Maintain centralized weeding effort throughout the District to insure collections are current, relevant, and interesting to the members of our community.
Teresa Valenti
- Action Steps
1. Complete retrospective weeding of Pueblo West Library to finish project to thoroughly update collections for the entire District and bring all locations onto the new District-wide centralized de-selection procedures.
2. Evaluate centralized weeding procedures, altering as necessary to assure effective and efficient de-selection of materials.
3. Document formal procedures for maintaining weeding program and verify thorough staff training.

G. Implement use of Radio Frequency Identification (RFID) tagging and related Automated Materials Handling (AMH) equipment in order to reduce materials handling, ease inventory maintenance, reduce staff time to process materials, and improve customer self-service.

Jon Walker

- Action Steps

1. Utilize 2011 consultant assessment of PCCLD's current library material circulation procedures in preparation for RFID/AMH implementation and develop strategy for selecting and implementing an RFID/AMH solution meeting established goals and addressing various needs of PCCLD.
2. Prepare a Request for Proposal (RFP) for announcement to RFID/AMH vendors and to award a contract to the winning bidder in the first quarter of 2012.
3. Acquire necessary hardware and software, and begin implementation.
4. Revise procedures to take best advantage of new equipment, train staff and complete transition to new system by fourth quarter 2012.

H. Establish procedures to facilitate periodic sampling of reference questions asked at all locations in order to more effectively monitor this metric.

Chris Brogan

- Action Steps

1. Gather information from the Colorado State Library website and other library sources to provide definitions of reference questions.
2. Develop procedures and identify timelines which would most effectively and efficiently measure reference questions.
3. Institute a systematic, consistent process District-wide of gathering these statistics.

I. Switch the location of the DVDs on the 2nd floor of the Rawlings Library to make it easier for customers to request DVD assistance from staff.

Jane Palmer

- Action Steps

1. Create a plan and timeline to move these resources.
2. Publicize the plan to prepare customers for this change.
3. Implement the plan.

J. Engage customers and reward staff for performing quality customer service by creating a *Thank You for Extraordinary Service* program.

Sara Rose

- Action Steps

1. Create a project plan and timeline.
2. Prepare comment sheets for input from customers and distribute throughout the District.

3. Publicize the project to prepare customers and inform staff of this new opportunity.
4. Implement throughout the District.

K. Enhance services at the Library @ the Y.
   Jane Palmer
   - Action Steps
   1. Offer public access to the Internet.
   2. Provide New Information Center Technology.

L. Improve marketing of library services and programs in order to increase the use of the library.
   Midori Clark
   - Action Steps
   1. Research, explore and purchase a product to support electronic/new media marketing including e-newsletters, email blasts, videos, etc. in order to reach more people about library services and events.
   2. Provide staffing support for electronic and nontraditional media marketing including social media, webcasts of library services and events, email blasts, and more in order to engage repeat customers as well as new customers.
   3. Increase employee knowledge of events/programs to actively engage them in the marketing process by working with supervisors to make sure event information is communicated.
   4. Create a library-employee speakers bureau to consist of library professionals who are designated and qualified to represent PCCLD on various topics including adult literacy, early literacy, general library issues, etc. in order to market the library's services and programs.

Strategic Goal II: IMPROVE INFORMATION TECHNOLOGY (IT)

Objectives

A. Upgrade the District's Integrated Library System (ILS) to the most current general release to utilize enhancements and improve service.
   Teresa Valenti
   - Action Steps
   1. Review Release Notes for changes in all module functionalities and thoroughly test all activities in upgrades.

2. Coordinate implementation of upgrade, provide District-wide training in new functionalities and procedures, and develop training documentation.
3. Provide ongoing support and training, and evaluation of work processes and procedures.
4. Schedule upgrade to coincide with catalog re-indexing project to improve functionality of the public catalog.
5. Upgrade the ILS.

B. Upgrade the Online Public Access Catalog (OPAC), including enabling authority control, keyword, browse and exact searching, and re-indexing entire catalog, in order to increase access to PCCLD's materials.
Teresa Valenti

- Action Steps:

1. Re-index the OPAC during transition to most current version of the ILS.
2. Evaluate capabilities of latest version of the ILS OPAC.
3. Train staff and prepare public for new OPAC.
4. Test and implement.

C. Plan and implement an initiative to digitize identified portions of the Rawlings Library Special Collections to broaden access to these important resources.
Jane Palmer

- Action Steps

1. Hire a consultant to work with staff to develop a digitization plan that will address policy issues, standards and best practices, technology infrastructure, collection access and digital collection storage.
2. Identify funding sources to support the initiative.
3. Procure necessary equipment and content management software.
4. Train staff and volunteers.
5. Work to make digitize documents and promote availability to the public.

D. Evaluate systems available for electronic document scanning and retention in order to eliminate paper file storage and improve security and efficiency of maintenance for official District documents.
Chris Brogan

- Action Steps

1. Define requirements and evaluate needs for records management.
2. Investigate systems currently in use by other library and government finance operations.
3. Determine additional staffing time which may be necessary to implement a document scanning system.
4. Evaluate costs to implement.

E. Increase the amount and type of IT training available to staff in order to better meet this identified need and to improve productivity and service.
Charles Hutchins

- Action Steps

1. Define a list of IT topics where training is required.
2. Determine best approach to meet the training requirements and provide additional staff or consulting hours, as needed.
3. Develop training curriculum for each identified topic.
4. Create staff training schedule.
5. Implement training program.

F. Upgrade old, outdated computer software and hardware to improve productivity, dependability and ensure continuity of business operations.
Charles Hutchins

- Action Steps

1. Develop and implement a plan to upgrade the public PC access management software to the most current version.
2. Develop and implement a plan to upgrade the provisioning server, possibly taking advantage of new technologies from vendors.
3. Upgrade all workstations within the Library District to current desktop operating system.

G. Continue to expand upon release of library website with addition of more self-service features and an internal staff-use website or Intranet.
Charles Hutchins

- Action Steps

1. Identify and train internal stakeholders in maintenance of individual sections of public website content.
2. Develop a self-service feature for scheduling public meetings rooms.
3. Develop an Intranet as a gateway for internal staff communication and collaboration.

H. Review and update the existing data backup and recovery plan to ensure the District is protected from any data loss and is prepared for full recovery in the event of disaster.
Charles Hutchins

- Action Steps

4. Review existing backup policies and procedures, and update where needed.

5. Plan scheduled and random data recovery to test backups and log results.
6. Replace existing backup server hardware and storage array.
7. Upgrade existing virtual server hard drive space and memory to handle disaster restore/recovery.

Strategic Goal III: EXPAND SERVICES TO THE UNDERSERVED

Objectives

A. Plan for an Eastside Library in order to improve services to an underserved part of the community.
Jon Walker
- Action Steps
1. Determine library site.
2. Create a building program for the new library.
3. Hire an architect for conceptual and building design, and complete project cost estimates.
4. Establish a construction fund and begin fundraising.

B. Plan for a Mesa Library in order to improve services to an underserved part of the community.
Jon Walker
- Action Steps
1. Determine library site.
2. Create a building program for the new library.
3. Hire an architect for conceptual and building design, and complete project cost estimates.
4. Establish a construction fund and begin fundraising.

C. Plan for a Greenhorn Valley Library in order to improve services to an underserved part of the community.
Jon Walker
- Action Steps
1. Determine library site.
2. Create a building program for the new library.
3. Hire an architect for conceptual and building design, and complete project cost estimates.
4. Establish a construction fund and begin fundraising.

D. Review the ability of the current Satellite Library program to meet the needs and interests of customers in the more rural areas of the county.
Jane Palmer
- Action Steps
1. Collect information from stakeholders, review statistical information on current use, and consider best practices.
2. Develop plan to improve the program.
3. Implement adjustments to the Satellite Library program.

E. Study the feasibility of additional or expanded library outreach programs to areas of need such as a mobile library technology lab, a bookmobile, automated library kiosks, and/or the expansion of Books a la Cart.
Jane Palmer
- Action Steps
1. Explore the merits and feasibility of each idea in the context of customer needs and expectations, best practices, and available library resources.
2. Evaluate estimated costs and benefits of each.
3. Adopt changes determined to be in the best interest of the community and the institution.

F. Enhance the consistency, quality, and attendance for library-sponsored adult programming by centralizing under guidance of Community Relations in order to better serve targeted populations.
Midori Clark
- Action Steps
1. Create a programming committee chaired by the Community Relations Director that is made up of staff representatives of public service departments with the purpose of creating standards and consistency around library District programming aimed at adults.
2. Provide regular opportunities for the adult programming committee to schedule upcoming programs and events hosted by the District.
3. Communicate information about upcoming programs and events via the committee to respective departments and regular library marketing activities.
4. Develop regular thematic content in order for all PCCLD libraries to have a similar focus, helping to leverage quality of programming and assisting in a marketing theme.

G. Evaluate the Centers for New Information Technology pilot project, and modify and expand, as indicated.
Jon Walker
- Action Steps

1. Monitor project as implemented at the Rawlings and Barkman Libraries, and make adjustments, as warranted.
2. Consider implementation of similar Centers at additional PCCLD locations.

Strategic Goal IV: IMPROVE FUNDING

<u>Objectives</u>

A. Support the fledging Pueblo Library Foundation toward its mission of providing resources for the development, maintenance and operation of the Pueblo City-County Library District to the extent not normally met by public funding.

Jon Walker

- <u>Action Steps</u>
  1. Complete final steps to establish the Foundation as a Colorado 501 (c) 3 non-profit corporation.
  2. Provide staffing for the Foundation in support of its regular business activities.
  3. Work with the Foundation Board to develop a fundraising plan and provide necessary staff support.

Strategic Goal V: MAINTAIN DISTRICT ASSETS

<u>Objectives</u>

A. Install security surveillance cameras at the Rawlings Library, Lamb Library and Pueblo West Library to enhance safety and protect the library's resources and facilities.

Jane Palmer

- <u>Action Steps</u>
  1. Develop district-wide policies and procedures on use of surveillance security cameras.
  2. Create a work plan and a budget to add cameras to the Lamb Library.
  3. Install security cameras at the Lamb Library.
  4. Create a work plan and a budget to install additional security cameras at the Pueblo West Library.
  5. Install security cameras at the Pueblo West Library.
  6. Create a work plan and a budget to add cameras to the Rawlings Library.
  7. Train selected staff how to monitor and use visual images from the security cameras effectively.

B. Review and evaluate circulation service activities to provide improved and consistent customer service and maintain fiscal responsibility.

Jane Palmer

- <u>Action Steps</u>
  1. Schedule monthly discussions and feedback sessions for the Circulation Task Force to work on circulation practices.
  2. Consult with Finance staff on an ongoing basis to incorporate fiscal integrity in circulation practices, policies and procedures.
  3. Plan, test and incorporate new and effective ways of incorporating use of the the ILS in circulation activities.
  4. Complete the circulation procedures manual to be adopted and followed throughout PCCLD to promote consistency in circulation practices.
  5. Provide ongoing training for staff performing circulation activities under direction of Circulation Services Supervisor.

C. Insure PCCLD is receiving the best insurance brokerage guidance and service by using a Request for Proposal (RFP) process to seek quotes for this service.

Chris Brogan

- <u>Action Steps</u>
  1. Develop needs assessment concerning current insurance coverage for health, workers compensation, and property/liability products.
  2. Compile a Request for Proposal using Government Finance Officers' Association recommended practices, sample RFP documents, and PCCLD requirements.
  3. Issue RFP to insurance brokerage companies and publish on the PCCLD website.
  4. Evaluate proposals.
  5. Complete process and select vendor by March 8, 2012, when current contract expires.

D. Implement cash management resolutions as identified in the 2011 audit review by Swanhorst and Company LLC.

Chris Brogan

- <u>Action Steps</u>
  1. Test upgraded ILS to make sure necessary can be created to compare cash collection per location and type.
  2. Evaluate individual audit recommendations to develop changes in internal procedures, including procurement of necessary *Point Of Sale* hardware and software
  3. Train staff to improve cash management at public service locations.

E. Modify current PCCLD pay plan to adopt a *Pay for Performance* model to tie performance more closely to salary and further excellent work.

Sara Rose

- <u>Action Steps</u>
  1. Hire a qualified consulting firm to work with stakeholders on the project.
  2. Utilize consultant assessment of PCCLD's current pay plan and recommendations for adjustments to Pay for Performance.
  3. Work with stakeholders to communicate and train on new program.
  4. Implement program.

F. Develop a program for career progression program to insure employees understand how to be promoted at PCCLD and make the library a career.

Sara Rose

- <u>Action Steps</u>
  1. Identify assessment tools and resources, including self-assessment tools to employees to help them identify strengths, skills, values, and interests
  2. Provide in-depth information about a variety of library careers.
  3. Encourage employees to conduct further research into areas of interest
  4. Assist individuals in developing a career path, including education and experience requirements and a timeline to achieve goals
  5. Monitor the employee's progress.

G. Evaluate staffing needs and work processes throughout the District.

Sara Rose

- <u>Action Steps</u>
  1. Conduct a comparison of other libraries for methods to determine staffing needs.
  2. Analyze impact of staffing needs as a result of the implementation of the RFID system.
  3. Compare department level of activity based on factors such as circulation and gate count.
  4. Evaluate response time and efficiencies of support services departments to determine if staffing needs are being met.
  5. Make changes as determined to be in the best interest of the institution.

H. Utilize volunteers more effectively.

Sara Rose

- <u>Action Steps</u>
  1. Look to using a volunteer, AmeriCorps worker or part-time regular employee to meet staffing need for supporting volunteer services.
  2. Train and implement the staffing resource.

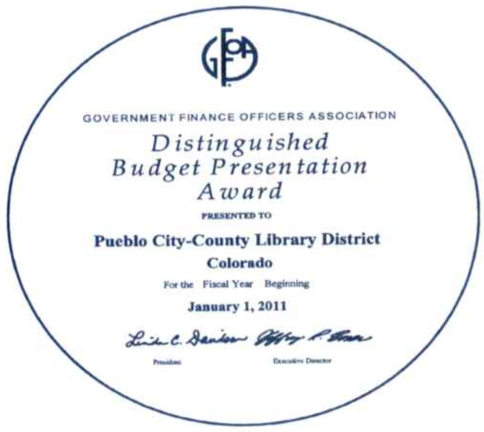
3. Improve PCCLD website for advertisement of current volunteer opportunities.
4. Improve volunteer retention by increasing awareness and knowledge of the volunteer program within PCCLD by sharing information at staff meetings with departments and supervisors.
5. Create an annual Volunteer Report to increase awareness of the value of PCCLD volunteers.

The 2012 Annual Plan has been developed with the opportunity for input from Library Trustees, supervisors and managers, employees, and customers. It is the outcome of much consideration and effort, and provides a positive direction for the District in moving toward objectives that will better serve the community.

Respectively submitted,

Jon Walker

Jon Walker
Executive Director
Pueblo City-County Library District



Government Finance Officers Association

- The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906.
- GFOA members are dedicated to the sound management of government financial resources.
- GFOA has nearly 17,400 members
- Provides leadership to the government finance profession through research, education, and recommended practices.

Award Programs

- **Certificate of Achievement for Excellence in Financial Reporting**
- **Canadian Award for Financial Reporting**
- **Popular Annual Financial Reporting Program**
- **Distinguished Budget Presentation Award Program,**
- **Award for Excellence in Financial Management.**

Distinguished Budget Presentation Award

- Established by GFOA in 1984
- Purpose to encourage and assist state and local governments to prepare budget documents of the very highest quality
- Reflect guidelines established by the National Advisory Council on State and Local Budgeting
- Reflect GFOA's best practices on budgeting
- Recognize individual governments that succeed in achieving that goal.

Judging Process

- **Each budget document submitted to the program is evaluated separately by three reviewers.**
- **Rating criteria**
  - 27 specific criteria in four basic categories.
  - Each item rated as not proficient, proficient, or outstanding.
  - The reviewer also provides an overall rating for each of the basic categories.
  - To receive the award, a budget document must be rated either proficient or outstanding by at least two of the three reviewers for all four basic categories, as well as for 14 of the 27 specific criteria identified as "mandatory."

Four Basic Judging Categories

- Budget as a policy document
- Budget as a financial plan
- Budget as an operations guide
- Budget as a communications device

Submittal & review process

- **Submit Budget according to requirements**
  - Include all funds and component units
  - Performance measurement, forecasting, annual plan
  - Breakdown of budget into departments and units
  - Budget calendar
  - Specific demographic and identification information
  - Statutory reference and compliance
  - Debt service information
  - Financial policies
  - Glossary
  - Meet all deadlines for submittal

2010 US & Canada Award Recipients

- Total government entities: approximately 2,500
- Governments in Colorado: 52
  - **Municipality – 30**
  - **County - 7**
  - **School District – 6**
  - **Special District – 9**

2010 Colorado Award Winners

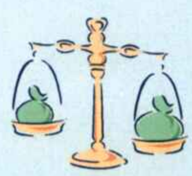
Current award recognition of all governmental entities in Pueblo: 1

- **Pueblo City-County Library District**

Current award recognition of Colorado Libraries: 2

- **Anythink Library District**
- **Pueblo City-County Library District**

Questions?



PLEASE SAVE THE DATES:

January 21, 2012:
Get together at the home of:
Mary Simmons
3408 Northridge
5:30 – 7:30 pm

February 15, 2012
FOL Volunteer Appreciation Luncheon
12:30, Ryals Room

April 28, 2012
FOL Annual Mtg.
6:00 pm, Ryals Room