

2012 PLANNING RETREAT
August 2011
Mountain Park Environmental Center

The administrative team is working with the concepts below to craft a draft annual plan for 2012 to be presented to the Trustees in October.

Top 10 Consensus

1. Security
2. RFID
3. Tech Training / Ongoing comprehensive training plan
4. Eastside Library
5. Digitization Plan
6. Marketing
7. Increase usability of satellites with internal courier
8. Pay for performance / Recognition of Excellence
8. Evaluate staffing patterns and work processes
9. Culture of Giving
10. Kiosks
11. Centralized Adult Programming

Team Ideas

I. Increase Circulation.

- Maintain weeding effort
- Customer Service:
 - Update Circulation policy and procedure
 - New copy machines
 - Improve SAM (timing sessions)
- Marketing library services – e.g., weekly article/ad to address materials and services available
- Float collections
- Expand eContent – market it better
- Implement Call Center: frees staff for roving and better customer contact
- Aggressively pursue RFID:
 - Assist weeding
 - Frees staff to help customers
 - Employee safety/ergonomics,
 - Ease in auditing/inventorying collection
- Increase security – High-theft items will circulate more
- Improve marketing – send information out into community
- Marketing for new programs – email blasts, electronic calendars
- More robust eContent

- Face out more books and displays, power wall, new shelving
- Upgrade catalog
- Mobile checkouts throughout district – e.g., 4th floor for program attendees
- Better security and customer service for DVDs
- Increase off-the-shelf rate
- Keep material expenditures at 15% of operating budget

II. Improve Information Technology

- Full-service RFID
- IT Training Plan – comprehensive for staff and customers / IT petting zoo
- Research streaming: movies, story time or library programming
- Continue digitization of unique items to make available globally on website
- Library kiosk
- RFID
- SIRSI Upgrade
- Centralize finding aids on web
- Commit to purchase “born” digital materials
- Hardware replacement plan
- Improved video surveillance throughout District
- Insure adequate bandwidth to provide data
- Digitization plan
- EnvisionWare – combines cash collection with computer

III. Expand Services to the Underserved

- Secure funding/resources to create facility to serve Eastside.
- Traveling learning centers: Hot Spots, Patron Education (technical)
- Improve access to materials in underserved locations
 - Internal courier
 - Auto kiosk
- Continue marketing and support for Outreach Services including satellites—pursue ways to reach more neighborhoods and tie-in community using volunteers.
- Library @ the Y – Wi-Fi
- Increase marketing about services already available
- Eastside Library – Community Partnerships – Funding Methods
- Technology bookmobile used to serve underserved areas
- Advertise daily services better, sooner
- Kiosks
- Re-inaugurate bookmobile
- Library on Eastside

IV. Other

- Culture of Giving:
 - Staff donations
 - Visible to patrons/donors
 - Donor appreciation
- Marketing materials – trying to “sell” books
- Utilize “Friends” and volunteers more effectively
- Recognition of excellence (pay for performance):
 - Creates value building
 - Creates better customer service
- Balance between manned satellite/branch and unattended automated kiosks
- Caught doing something right from patrons
- Accelerated availability of eBooks
- District communication improvement:
 - Weekly Digest
 - Include donor list
 - Highlight what you’ve done/need
- Centralized adult programming:
 - Committee
 - Calendar
 - Theme
- Create culture of workplace giving, e.g., payroll deduction, legacy
- Internet access at the “Y Library”

Teams were then advised to review the above list and return with each of their “Top 5” priority goals which came back as follows:

Taxes Team Top 5:

- Increase usability of satellites via internal courier
- Increase and diversify marketing
- Pay for Performance
- Develop Comprehensive Training Plan
- Digitization Plan

Privacy Team Top 5:

- RFID
- Eastside Library
- Kiosks
- Centralized Adult Programming
- Security

Internet Team Top 5:

- RFID
- Marketing

- Eastside Library
- Digitization
- Technology Training

Governance Team Top 5:

- RFID
- Marketing
- Culture of Giving
- Recognition of Excellence
- Digitization

Summary of Financing Options

	REFUND IN 2011		REFUND IN 2012 - CALL DATE	
	Refund Only 2031 Term	Refund + New Money 2031 Term	Refund Only 2031 Term	Refund + New Money 2031 Term
Amount of New Money	N/A	\$ 3,000,000 \$ 6,000,000	N/A	\$ 3,000,000 \$ 6,000,000
Par Bank Qualified	\$ 6,355,000 Yes	\$ 9,280,000 \$ 12,210,000 Yes No	\$ 6,130,000 Yes	\$ 9,055,000 \$ 11,985,000 Yes No
Average Annual Debt Service	\$ 468,086	\$ 673,097 \$ 873,082	\$ 461,043	\$ 666,054 \$ 866,039
Current 2007 Average Annual DS	\$ 490,873	\$ 490,873 \$ 490,873	\$ 490,873	\$ 490,873 \$ 490,873
(Reduced)/Increased Annual DS	\$ (22,787)	\$ 182,224 \$ 382,209	\$ (29,830)	\$ 175,181 \$ 375,166
Total Repayment Cost	\$ 9,495,439	\$ 13,797,984 \$ 18,105,049	\$ 9,063,509	
True Interest Cost (TIC%)				
Present Value Savings %	5.401%		7.053%	
Present Value Savings \$	\$ 477,986		\$ 597,966	
Total annual revenue	\$ 8,409,604	\$ 8,409,604 \$ 8,409,604	\$ 8,883,840	\$ 8,883,840 \$ 8,883,840
% of Debt Service/Revenue	5.57%	8.00% 10.38%	5.19%	7.50% 9.75%
Total legal debt permitted	\$ 20,294,635	\$ 20,294,635 \$ 20,294,635	\$ 22,307,177	\$ 22,307,177 \$ 22,307,177
Debt per capita @ 160,000 approx	\$ 39.72	\$ 58.00 \$ 76.31	\$ 38.31	\$ 56.59 \$ 74.91

Distributed at 09-13-2011 Work Session

Summary of Financing Options – Definitions, assumptions and explanations.

- Because of the very low interest rates, we asked Alan Matlosz (George K. Baum Co.) to run some numbers showing the savings in debt service if we were to refund the debt.
- The attached table shows six scenarios reflecting the following:
 - Refunding in 2011 (now) and waiting until 2012 (1st call date)
 - We will receive a greater savings if we wait until 2012
 - We don't know if the interest rates will still be this low in a year.
 - Within each year, three options are shown:
 - Refund only, without increasing the debt.
 - Savings if we do this in 2011 would be \$477,986 over the entire life of the loan – annual savings of \$22,787
 - Savings if we do this in 2012 would be \$597,966/\$29,830. (Debt will have already been reduced by our first principal payment of \$225,000)
 - Issue new debt, increasing by \$3,000,000 for other libraries/projects
 - With the lower interest rates, this is a good time to borrow
 - Borrowing an additional \$3,000,000 would still keep PCCLD within the \$10,000,000 limit to issue tax-exempt bank-qualified bonds, which is a plus for buyers.
 - Issue new debt, increasing by \$6,000,000 for other libraries/projects
 - Possibilities: RFID, East Side library, Mesa Library, Kiosks...???
 - Outside the limit for tax-exempt bank-qualified bonds. This limit is annual, however, so we could split up the borrowing into 2 years.
 - Borrowing additional money would result in increased debt service as shown.
 - \$3,000,000 would equate to an additional \$175K to \$182K debt service per year.
 - \$6,000,000 would equate to an additional \$375K to \$382K debt service per year.
- GFOA recommends that refinancing not be done for less than a 3% savings. If a 3-5% savings can be realized, then it's worth the costs. As you can see, present value savings in 2011 is 5.401%; in 2012 it's 7.053%.
- The % of Debt Service/Revenue is shown for each scenario, beginning with 5.57% to refund in 2011 with no additional borrowing. Recommended limit of debt to revenue is 10%; all scenarios except borrowing an additional \$6 million in 2011 fall below this limit.
- Legal debt limit for borrowing is 1.5% of assessed valuation.
- Finally, debt per capita is reflected for all scenarios.



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LIVABILITY TOP 10s

Top 10 Cities for Book Lovers

7.
Pueblo, CO

Whether you're part of the budget, not-buy crowd or just appreciate the perks of a fine library, the [Robert Hoag Rawlings Public Library](#) in Pueblo will please you. Interactive features like the InfoZone News Museum, and separate sections for children and teens, set this library apart from the crowd. If you'd rather browse a bookstore, Pueblo and its surrounding areas have plenty of those as well. Forty-four to be exact, including nearby Colorado Springs' [Poor Richard's](#), a restaurant, wine shop, toy and bookstore in one.



Library Robert Hoag Rawlings Public Library in Pueblo, CO

Where to go: The library

Authors who lived here: Kent Haruf, author of *The Tie That Binds*, and Asma Gull Hasan of *Red, White and Muslim: My Story of Belief*

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Satellite Libraries Fall/Winter/Spring 2011-2012 Schedule

Avondale Elementary

213 Highway 50 E.

947-3047

All school hours (check in at school office)

PLUS

Tuesdays & Thursdays 3:30 to 5:30 p.m.

Fridays 8 a.m. to noon

Beulah School of Natural Sciences

8734 Schoolhouse Lane

485-3129

All school hours (check in at school office)

PLUS

Monday to Thursday 3:45 to 4:15 p.m.

Fridays 9 a.m. to noon

Cesar Chavez Academy

2500 W. 18th Street

586-9199

All school hours (check in at school office)

PLUS

Monday to Thursday 4 to 6 p.m.

Craver Middle School

4850 Crow Cut Off

676-3850

All school hours (check in at school office)

Tuesdays & Wednesdays 4 to 6 p.m.

Fridays noon to 4 p.m.

North Mesa Elementary

28881 Gale Road

948-2551

All school hours (check in at school office)

PLUS

Monday to Thursday

3:45 to 5:45 p.m.

Risley Middle School

625 N. Monument Ave.

549-7449

All school hours (check in at school office)

PLUS

Monday to Thursday 4 to 6 p.m.

Rye Elementary

8120 Hwy 165 W.

489-2272

All school hours (check in at school office)

PLUS

Mondays & Tuesdays 4 to 7 p.m.

Wednesdays 4 to 6 p.m.

South Mesa Elementary

23701 E. Preston Road

543-0738

All school hours (check in at school office)

PLUS

Monday to Thursday 4 to 6 p.m.

Vineland Elementary

35777 Iris Road

948-2633

All school hours (check in at school office)

PLUS

Tuesdays 3:45 to 7:45 p.m.

Fridays 9 a.m. to 1 p.m.

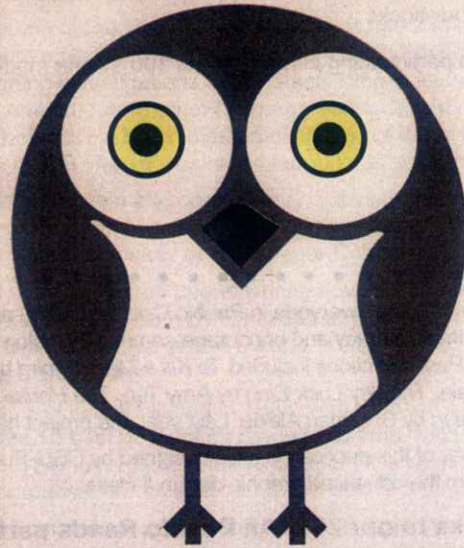
Issued Aug. 2011

Barbara Brown, Outreach Manager: 562-5631



Pueblo City-County Library District presents:

Carl Hiaasen
HOOT



**PUEBLO CITY-COUNTY
LIBRARY**
Ideas • Imagination • Information



**Gay &
Lesbian
Fund**
FOR COLORADO

**All Pueblo
Reads 2011**

Sept. 30 - Oct. 30