PUEBLO CITY-COUNTY LIBRARY
Ideas · Imagination · Information

2012 Proposed 1% Stipend to Employees

This proposal is to request a one-time 1% stipend to be presented to all regular full-time and part-time staff in the form of a check, sometime in late November or early December 2012. The reason for this stipend is to recognize employees for their hard work toward the achievement of PCCLD's high-bar goals set in 2012 and going forward. Here is how it would work: all regular employees would receive a check representing 1% of the normal annual pay, less normal payroll taxes. Employees who have been employed less than 1 year would receive a stipend that has been prorated to reflect their months of service in 2012.

The estimated cost of this proposal to PCCLD is $33,247.85 (gross pay) which is slightly lower than our cost savings were from vacant positions in 2012.

Details

Total Active PCCLD Employees: 126

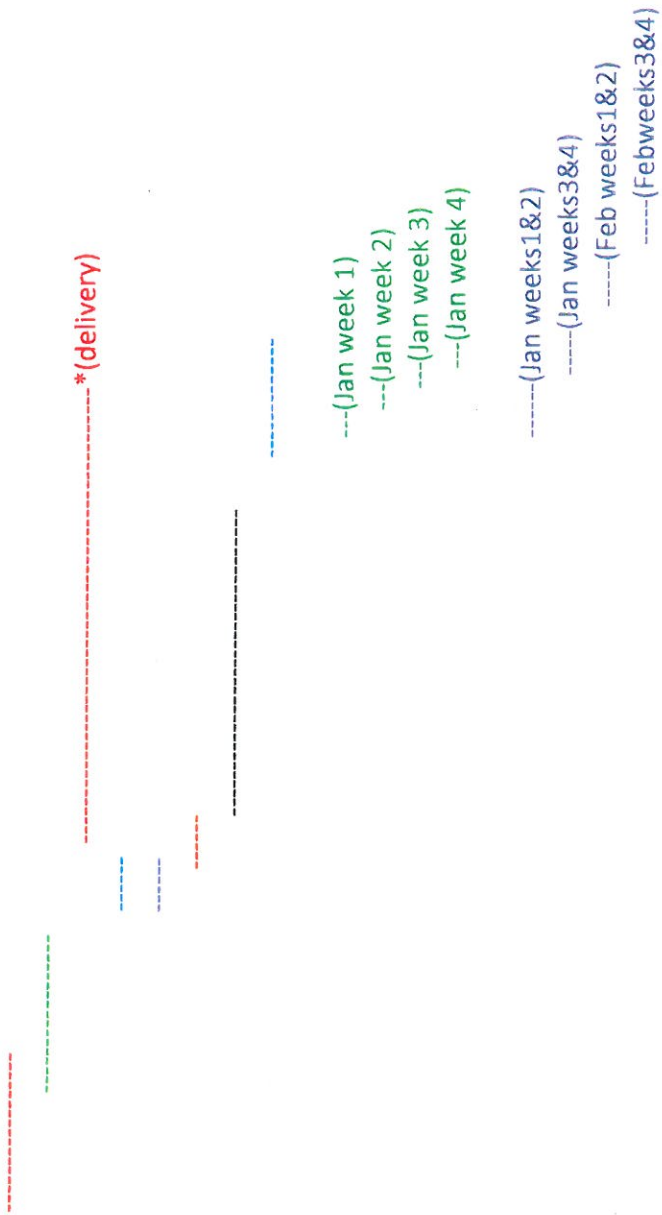Total Eligible Employees (taking out temporary and substitute staff): 115

Average stipend for employees who have been employed > 1year: $331.41

Average stipend for employees who have been employed < 1 year: $88.20

Total projected gross cost: $33,247.85

August   September   October   November   December   January   February   March

Pricing
Construction Documents
Furniture procurement   *(delivery)
Permitting
Bidding
Contracts
Procurement
Construction
RFID (Bibliotheca)
  Pueblo West   --(Jan week 1)
  Barkman   ---(Jan week 2)
  Rawlings   ---(Jan week 3)
  Lamb   ---(Jan week 4)
AMH (RFID/LS)
  Pueblo West   ----(Jan weeks1&2)
  Barkman   -----(Jan weeks3&4)
  Rawlings   -----(Feb weeks1&2)
  Lamb   ------(Febweeks3&4)

PUEBLO CITY-COUNTY LIBRARY

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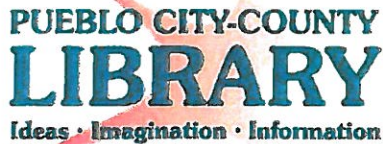
2013

BUDGET & ANNUAL PLAN

Public Hearing
November 15, 2012

Pueblo City-County Library District (PCCLD) 2013 Annual Plan

PCCLD has established strategic goals in its current long-range plan (*Moving Ahead: Strategic Plan for the Pueblo City-County Library District: Building a Community of Readers*, December 10, 2009, www.pueblolibrary.org/pld_docs/2009_Strategic_Plan.pdf). The library district will continue in 2013 to work toward the following goals as described in the long-range plan:

    I.   Increase use of library materials
    II.   Improve information technology
    III.   Expand services to the underserved
    IV.   Maintain District assets.

PCCLD will support these goals in 2013 with specific budgeted initiatives. The goals are delineated in the pages following along with accompanying objectives and action steps, listed in priority order, which represent new initiatives for the year.

Strategic Goal I: INCREASE USE OF LIBRARY MATERIALS.

A. Improve service by completing the Library Enhancement Project, including Radio Frequency Identification systems, Automated Materials Handling equipment, and a new customer service model.

  • Action Steps
  1. Remodel four libraries by February 2013.
  2. Integrate new equipment into the remodeled libraries by March 2013.
  3. Train staff in new procedures.
  4. Implement changes by March 2013.
  5. Evaluate and report on results.
  6. Consider expanding Library Enhancement Project design and service principles to the second floor of the Rawlings Library.

B. Increase access to collections by implementing the digitization program as described in the *Digital Collections Plan—Pueblo City-County Library District (September 2012)*.

  • Action Steps
  1. Subscribe to a digital asset management system such as CONTENTdm.
  2. Procure necessary digitization hardware.
  3. Provide additional staff resources to support the project.
  4. Begin digitizing selected content with local and/or regional historical or archival value.

C. Maintain excellent library collections by evaluating collection management in light of industry trends and recently adopted PCCLD initiatives.

  • Action Steps
  1. Refine procedures for the Centers for New Information Technology by creating standards for maintenance of the mobile devices included in the library district's collections, including handling withdrawals of old devices, adding new devices, and ongoing maintenance of existing devices.
  2. Seek relationships with additional book vendors, especially in light of the loss of Book Wholesalers, Inc., in 2012.
  3. Assess the impact of increased spending levels for digital materials and respond accordingly.

Strategic Goal II: IMPROVE INFORMATION TECHNOLOGY.

A. Assign a staff task force to develop a strategy for improving the tools PCCLD uses to discover information within in its collections.
   - Action Steps
   1. Research the current state of the Integrated Library System (ILS) marketplace.
   2. Seek out current best practices of similar institutions.
   3. Consider the optimum choices for the next generation of ILS and/or Discovery applications for PCCLD and make recommendations.

B. Improve IT services by providing IT Help Desk customer service during all the regular operating hours of the library district.
   - Action Steps
   1. Study other institutions and industry standards for role models.
   2. Assess results of the study and develop a plan to best serve PCCLD.
   3. Extend IT Help Desk hours of service.

C. Create an Intranet to improve internal sharing of important information for all employees to encourage collaboration, support access to commonly used applications and staff tasks, enable employees to make connections, provide real-time information, and allow staff access to institutional information resources anywhere and anytime.
   - Action Steps
   1. Hire a part-time internal communications coordinator to oversee the effort.
   2. Contract with a web designer to create the new site.
   3. Design the new site with input from stakeholders.
   4. Build the Intranet site.
   5. Train staff in best practices for using the Intranet.

D. Increase access to library district public programs with the addition of video streaming services.
   - Action Steps
   1. Utilize new capabilities and capacities within the PCCLD Community Relations department to capture library programming and events on video.
   2. Regularly stream online to the members of the community.
   3. Measure use of service.
   4. Revise, as indicated.

E. Evaluate PCCLD telecommunication network configuration to improve security and performance of online services.

- Action Steps
1. Select a qualified network consultant using a competitive RFP process to recommend changes to the library district's telecommunications network to improve security and performance.
2. Look for opportunities to implement recommendations of the consultant.
3. Incorporate changes to the network.

F. Sharpen IT services by upgrading end-of-life server hardware as part of the Hardware Replacement Plan
- Action Steps
1. Develop an agreed-upon plan for migrating end-of-life servers to new platforms.
2. Procure, configure and deploy necessary hardware.

G. Advance service by replacing client computers (staff and public) as part of the Hardware Replacement Plan.
- Action Steps
1. Design a program for replacing outdated desktop computers with appropriate new devices.
2. Procure and configure necessary hardware.
3. Train staff in use of the new equipment and deploy.

H. Improve event programming by replacing the public address system in the Ryals Room at the Rawlings Library.
- Action Steps
1. Consult with qualified sound system experts on best choices.
2. Procure, configure and install necessary equipment.
3. Train staff in use of the new equipment.

Strategic Goal III: EXPAND SERVICES TO THE UNDERSERVED.

A. Plan for a new East Side public library in order to increase access for the underserved.
- Action Steps
1. Complete architectural design.
2. Complete site preparation.
3. Break ground on construction with completion in 2014.

B. Plan for a new Greenhorn Valley public library in order to increase access for the underserved.
- Action Steps
1. Complete architectural design.
2. Complete site preparation.
3. Break ground on construction with completion in 2014.

C. Plan for a new St. Charles Mesa public library in order to increase access for the underserved.
- Action Steps
1. Complete architectural design.
2. Complete site preparation.
3. Break ground on construction with completion in 2014.

D. Enhance services by creating public meeting room service at the Library @ the Y.
- Action Steps
1. Abide by the Colorado Public Library Standards which define a full-service public library as "having a meeting space."
2. Partner with the YMCA to allow reservation of meeting room space within the YMCA in-line with PCCLD policies and guidelines for "Meeting Room Use."

E. Expand the Summer Reading Program by increasing capacity for programs for youth.
- Action Steps
1. Continue to increase Summer Reading program participation by allocating additional funds for supplies and more programming.
2. Schedule more programs at those locations with current programming now at capacity.
3. Implement Tween programming district-wide based on successful model piloted at Pueblo West Library in 2012.

4. Increase Read OUT LOUD author funding to attract higher-profile authors and support growth.
5. Appraise results and report.

F. Advance the fight against illiteracy by increasing capacity for the Adult Literacy program
- Action Steps
1. Provide regular funding for the GED program piloted in 2012.
2. Work with partner organization to implement at the Rawlings Library.
3. Assess program and report on the results.

G. Elevate exposure to reading for young people by implementing early childhood literacy fairs at each library location.
- Action Steps
1. Evaluate pilot program coordinated in 2012 by the Early Literacy Librarian.
2. Design a program to engage the community at multiple locations, including community partners and volunteers.
3. Schedule dates at each library location in 2013.
4. Monitor and report on results.

Strategic Goal IV: MAINTAIN DISTRICT ASSETS.

A. Complete the initiative to change the compensation system from a step increase to a pay for performance structure in order to continue to encourage a workplace based upon accountability and achievement.
   - Action Steps
   1. Build upon results of 2012 consultant work.
   2. Communicate with all stakeholders on program choice options and solicit comment.
   3. Develop a program designed to best meet the needs of PCCLD with guidance from expert consultant and input from staff.
   4. Implement program with care in teaching all staff in the new system.

B. Improve grounds keeping at all appropriate library-owned properties.
   - Action Steps
   1. Hire grounds professionals to perform landscaping maintenance.
   2. Re-landscape existing facilities as required to return to standard.

C. Outsource payroll to save time in the Finance Department.
   - Action Steps
   1. Select firm to handle PCCLD financing based upon competitive RFP.
   2. Implement new service to allow Finance department to continue with other new support services, such as centralized procurement and more.

D. Complete a career-pathing program to assist employees in advancing their careers with PCCLD. This career progression program is intended as an "easy-to-use" guide for employees to see options for advancing career within the district.
   - Action Steps
   1. Develop a spreadsheet of all existing PCCLD positions with requirements and categorization by profession or vocation.
   2. Create a list of locally-accessible educational resources that support PCCLD career development.
   3. Implement a process for supervisors to use available resources to mentor employees on career paths.

E. Improve library job recruiting efficiencies by implementing an online application process and tracking system to ease application submittal tracking and screening.
   - Action Steps
   1. Create an online interactive applications form.

2. Feed submitted application data into an easy-to-use spreadsheet for supervisors and the Human Resources department to review applicants.
3. Integrate the online data into an application retention system.
4. Extend this system to volunteer applications.

F. Revise Safety Manual for easier access and increased relevancy.
   - Action Steps
   1. Work with the Safety Committee to identify areas for improvement.
   2. Share proposed changes with library administrations.
   3. Update and finalize the manual.
   4. Communicate changes to employees.

G. Update job descriptions for consistency across the organization.
   - Action Steps
   1. Review job descriptions and create a draft edit by the Human Resources department.
   2. Work with supervisors to review the draft edit.
   3. Work with administration to review for final edits.
   4. Communicate updated job descriptions to individual employees.

H. Continue to focus additional resources on new employee orientation.
   - Action Steps
   1. Create orientation folders including all forms and information required to be a productive member of the PCCLD team.
   2. Develop a brief video for new employees to provide an introduction of the organization.

I. Evaluate staffing patterns at current library locations resulting from RFID/AMH efficiencies.
   - Action Steps
   1. Create a re-deployment plan to help staff new library locations.
   2. Revise job descriptions and duties as appropriate.
   3. Be prepared with a plan in 2014 for the opening of three new libraries.

J. Implement a call center at PCCLD to provide accurate and consistent information to customers and to direct calls to the appropriate departments.
   - Action Steps
   1. Utilize 2012 study of best practices of effective library call centers.
   2. Plan and budget for a PCCLD call center.
   3. Implement call center.

K. Improve PCCLD automated telephone services.
- Action Steps
1. Upgrade to more robust and contemporary voice automated hardware and software to take advantage of features such as improved text-to-speech conversion for clearer, cleaner messages to patrons, support for current version of Windows operating system, ability to set preferred language for the customer's language of preference, with automatic notification of overdue materials, items on hold or outstanding fees, and empowering users to manage their own account information, renewals and other activities via the phone service.
2. Train staff in new service and develop necessary customer publicity.
3. Implement upgraded service.

Annual Plan Costs

GOALS - 2013 ANNUAL PLAN		Total cost	
I	***INCREASE USE OF LIBRARY MATERIALS***		
A	Improve service by completing the Library Enhancement Project, including Radio Frequency Identification systems, Automated Materials Handling equipment, and a new customer service model.	980,177	RFID & AMH equipment, renovation @ Rawlings, and project manager cost
B	Increase access to collections by implementing the digitization program as described in the *Digital Collections Plan - Pueblo City-County Library District (September 2012)*.	33,800	Equipment, training, software, supplies
C	Maintain excellent library collections by evaluating collection management in light of industry trends and recently adopted PCCLD initiatives.	21,000	Collection HQ
II	***IMPROVE INFORMATION TECHNOLOGY***		
A	Assign a staff task force to develop a strategy for improving the tools PCCLD uses to discover information within its collections.	55,000	Discovery overlay; ILS consulting
B	Improve IT services by providing IT Help Desk customer service during all the regular operating hours of the library district.	8,150	Salaries & benefits to increase part time help desk specialist to full time
C	Create an Intranet to improve internal sharing of important information for all employees to encourage collaboration, support access to commonly used applications and staff tasks, enable employees to make connections, provide real-time information, and allow staff access to institutional information resources anywhere and anytime.	14,940	Contract services; monthly maintenance
D	Increase access to library district public programs with the addition of video streaming services.	-	No identified budgetary impact
E	Evaluate PCCLD telecommunication network configuration to improve security and performance of online services.	-	No identified budgetary impact
F	Sharpen IT services by upgrading end-of-life server hardware as part of the Hardware Replacement Plan.	25,000	Replacement cost for servers

Annual Plan Costs

	GOALS - 2013 ANNUAL PLAN	Total cost	
G	Advance service by replacing client computers (staff and public) as part of the Hardware Replacement Plan.	252,000	Replacement cost for PCs
H	Improve event programming by replacing the public address system in the Ryals Room at the Rawlings Library.	20,000	Capital cost
III	**EXPAND SERVICES TO THE UNDERSERVED**		
A	Plan for a new East Side public library in order to increase access for the underserved.	738,500	Complete design and begin construction
B	Plan for a new Greenhorn Valley public library in order to increase access for the underserved.	698,000	Complete design and begin construction
C	Plan for a new St. Charles Mesa public library in order to increase access for the underserved.	782,000	Complete design and begin construction
D	Enhance services by creating public meeting room service at the Library @ the Y.	-	No identified budgetary impact
E	Expand the Summer Reading Program by increasing capacity for programs for youth.	2,200	Additional supplies and programs
F	Advance the fight against illiteracy by increasing capacity for the Adult Literacy program.	8,300	Supplies, programs and contracts
G	Evaluate exposure to reading for young people by implementing early childhood literacy fairs at each library location.	800	Supplies

Annual Plan Costs

	GOALS - 2013 ANNUAL PLAN	Total cost	
IV	**MAINTAIN DISTRICT ASSETS**		
A	Complete the initiative to change the compensation system from a step increase to a pay for performance structure in order to continue to encourage a workplace based upon accountability and achievement.	11,650	Supplies, contracts, programs, consulting expense
B	Improve grounds keeping at all appropriate library-owned properties.	54,589	Additional seasonal staffing; landscaping upgrades at Rawlings
C	Outsource payroll to save time in the Finance Department.	6,871	Contractual expense for payroll outsourcing vendor
D	Complete a career-pathing program to assist employees in advancing their careers with PCCLD. This career progression program is intended as an "easy-to-use" guide for employees to see options for advancing career within the district.	500	Supplies
E	Improve library job recruiting efficiencies by implementing an online application process and tracking system to ease application submittal tracking and screening.	13,100	Integrated software package
F	Revise Safety Manual for easier access and increased relevancy.	-	No budgetary impact
G	Update job descriptions for consistency across the organization.	-	No budgetary impact
H	Continue to focus additional resources on new employee orientation.	-	No budgetary impact
I	Evaluate staffing patterns at current library locations resulting from RFID/AMH efficiencies.	2,000	Programs
J	Implement a call center at PCCLD to provide accurate and consistent information to customers and to direct calls to the appropriate departments.	34,000	Consulting services
K	Improve PCCLD automated telephone services.	15,000	Sirsi Voice Automation upgrade
	TOTAL	3,777,577	

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2013 BUDGET

5-YEAR GENERAL FUND REVENUE & EXPENSE HISTORY
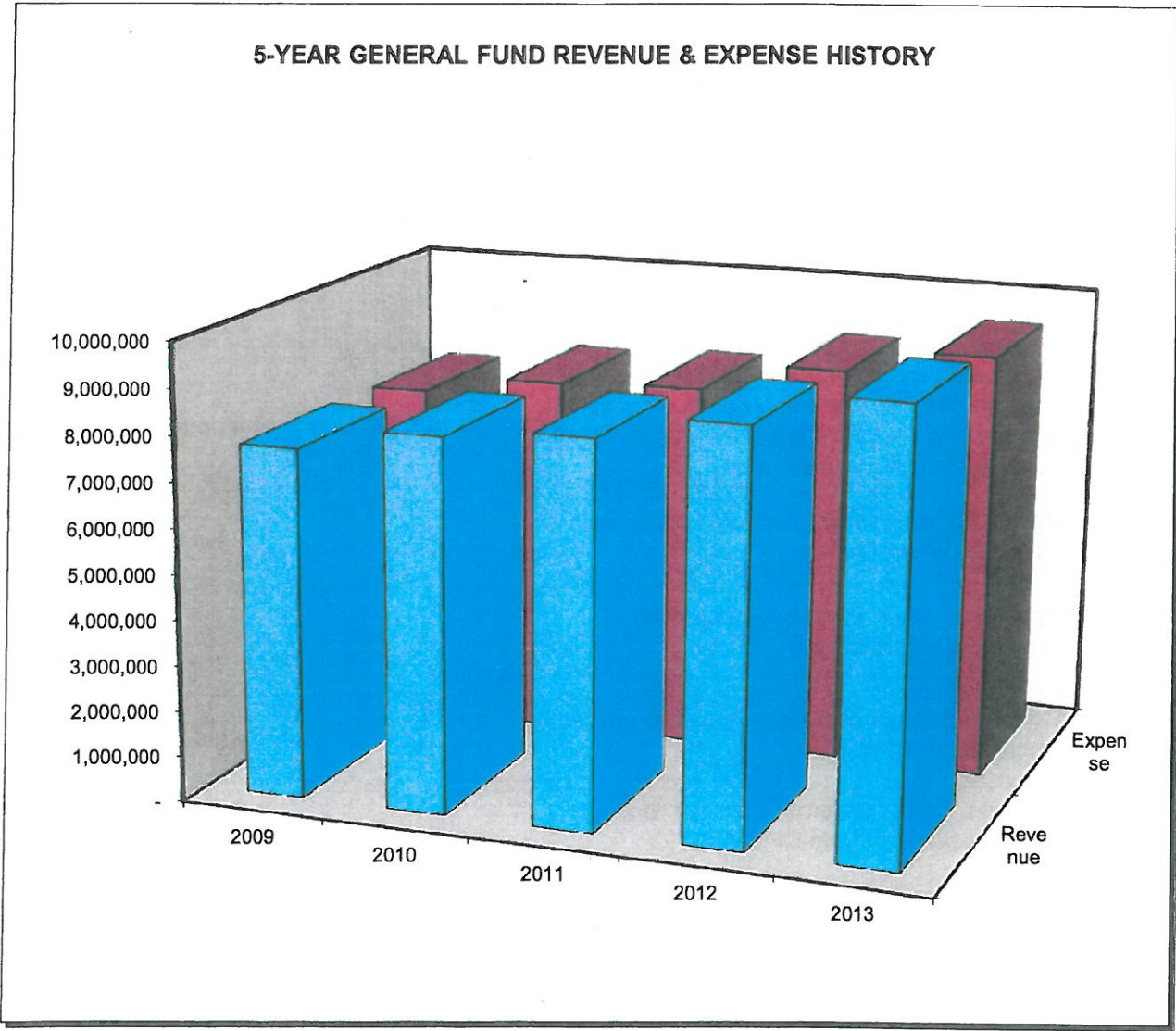
MILL LEVY CALCULATIONS
BUDGET 2012

	2013 BUDGET		Formula	2012 BUDGET	
A	1,671,480,675	Total Gross Assessed Valuation		1,559,121,403	Total Gross Assessed Valuation
B	63,317,514	TIF reductions		72,224,737	TIF reductions
C	1,608,163,161	Total Net Assessed valuation	A - B	1,486,896,666	Total Net Assessed valuation
D	5.250	Voter approved mill levy limit		5.250	Voter approved mill levy limit
E	8,442,857	Total Revenue	C X D X .001	7,806,207	Total Revenue
F	69,067	Abatements, refunds		26,762	Abatements, refunds
G	0.043	Millage for abatements, refunds	F / C X 1000	0.018	Millage for abatements, refunds
H	5.293	Adjusted mill levy	D + G	5.268	Adjusted mill levy
I	8,512,008	Adjusted total revenue	H X C X .001	7,832,972	Adjusted total revenue
J	**8,469,448**	Budgeted revenue @ 99.5%	I X 99.5%	7,793,807	Budgeted revenue @ 99.8%

	$ 335,140	Revenue reduction impact of TIF	B X D X .001 $	380,480	Revenue reduction impact of TIF

This chart shows how the mill levy is calculated based on assessed valuations for both current and prior years. The voter approved mill levy is 5.25, but an increase to capture abatements and refunds from the prior year is allowable. That increase is reflected here, for a total mill levy in 2012 of 5.268. The total dollar amount increase is $ 26,762.

For the last three years, the actual collections have been an average of 99.5%, due to abatements and refunds, as well as delinquencies.

BUDGET 2013
PUBLIC HEARING

PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND

	Actual Prev.year 2011	Estimated Curr.year 2012	Budget 2012	Budget 2013	Increase (Decrease)	%
REVENUES						
Property tax	7,307,351	7,793,807	7,793,807	8,469,448	675,641	9%
Specific ownership tax	612,037	662,474	662,474	719,903	57,429	9%
Contracts, Grants, Gifts	248,107	245,804	229,075	198,704	(47,100)	-19%
Interest	26,699	28,451	19,115	21,115	(7,336)	-26%
Fines, Fees	153,117	154,724	154,724	154,724	-	0%
Photocopier & Internet Copy Fees	46,160	45,463	49,128	40,152	(5,311)	-12%
Miscellaneous	14,285	9,042	13,702	13,702	4,660	52%
TOTAL REVENUES	**8,407,756**	**8,939,765**	**8,922,025**	**9,617,748**	**677,983**	**8%**
EXPENDITURES						
PERSONNEL						
Salaries	3,430,589	3,666,267	3,668,983	3,777,368	111,101	3%
PERA	457,637	483,390	495,801	506,539	23,149	5%
Workers compensation	13,508	18,214	24,000	23,307	5,093	28%
Employee insurance	362,269	431,530	421,839	520,521	88,991	21%
Unemployment compensation	10,259	9,755	11,007	11,332	1,577	16%
Medicare trust	46,204	51,595	52,475	54,047	2,452	5%
Miscellaneous personnel	24,636	28,360	59,540	34,066	5,706	20%
Employee training	53,679	86,469	108,537	97,672	11,203	13%
TOTAL PERSONNEL	**4,398,781**	**4,775,580**	**4,842,182**	**5,024,852**	**249,272**	**5%**
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,114,217	1,244,390	1,244,390	1,274,501	30,111	2%
Bindery/processing supplies/services	126,998	146,955	146,955	149,894	2,939	2%
Library programs	100,028	101,430	101,430	116,240	14,810	15%
TOTAL MATERIALS	**1,341,243**	**1,492,775**	**1,492,775**	**1,540,635**	**47,860**	**3%**
FACILITIES						
Utilities	414,463	418,483	396,515	479,210	60,727	15%
Vehicle maintenance	8,974	6,235	11,000	11,000	4,765	76%
Building repair & maintenance	261,278	262,572	262,572	282,071	19,499	7%
Rent	22,372	22,888	22,888	23,346	458	2%
Lease/purchase of buildings	311,950	224,197	688,579	808,750	584,553	261%
Insurance	56,617	57,906	60,432	56,906	(1,000)	-2%
Friends expenditures	14,189	27,476	31,300	16,300	(11,176)	-41%
TOTAL FACILITIES	**1,089,843**	**1,019,757**	**1,473,286**	**1,677,583**	**657,826**	**65%**
OPERATING						
Contract Services	197,746	257,220	277,418	379,682	122,462	48%
County Treasurer's fees	109,626	116,907	116,907	127,042	10,135	9%
Community relations	35,158	62,200	62,200	51,030	(11,170)	-18%
Professional memberships	9,551	12,708	18,708	19,963	7,255	57%
Office supplies, equipment	40,388	60,222	72,130	67,927	7,705	13%
Photocopiers	52,314	31,068	31,068	32,201	1,133	4%
Courier service	33,995	36,580	36,580	37,479	899	2%
Postage & freight	28,149	30,000	30,000	28,392	(1,608)	-5%
TOTAL OPERATING	**506,927**	**606,905**	**645,011**	**743,716**	**136,811**	**23%**
INFORMATION TECHNOLOGY						
Telecommunications	181,496	161,381	184,835	177,390	16,009	10%
Hardware repair & maintenance	11,425	2,323	5,000	5,000	2,677	115%
Technology Supplies	30,155	30,012	30,012	30,012	-	0%
Technology mtce, licenses, support	124,356	145,335	123,716	123,716	(21,619)	-15%
TOTAL INFORMATION TECHNOLOGY	**347,432**	**339,051**	**343,563**	**336,118**	**(2,933)**	**-1%**
TOTAL EXPENDITURES	**7,684,226**	**8,234,068**	**8,796,817**	**9,322,904**	**1,088,836**	**13%**

BUDGET 2013 PUEBLO CITY-COUNTY LIBRARY DISTRICT
PUBLIC HEARING GENERAL FUND

	Actual Prev.year 2011	Estimated Curr.year 2012	Budget 2012	Budget 2013	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	7,307,351	7,793,807	7,793,807	8,469,448	675,641	9%
All other sources	1,100,405	1,145,958	1,128,218	1,148,300	2,342	0%
TOTAL REVENUES	**8,407,756**	**8,939,765**	**8,922,025**	**9,617,748**	**677,983**	**8%**
EXPENDITURES						
PERSONNEL	4,398,781	4,775,580	4,842,182	5,024,852	249,272	5%
MATERIALS & SERVICES	1,341,243	1,492,775	1,492,775	1,540,635	47,860	3%
FACILITIES	1,089,843	1,019,757	1,473,286	1,677,583	657,826	65%
OPERATIONS	506,927	606,905	645,011	743,716	136,811	23%
INFORMATION TECHNOLOGY	347,432	339,051	343,563	336,118	(2,933)	
TOTAL EXPENDITURES	**7,684,226**	**8,234,068**	**8,796,817**	**9,322,904**	**1,088,836**	**13%**
Beginning fund balance	2,362,665	3,086,195	3,086,195	3,691,892	605,697	20%
Transfer out to Capital Project Fund	-	100,000	100,000	1,300,000	1,200,000	
Transfer in from Capital Project Fund	-	-	-	-	-	
EXCESS Revenues - Expenditures (Reserve increase)	-	705,697	125,208	294,844	(410,853)	-58%
NET (ending fund balance)	**3,086,195**	**3,691,892**	**3,111,403**	**2,686,736**	**(1,005,156)**	**-27%**

NET ASSESSED VALUATION - $ *1,608,163,161*

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

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2013 BUDGET

GENERAL FUND BUDGET - EXPENDITURES

- Personnel
- Materials & Services
- Facilities
- Operating
- Information Technology

4%
8%
18%
54%
16%

GENERAL FUND BUDGET - REVENUES

- Property Tax Revenue
- Specific Ownership Tax
- Fines, Fees, Miscellaneous
- Contracts, Grants, Gifts

8%
2%
2%
88%

PUEBLO CITY-COUNTY LIBRARY DISTRICT
CAPITAL PROJECT FUND

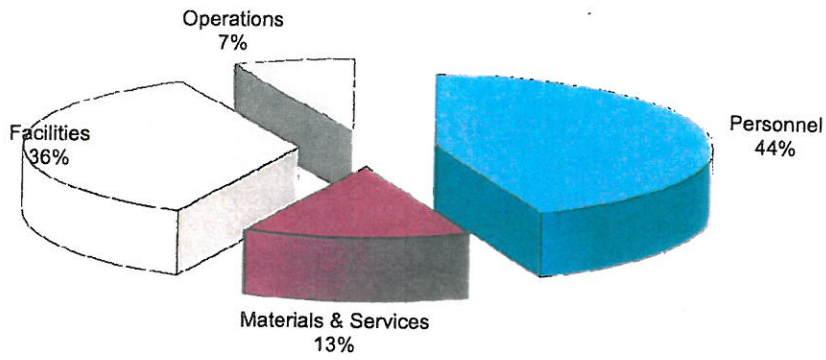|	Actual Prev.year 2011	Estimated Curr.year 2012	Budget 2012	Budget 2013	Increase (Decrease)
REVENUES					
Contributions, gifts	410	15,549	24,000	-	(15,549)
Grants	143,588	110,000	200,000	154,500	44,500
Friends of PCCLD contributions	-	40,000	10,000	10,000	(30,000)
Contributions from Pueblo Library Foundation		-	-	50,000	50,000
Miscellaneous revenue		4,695	-	-	(4,695)
Interest earnings	1,944	5,254	3,000	3,000	(2,254)
TOTAL REVENUES	**145,942**	**175,498**	**237,000**	**217,500**	**42,002**
EXPENDITURES					
New Building Projects					
East Side	-	405,000	153,000	688,500	283,500
St. Charles Mesa	-	126,000	126,000	732,000	606,000
Greenhorn Valley - Colorado City	-	144,000	144,000	648,000	504,000
Bond issuance costs	-	122,131	-	-	(122,131)
TOTAL BUILDING COSTS	**-**	**797,131**	**423,000**	**2,068,500**	**1,271,369**
InfoZone expenses	22,116	114,007	175,000	110,000	(4,007)
TOTAL INFOZONE EXPENSE	**22,116**	**114,007**	**175,000**	**110,000**	**(4,007)**
Capital Asset Acquisitions [Replacement Plan]					
Information Technology	226,668	173,056	1,572,858	1,144,151	971,095
Furniture, Fixtures, Equipment	89,693	5,281	14,270	17,339	12,058
Building Improvements	125,694	466,087	128,500	311,038	(155,049)
TOTAL CAPITAL ASSET EXPENSE	**442,055**	**644,424**	**1,715,628**	**1,472,528**	**828,104**
TOTAL EXPENDITURES	**464,171**	**1,555,562**	**2,313,628**	**3,651,028**	**2,095,466**

PUEBLO CITY-COUNTY LIBRARY DISTRICT
CAPITAL PROJECT FUND

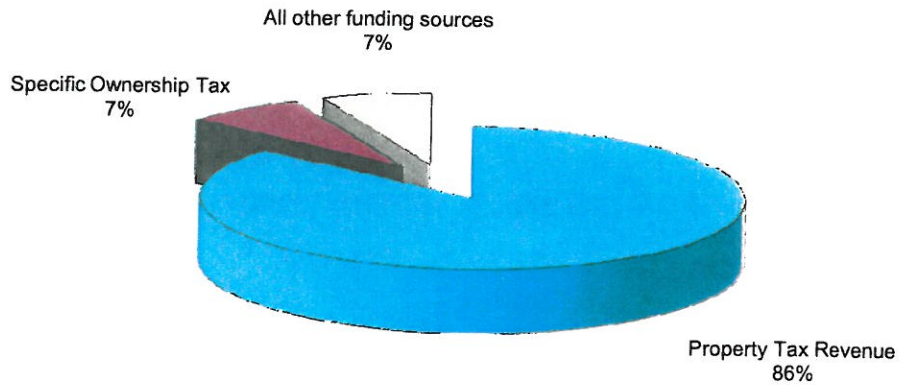|	Actual Prev.year 2011	Estimated Curr.year 2012	Budget 2012	Budget 2013	Increase (Decrease)
SUMMARY					
REVENUES					
Contributions, grants, gifts	143,998	165,549	234,000	214,500	48,951
Miscellaneous revenue	-	4,695	-	-	(4,695)
Interest earnings	1,944	5,254	3,000	3,000	(2,254)
TOTAL REVENUES	**145,942**	**175,498**	**237,000**	**217,500**	**42,002**
EXPENDITURES					
New Building Project	-	797,131	423,000	2,068,500	1,271,369
InfoZone Expenditures	22,116	114,007	175,000	110,000	-
Capital Asset Expenditures	442,055	644,424	1,715,628	1,472,528	828,104
TOTAL EXPENDITURES	**464,171**	**1,555,562**	**2,313,628**	**3,651,028**	**2,095,466**
Beginning fund balance	**1,900,057**	**1,581,828**	**1,581,828**	**5,939,642**	**4,357,814**
Other Financing Sources					
Proceeds from bond issue		11,410,000			(11,410,000)
Premium		489,679			(489,679)
Discount		(105,826)			105,826
Payments to escrow 2007 COPS		(6,155,975)			6,155,975
Transfer in from General Fund [Replac.Pln]	-	100,000	100,000	1,300,000	1,200,000
Transfer out to General Fund	-	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(318,229)	(1,380,064)	(2,076,628)	(3,433,528)	(2,053,464)
NET (ending fund balance)	**1,581,828**	**5,939,642**	**(394,800)**	**3,806,114**	**(2,133,528)**

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

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2013 BUDGET

COMBINED FUND BUDGET - EXPENDITURES

Operations
7%

Facilities
36%

Personnel
44%

Materials & Services
13%

COMBINED FUND BUDGET - REVENUES

All other funding sources
7%

Specific Ownership Tax
7%

Property Tax Revenue
86%

PUEBLO CITY-COUNTY LIBRARY DISTRICT
PERCENTAGE COMPARISON ANALYSIS
GENERAL FUND/CAPITAL PROJECT FUND

	General Fund	General Fund Budget Percentages	Capital Project Fund	Total Combined Funds	% of Total PCCLD budget
REVENUES					
Property tax	8,469,448	88.06%	-	8,469,448	86.11%
All other	1,148,300	11.94%	217,500	1,365,800	13.89%
TOTAL REVENUES	**9,617,748**	**100.00%**	**217,500**	**9,835,248**	**100.00%**
EXPENDITURES					
Personnel	5,024,852	53.90%	-	5,024,852	38.73%
Materials & Services	1,540,635	16.53%	-	1,540,635	11.87%
Facilities	1,677,583	17.99%	2,178,500	3,856,083	29.72%
Operations	743,716	7.98%	328,377	1,072,093	8.26%
Information Technology	336,118	3.61%	1,144,151	1,480,269	11.41%
TOTAL EXPENDITURES	**9,322,904**	**100.00%**	**3,651,028**	**12,973,932**	**100.00%**
Beginning Fund Balance	3,691,892		5,939,642	9,631,534	
Excess: Revenues over Expenditures	294,844		(3,433,528)	(3,138,684)	
Transfers In/Out	(1,300,000)		1,300,000	-	
Ending Fund Balance	**2,686,736**		**3,806,114**	**6,492,850**	

Fund balance as a % of operating expense   70%

Fund balance projected in prior year long-range plan   **4,412,906**
  Variance from long-range plan   **2,079,944**

BREAKDOWN OF ENDING FUND BALANCE ***

*** Reserves and unrestricted funds
  3% emergency reserve   288,532
  Reserve requirement for COPs   813,325

Unrestricted fund balance   **5,390,993**

This spread sheet shows the two funds - General Fund & Capital Project

Fund - combined for revenues, expenditures and fund balance.

PUEBLO CITY-COUNTY LIBRARY DISTRICT
FUND BALANCE SUMMARY

GENERAL FUND	2011 AUDITED	2012 ESTIMATED	2012 BUDGET	2013 BUDGET
BALANCE, Beginning of Year	2,362,665	3,086,195	3,086,195	3,691,892
REVENUES	8,407,756	8,939,765	8,922,025	9,617,748
TOTAL BALANCE	10,770,421	12,025,960	12,008,220	13,309,640
EXPENDITURES	7,684,226	8,234,068	8,796,817	9,322,904
TRANSFER IN/OUT-CAPITAL PROJECT	-	100,000	100,000	1,300,000
BALANCE, End of Year	3,086,195	3,691,892	3,111,403	2,686,736

CAPITAL PROJECT FUND	2011 AUDITED	2012 ESTIMATED	2012 BUDGET	2013 BUDGET
BALANCE, Beginning of Year	1,900,057	1,581,828	1,581,828	5,939,642
REVENUES	145,942	175,498	237,000	217,500
TOTAL BALANCE	2,045,999	1,757,326	1,818,828	6,157,142
EXPENDITURES	464,171	1,555,562	2,313,628	3,651,028
TRANSFER IN/OUT GENERAL FUND	-	5,737,878	100,000	1,300,000
BALANCE, End of Year	1,581,828	5,939,642	(394,800)	3,806,114

	2011 AUDITED	2012 ESTIMATED	2012 BUDGET	2013 BUDGET
COMBINED FUND BALANCE, End of Year	4,668,023	9,631,534	2,716,603	6,492,850
BALANCE, Restricted *	1,252,233	1,268,193	1,267,661	1,101,857
BALANCE, Available	3,415,790	8,363,341	1,448,942	5,390,993
ANNUAL USE OF RESERVES	(723,530)	(605,697)	(25,208)	1,005,156

* RESTRICTED FUNDS

	2011 AUDITED	2012 ESTIMATED	2012 BUDGET	2013 BUDGET
Emergency reserve	252,233	268,193	267,661	288,532
Reserve requirement for COPs	1,000,000	1,000,000	1,000,000	813,325
TOTAL RESTRICTED:	1,252,233	1,268,193	1,267,661	1,101,857

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%
Average life