

2014

BUDGET & ANNUAL PLAN

Public Hearing
November 21, 2013

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office
100 E. Abriendo Avenue
Pueblo, Colorado 81004

2014 BUDGET and ANNUAL PLAN

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*Distinguished
Budget Presentation
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**Pueblo City-County Library District
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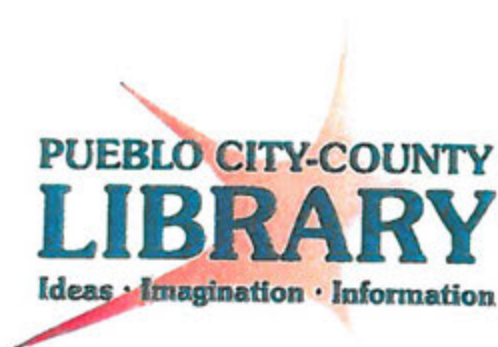
For the Fiscal Year Beginning

January 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Pueblo City-County Library District, Colorado** for its annual budget for the fiscal year beginning **January 1, 2013**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



Pueblo City-County Library District 2014 Annual Plan

The Pueblo City-County Library District (PCCLD) is focusing on four key results: (1) the circulation of materials, (2) customer visits to libraries, (3) attendance at library programs and events, and (4) the use of library digital services. Delivery on these results is vital to sustaining the organization's health, well-being, strength, viability, growth, and success. PCCLD's progress in its mission to provide the best possible public library service for the community is directly related to these key results.

PCCLD's goal in 2014 is to implement specific objectives to enhance the key results. The objectives outlined in this plan are the end product of a process that included participation by PCCLD trustees, supervisors and managers, and employees. The objectives representing new and budgeted initiatives for 2014 are delineated in the following pages. Listed in alphabetical order, each objective is accompanied by action steps intended to facilitate accomplishment. This annual plan document is the outcome of much consideration and effort, and provides a positive direction for the district in moving forward in its mission to provide the best possible public library service to the community.

- I. Attract more customers to the library by increasing media advertising. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.*

- Action Steps

1. Develop a marketing campaign to promote library services and events.
2. Provide funding necessary to support the effort.
3. Launch the campaign.
4. Evaluate and report on results.

- II. Centralize library-sponsored public programs and events to improve program quality, utilize resources more efficiently, and better serve the public. *KEY RESULTS IMPACT: Program Participation, Visits.*

- Action Steps

1. Identify staffing resources and assignments necessary to support this change.
2. Assign staff specialists the responsibility for identifying and scheduling all public programming at all locations for the district, including business, technology, Hispanic, adult literacy, teen and tween, cultural and educational, and non-storytime youth events.
3. Establish best practices for program and event planning, branding, and execution.
4. Implement approved changes and evaluate results.

- III. Complete the enhancement of the Rawlings Library second floor, including physical renovations and adoption of facilitated customer service principles by staff. *KEY RESULTS IMPACT: Circulation, Visits.*

- Action Steps

1. Make physical changes to the second floor as designed by Studiotrope.
2. Train staff in the facilitated customer service model and implement.
3. Evaluate and report on results.

- IV. Identify additional non-traditional material types to circulate from PCCLD, such as these past examples: zoo passes, laptops/tablets, computer games, and puppets. *KEY RESULTS IMPACT: Circulation, Visits.*
- Action Steps
 1. Identify unusual items to circulate and establish necessary procedures.
 2. Train staff.
 3. Incorporate into the collection.
 4. Begin circulation and evaluate results.
- V. Create a customer service employee cross-training program to provide flexibility in staffing and offer additional career growth opportunities. *KEY RESULTS IMPACT: Circulation, Visits.*
- Action Steps
 1. Identify areas where cross-training will be effective.
 2. Tie-in with the Career Pathing program.
 3. Create a detailed schedule of which employees will learn which jobs.
 4. Communicate the program to employees.
 5. Implement approved changes.
 6. Evaluate and report on results.
- VI. Define all aspects of the new facilitated customer service model in order to improve the user experience. *KEY RESULTS IMPACT: Visits, Circulation.*
- Action Steps
 1. Describe standards for the service model.
 2. Train staff in the new norms.
 3. Incorporate service model expectations into individual employee performance evaluations.

- VII. Digitize selected oral histories from the special collections at the Rawlings Library to enhance preservation and encourage use. *KEY RESULTS IMPACT: Digital Resources Use.*
- Action Steps
 1. Identify items to digitize.
 2. Utilize grant funds courtesy of the Rawlings Family Foundation to pay the cost for an identified third party to digitize the items.
 3. Make the collection available on the Internet and market it to the public.
- VIII. Effectuate a streaming video service in order to provide more robust e-content to PCCLD customers. *KEY RESULTS IMPACT: Circulation, Digital Resources.*
- Action Steps
 1. Research streaming video services proven to work well for public libraries.
 2. Assess budgetary impact for available streaming video services.
 3. Implement new service and market to customers.
 4. Evaluate and report on results.
- IX. Establish a work culture of accountability. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.*
- Action Steps
 1. Provide training for all employees focusing on accountability and key results based on the Partners in Leadership curriculum.
 2. Develop a process to follow-up the Partners in Leadership training for managers to use with individual work teams in reviewing and adopting accountability principles.
 3. Assess the effectiveness of training and develop next steps.
- X. Evaluate options to streamline cash management in order to free staff to focus on customer service. *KEY RESULTS IMPACT: Visits.*
- Action Steps
 1. Vend the sales of miscellaneous items (e.g., ear buds, book bags, library cards, jump drives, etc.) and eliminate cash registers.
 2. Evaluate the viability of implementing smart card technology.
 3. Assess e-commerce solutions with MAS.90 for ACH payments.

- XI. Expand access to a broader selection of new titles available in the PCCLD collection by developing procedures to buy books from Brodart Company, a premier supplier of shelf-ready materials to libraries. *KEY RESULTS IMPACT: Circulation, Visits.*
- Action Steps
 1. Establish ordering and processing standards with Brodart.
 2. Test and implement the new service.
 3. Evaluate results.
- XII. Finish upgrading library landscaping by completing work at the Rawlings Library as provided in plans from NES Landscape Architects. *KEY RESULTS IMPACT: Visits.*
- Action Steps
 1. Add decorative rock, weed barrier, sod, and adjust sprinkler system.
 2. Install rock and concrete walls.
 3. Install planting material.
- XIII. Identify specific, measurable, achievable, relevant, and time-bound (SMART) goals tied to key results for each PCCLD job and implement the new pay-for-performance compensation program. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.*
- Action Steps
 1. Review and identify SMART goals and measurements for each PCCLD job.
 2. Ensure each goal is tied to organization key results.
 3. Develop performance measures related to the duties for each job.
 4. Develop appraisal tools for evaluating individual job performance.
 5. Communicate relevant goals and measures to each employee and train supervisors in the new program.
 6. Test the new program in 2014, make any necessary adjustments and fully implement in 2015.

- XIV. Implement new staffing plan for existing departments and branches considering the efficiencies from AMH/RFID, the new facilitated customer service model, and staffing needs of the new libraries. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.*

- Action Steps

1. Analyze efficiencies from AMH/RFID and new facilitated customer service model at current locations.
2. Create redeployment plan to staff newly built libraries.
3. Revise job descriptions and duties as appropriate.
4. Redeploy selected employees prior to opening the new libraries in the summer of 2014.

- XV. Improve materials use policies and procedures to reduce barriers to access.

KEY RESULTS IMPACT: Circulation.

- Action Steps

1. Review Section 2 "Use of Materials" portion of the PCCLD Customer Service Policies & Procedures.
2. Ensure consideration of all materials types including use of laptops and tablets.
3. Make recommendations to modify policies and/or procedures intended to enhance access and increase use.
4. Instruct staff on changes and implement.

- XVI. Integrate CollectionHQ evidence-based stock management software into PCCLD materials collection-development methods to improve selection, management, and promotion of library books and other circulating items. *KEY RESULTS IMPACT: Circulation.*

- Action Steps

1. Produce regular reports using CollectionHQ to determine items to procure, items to discard, and items to move from one collection to another.
2. Designate Collection Development staff to procure new items indicated.
3. Assign public service staff at respective locations to pull items indicated for discard or transfer.
4. Create a shelving and furniture plan for libraries based upon new space requirements as collections are right-sized and proportions of materials types evolve.
5. Implement shelving and furniture plan in FY2015.

- XVII. Merge the functions of Outreach Services into other departments. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.*

- Action Steps

1. Assimilate the Vineland, North Mesa, and South Mesa Satellites into the new St. Charles Mesa Library, the Cesar Chavez Satellite into the Library @ the Y, the Risely Satellite into the new East Side Library, and the Rye and Craver Satellites into the new Greenhorn Valley Library.
2. Transfer the Beulah Satellite oversight to the new Greenhorn Valley Library and the Avondale Satellite to the new St. Charles Mesa Library.
3. Transfer the Books in the Park function to Youth Services at the Rawlings Library.
4. Develop plans to transfer oversight of the Homebound and Books a la Cart functions to a suitable department.
5. Monitor changes and adjust, as required.

- XVIII. Open the new East Side Library. *KEY RESULTS IMPACT: Circulation, Visits, Digital Resources Use, Program Participation.*
- Action Steps
 1. Complete the new library capital fundraising campaign.
 2. Oversee contractor construction of the new building.
 3. Procure and install necessary collections, furniture, fixtures and equipment.
 4. Select, hire, and train staff.
 5. Open to the public in the summer of 2014.
 6. Enact a facilities maintenance program for the building, including janitorial, grounds, HVAC, and other services.
- XIX. Open the new Greenhorn Valley Library. *KEY RESULTS IMPACT: Circulation, Visits, Digital Resources Use, Program Participation.*
- Action Steps
 1. Complete the new library capital fundraising campaign.
 2. Oversee contractor construction of the new building.
 3. Procure and install necessary collections, furniture, fixtures and equipment.
 4. Select, hire and train staff.
 5. Open to the public in the summer of 2014.
 6. Enact a facilities maintenance program for the building, including janitorial, grounds, HVAC, and other services.
- XX. Open the new St. Charles Mesa Library. *KEY RESULTS IMPACT: Circulation, Visits, Digital Resources Use, Program Participation.*
- Action Steps
 1. Complete the new library capital fundraising campaign.
 2. Oversee contractor construction of the new building.
 3. Procure and install necessary collections, furniture, fixtures and equipment.
 4. Select, hire, and train staff.
 5. Open to the public in the summer of 2014.
 6. Enact a facilities maintenance program for the building, including janitorial, grounds, HVAC, and other services.

- XXI. Plan for the future provision of excellent public library services in Pueblo County by updating the PCCLD strategic plan. *KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources use.*
- Action Steps
 1. Identify a process for updating the 2009 strategic plan.
 2. Include in the planning process consideration of community input and demographics, current public library best practices, and projected library resources
 3. Employ necessary resources to complete the new plan.
- XXII. Replace all public-use computers. *KEY RESULTS IMPACT: Digital Resources Use.*
- Action Steps
 1. Design a program for replacing outdated desktop computers with appropriate new devices, including consideration for upgraded public-computer management software.
 2. Procure and configure necessary hardware and software.
 3. Train staff in use of the new equipment and software, and deploy.
- XXIII. Strive to improve work processes in Technical Services and Collection Development in order to save time and improve productivity to accommodate PCCLD's growth. *KEY RESULTS IMPACT: Circulation, Digital Resources.*
- Action Steps
 1. Document current workflow.
 2. Examine activities in the service delivery chain with the aim of eliminating waste.
 3. Revise procedures and implement approved changes.
 4. Evaluate performance of new system and adjust as necessary.

XXIV. Study and modify public meeting room use policies and procedures to allow after-hours use at Pueblo West Library and new locations. *KEY RESULTS IMPACT: Visits.*

- Action Steps

1. Assess Section 5 part 1 "Meeting Room Use" portion of the PCCLD Customer Service Policies & Procedures.
2. Make recommendations to modify policies and/or procedures to allow after-hours use at locations that are designed with this practice in mind.
3. Train staff regarding changes and implement approved changes.
4. Track and evaluate results.

XXV. Update the InfoZone Theater audio-visual technology and review and update other meeting room technology, as appropriate. *KEY RESULTS IMPACT: Visits.*

- Action Steps

1. Devise a program to update the decade-old InfoZone Theater technology.
2. Utilize Rawlings Foundation grant funds to implement the program.
3. Review meeting room technologies in other existing locations.
4. Develop a program for updating these technologies, as appropriate.

Annual Plan Costs

GOALS - 2014 ANNUAL PLAN			
KEY RESULTS:			
(1)	<i>Increase circulation of materials</i>		
(2)	<i>Increase customer visits to libraries</i>		
(3)	<i>Increase attendance at library programs and events</i>		
(4)	<i>Increase the use of library digital services</i>		
	<u>Goal</u>	<u>Total cost</u>	<u>Description</u>
I	Attract more customers to the library by increasing media advertising. KEY RESULTS IMPACT - Circulation, Visits, Program Participation, Digital Resources	27,760	TV commercial time, radio commercial time, regional newspaper advertising, marketing subscription.
II	Centralize library-sponsored public programs and events to improve program quality, utilize resources more efficiently, and better serve the public. KEY RESULTS IMPACT - Program Participation, Visits	37,850	Speaker fees, program materials, refreshments. Includes adult & youth program centralization goals.
III	Complete the enhancement of the Rawlings Library second floor, including physical renovations and adoption of facilitated customer service principles by staff. KEY RESULTS IMPACT - Circulation, Visits	232,282	Finish design, start construction, purchase furniture, etc.
IV	Identify additional non-traditional material types to circulate from PCCLD, such as these past examples: zoo passes, laptops/tablets, computer games, and puppets. KEY RESULTS IMPACT: Circulation, visits.	-	No identified budgetary impact
V	Create a customer service employee cross-training program to provide flexibility in staffing and offer additional career growth opportunities. KEY RESULTS IMPACT: Circulation, visits	2,000	Supplies
VI	Define all aspects of the new facilitated customer service model in order to improve the user experience. KEY RESULTS IMPACT: Visits, Circulation	-	No identified budgetary impact
VII	Digitize selected oral histories from the special collections at the Rawlings Library to enhance preservation and encourage use. KEY RESULTS IMPACT: Digital Resources use.	12,000	This is an all-inclusive number to include long-term digitization goals.

Annual Plan Costs

GOALS - 2014 ANNUAL PLAN			
	KEY RESULTS:		
(1)	<i>Increase circulation of materials</i>		
(2)	<i>Increase customer visits to libraries</i>		
(3)	<i>Increase attendance at library programs and events</i>		
(4)	<i>Increase the use of library digital services</i>		
	<u>Goal</u>	<u>Total cost</u>	<u>Description</u>
VIII	Effectuate a streaming video service in order to provide more robust e-content to PCCLD customers. <i>KEY RESULTS IMPACT: Circulation, Digital Resources</i>	25,000	Subscription service
IX	Establish a work culture of accountability. <i>KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.</i>	47,775	OZ training for all staff, including contracts, supplies and meals
X	Evaluate options to streamline cash management in order to free staff to focus on customer service. <i>KEY RESULTS IMPACT: Visits</i>	-	Investigate outsourcing vending
XI	Expand access to a broader selection of new titles available in the PCCLD collection by developing procedures to buy books from Brodart Company, a premier supplier of shelf-ready materials to libraries. <i>KEY RESULTS IMPACT: Circulation, Visits.</i>	-	No identified budgetary impact
XII	Finish upgrading library landscaping by completing work at the Rawlings Library as provided in plans from NES Landscape Architects. <i>KEY RESULTS IMPACT: Visits</i>	17,000	New plantings at the Robert Hoag Rawlings Library
XIII	Identify specific, measurable, achievable, relevant, and time-bound (SMART) goals tied to key results for each PCCLD job and implement the new pay-for-performance compensation program. <i>KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.</i>	12,823	Temporary staff and materials

Annual Plan Costs

GOALS - 2014 ANNUAL PLAN			
	KEY RESULTS:		
(1)	<i>Increase circulation of materials</i>		
(2)	<i>Increase customer visits to libraries</i>		
(3)	<i>Increase attendance at library programs and events</i>		
(4)	<i>Increase the use of library digital services</i>		
	<u>Goal</u>	<u>Total cost</u>	<u>Description</u>
XIV	Implement new staffing plan for existing departments and branches considering the efficiencies from AMH/RFID, the new facilitated customer service model, and staffing needs of the new libraries. <i>KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.</i>	-	No identified budgetary impact
XV	Improve materials use policies and procedures to reduce barriers to access. <i>KEY RESULTS IMPACT: Circulation</i>	-	No identified budgetary impact
XVI	Integrate Collection-HQ evidence-based stock management software into PCCLD materials collection-development methods to improve selection, management, and promotion of library books and other circulating items. <i>KEY RESULTS IMPACT: Circulation</i>	15,750	2014 subscription for Collection-HQ
XVII	Merge the functions of Outreach Services into other departments. <i>KEY RESULTS IMPACT: Circulation, Visits, Program Participation, Digital Resources Use.</i>	-	No identified budgetary impact
XVIII	Open the new East Side Library. <i>KEY RESULTS IMPACT: Circulation, Visits, Digital Resources use, Program Participation.</i>	1,578,798	Complete construction, interior design and furnishings, including opening day collections, and provide additional staffing

Annual Plan Costs

GOALS - 2014 ANNUAL PLAN			
KEY RESULTS:			
(1)	<i>Increase circulation of materials</i>		
(2)	<i>Increase customer visits to libraries</i>		
(3)	<i>Increase attendance at library programs and events</i>		
(4)	<i>Increase the use of library digital services</i>		
	<u>Goal</u>	<u>Total cost</u>	<u>Description</u>
XXIX	Open the new Greenhorn Valley Library. <i>KEY RESULTS IMPACT: Circulation, Visits, Digital Resources use, Program Participation.</i>	1,656,340	Complete construction, interior design and furnishings, including opening day collections, and provide additional staffing
XX	Open the new St. Charles Mesa Library. <i>KEY RESULTS IMPACT: Circulation, Visits, Digital Resources use, Program Participation.</i>	1,732,045	Complete construction, interior design and furnishings, including opening day collections, and provide additional staffing
XXI	Plan for the future provision of excellent public library services in Pueblo County by updating the PCCLD strategic plan. <i>KEY RESULTS IMPACT: Circulation, Visits, Program Participation. Digital Resources Use.</i>	-	No identified budgetary impact
XXII	Replace all public-use computers. <i>KEY RESULTS IMPACT: Digital Resources Use.</i>	120,000	Library Replacement Plan
XXIII	Strive to improve workflow in Technical Services and Collection Development in order to save time and improve productivity. <i>KEY RESULTS IMPACT: Circulation, Digital Resources</i>	20,000	Cost of hiring consultant
XXIV	Study and modify public meeting room use policies and procedures to allow after-hours use at Pueblo West Library and new locations. <i>KEY RESULTS IMPACT: Visits</i>	1,500	Security guard expense
XXV	Update the InfoZone Theater audio-visual technology and review and update other meeting room technology, as appropriate. <i>KEY RESULTS IMPACT - Visits.</i>	115,750	The Capital Budget reflects \$100K in revenue from the Rawlings Foundation to cover audio technology and other updates in the InfoZone.
	TOTAL	\$ 5,654,673	

SUMMARY / REVENUES

The following pages include summaries of both the General Fund and the Capital Project Fund, as well as a combined spread sheet showing totals in both funds. These are the only budgeted funds of the Pueblo City-County Library District for budget year 2014. The General Fund holds all of the operating revenue and expense, including debt service, Friends contributions and expenses, and miscellaneous gift revenue. The Capital Project Fund reflects Library Replacement plan expenses, InfoZone News Museum expenses, and major building projects. For 2014, the major building projects include completion of the three new library facilities as well as completion of the remodel of the second floor of the Robert Hoag Rawlings Library which was initiated in 2013.

Annual transfers from the General Fund into the Capital Project Fund is budgeted at \$200,000 2014. Similar transfers are planned for year 2015 – 2017, and \$300,000 annually thereafter, in order to continue funding for the Library Replacement Plan. The revenue budgeted in the Capital Project Fund reflects income from interest earnings and capital campaign contributions pursuant to the construction of three library facilities.

Also included in this section are the copies of the resolutions adopting the budget and the annual plan, appropriating funds for the budget, and the resolution to set the mill levy. Certification of the mill levy sent to the county is also included.

Pueblo City-County Library District receives the major amount of its funding from property tax generated in Pueblo County. The boundaries of the County and the Library District are contiguous, so no other property taxes are received. Approximately 89% of the revenues for the District are derived from property tax. The remainder is received through specific ownership tax, interest on investments, fines, photocopy fees, contracts, grants, miscellaneous revenue, and contributions from the Friends of the Library and the Pueblo Library Foundation.

The maximum mill levy for Pueblo City-County Library District is 5.25 mills. This mill levy was approved by voters in 1995, and the District has not returned to the voters in the ensuing 18 years to request additional funds. Also on the 1995 ballot, the District requested exemption from the TABOR revenue limits, as well as the 5.5% revenue limit defined in Colorado State Revised Statutes. These exemptions were approved.

In addition to the mill levy of 5.25, the District is authorized by statute to collect additional mill levy equivalent to the amount of taxes that were abated and refunded in the previous year. In 2014, the amount of additional mill levy that was certified was .008 mills, generating \$13,406 in revenue, the amount of taxes abated or refunded in 2013. The amount of refunds and abatements in 2014 was less than 20% of 2013 amounts. The total mill levy certified to the county for collection of taxes in 2014 is 5.258.

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

GENERAL FUND	2012 AUDITED	2013 ESTIMATED	2013 BUDGET	2014 BUDGET
BALANCE, Beginning of Year	3,086,195	3,823,239	3,823,239	3,110,480
REVENUES	8,916,455	9,563,042	9,657,892	9,597,059
TOTAL BALANCE	12,002,650	13,386,281	13,481,131	12,707,539
EXPENDITURES	8,079,411	8,975,801	9,339,215	10,076,208
TRANSFER IN/OUT-CAPITAL PROJECT	100,000	1,300,000	1,300,000	200,000
BALANCE, End of Year	<u>3,823,239</u>	<u>3,110,480</u>	<u>2,841,916</u>	<u>2,431,331</u>
 CAPITAL PROJECT FUND	 2012 AUDITED	 2013 ESTIMATED	 2013 BUDGET	 2014 BUDGET
BALANCE, Beginning of Year	1,581,828	5,866,385	5,866,385	5,675,307
REVENUES	135,053	329,888	327,247	350,188
TOTAL BALANCE	1,716,881	6,196,273	6,193,632	6,025,495
EXPENDITURES	1,588,374	1,820,966	3,651,028	5,577,965
TRANSFER IN/OUT GENERAL FUND	100,000	1,300,000	1,300,000	200,000
BALANCE, End of Year	<u>228,507</u>	<u>5,675,307</u>	<u>3,842,604</u>	<u>647,530</u>
 COMBINED FUND BALANCE, End of Year	 <u>4,051,746</u>	 <u>8,785,787</u>	 <u>6,684,520</u>	 <u>3,078,861</u>
 BALANCE, Restricted *	 1,267,494	 1,286,891	 1,289,737	 1,101,237
BALANCE, Available	2,784,252	7,498,896	5,394,783	1,977,624
ANNUAL USE OF RESERVES	(737,044)	712,759	981,323	679,149
 * RESTRICTED FUNDS				
Emergency reserve	267,494	286,891	289,737	287,912
Reserve requirement for COPs	1,000,000	1,000,000	1,000,000	813,325
 TOTAL RESTRICTED:	 1,267,494	 1,286,891	 1,289,737	 1,101,237

**MILL LEVY CALCULATIONS
BUDGET 2014**

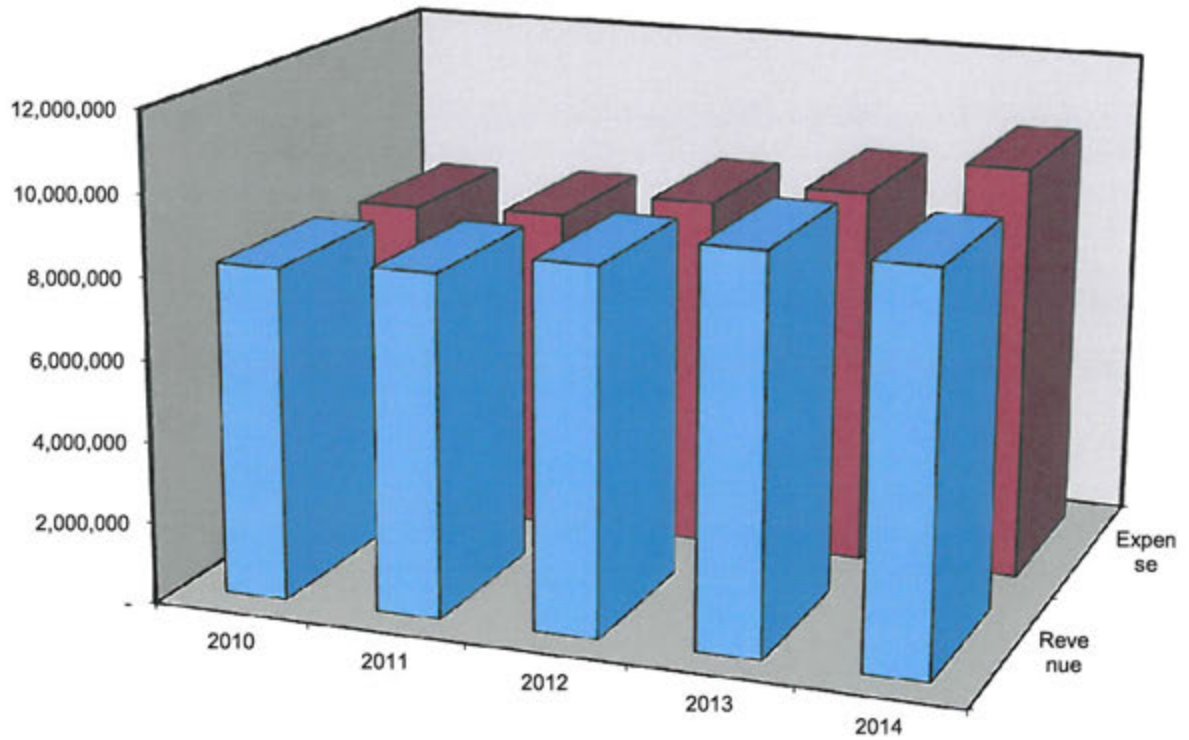
2014 BUDGET			Formula	2013 BUDGET	
A	1,667,598,210	Total Gross Assessed Valuation		1,669,817,619	Total Gross Assessed Valuation
B	48,410,356	TIF reductions		61,383,548	TIF reductions
C	1,619,187,854	Total Net Assessed valuation	A - B	1,608,434,071	Total Net Assessed valuation
D	5.250	Voter approved mill levy limit		5.250	Voter approved mill levy limit
E	8,500,736	Total Revenue	C X D X .001	8,444,279	Total Revenue
F	13,406	Abatements, refunds		69,067	Abatements, refunds
G	0.008	Millage for abatements, refunds	F / C X 1000	0.043	Millage for abatements, refunds
H	5.258	Adjusted mill levy	D + G	5.293	Adjusted mill levy
I	8,513,690	Adjusted total revenue	H X C X .001	8,513,442	Adjusted total revenue
J	8,496,662	Budgeted revenue @ 99.8%	I X 99.8%	8,496,415	Budgeted revenue @ 99.8%
\$	254,542	Revenue reduction impact of TIF	B X D X .001	\$	324,903 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 2014 of 5.258. The total dollar amount increase over prior year is \$ 247.

For the last three years, the actual collections have been an average of 99.8%, due to abatements and refunds, as well as delinquencies.

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2013 BUDGET

5-YEAR GENERAL FUND REVENUE & EXPENSE HISTORY



GENERAL FUND

*Please note that all of the comparative percentage statistics referenced in this narrative compare the 2014 Budget to the 2013 **Estimated** Budget, except in those instances where a Budget-to-Budget comparison is clearly noted.*

REVENUES

PROPERTY TAX: The assessed valuation figures for 2014 remained almost totally flat, with a monetary increase of only \$247 in property tax. There would have been a decrease had it not been for the Rocla Concrete Tie plant coming on the tax rolls in 2013. The County has until December 10, 2013, to provide final assessed valuation figures, and this may change the property tax revenue estimate, but the change is typically minimal. Property tax revenue is budgeted at slightly less than 100% collections, 99.8%, since delinquencies, abatements and refunds will generally reduce the amount received. Property tax revenues are now 89% of the total revenue budget for the District.

SPECIFIC OWNERSHIP TAX: Based on current collections, specific ownership tax revenue from Pueblo County is projected to increase slightly next year. In past years the formula used to calculate the percentage of specific ownership tax to be distributed to taxing entities has been at 10 – 12% of property tax revenue. In 2010 this percentage dropped to about 8.5%, and in 2014 it drops again, to 7.5% of total property tax collections. The amount budgeted in 2014 is less than what was budgeted in 2013, but is in line with actual collections in 2013. This line item constitutes approximately 7% of the total revenue budget.

CONTRACTS, GRANTS: This category reflects an increase of 17% from prior year. This budget was reduced in 2013 due to the formation of the Foundation, where the majority of grants and contributions are received. Some grants, however, will come directly to PCCLD, and are reflected here. The new State Funding for Libraries legislation will result in approximately \$35,000 received in 2013, and we have budgeted a like amount in the 2014 Budget. This amount accounts for nearly all of the increase in this category.

INTEREST: Interest rates continue to remain at basis point levels, and we have adjusted this income category accordingly. It was a bit higher in 2013, reflective of the fund balance investible funds, but as that balance declines, so does interest earnings. This line also includes earnings on property tax held by Pueblo County. We receive those earnings as part of our monthly distribution of taxes.

FINES, FEES: This line item increases slightly in 2014, based on current revenue. In 2013 it was projected that the impact of self-check stations with cash receipt capabilities would increase the actual collection of fines, but it appears that little such impact was made. We also had two libraries closed at the beginning of the year, which has been taken into consideration in this forecast.

PHOTOCOPIER & INTERNET COPY FEES: A decrease of 12% is projected in this line item, based on estimated revenue, but the budget has actually increased over the amount budgeted last year.

MISCELLANEOUS: A significant increase is projected: 38%, but this is actually a lower dollar amount than was budgeted in 2013, again based on current activity. This amount may be adjusted by final budget, as estimates are updated for current year activity. In fact, all revenue accounts will continue to be updated until the final budget is set.

MILL LEVY - TAX RATE: The current mill levy projected for 2014 is 5.258. The law allows an adjustment to the voter-approved mill levy rate in order to collect on amounts withheld in previous years for abatements and refunds of taxes; that amount, .008, is included in the total mill levy for 2014.

The total general fund revenue for 2014 reflects a .36% increase over the 2013 estimated budget, and a .63% decrease over the 2013 budget.

EXPENDITURES

PEOPLE TO PROVIDE SERVICES: This section has increased by 3% over the 2013 estimated figures, but is actually a 2% decrease over the 2013 budget. All personnel costs are included in this section - salaries, PERA, employee benefits, employee training, etc.

Salaries and wages increases by 4% to allow for the new salary compensation plan pay adjustments and complete staff for the three new facilities. The total FTE (Full-Time Equivalent) count for the District increases by only 5.26 FTE for 2014, and includes additional substitute hours as well as new staff. A contingency amount of \$50,000 has been removed in 2013. Staff re-allocation will also occur to help fill out the staffing requirements at the new facilities. The *estimated* 2013 budget anticipates reductions primarily from vacancy savings. We anticipate savings of nearly \$160,000 in this category in 2013.

PERA holds steady at 2013 budget rates, due to the 2010 PERA legislation, which does not mandate increases for our salary category. This line is calculated directly from the salary line, based on the 13.7% that the library pays into the program. There will also be savings in 2013 in this category, of approximately \$27,000.

Workers compensation insurance increases by 20% over estimated 2013 expenses, due to significant claims in the 3-year look-back period. PCCLD has enjoyed a remarkably low mod rate of .87%, but this rate will rise in 2014 to 1.92%. This line item may show an additional increase when numbers are finalized in November of this year. Barring additional significant claims in 2014, we anticipate a decrease in this expense line in 2015 and thereafter.

Employee insurance includes premiums paid by the District for employee health, dental and life insurance. A 3% decrease is forecast in 2014 for just the health insurance, based on current year spending as well as the elimination of the Health Access program for part-time employees. There are currently about ten employees currently on this plan, but when it is discontinued at year end, the District has no plans to replace that coverage. Additional insurance requirements pursuant to the Affordable Care Act have been postponed until January 1, 2015.

State unemployment compensation has increased by less than 1% over the 2013 budget, but since the estimates are for less than the budget, it appears that we will have an 82% increase. As the estimates are updated, it is anticipated that this amount will increase.

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

Miscellaneous personnel includes those items that are employee related, but don't really fall into the benefits or training category. This area includes recruiting expense, volunteer appreciation, tuition reimbursement funding to provide an incentive for staff pursuing a degree, and the employee assistance program. This budget decreases by 23% for 2014, reflecting a concerted effort to find efficiencies and eliminate costs.

Employee training also decreases in 2014, by 17%. This budget continues to reflect opportunities for staff and board members to attend educational events and workshops. The amount of this training budget is 2.52% of the total salaries budget, which exceeds standards for this category. A training budget which equals 2% of the salaries budget is recommended by the State Library as an acceptable amount. The focus on having well-trained staff to address patron needs is emphasized in the mission statement of PCCLD. The reduction noted is due to a District-wide effort to reduce conference and training expenses that can be postponed to the following budget year in order to manage expenses in other areas of the budget, as well as to provide District-wide training in the Partners in Leadership program.

MATERIALS AND SERVICES: This section of the budget has increased by 45% over estimated budget in order to maintain the materials at 15% of total operating budget and to provide opening day collections at the new libraries. This section includes all of the collections - books, audio visual (AV) materials, periodicals, on-line subscriptions, and digital materials - purchased for public use. It also includes programs, and the costs to order, receive and process the materials.

Books, periodicals, AV and digital material increases by 53%. An increase was provided to maintain collections at 15% of operating, and a budget of \$611,000 was included to provide books, audio-visual materials, periodicals and digital materials at the three new libraries.

Library programs reflects an increase of 13% from prior year **budget**, but remains about the same as 2013 **estimated**, maintaining the ability to continue with the popular programs that are currently presented throughout the District. The Friends of Pueblo Library District contributes \$20,500 on an annual basis for various programs. This generous donation amounts to 20% of the 2014 program budget. A new initiative to centralize programming is also included in this budget request.

Technical services supplies increases by 24% over 2013 figures in order to stock the more expensive RFID tags, and purchase in sufficient quantity to catalog the new materials for the three new libraries.

FACILITIES TO PROVIDE SERVICES: This section shows 9% increase over estimated expense for 2013. This increase is due almost entirely to the increase in operating expenses for three new libraries.

Utilities increases by 32% over 2013 levels of expenditure based on current expenses and projections, as well as the expenses to provide heat, gas and water at the three new locations.

Vehicle expense is budgeted at half the same level as 2013, based on historical expenditures and anticipated costs.

Building repair and maintenance holds those items that are needed to properly maintain the buildings in the District - janitorial, trash removal, carpet cleaning, supplies, etc. - as well as minor maintenance projects. The 5% increase projected in 2014 is reflective of the increase in 2013 of estimates expenses. The cost of a major repair to the chiller at Rawlings was not anticipated, and drove that budget line over 2013 Budget. Some additional expenses are included for the three new libraries, such as janitorial, grounds maintenance, snow removal, etc.

Rent includes only the lease for the facility occupied by the Friends of PCCLD, and most of this amount is offset by revenue received in Contracts & Grants. The rent will increase by 2% due to contractual agreement.

Lease/Purchase of buildings: This account reflects the annual payments for debt service on the 2012 Certificates of Participation. The 2007 COPS were refunded in 2012, and additional funds secured to complete the new construction of 3 library facilities: an East Side Library, a Greenhorn Valley Library and a St. Charles Mesa Library. An increase in debt service payments of just over \$200,000 annually has been included in this line item. The total amount borrowed, and the project costs, are budgeted in the Capital Project Fund.

Insurance shows an increase of 18%. This estimate includes both the added costs for liability and property insurance for three additional locations, as well as an industry-wide increase of approximately 8%. Upon receipt of renewal information, this line will be adjusted.

Friends expenditures remain the same as the 2013 Budget, and estimates will be adjusted before year end. Corresponding grant revenue has been budgeted to provide funding for this expense. In addition to this line item, Friends contributions are also recorded in other line items. Scholarship funding of \$3,000 has been recorded in Miscellaneous Personnel, \$6,500 has been recorded in Programs for Summer Reading, \$4,000 for Youth Services' Reading Enrichment, as well as \$10,000 for the All Pueblo Reads Program, and \$5,500 is included in the Community Relations budget for printing support of the newsletter.

OPERATING: This section reflects expenses for general operations of the District. The 8% increase is due primarily to a number of district-wide objectives containing contractual needs for consulting services.

Contractual library service increases by 9%. Most of the increase is due to providing security services at the three new locations, as well as a \$20,000 consulting request for Technical Services.

County treasurer's fees are the charges assessed by the County Treasurer to collect our property and specific ownership taxes, and those fees have remained flat. A calculated monetary increase of \$4 is reflected on the budget summary. These fees are 1.5% of the tax amount.

Community relations has decreased by 10% over estimated, but the increase over 2013 Budget is actually 30%. It's anticipated that this line will go nearly \$20,000 over budget by year end.

Professional memberships decrease slightly, 2%, over 2013, as some small memberships have not been renewed for 2014.

Office supplies, equipment shows a 25% increase in 2014, due almost exclusively to the set-up requirement for three new facilities. Most other locations have either kept their budget the same or reduced costs.

Photocopiers is budgeted at a 15% decrease to reflect current spending patterns. This line item primarily supports lease and maintenance of the special equipment in Community Relations.

Courier service increases by 61%, to include service to the three new locations for regular book/materials delivery and armored car service.

Postage and freight shows a 15% increase to reflect current spending patterns.

INFORMATION TECHNOLOGY: This section shows an overall increase of 11% from estimated budget for prior year.

Telecommunications shows the biggest increase in this area, to provide internet access and telephone service to the three new facilities. The increase is 16%, or \$27,628 over current estimated expense.

Hardware repair & maintenance has doubled from the 2013 Budget, but even though the percentage increase shows 100%, the dollar amount is not significant – increased from \$5,000 to \$10,000, to provide needs at new facilities.

Technology supplies has remained at 2013 Budget levels.

Technology maintenance, licenses, support includes all contractual services expense related to Technology – has remained the same as 2013 Budget levels.

The total increase in expenditures in this budget over 2013 estimated expenses is 12%. The total projected amount for expenditures in 2014 is 8% more than the budget amount in 2013.

FUND BALANCE

The ending fund balance forecast in the 2014 budget is \$2,431,331, a decrease of \$679,149 over the estimated 2013 General Fund balance. This includes the transfer of \$200,000 from the General Fund to the Capital Project fund planned in the 2014 Budget. This is an amount necessary to help maintain the Library Replacement Plan.

The Pueblo City-County Library District established the annual budget with a goal of maintaining a healthy end-of-year fund balance. It is not our policy to spend all of the budget so as not to "lose" funds, as is the case with many governmental entities. As a Library District, any funds remaining at the end of the budget year, calculated by subtracting the expenditures from the revenues, go back to the District's fund balance. Restrictions against the General Fund Balance include an emergency reserve of 3% (required by TABOR legislation) which equals \$287,912 as well as a requirement of the COP financing to maintain \$813,325 in the Debt Service Reserve Fund. This amount will be used to make the final COP payment in 2032. The unrestricted fund balance in Combined Funds is \$2,338,112.

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

	Actual Prev. year 2012	Estimated Curr. year 2013	Budget 2013	Budget 2014	Increase (Decrease)	%
REVENUES						
Property tax	7,804,163	8,496,415	8,496,415	8,496,662	247	0%
Specific ownership tax	623,435	636,073	722,195	637,250	1,177	0%
Contracts, Grants, Gifts	244,632	197,704	197,704	231,046	33,342	17%
Interest	33,586	24,286	32,000	23,823	(463)	-2%
Fines, Fees	155,420	149,090	155,724	152,248	3,158	2%
Photocopier & Internet Copy Fees	46,089	52,214	40,152	46,030	(6,184)	-12%
Miscellaneous	9,130	7,260	13,702	10,000	2,740	38%
TOTAL REVENUES	8,916,455	9,563,042	9,657,892	9,597,059	34,017	0%
EXPENDITURES						
PERSONNEL						
Salaries	3,597,910	3,618,718	3,777,368	3,750,082	131,364	4%
PERA	475,757	478,823	506,539	513,761	34,938	7%
Workers compensation	18,369	24,576	27,307	29,492	4,916	20%
Employee insurance	425,490	483,014	520,521	469,702	(13,312)	-3%
Unemployment compensation	10,780	6,195	11,332	11,250	5,055	82%
Medicare trust	50,198	50,789	54,048	54,376	3,587	7%
Miscellaneous personnel	33,869	35,137	34,066	27,050	(8,087)	-23%
Employee training	88,880	81,312	97,672	67,637	(13,675)	-17%
TOTAL PERSONNEL	4,701,253	4,778,564	5,028,853	4,923,350	144,786	3%
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,157,748	1,274,501	1,274,501	1,950,000	675,499	53%
Bindery/processing supplies/services	142,620	188,488	149,894	234,000	45,512	24%
Library programs	98,691	131,231	116,240	131,264	33	0%
TOTAL MATERIALS	1,399,059	1,594,220	1,540,635	2,315,264	721,044	45%
FACILITIES						
Utilities	447,465	350,293	479,210	461,742	111,449	32%
Vehicle maintenance	7,009	9,102	11,000	5,500	(3,602)	-40%
Building repair & maintenance	270,606	296,286	282,071	312,532	16,246	5%
Rent	22,961	23,346	23,346	23,816	470	2%
Lease/purchase of buildings	224,197	808,750	808,750	810,250	1,500	0%
Insurance	55,572	62,536	62,514	73,623	11,087	18%
Friends expenditures	29,015	13,386	16,300	16,300	2,914	22%
TOTAL FACILITIES	1,056,825	1,563,699	1,683,191	1,703,763	140,064	9%
OPERATING						
Contract Services	268,316	333,761	385,982	364,562	30,801	9%
County Treasurer's fees	117,120	127,446	127,446	127,450	4	0%
Community relations	34,475	74,061	51,030	66,532	(7,529)	-10%
Professional memberships	9,954	19,963	19,963	19,534	(429)	-2%
Office supplies, equipment	57,790	61,656	67,926	76,992	15,336	25%
Photocopiers	32,213	32,201	32,201	27,501	(4,700)	-15%
Courier service	36,560	32,046	37,479	51,567	19,521	61%
Postage & freight	30,508	28,392	28,392	32,687	4,295	15%
TOTAL OPERATING	586,936	709,526	750,419	766,825	57,299	8%
INFORMATION TECHNOLOGY						
Telecommunications	172,605	175,650	177,390	203,278	27,628	16%
Hardware repair & maintenance	1,936	415	5,000	10,000	9,585	100%
Technology Supplies	26,087	30,012	30,012	30,012	-	0%
Technology mtce, licenses, support	134,710	123,715	123,715	123,716	1	0%
TOTAL INFORMATION TECHNOLOGY	335,338	329,792	336,117	367,006	37,214	11%
TOTAL EXPENDITURES	8,079,411	8,975,801	9,339,215	10,076,208	1,100,407	12%

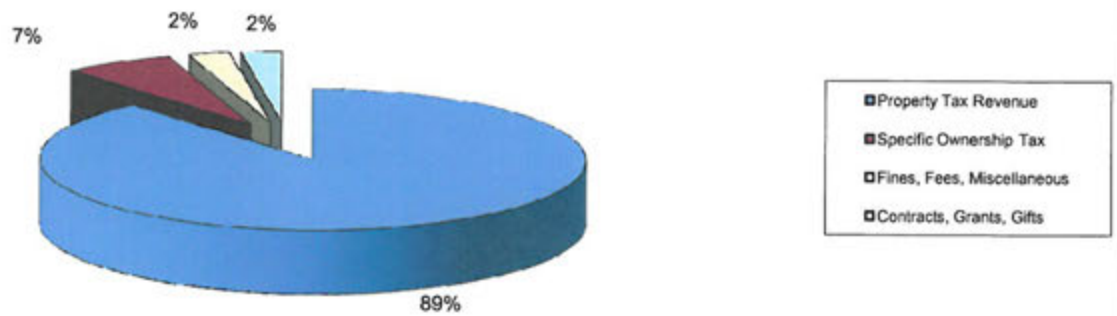
**PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND**

	Actual Prev.year 2012	Estimated Curr.year 2013	Budget 2013	Budget 2014	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	7,804,163	8,496,415	8,496,415	8,496,662	247	0%
All other sources	1,112,292	1,066,627	1,161,477	1,100,397	33,770	3%
TOTAL REVENUES	8,916,455	9,563,042	9,657,892	9,597,059	34,017	0%
EXPENDITURES						
PERSONNEL	4,701,253	4,778,564	5,028,853	4,923,350	144,786	3%
MATERIALS & SERVICES	1,399,059	1,594,220	1,540,635	2,315,264	721,044	45%
FACILITIES	1,056,825	1,563,699	1,683,191	1,703,763	140,064	9%
OPERATIONS	586,936	709,526	750,419	766,825	57,299	8%
INFORMATION TECHNOLOGY	335,338	329,792	336,117	367,006	37,214	
TOTAL EXPENDITURES	8,079,411	8,975,801	9,339,215	10,076,208	1,100,407	12%
Beginning fund balance	3,086,195	3,823,239	3,823,239	3,110,480	(712,759)	-19%
Transfer out to Capital Project Fund	100,000	1,300,000	1,300,000	200,000	(1,100,000)	
Transfer in from Capital Project Fund	-	-	-	-	-	
EXCESS Revenues - Expenditures (Reserve increase)	-	587,241	318,677	(479,149)	(1,066,390)	-182%
NET (ending fund balance)	3,823,239	3,110,480	2,841,916	2,431,331	(679,149)	-22%
 NET ASSESSED VALUATION - \$ 1,619,187,854						

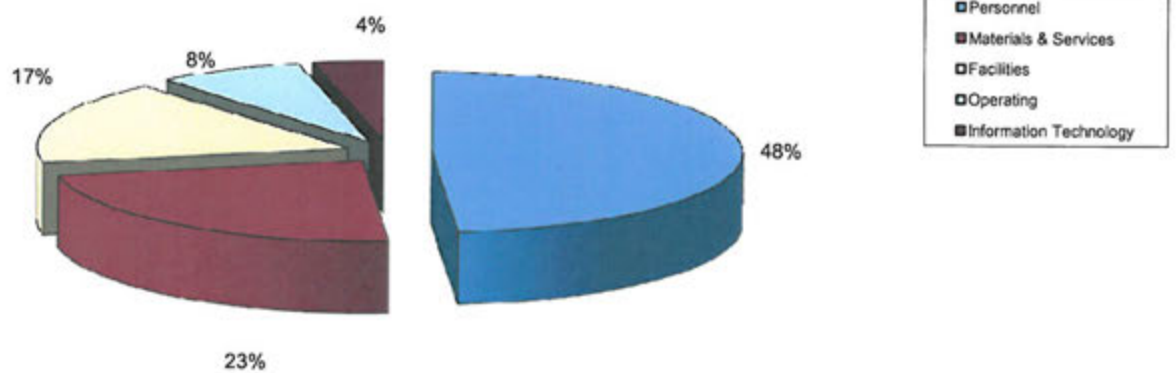
THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2014 BUDGET**

GENERAL FUND BUDGET - REVENUES



GENERAL FUND BUDGET - EXPENDITURES



CAPITAL PROJECT FUND

The Capital Project fund encompasses three primary functions:

- Library Replacement Plan, established to provide funding for replacement of library infrastructure and capital assets,
- Building Project account, to record revenues (including donations and outside financing sources) and expenditures for new building projects, and
- InfoZone account, to record contributions (primarily from the Rawlings Foundation) and expenses to maintain the InfoZone Museum located on the 4th floor of the Robert Hoag Rawlings Library.

REVENUES

CONTRIBUTIONS, GIFTS, GRANTS: This combined account shows an increase of \$165,375, or 92%, over estimated 2013. It's nearly double what we budgeted in 2013, and is based on anticipated donations from the Pueblo Library Foundation. Fundraising has been the focus of activity for the Foundation throughout 2013, and estimates include pledges which should be received in 2014, as well as anticipated grant approvals.

MISCELLANEOUS REVENUE: There is nothing budgeted in this category for 2014. In 2013 the receipt of proceeds from a lawsuit was reflected, but nothing of this nature is anticipated in 2014.

INTEREST EARNINGS: This category decreases by 100%, to reflect reduced earnings on the COP Construction and Reserve Funds.

EXPENDITURES

New building projects: Expenses for completing construction for three new libraries are included here: St. Charles Mesa, East Side and Greenhorn Valley libraries. This budget line item increases by \$3,756,999, to reflect completion of construction and purchase of FF&E and computer needs in 2014. Opening of all three branches is expected in late summer or early fall.

InfoZone expenses: Funding is carried over to the 2014 Budget year for implementation of new and innovative interactive equipment, as well as continuing to upgrade and enhance the InfoZone environment.

Capital Asset Acquisitions. Several Library Replacement Plan items are included here, including replacement of public computers, enhancement to the audio-visual components in some of the meeting rooms, replacement of the passenger van and the enclosed trailer. This area also included completion of the renovation project on the second floor of the Rawlings Library, to align with the remodel of the circulation area on the first floor completed in 2013.

Total capital fund needs in 2014 are projected at \$5,577,965.

OTHER FINANCING SOURCES/USES

TRANSFER IN FROM THE GENERAL FUND: In 2014 there is a budgeted transfer of \$200,000 to the Capital Fund, for ongoing funding of the Library Replacement Plan

FUND BALANCE

The fund balance forecast in the 2014 Capital Project Budget is \$647,530, a decrease of \$5,027,777 over the 2013 estimated fund balance. This decrease is due to anticipated expenditure of all of the bond proceeds for construction of new buildings.

The total combined fund balance, comprised of both the General Fund and the Capital Project Fund, is projected to be \$3,078,861 at the end of 2014. This is \$131,617 greater than we had anticipated one year ago, in the 2013 Budget process. Of this total fund balance, \$287,912 is restricted for the TABOR 3% reserve requirement, and \$813,325 is restricted in the Debt Service Reserve Fund, leaving a remaining combined fund balance of \$1,977,264 which is unrestricted.

BUDGETARY IMPACT OF CAPITAL EXPENDITURES

Several projects planned for 2014 will have an impact on the operating, or General Fund, in the coming years.

The three new buildings that are planned are projected to be completed in September of 2014. At that time, the following General Fund line items will be increased:

- **Salaries & wages** will increase by \$220,000 in 2014/2015, and related payroll items will also show increases (PERA, Medicare, Workers Compensation, health insurance). When the new buildings open, some staffing will be provided due to elimination of most of the satellite library sites; some re-assignment of staff may also be possible due to efficiencies gained through the implementation of the new book tagging and materials handling system (RFID).
- **Collection materials** will increase by \$611,000 in 2014 to provide opening-day collections at all three facilities; ongoing annual increases of \$50,000 for each facility are included.
- **Utilities, building maintenance, insurance, supplies** all are budgeted to increase to provide general operating funds for the new locations.
- **Lease/purchase** payments will increase, beginning in 2013, based on payments due for the new COP issue. Savings of nearly \$1,000,000 was realized on refunding the 2007 COP debt; interest rate of 3.28% was secured on the new debt. The average interest rate on the 2007 COP issue was 5.18%. The final payment, due in 2032, will be made with the Debt Service Reserve Fund.

The RFID project identified as a capital expenditure for 2014 will have some ongoing general fund costs for updates, maintenance and subscription services.

- **Information Technology support** costs of \$80,000 are added in 2014, and will increase incrementally in succeeding years at an annual percentage projection.

Total annual budgetary impact is expected to be approximately \$1,300,000. The additional property tax revenue provided by the Xcel Energy and Black Hill Energy facilities is slightly in excess of \$1 million, offsetting these additional expenses going forward.

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

	Actual Prev. year 2012	Estimated Curr. year 2013	Budget 2013	Budget 2014	Increase (Decrease)
REVENUES					
Contributions, gifts	-	86,625	14,500	100,000	13,375
Grants	125,294	80,000	200,000	155,000	75,000
Friends of PCCLD contributions	-	40,000	10,000	40,000	-
Contributions from Pueblo Library Foundation	-	-	-	50,000	50,000
Miscellaneous revenue	4,695	116,642	102,547	-	(116,642)
Interest earnings	5,064	6,621	200	5,188	(1,433)
TOTAL REVENUES	135,053	329,888	327,247	350,188	20,300
EXPENDITURES					
New Building Projects					
East Side	286,139	209,752	688,500	1,578,798	1,369,046
St. Charles Mesa	47,723	389,563	732,000	1,732,045	1,342,482
Greenhorn Valley - Colorado City	33,271	187,237	648,000	1,656,340	1,469,103
Misc.	4,100	-	-	-	-
Bond issuance costs	122,131	-	-	-	-
TOTAL BUILDING COSTS	493,364	786,552	2,068,500	4,967,183	4,180,631
InfoZone expenses	114,367	18,316	110,000	100,000	81,684
TOTAL INFOZONE EXPENSE	114,367	18,316	110,000	100,000	81,684
Capital Asset Acquisitions [Replacement Plan]					
Information Technology	877,464	987,985	1,144,151	178,250	(809,735)
Furniture, Fixtures, Equipment	46,089	3,000	17,339	5,000	2,000
Building Improvements	57,090	25,113	311,038	327,532	302,419
TOTAL CAPITAL ASSET EXPENSE	980,643	1,016,098	1,472,528	510,782	(505,316)
TOTAL EXPENDITURES	1,588,374	1,820,966	3,651,028	5,577,965	3,756,999

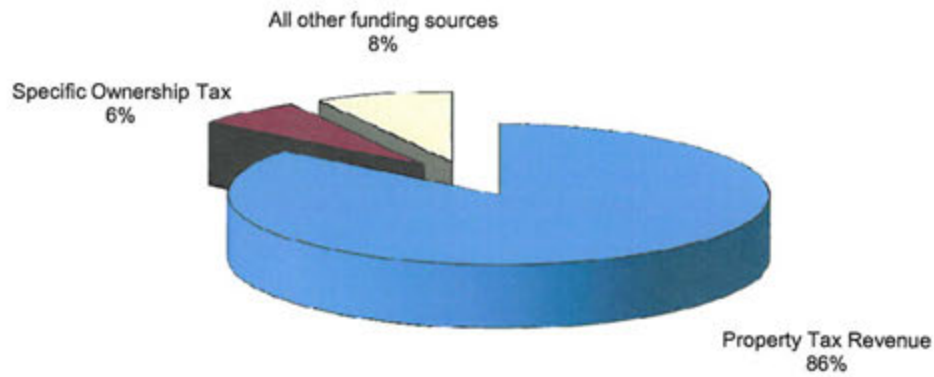
**PUEBLO CITY-COUNTY LIBRARY DISTRICT
CAPITAL PROJECT FUND**

SUMMARY	Actual Prev.year 2012	Estimated Curr.year 2013	Budget 2013	Budget 2014	Increase (Decrease)
REVENUES					
Contributions, grants, gifts	125,294	206,625	214,500	345,000	138,375
Miscellaneous revenue	4,695	116,642	102,547	-	(116,642)
Interest earnings	5,064	6,621	10,200	5,188	(1,433)
TOTAL REVENUES	135,053	329,888	327,247	350,188	20,300
EXPENDITURES					
New Building Project	367,133	786,552	2,068,500	4,967,183	4,180,631
New issue expenses	126,231	-	-	-	-
InfoZone Expenditures	114,367	18,316	110,000	100,000	-
Capital Asset Expenditures	<u>980,643</u>	<u>1,016,098</u>	<u>1,472,528</u>	<u>510,782</u>	<u>(505,316)</u>
TOTAL EXPENDITURES	1,588,374	1,820,966	3,651,028	5,577,965	3,756,999
Beginning fund balance	1,581,828	5,866,385	5,866,385	5,675,307	(191,078)
Other Financing Sources					
Proceeds from bond issue	11,410,000	-			-
Premium	489,679	-			-
Discount	(105,826)	-			-
Payments to escrow 2007 COPS	(6,155,975)	-			-
Transfer in from General Fund [Replac.Pln]	100,000	1,300,000	1,300,000	200,000	(1,100,000)
Transfer out to General Fund	-	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(1,453,321)	(1,491,078)	(3,323,781)	(5,227,777)	(3,736,699)
NET (ending fund balance)	<u>5,866,385</u>	<u>5,675,307</u>	<u>3,842,604</u>	<u>647,530</u>	<u>(5,027,777)</u>

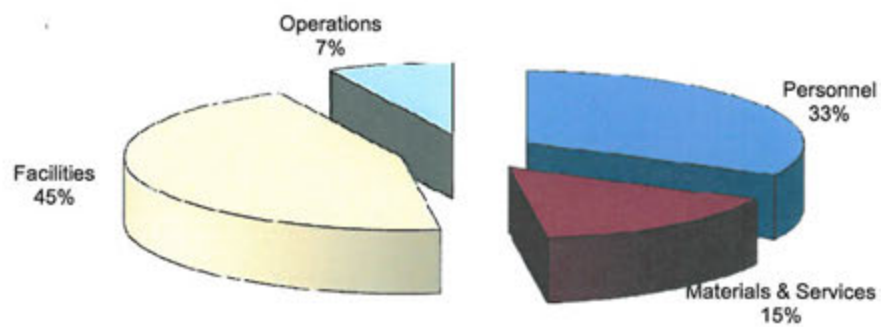
THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2014 BUDGET**

COMBINED FUND BUDGET - REVENUES



COMBINED FUND BUDGET - EXPENDITURES



**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	8,496,662	88.53%	-	8,496,662	85.42%
All other	1,100,397	11.47%	350,188	1,450,585	14.58%
TOTAL REVENUES	9,597,059	100.00%	350,188	9,947,247	100.00%

EXPENDITURES					
Personnel	4,923,350	48.86%	-	4,923,350	31.45%
Materials & Services	2,315,264	22.98%	-	2,315,264	14.79%
Facilities	1,703,763	16.91%	5,067,183	6,770,946	43.25%
Operations	766,825	7.61%	332,532	1,099,357	7.02%
Information Technology	367,006	3.64%	178,250	545,256	3.48%
TOTAL EXPENDITURES	10,076,208	100.00%	5,577,965	15,654,173	100.00%

Beginning Fund Balance	3,110,480		5,675,307	8,785,787	
Excess: Revenues over Expenditures	(479,149)		(5,227,777)	(5,706,926)	
Transfers In/Out	(200,000)		200,000	-	

Ending Fund Balance	2,431,331		647,530	3,078,861	
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Fund balance as a % of operating expense				31%	
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Fund balance projected in prior year long-range plan				3,210,478	
Variance from long-range plan				(131,617)	

BREAKDOWN OF ENDING FUND BALANCE ***

*** Reserves and unrestricted funds	
3% emergency reserve	287,912
Reserve requirement for COPs	813,325
Unrestricted fund balance	1,977,624

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

Fund - combined for revenues, expenditures and fund balance.

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	