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Pueblo City-County Library District

2018
Budget & Annual Plan

PUEBLO CITY-COUNTY LIBRARY
Ideas · Imagination · Information

2018 Budget & Annual Plan

Prepared by

Sherri L. Baca, CPA
Chief Financial Officer

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office

100 E Abriendo Avenue

Pueblo, Colorado 81004

2018 Budget & Annual Plan

GFOA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Pueblo City-County Library District

Colorado

For the Fiscal Year Beginning

### January 1, 2017

Christopher P. Morrill

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, 2017. 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.

PCCLD Organization Chart

Board of Trustees

Executive Director

Executive Assistant

Facilities Superintendent

- **Dir. of User Services**
  - ILS
  - ILL
  - Mailroom
  - Circulation
  - Library @ PCC

- **Dir. of Community Relations, Development & Strategic Initiatives**
  - Fundraising / Grantwriting
  - Website
  - Marketing
  - Data Analysis

- **Dir. of Info. Tech.**

- **Chief Financial Officer**
  - Human Resources

- **Chief Operating Officer**
  - Security
  - Substitutes

- **Reference & Readers Advisory**
  - Adult Literacy
  - Idea Factory
  - Hispanic Resource Center
  - Homebound Service

- **Special Collections & Museum**
  - InfoZone

- **Youth Services**
  - Books in the Park

- **Barkman**
  - Library @ the U

- **Giodone**
  - Avondale Satellite

- **Greenhorn Valley**
  - Beulah Satellite

- **Lamb**
  - Library @ the Y

- **Lucero**
  - Books a la Cart

- **Pueblo West**

Note: Shaded area denotes Public Service Departments/Branches

Adopted: 09-28-2006
Revised: 04-16-2018

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2018 BUDGET & ANNUAL PLAN

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October 15, 2017

Board of Trustees,
Pueblo City-County Library District taxpayers:

It is my pleasure to present to you the 2018 Budget and Annual Plan of the Pueblo City-County Library District. This budget was prepared by the Finance Office with input and direction from Library Managers, Supervisors, Directors, and Jon Walker, Executive Director. The general guidelines used to formulate this document include the Mission Statement and Annual Plan, information gleaned from the planning process, the Library Replacement Plan forecast for the next twenty years, and the Financial Projection spreadsheet which projects revenues and expenses for the next ten years. Each branch and major department supervisor of the District, representatives from PCCLD Board of Trustees, Pueblo Library Foundation and Friends of Pueblo Library groups, and members of the District steering committee all met at an annual retreat to identify and prioritize future objectives within the framework of the library's mission and service to the public.

The Motto, Vision and Mission of the District serve as guiding principles in daily operations and in formulating the annual plan and budget.

Motto: Ideas, Imagination & Information

Vision: Books and Beyond

Mission statement: We serve as a foundation for our community by offering welcoming, well equipped and maintained facilities, outstanding collections, and well-trained employees who provide expert service encouraging the joy of reading, supporting lifelong learning and presenting access to information from around the world.

Our Key Results Goals have been established in support of the Mission statement. We consider them critical to sustaining the organization's health, well-being, strength, viability, growth and success, and in keeping with the overarching aim to provide the best possible public library service for the community.

- ❖ Increase the circulation of materials

- ❖ Increase customer visits to libraries

- ❖ Increase attendance at library programs and events

- ❖ Increase the use of library digital services

The annual objectives identified to meet these goals comprise the Annual Plan, which is included in this Budget document. A more thorough explanation of the key results can also be found in that plan.

As we began the 2018 Budget process, we were very cognizant of the economic condition of our county. The county demographics continue to improve in small but noticeable increments. The library is funded primarily by property tax revenues, with 88% of General Fund revenues received through property tax. With an additional 7% of our revenue coming from Specific Ownership taxes, our local government support for operations is 95%. The remaining five percent is received through gifts, fees, interest earnings, support from the Pueblo Library Foundation, and other miscellaneous income.

Property tax income in 2018 is projected to increase minimally, by 3%. This translates to just over $256,000. The increase this year is larger than last year, meaning the district is able to restore previous budget cuts in some areas. Economic growth factors for Pueblo County signal that the property tax values will continue to rise.

Interest rates continue to be low as seen during the past decade. The Fed raised the federal funds rate for just the fourth time since 2006. We continue to budget conservatively in the area of interest earnings. We have taken steps to restructure current holdings to improve yield.

A capital improvement plan was concluded by the end of 2014, resulting in the opening of three new libraries in the District. These new locations have achieved operating norms with respect to services and costs of operation. Our financial projections for the coming decade reflect a strong financial position in being able to repay our Certificate of Participation debt, as well as maintaining sufficient funds to operate the three new facilities.

Included in this budget are the following components:

❖ A summary budget listing revenues, expenditures, and beginning and ending fund balances for both the General, Capital Project and Special Revenue Funds.

❖ Revenue data: mill levy calculations, certifications and resolutions.

❖ The Annual Plan, including a cost breakdown for each objective.

❖ The budget narrative describing budget changes from prior year and areas of major impact in both the General and Capital Project Funds.

❖ Debt service schedule and related information.

❖ Miscellaneous charts, graphs and additional items of interest.

The two primary funds for which the District compiles budget data are the General Fund and the Capital Project Fund. All regular operating revenue and expense is budgeted in the General Fund, including property tax revenues and fines, fees, contracts, interest on General Fund investments, and miscellaneous income. Expensed through this Fund are all of the personnel costs, materials such as books, AV material, subscriptions, facility operating costs, supplies, and administrative costs.

The Capital Project Fund has three primary purposes. The Library Replacement Plan is included in this fund, established for the replacement or major repair of equipment, technology and buildings. The InfoZone, which is the news museum located on the 4th floor of the Rawlings Library, is also funded here, with major improvements and innovations supported through grants from the Rawlings Foundation. Finally, any new buildings planned for the District are budgeted in this category. Revenues are received through grants and contributions, as well as annual transfers from the General Fund. In 2018, the transfer will be $575,000 to continue to provide adequate funds for the Library Replacement Plan, our comprehensive long-range plan for replacement of FF&E, technology needs, and major building renovation and projects.

This 2018 budget reflects the fiscal position and operating plan of the Pueblo City-County Library District. The budget includes funding to keep up with the technological advances of our computer systems and services, which requires a substantial financial commitment. The budget for books, AV, electronic subscriptions and e-content is funded at a 15% of total expenditures. This is a metric that is accepted industry-wide as a standard to maintain quality collections.

Revenues are projected fairly flat at a 1% increase in 2018, based primarily on property tax revenues, e-rate reimbursements, and fines and fees for overdue materials expected.

Specific ownership tax has increased by 3%.   Other income line items have decreased somewhat, based on current receipts. As stewards of taxpayer funds, it is incumbent upon Pueblo City-County Library District to carefully evaluate revenue trends and economic conditions that will impact our tax base.   We strive to preserve fund balance dollars to maintain as positive a financial position as possible.   Our policy will ensure that the unrestricted fund balance always be maintained at a minimum of 20% of current operating expenditures.

Expenditures are projected at a conservative level, while continuing to provide a quality experience for our patrons.   There is 4% increase in total expenditures forecasted in the 2018 General Fund budget, reflecting a reversal of a number of previous budget cuts.

Employee training and adequate staffing to provide services continues to be a priority. The coming year will be a continuation of work in the goal areas targeted.   Our teams will also focus on the efficiencies need to balance our budget and remain good stewards of the funds provided by the taxpayers. Fortunately, the Friends of the Pueblo Library group has extended grant funding in the area of programs to supplement the budget and enhance our ability to serve the needs of the patrons.

Through the year, we will continue to carefully monitor and evaluate the 2018 budget to ensure that we are expending our funds judiciously and in the best interest of our stakeholders, the patrons and taxpayers.

The following pages highlight the major categories of both the General Fund, Capital Project and Special Revenue Fund budgets for fiscal year 2018.

Respectfully submitted,

Sherri L. Baca, CPA
Chief Financial Officer

RESOLUTIONS, CERTIFICATIONS

Included on the following pages:

- ➢ Resolution to Adopt Annual Plan
- ➢ Resolution to Adopt Annual Budget
- ➢ Resolution to Appropriate Sums of Money
- ➢ Resolution to Set Mill Levy
- ➢ Certification of Tax Levies

POLICY/BUDGET MESSAGE

FINANCIAL REPORTING ENTITY

The Pueblo City-County Library District was formed July 15, 1968, by formal resolution of the Pueblo Board of County Commissioners and the Pueblo City Council, to provide library service to all residents of the City and County of Pueblo. The District is not considered to be a component unit of either the City of Pueblo or of Pueblo County, Colorado, and is financially, managerially and operationally independent, and meets the guidelines of GASB Statement No. 14. Operations of this District are generally governed by the Colorado State Statutes: Library Law, Title 24, Article 90 CRS.

BUDGET PROCESS

The budget calendar is driven by Colorado State Statute (29-1-108 (4), C.R.S.), as well as internal planning for completion of every phase. The process begins in August, when the call for budget goes out to managers and department heads of the Pueblo City-County Library District. Information is distributed via e-mail, with a schedule of data to be completed and returned. The completed documents are returned to the Finance Office by the end of August.

Concurrent with preparation of budget documents is the District-wide planning process to set objectives, goals, strategies and budgetary impact for all libraries and departments. This information becomes an intrinsic part of the overall budget process.

After the individual budgets are submitted to the Finance Office, all of the information is compiled into one master budget document for analysis and evaluation during the ensuing two months. Discussions are then held with directors of Public Service, Finance, Community Relations, Technical Services, Information Technology, Human Resources, and the managers of all facilities and major departments, along with the Executive Library Director, to evaluate requests, objectives, projections and impact of the budget document and supporting information. A preliminary summary is given to the Board of Trustees in September in the form of the 10-year financial projection spread sheet, along with related justification for items of notable impact, i.e., pay for performance analysis potentially impacting budget, expansion plans for facilities, etc.

On or before October 15th the proposed budget is officially submitted to the Board of Trustees, and a "Notice of Budget" is published to acknowledge receipt of the budget by the Board. Notice of a public hearing to be held at the November meeting of the Board of Trustees is published with the Notice of Budget.

At the November meeting the budget for the coming year is officially presented for public comment. The public is invited to provide budgetary comment until the December board meeting. Final assessed valuation numbers are due from the county assessor by December 10th; the deadline for certification of mill levy is due to county commissioners by December 15th. A meeting of the Board of Trustees is held between those two dates in order to adopt the annual plan and the budget; appropriate funds for expenditures; and, certify the mill levy to Pueblo County.

No later than 30 days following the start of the fiscal year (January 31), a certified copy of the adopted budget must be filed with the Colorado Division of Local Government.

SUMMARY OF BUDGET LAW FORMAT & CONTENT REQUIREMENTS
(C.R.S. 29-1-101, et seq.)

A budget presents a **complete financial plan** by fund and by spending agency within each fund and sets forth the following:

- **Proposed Expenditures** must be shown for administration, operations, maintenance, debt service, and capital projects to be undertaken or executed during the year.

- **Anticipated Revenue** must be set forth.

- **Estimated Beginning and Ending Fund Balances** must be shown. Fund Balances are described as "...the balance of total resources available for subsequent years' budgets..."

- **Three Years' Comparable Data** must be shown in the budget; the prior fiscal year's actual figures (**2016**); the estimated figures through the end of the current fiscal year (**2016**); and the budget year's data (**2017**).

- **Written Budget Message must:**
  - Describe the important features of the budget;
  - Include a statement of the budgetary basis of accounting used in the budget [cash, modified accrual, or encumbrance]
  - Include a description of the services to be delivered during the budget year.

- **Expenditures and Revenues** must be described with "...explanatory schedules or statements classifying the expenditures by object and the revenues by source."

- **No Deficit Spending.** No budget shall provide for expenditures in excess of available revenues and beginning fund balances.

- **Lease-purchase agreement supplemental schedule.** The adopted budget must separately set forth the total amount to be expended during the budget year for payment obligations under all lease purchase agreements for real property and for all other property. It must also show the total maximum payment liability under the agreement, and all optional renewal terms.

- **Filing the Budget.** A certified copy of the budget must be filed with the Division of Local Government by January 31. A certified copy means that it has on it a signed statement indicating: *I,_____, certify that the attached is a **true and accurate copy** of the adopted 2017 budget of the _____(name of local government)_____.*

Following is a copy of the internal calendar used by Pueblo City-County Library in its annual budget process:

Pueblo City-County Library District

2018 Budget Calendar
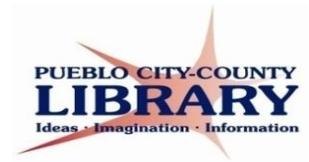
	Date	
	Target	Date Req - **Ref (CRS)**
Budget training/refresher	7.19.17	
Distribute Call for Budget data to all supervisors	7.20.17	
2017 budget worksheets due to Finance Office	8.10.17	
Assessor furnishes preliminary assessed valuation	8.25.17	**8/25/17-CRS39-5-121**
Planning retreat: Supervisors, Trustees & Steering Committee	9.6.17	
2018 preliminary draft budget to Executive Director	10.1.17	
Send the 2018 proposed budget to the Board of Trustees	10.15.17	**10/15/17-CRS29-1-105**
Notice of Budget and Public Hearing published in Pueblo Chieftain	10.15.17	**10/15/17-CRS29-1-106(1)**
Public copy available on PCCLD web site	10.15.17	**10/15/17-CRS29-1-106(1)**
Presentation of long-range plan to Board of Trustees	10.17.17	
Presentation of preliminary budget plan to supervisors	10.24.17	
Public Hearing for the 2018 proposed budget	11.16.17	
Final assessed valuation due from County Assessor	12.10.17	**12/10/17-CRS39-1-111**
Budget, appropriation and mill levy resolutions approved by the Board of Trustees	12.14.17	
Certification of mill levy to County Commissioners	12.15.17	**12/15/17-CRS39-5-128(1)**
Approved budget recorded in accounting system	1.19.18	
Final budgets returned to Depts. w/approvals noted	1.26.18	
Certified copy of budget due at Division of Local Govts	1.31.18	**1/31/18-CRS29-1-113(1)**
Final budget submitted to GFOA for review	4.30.18	

PROCESS TO AMEND THE BUDGET

Changes to the budget can be made through a formal resolution process by the Board of Trustees. If, during the fiscal year, the District receives unanticipated revenue or revenues not assured at the time of the adoption of the budget from any source other than the District's property tax mill levy, the Board of Trustees of the District may authorize the expenditure of these unanticipated funds by enacting a supplementary budget and appropriation.

BASIS OF ACCOUNTING

Basis of Accounting refers to the specific time at which revenues and expenditures are recognized in the accounts and reported in the financial statements. The General Fund and Capital Project Fund both utilize the modified accrual basis of accounting.

Under the modified accrual basis of accounting, expenditures are recorded when a liability is incurred. Revenues are recognized when they are received in cash, or become susceptible to accrual. Revenues susceptible to accrual are those that become both measurable and available during the year. Those revenues susceptible to accrual are property taxes, interest revenue and charges for services. Fines are not susceptible to accrual because generally they are not measurable until received in cash.

BUDGETARY BASIS OF ACCOUNTING

There is no appreciable difference in the basis of accounting used for financial statements and the accounting method used for budgeting. The budgetary basis of accounting for budgeting purposes is also modified accrual. The funds for which budgets are formulated for Pueblo City-County Library District are the General Fund, the Capital Projects Fund and the Special Revenue Fund – all funds reflect modified accrual basis of accounting for budgetary purposes.

PUEBLO CITY-COUNTY LIBRARY DISTRICT POLICY MANUAL

The District maintains a policy manual which describes the general policies that govern the activities of the District. Included in this policy manual are several policies which set parameters for the financial functions of the District, including a Purchasing Policy, an Investment Policy, a Budget Policy, an Audit Policy, a Fund Balance Policy, a Debt Management Policy and miscellaneous cash policies.

GOVERNING BOARD

The Pueblo City-County Library District is governed by a seven-member Board of Trustees. The members are appointed by the Pueblo County Commissioners and Pueblo City Council to serve one five-year term. Members may request re-appointment for additional five-year terms as their terms expire.

DEMOGRAPHICS

The Pueblo City-County Library District serves all of Pueblo County. The entire county encompasses 2,414 square miles, and service facilities are spread throughout that area. The Rawlings Library is located in Mesa Junction, close to the downtown area. Barkman is on the north side, Lamb on the south, and Pueblo West in the Pueblo West Metropolitan District on the west side. The Greenhorn Valley Library is located in Colorado City, Lucero on the East Side, and Giodone on the St. Charles Mesa. Two satellite locations in schools continue to serve the Beulah and Avondale areas. A small neighborhood library is located within the YMCA building on the northwest side of the city. Courier service is provided daily to all branches; school satellites use the school courier system. In 2017, PCCLD has added two satellites, located at Colorado State University-Pueblo and Pueblo Community College, respectively.

Estimated 2017 population within the Pueblo City-County Library District taxing area is 166,475. Of these residents, approximately 128,998 are registered patrons of the library, holding library cards, which is approximately 78% of the entire population. The ConnectED Library Challenge—a federal program that partners libraries with local schools—adds 28,007 student card holders to our patron population. We also serve patrons outside of our population base, who come to our libraries from surrounding counties. The Colorado Library Card is a state-wide initiative which allows use of our libraries by any resident of the State of Colorado participating in that system. The use of non-resident cards expands our service population by approximately 3,979.

Economic development in Pueblo is very proactive, and several expansions of existing and new industries have occurred in recent years. Expansion of an Xcel energy plant started production in 2011 and came on the tax rolls in 2012; Black Hills Energy natural gas-powered turbines came on the tax rolls in 2013. The additional property tax received from these entities resulted in an average 8% increase in revenue each year. An additional Black Hills Energy turbine along with a commercial solar array are expected to commence operations in Pueblo County in 2020.

Even though economic development continues to grow in Pueblo, the jobless rate remains among the highest of any of the state's larger cities at 4.7% in 2017. An estimated 3,600 people were unemployed in the county in December, with total employment at 72,100. The unemployment rate in Pueblo is higher than Colorado (3.0%) and the United States (4.1%).

Livability.com is a website that celebrates America's best cities to live and visit. Pueblo has been listed in the top 10 best cities for Book Lovers, Historic Preservation, best food festival, and best foodie cities out of the entire country. Although these metrics are not scientifically or quantitatively measured, they do point to the fact that Pueblo is a solid community that is vigorous and viable. The top 8 reasons to move to Pueblo include: climate, outdoor recreation, local parks, Pueblo Riverwalk, Pueblo chilies, the Sangre de Cristo Arts Center, Colorado State University-Pueblo and affordable real estate. The Council for Community and Economic Research has consistently rated Pueblo in the top ten most affordable urban areas in which to live in the US. In 2012, Pueblo was ranked

9th in the top 10 least expensive urban areas in the cost of living index

Principal employers in Pueblo County accounted for 17.75% of Pueblo County's employer base. The following information was provided by the Pueblo County Government:

Employer		Employees	Rank	Percentage of Total County Employment
Parkview Med. Center		2,900	1	4.02%
Pueblo City Schools		1,840	2	2.55%
Colorado Mental Health Institute		1,200	3	1.66%
Pueblo County		1,106	4	1.53%
School District #70		1,101	5	1.53%
Walmart		1,035	6	1.44%
Evaz Rocky Mtn Steel		979	7	1.36%
Vestas Towers America, Inc.		967	8	1.34%
St. Mary Corwin Medical Center		934	9	1.30%
City of Pueblo		733	10	1.02%
Total		12,795	_	17.75%

The demographic information on the following pages was provided by the Pueblo County Office Economic Development & Geographic Information Systems, and gives specific, comprehensive demographic information for our constituents, categorized by the specific areas that each location serves.

Demographic and Income Profile

Summary	Census 2010	2017	2022
Population	44,719	46,092	47,123
Households	17,773	18,214	18,612
Families	10,228	10,424	10,625
Average Household Size	2.33	2.34	2.35
Owner Occupied Housing Units	9,377	8,945	9,156
Renter Occupied Housing Units	8,396	9,269	9,455
Median Age	35.9	36.5	37.1

Trends: 2017 - 2022 Annual Rate	Area	State	National
Population	0.44%	1.46%	0.83%
Households	0.43%	1.40%	0.79%
Families	0.38%	1.36%	0.71%
Owner HHs	0.47%	1.40%	0.72%
Median Household Income	0.86%	3.00%	2.12%

			2017		2022	
Households by Income			Number	Percent	Number	Percent
<$15,000			3,993	21.9%	4,072	21.9%
$15,000 - $24,999			2,821	15.5%	2,723	14.6%
$25,000 - $34,999			2,141	11.8%	2,029	10.9%
$35,000 - $49,999			2,746	15.1%	2,541	13.7%
$50,000 - $74,999			3,337	18.3%	3,246	17.4%
$75,000 - $99,999			1,443	7.9%	1,679	9.0%
$100,000 - $149,999			1,084	6.0%	1,484	8.0%
$150,000 - $199,999			321	1.8%	430	2.3%
$200,000+			329	1.8%	407	2.2%

	2017	2022
Median Household Income	$35,594	$37,159
Average Household Income	$49,371	$55,906
Per Capita Income	$20,615	$23,164

	Census 2010		2017		2022	
Population by Age	Number	Percent	Number	Percent	Number	Percent
0 - 4	3,031	6.8%	2,952	6.4%	3,036	6.4%
5 - 9	2,885	6.5%	2,869	6.2%	2,883	6.1%
10 - 14	2,636	5.9%	2,733	5.9%	2,795	5.9%
15 - 19	3,628	8.1%	3,335	7.2%	3,443	7.3%
20 - 24	3,770	8.4%	3,479	7.5%	3,289	7.0%
25 - 34	5,931	13.3%	6,870	14.9%	6,866	14.6%
35 - 44	5,205	11.6%	5,183	11.2%	5,683	12.1%
45 - 54	5,844	13.1%	5,329	11.6%	5,065	10.7%
55 - 64	5,244	11.7%	5,587	12.1%	5,406	11.5%
65 - 74	3,053	6.8%	4,133	9.0%	4,767	10.1%
75 - 84	2,368	5.3%	2,341	5.1%	2,639	5.6%
85+	1,124	2.5%	1,282	2.8%	1,251	2.7%

	Census 2010		2017		2022	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	32,913	73.6%	33,357	72.4%	33,786	71.7%
Black Alone	1,184	2.6%	1,289	2.8%	1,358	2.9%
American Indian Alone	1,160	2.6%	1,250	2.7%	1,333	2.8%
Asian Alone	409	0.9%	474	1.0%	523	1.1%
Pacific Islander Alone	56	0.1%	74	0.2%	91	0.2%
Some Other Race Alone	7,133	16.0%	7,607	16.5%	7,862	16.7%
Two or More Races	1,864	4.2%	2,041	4.4%	2,170	4.6%
Hispanic Origin (Any Race)	22,736	50.8%	24,128	52.3%	25,238	53.6%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

Demographic and Income Profile

BarkmanBelmontLibraryTradeArea
Area: 14.22 square miles

Prepared by Esri
Latitude: 38.2900
Longitude: -104.5950

Trends 2017-2022

Annual Rate (in percent), categories: Population, Households, Families, Owner HHs, Median HH Income. Legend: Area, State, USA

Population by Age

Percent, by age groups: 0-4, 5-9, 10-14, 15-19, 20-24, 25-34, 35-44, 45-54, 55-64, 65-74, 75-84, 85+. Legend: 2017, 2022

2017 Household Income

- <$15K: 21.9%
- $15K - $24K: 15.5%
- $25K - $34K: 11.8%
- $35K - $49K: 15.1%
- $50K - $74K: 18.3%
- $75K - $99K: 7.9%
- $100K - $149K: 6.0%
- $150K - $199K: 1.8%
- $200K+: 1.8%

2017 Population by Race

Percent, by race: White, Black, Am. Ind., Asian, Pacific, Other, Two+
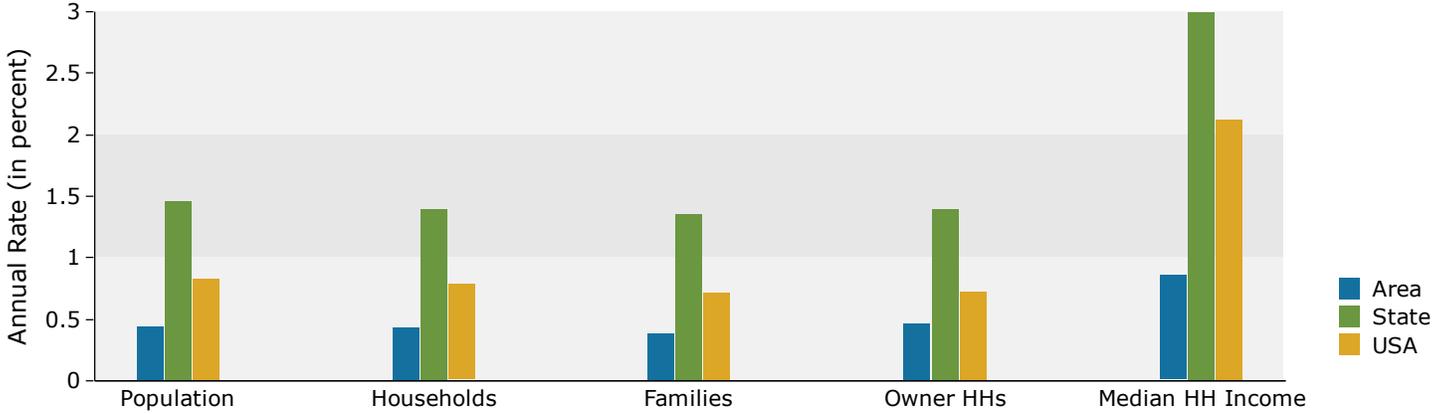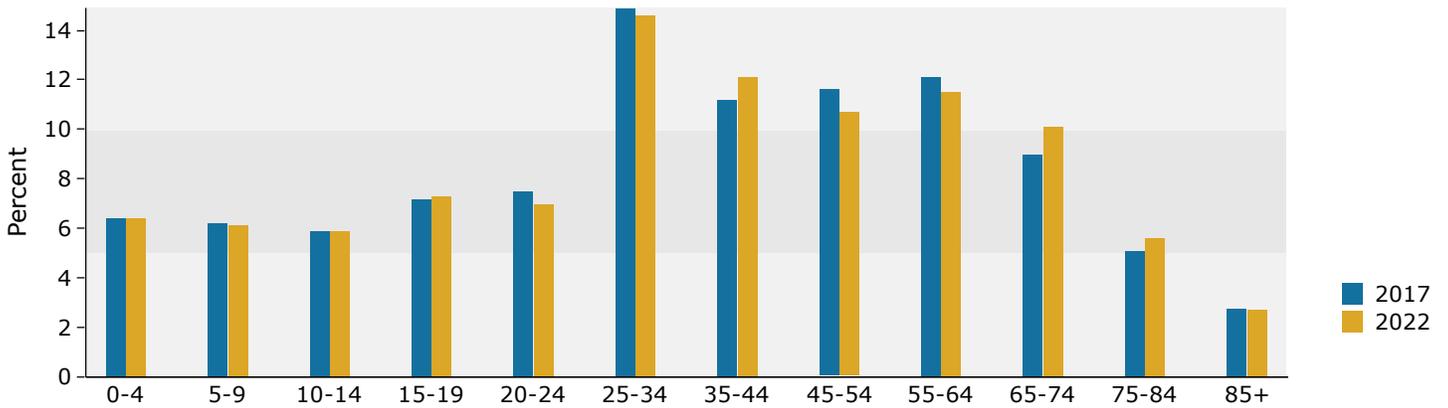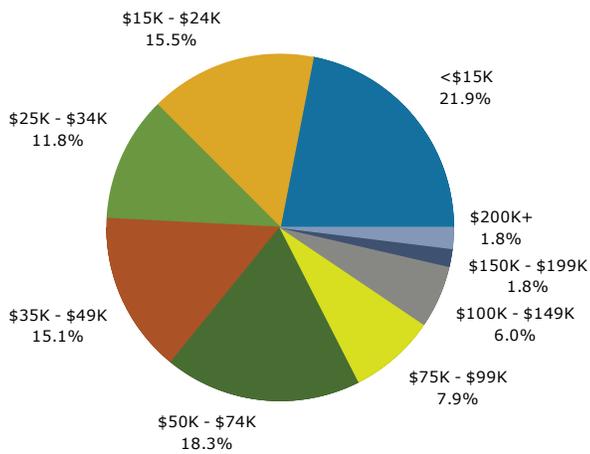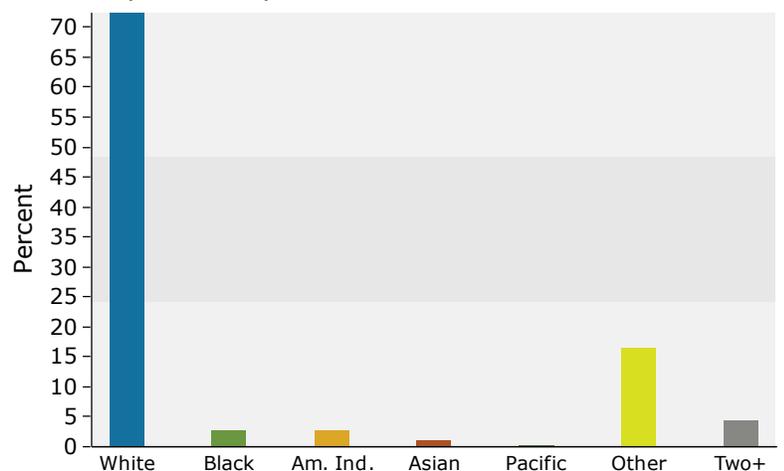
2017 Percent Hispanic Origin: 52.3%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

Demographic and Income Profile

GreenhornLibrary
Area: 132.11 square miles

Prepared by Esri
Latitude: 37.9260
Longitude: -104.9330

Summary	Census 2010	2017	2022
Population	3,652	3,772	3,864
Households	1,462	1,502	1,537
Families	1,057	1,079	1,101
Average Household Size	2.44	2.46	2.46
Owner Occupied Housing Units	1,201	1,193	1,218
Renter Occupied Housing Units	261	309	319
Median Age	48.4	50.6	51.7

Trends: 2017 - 2022 Annual Rate	Area	State	National
Population	0.48%	1.46%	0.83%
Households	0.46%	1.40%	0.79%
Families	0.40%	1.36%	0.71%
Owner HHs	0.42%	1.40%	0.72%
Median Household Income	2.63%	3.00%	2.12%

Households by Income	2017 Number	2017 Percent	2022 Number	2022 Percent
<$15,000	145	9.7%	139	9.0%
$15,000 - $24,999	168	11.2%	153	10.0%
$25,000 - $34,999	223	14.8%	193	12.6%
$35,000 - $49,999	179	11.9%	150	9.8%
$50,000 - $74,999	327	21.8%	293	19.1%
$75,000 - $99,999	196	13.0%	231	15.0%
$100,000 - $149,999	197	13.1%	290	18.9%
$150,000 - $199,999	44	2.9%	59	3.8%
$200,000+	23	1.5%	29	1.9%

	2017	2022
Median Household Income	$51,799	$58,990
Average Household Income	$63,612	$74,930
Per Capita Income	$26,141	$30,601

Population by Age	Census 2010 Number	Census 2010 Percent	2017 Number	2017 Percent	2022 Number	2022 Percent
0 - 4	179	4.9%	175	4.6%	173	4.5%
5 - 9	206	5.6%	198	5.3%	195	5.0%
10 - 14	233	6.4%	213	5.6%	218	5.6%
15 - 19	267	7.3%	232	6.2%	231	6.0%
20 - 24	100	2.7%	155	4.1%	127	3.3%
25 - 34	282	7.7%	304	8.1%	326	8.4%
35 - 44	370	10.1%	327	8.7%	350	9.1%
45 - 54	600	16.4%	536	14.2%	490	12.7%
55 - 64	660	18.1%	714	18.9%	696	18.0%
65 - 74	483	13.2%	572	15.2%	656	17.0%
75 - 84	218	6.0%	275	7.3%	317	8.2%
85+	56	1.5%	70	1.9%	85	2.2%

| Race and Ethnicity	Census 2010 Number	Census 2010 Percent	2017 Number	2017 Percent	2022 Number	2022 Percent
White Alone	3,446	94.4%	3,533	93.7%	3,600	93.2%
Black Alone	21	0.6%	25	0.7%	29	0.8%
American Indian Alone	40	1.1%	45	1.2%	50	1.3%
Asian Alone	10	0.3%	13	0.3%	15	0.4%
Pacific Islander Alone	0	0.0%	0	0.0%	0	0.0%
Some Other Race Alone	56	1.5%	64	1.7%	69	1.8%
Two or More Races	78	2.1%	91	2.4%	101	2.6%
Hispanic Origin (Any Race)	452	12.4%	505	13.4%	549	14.2%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

February 22, 2018

Demographic and Income Profile

GreenhornLibrary
Area: 132.11 square miles

Trends 2017-2022

Legend: Area, State, USA. Categories: Population, Households, Families, Owner HHs, Median HH Income. Y-axis: Annual Rate (in percent), 0 to 3.

Population by Age

Legend: 2017, 2022. Age groups: 0-4, 5-9, 10-14, 15-19, 20-24, 25-34, 35-44, 45-54, 55-64, 65-74, 75-84, 85+. Y-axis: Percent, 0 to 18.

2017 Household Income

- $25K - $34K 14.8%
- $15K - $24K 11.2%
- $35K - $49K 11.9%
- <$15K 9.7%
- $200K+ 1.5%
- $150K - $199K 2.9%
- $100K - $149K 13.1%
- $50K - $74K 21.8%
- $75K - $99K 13.0%

2017 Population by Race

Categories: White, Black, Am. Ind., Asian, Pacific, Other, Two+. Y-axis: Percent, 0 to 90.
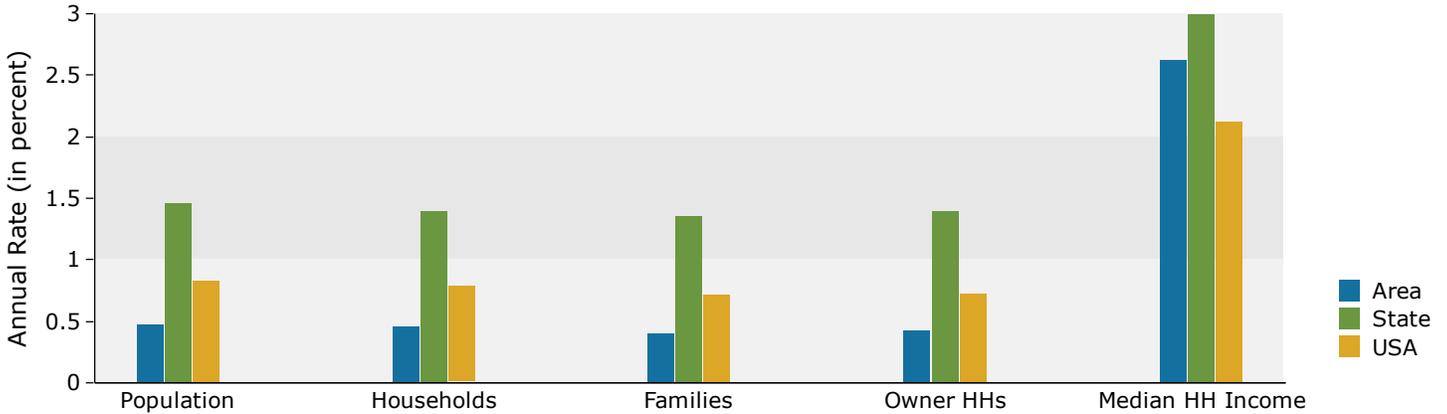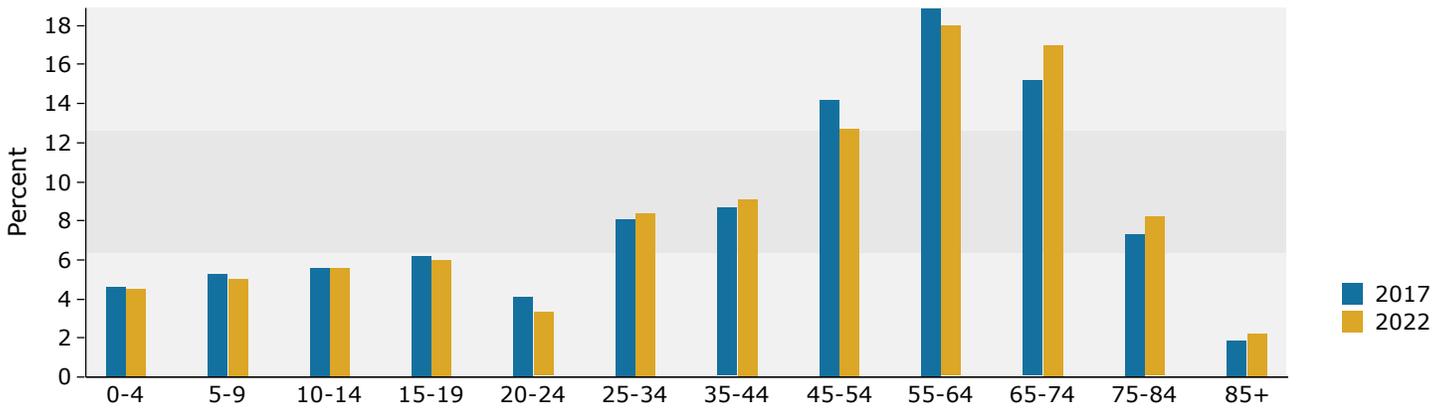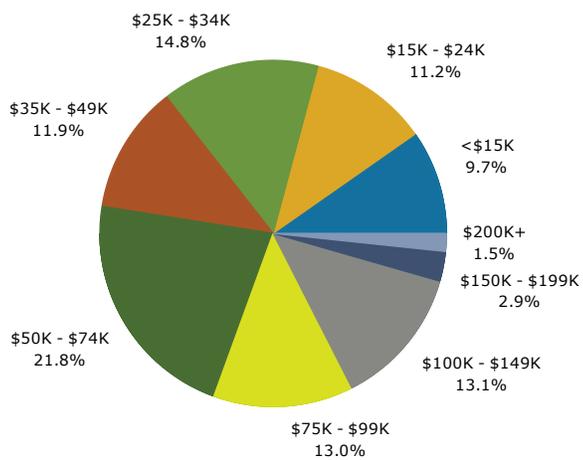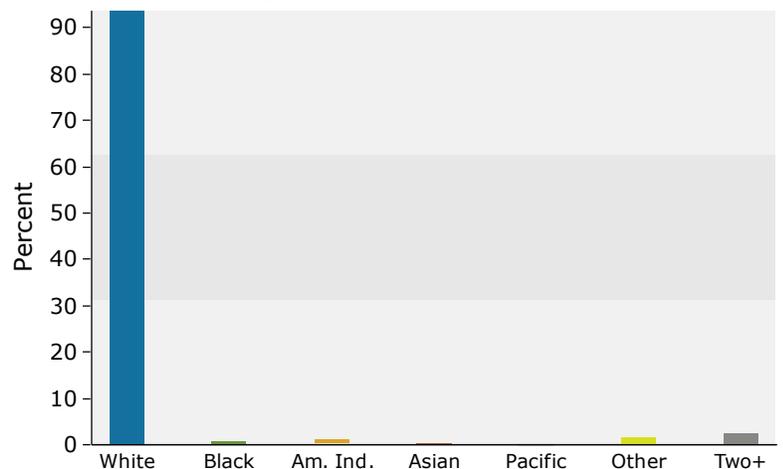
2017 Percent Hispanic Origin: 13.4%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

Demographic and Income Profile

LambSouthsideLibrary
Area: 7.72 square miles

Prepared by Esri

Latitude: 38.2240
Longitude: -104.6610

Summary	Census 2010	2017	2022
Population	31,556	32,557	33,348
Households	12,811	13,126	13,413
Families	8,497	8,664	8,833
Average Household Size	2.42	2.44	2.45
Owner Occupied Housing Units	9,015	8,863	9,041
Renter Occupied Housing Units	3,796	4,262	4,373
Median Age	40.5	41.2	41.1

Trends: 2017 - 2022 Annual Rate	Area	State	National
Population	0.48%	1.46%	0.83%
Households	0.43%	1.40%	0.79%
Families	0.39%	1.36%	0.71%
Owner HHs	0.40%	1.40%	0.72%
Median Household Income	1.37%	3.00%	2.12%

Households by Income	2017 Number	2017 Percent	2022 Number	2022 Percent
<$15,000	1,708	13.0%	1,729	12.9%
$15,000 - $24,999	1,597	12.2%	1,518	11.3%
$25,000 - $34,999	1,380	10.5%	1,296	9.7%
$35,000 - $49,999	1,963	15.0%	1,775	13.2%
$50,000 - $74,999	2,733	20.8%	2,584	19.3%
$75,000 - $99,999	1,724	13.1%	1,911	14.2%
$100,000 - $149,999	1,285	9.8%	1,673	12.5%
$150,000 - $199,999	414	3.2%	539	4.0%
$200,000+	322	2.5%	389	2.9%
Median Household Income	$49,129		$52,589	
Average Household Income	$63,221		$71,572	
Per Capita Income	$26,040		$29,326	

Population by Age	Census 2010 Number	Census 2010 Percent	2017 Number	2017 Percent	2022 Number	2022 Percent
0 - 4	2,107	6.7%	2,054	6.3%	2,104	6.3%
5 - 9	2,120	6.7%	2,025	6.2%	2,068	6.2%
10 - 14	2,177	6.9%	2,029	6.2%	2,112	6.3%
15 - 19	2,184	6.9%	1,978	6.1%	1,981	5.9%
20 - 24	1,822	5.8%	1,972	6.1%	1,774	5.3%
25 - 34	3,446	10.9%	4,023	12.4%	4,278	12.8%
35 - 44	3,522	11.2%	3,502	10.8%	3,818	11.4%
45 - 54	4,236	13.4%	3,781	11.6%	3,564	10.7%
55 - 64	4,111	13.0%	4,367	13.4%	4,164	12.5%
65 - 74	2,676	8.5%	3,418	10.5%	3,876	11.6%
75 - 84	2,184	6.9%	2,170	6.7%	2,369	7.1%
85+	972	3.1%	1,239	3.8%	1,242	3.7%

Race and Ethnicity	Census 2010 Number	Census 2010 Percent	2017 Number	2017 Percent	2022 Number	2022 Percent
White Alone	24,731	78.4%	25,138	77.2%	25,537	76.6%
Black Alone	757	2.4%	823	2.5%	874	2.6%
American Indian Alone	515	1.6%	559	1.7%	600	1.8%
Asian Alone	197	0.6%	233	0.7%	261	0.8%
Pacific Islander Alone	20	0.1%	28	0.1%	36	0.1%
Some Other Race Alone	4,100	13.0%	4,414	13.6%	4,587	13.8%
Two or More Races	1,235	3.9%	1,361	4.2%	1,452	4.4%
Hispanic Origin (Any Race)	15,140	48.0%	16,210	49.8%	17,065	51.2%

Data Note: Income is expressed in current dollars.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

esri

# Demographic and Income Profile

LambSouthsideLibrary

Area: 7.72 square miles

Prepared by Esri

Latitude: 38.2240

Longitude: -104.6610

Trends 2017-2022

Legend: Area, State, USA

Population by Age

Legend: 2017, 2022

2017 Household Income

Pie chart segments:
- $15K - $24K: 12.2%
- $25K - $34K: 10.5%
- $35K - $49K: 15.0%
- $50K - $74K: 20.8%
- $75K - $99K: 13.1%
- $100K - $149K: 9.8%
- $150K - $199K: 3.2%
- $200K+: 2.5%
- <$15K: 13.0%

2017 Population by Race

Categories: White, Black, Am. Ind., Asian, Pacific, Other, Two+
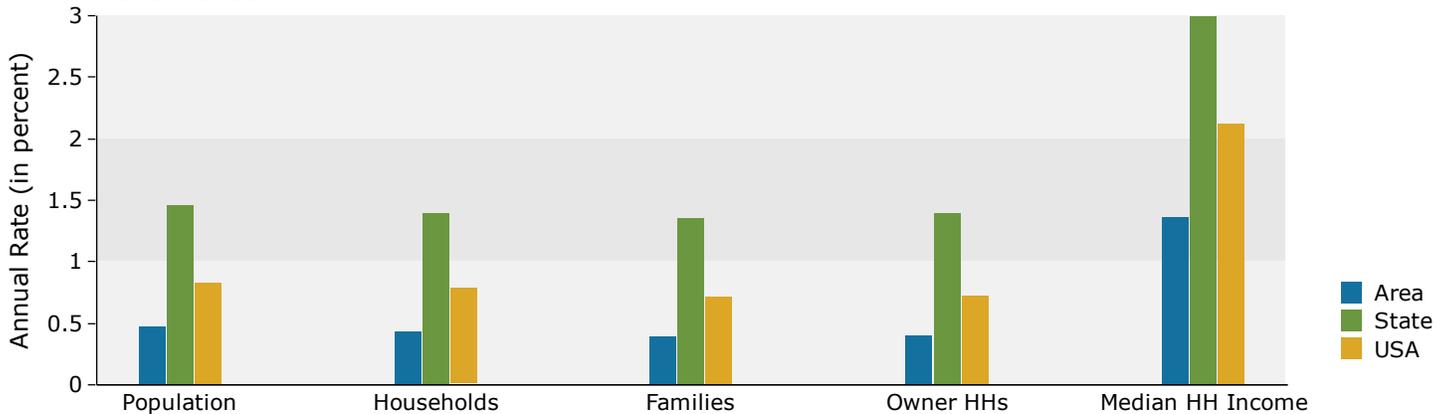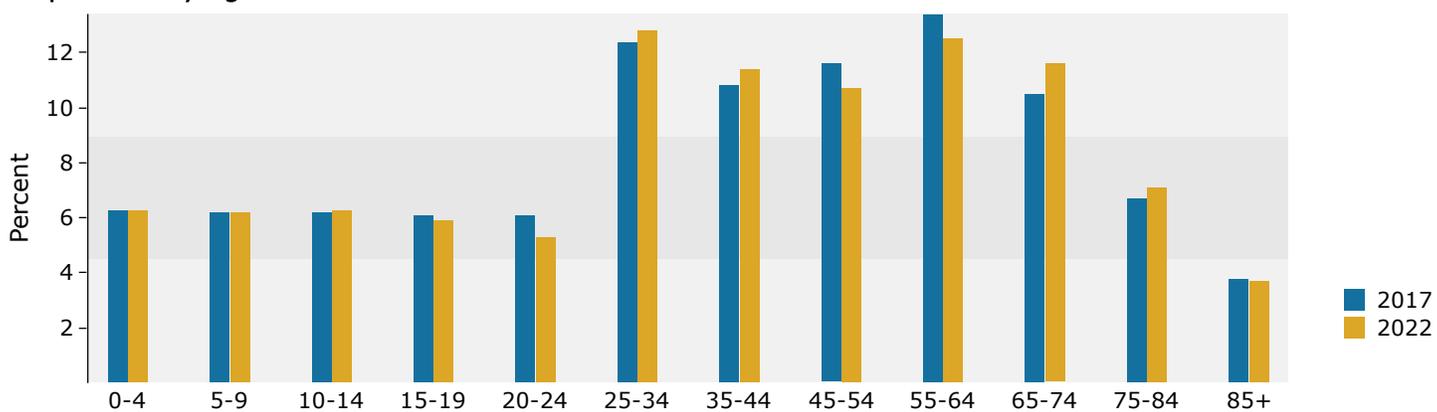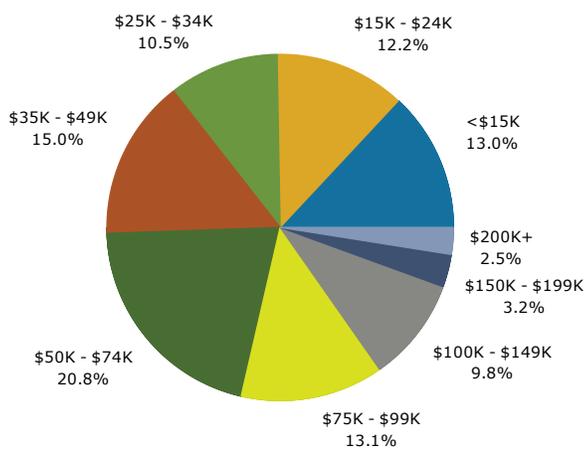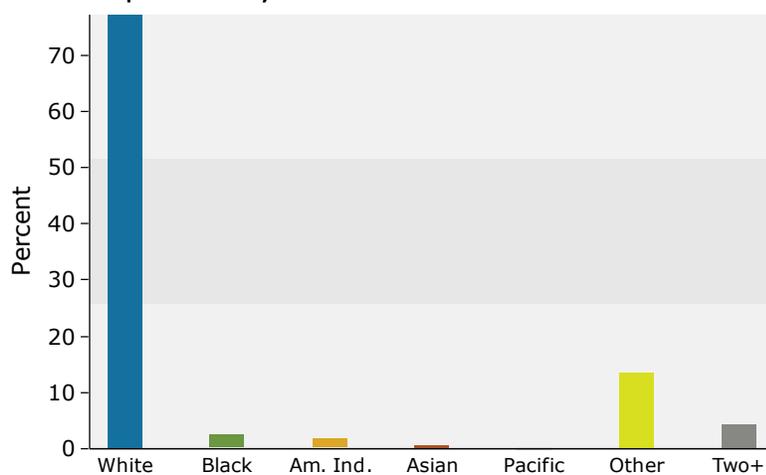
2017 Percent Hispanic Origin: 49.8%

Demographic and Income Profile

LuceroEastsideLibrary
Area: 25.64 square miles

Prepared by Esri
Latitude: 38.2730
Longitude: -104.5870

Summary	Census 2010	2017	2022
Population	69,804	71,956	73,731
Households	29,001	29,713	30,403
Families	16,743	17,050	17,395
Average Household Size	2.32	2.33	2.34
Owner Occupied Housing Units	16,003	15,275	15,629
Renter Occupied Housing Units	12,998	14,438	14,774
Median Age	36.9	37.4	37.7

Trends: 2017 - 2022 Annual Rate	Area	State	National
Population	0.49%	1.46%	0.83%
Households	0.46%	1.40%	0.79%
Families	0.40%	1.36%	0.71%
Owner HHs	0.46%	1.40%	0.72%
Median Household Income	0.87%	3.00%	2.12%

	2017		2022	
Households by Income	Number	Percent	Number	Percent
<$15,000	6,225	21.0%	6,367	20.9%
$15,000 - $24,999	4,855	16.3%	4,690	15.4%
$25,000 - $34,999	3,544	11.9%	3,362	11.1%
$35,000 - $49,999	4,546	15.3%	4,204	13.8%
$50,000 - $74,999	5,437	18.3%	5,284	17.4%
$75,000 - $99,999	2,533	8.5%	2,942	9.7%
$100,000 - $149,999	1,777	6.0%	2,480	8.2%
$150,000 - $199,999	485	1.6%	669	2.2%
$200,000+	312	1.1%	403	1.3%
Median Household Income	$35,546		$37,112	
Average Household Income	$47,295		$53,549	
Per Capita Income	$20,119		$22,664	

	Census 2010		2017		2022	
Population by Age	Number	Percent	Number	Percent	Number	Percent
0 - 4	5,015	7.2%	4,884	6.8%	5,020	6.8%
5 - 9	4,669	6.7%	4,667	6.5%	4,760	6.5%
10 - 14	4,204	6.0%	4,317	6.0%	4,538	6.2%
15 - 19	4,815	6.9%	4,367	6.1%	4,549	6.2%
20 - 24	5,356	7.7%	5,080	7.1%	4,760	6.5%
25 - 34	9,350	13.4%	10,591	14.7%	10,718	14.5%
35 - 44	8,099	11.6%	8,187	11.4%	8,852	12.0%
45 - 54	9,464	13.6%	8,514	11.8%	8,070	10.9%
55 - 64	8,281	11.9%	9,014	12.5%	8,797	11.9%
65 - 74	4,988	7.1%	6,566	9.1%	7,547	10.2%
75 - 84	3,849	5.5%	3,775	5.2%	4,215	5.7%
85+	1,715	2.5%	1,994	2.8%	1,904	2.6%

|	Census 2010		2017		2022	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	51,222	73.4%	51,892	72.1%	52,671	71.4%
Black Alone	1,688	2.4%	1,831	2.5%	1,936	2.6%
American Indian Alone	1,842	2.6%	1,989	2.8%	2,127	2.9%
Asian Alone	475	0.7%	550	0.8%	608	0.8%
Pacific Islander Alone	79	0.1%	105	0.1%	128	0.2%
Some Other Race Alone	11,567	16.6%	12,373	17.2%	12,826	17.4%
Two or More Races	2,932	4.2%	3,216	4.5%	3,435	4.7%
Hispanic Origin (Any Race)	36,164	51.8%	38,454	53.4%	40,327	54.7%

Data Note: Income is expressed in current dollars.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

Demographic and Income Profile

LuceroEastsideLibrary
Area: 25.64 square miles

Prepared by Esri

Latitude: 38.2730
Longitude: -104.5870

Trends 2017-2022

Bar chart of Annual Rate (in percent) by category with legend: Area, State, USA.
Categories: Population, Households, Families, Owner HHs, Median HH Income.

Population by Age

Bar chart of Percent by age group with legend: 2017, 2022.
Age groups: 0-4, 5-9, 10-14, 15-19, 20-24, 25-34, 35-44, 45-54, 55-64, 65-74, 75-84, 85+.

2017 Household Income

Pie chart:
- <$15K: 20.9%
- $15K - $24K: 16.3%
- $25K - $34K: 11.9%
- $35K - $49K: 15.3%
- $50K - $74K: 18.3%
- $75K - $99K: 8.5%
- $100K - $149K: 6.0%
- $150K - $199K: 1.6%
- $200K+: 1.1%

2017 Population by Race

Bar chart of Percent by race: White, Black, Am. Ind., Asian, Pacific, Other, Two+.
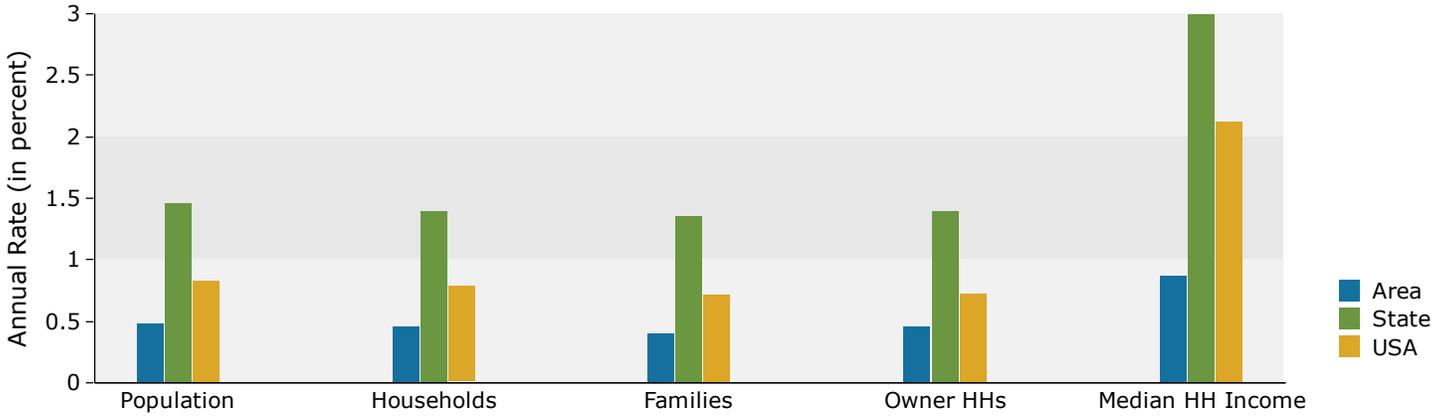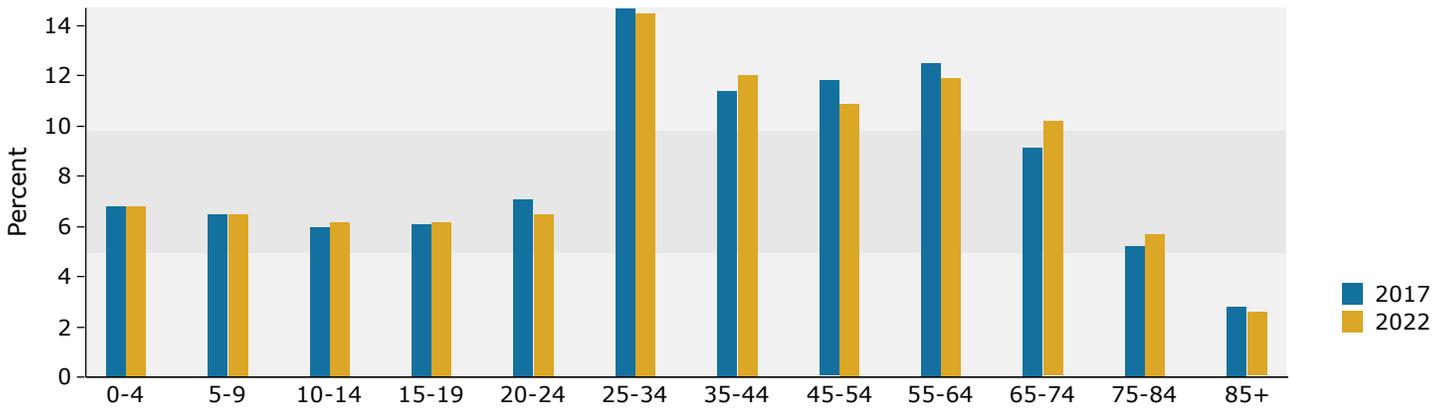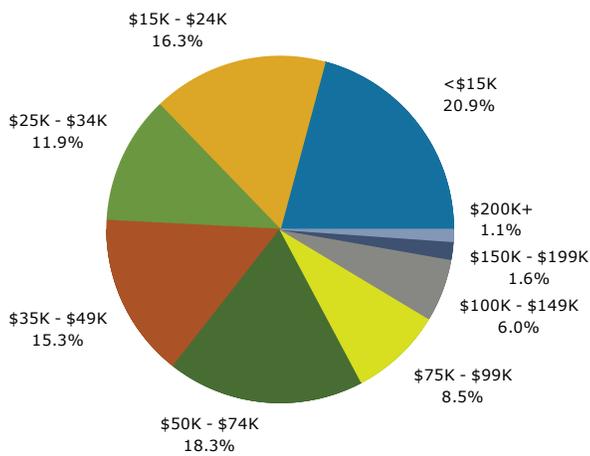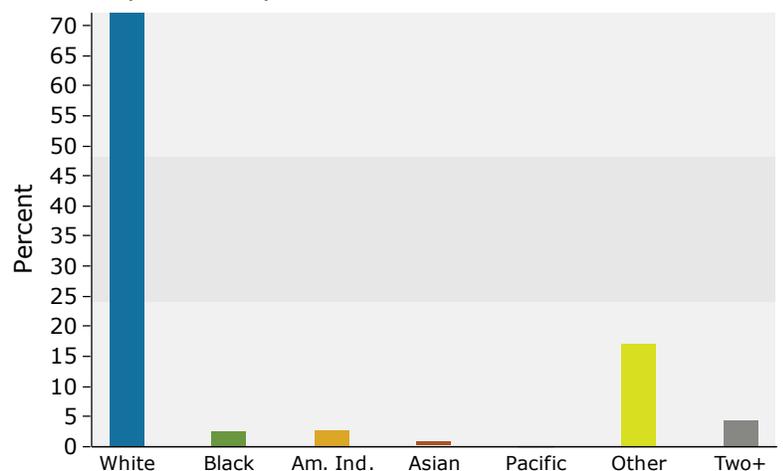
2017 Percent Hispanic Origin: 53.4%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

White_PW_Library
Area: 18.71 square miles

Prepared by Esri
Latitude: 38.3240
Longitude: -104.7420

Summary	Census 2010	2017	2022
Population	19,597	20,434	21,086
Households	7,200	7,467	7,684
Families	5,490	5,675	5,831
Average Household Size	2.71	2.72	2.73
Owner Occupied Housing Units	5,469	5,461	5,604
Renter Occupied Housing Units	1,731	2,006	2,080
Median Age	37.0	38.4	38.7

Trends: 2017 - 2022 Annual Rate	Area	State	National
Population	0.63%	1.46%	0.83%
Households	0.57%	1.40%	0.79%
Families	0.54%	1.36%	0.71%
Owner HHs	0.52%	1.40%	0.72%
Median Household Income	1.74%	3.00%	2.12%

	2017		2022	
Households by Income	Number	Percent	Number	Percent
<$15,000	391	5.2%	396	5.2%
$15,000 - $24,999	555	7.4%	534	6.9%
$25,000 - $34,999	763	10.2%	708	9.2%
$35,000 - $49,999	1,077	14.4%	974	12.7%
$50,000 - $74,999	1,800	24.1%	1,705	22.2%
$75,000 - $99,999	1,331	17.8%	1,392	18.1%
$100,000 - $149,999	1,124	15.1%	1,414	18.4%
$150,000 - $199,999	251	3.4%	334	4.3%
$200,000+	175	2.3%	228	3.0%
Median Household Income		$60,398		$65,826
Average Household Income		$73,560		$83,071
Per Capita Income		$27,075		$30,460

	Census 2010		2017		2022	
Population by Age	Number	Percent	Number	Percent	Number	Percent
0 - 4	1,341	6.8%	1,324	6.5%	1,377	6.5%
5 - 9	1,501	7.7%	1,388	6.8%	1,414	6.7%
10 - 14	1,657	8.5%	1,514	7.4%	1,505	7.1%
15 - 19	1,437	7.3%	1,382	6.8%	1,352	6.4%
20 - 24	1,016	5.2%	1,260	6.2%	1,166	5.5%
25 - 34	2,301	11.7%	2,465	12.1%	2,739	13.0%
35 - 44	2,717	13.9%	2,624	12.8%	2,654	12.6%
45 - 54	2,684	13.7%	2,612	12.8%	2,542	12.1%
55 - 64	2,431	12.4%	2,636	12.9%	2,634	12.5%
65 - 74	1,570	8.0%	2,042	10.0%	2,259	10.7%
75 - 84	726	3.7%	922	4.5%	1,143	5.4%
85+	218	1.1%	266	1.3%	301	1.4%

|	Census 2010		2017		2022	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	16,969	86.6%	17,451	85.4%	17,840	84.6%
Black Alone	250	1.3%	283	1.4%	313	1.5%
American Indian Alone	239	1.2%	268	1.3%	295	1.4%
Asian Alone	208	1.1%	245	1.2%	279	1.3%
Pacific Islander Alone	14	0.1%	20	0.1%	25	0.1%
Some Other Race Alone	1,279	6.5%	1,428	7.0%	1,520	7.2%
Two or More Races	637	3.3%	739	3.6%	815	3.9%
Hispanic Origin (Any Race)	4,790	24.4%	5,312	26.0%	5,726	27.2%

Data Note: Income is expressed in current dollars.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

February 22, 2018

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Demographic and Income Profile

White_PW_Library
Area: 18.71 square miles

Trends 2017-2022

Annual Rate (in percent) — Population, Households, Families, Owner HHs, Median HH Income

Legend: Area, State, USA

Population by Age

Percent — 0-4, 5-9, 10-14, 15-19, 20-24, 25-34, 35-44, 45-54, 55-64, 65-74, 75-84, 85+

Legend: 2017, 2022

2017 Household Income

- $35K - $49K 14.4%
- $25K - $34K 10.2%
- $15K - $24K 7.4%
- <$15K 5.2%
- $200K+ 2.3%
- $150K - $199K 3.4%
- $100K - $149K 15.1%
- $75K - $99K 17.8%
- $50K - $74K 24.1%

2017 Population by Race

Percent — White, Black, Am. Ind., Asian, Pacific, Other, Two+
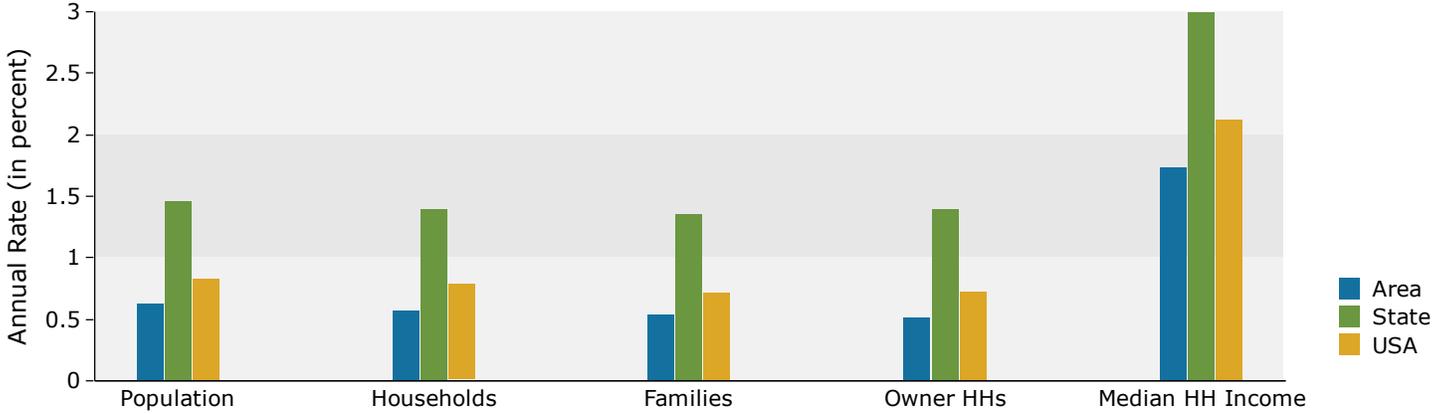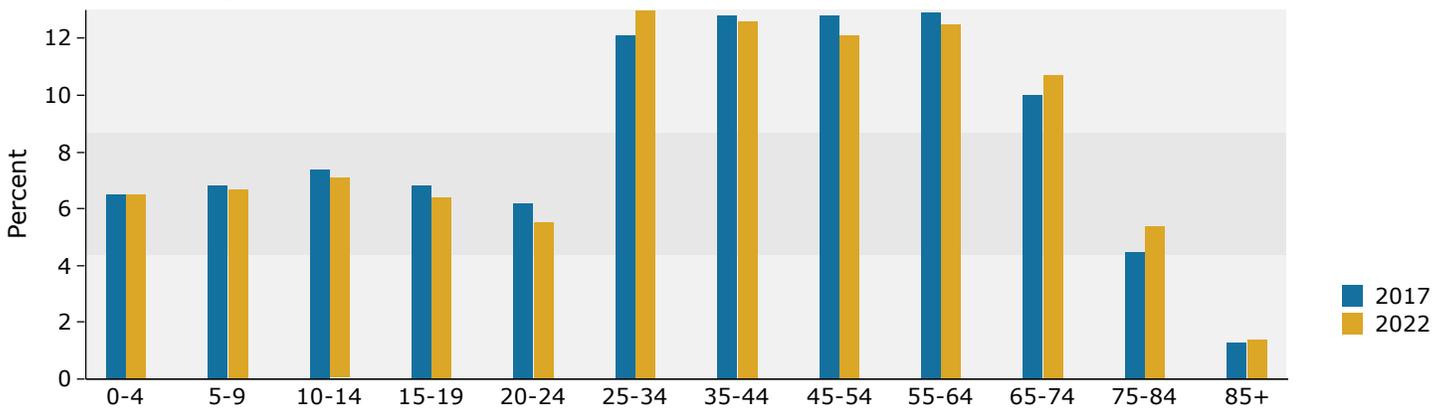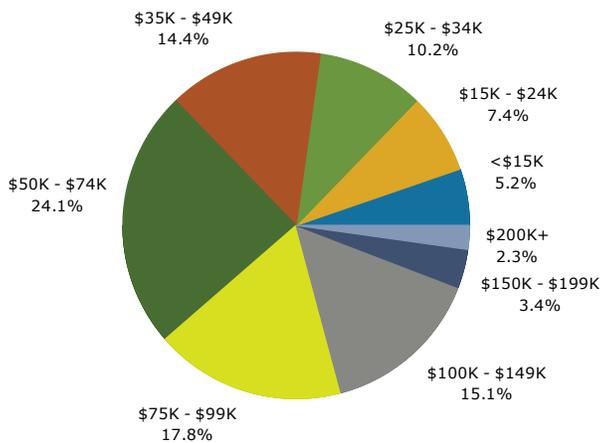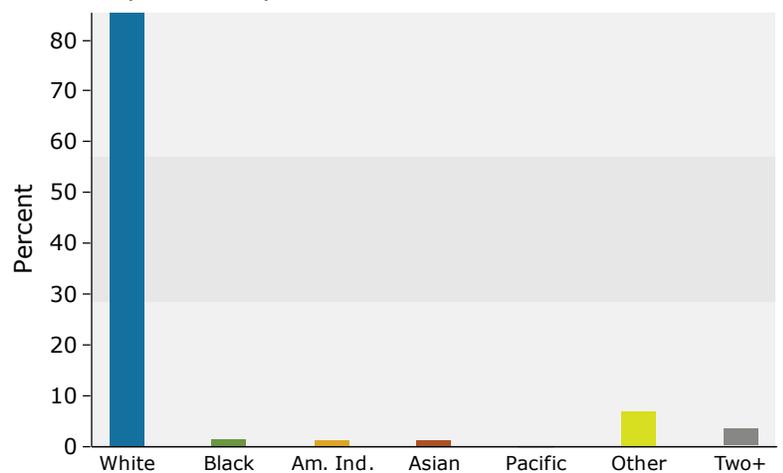
2017 Percent Hispanic Origin: 26.0%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

Demographic and Income Profile

Rawling Library Area
Area: 32.01 square miles

Prepared by Esri
Latitude: 38.2600
Longitude: -104.6210

Summary	Census 2010	2017	2022
Population	93,361	96,158	98,471
Households	38,572	39,487	40,377
Families	22,935	23,333	23,786
Average Household Size	2.34	2.36	2.36
Owner Occupied Housing Units	22,521	21,592	22,047
Renter Occupied Housing Units	16,051	17,895	18,330
Median Age	37.7	38.2	38.4

Trends: 2017 - 2022 Annual Rate	Area	State	National
Population	0.48%	1.46%	0.83%
Households	0.45%	1.40%	0.79%
Families	0.39%	1.36%	0.71%
Owner HHs	0.42%	1.40%	0.72%
Median Household Income	1.04%	3.00%	2.12%

			2017		2022	
Households by Income			Number	Percent	Number	Percent
<$15,000			7,587	19.2%	7,758	19.2%
$15,000 - $24,999			6,130	15.5%	5,914	14.6%
$25,000 - $34,999			4,758	12.0%	4,506	11.2%
$35,000 - $49,999			6,082	15.4%	5,595	13.9%
$50,000 - $74,999			7,437	18.8%	7,179	17.8%
$75,000 - $99,999			3,708	9.4%	4,260	10.6%
$100,000 - $149,999			2,588	6.6%	3,574	8.9%
$150,000 - $199,999			680	1.7%	929	2.3%
$200,000+			518	1.3%	663	1.6%
Median Household Income			$37,351		$39,330	
Average Household Income			$49,978		$56,626	
Per Capita Income			$21,159		$23,845	

	Census 2010		2017		2022	
Population by Age	Number	Percent	Number	Percent	Number	Percent
0 - 4	6,544	7.0%	6,390	6.6%	6,581	6.7%
5 - 9	6,240	6.7%	6,129	6.4%	6,254	6.4%
10 - 14	5,848	6.3%	5,780	6.0%	6,026	6.1%
15 - 19	6,479	6.9%	5,856	6.1%	5,999	6.1%
20 - 24	6,718	7.2%	6,636	6.9%	6,169	6.3%
25 - 34	11,985	12.8%	13,669	14.2%	14,062	14.3%
35 - 44	10,703	11.5%	10,733	11.2%	11,638	11.8%
45 - 54	12,602	13.5%	11,293	11.7%	10,670	10.8%
55 - 64	11,311	12.1%	12,265	12.8%	11,892	12.1%
65 - 74	6,852	7.3%	8,981	9.3%	10,328	10.5%
75 - 84	5,528	5.9%	5,398	5.6%	5,929	6.0%
85+	2,551	2.7%	3,027	3.1%	2,923	3.0%

|	Census 2010		2017		2022	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	69,504	74.4%	70,384	73.2%	71,419	72.5%
Black Alone	2,300	2.5%	2,496	2.6%	2,641	2.7%
American Indian Alone	2,246	2.4%	2,429	2.5%	2,599	2.6%
Asian Alone	535	0.6%	616	0.6%	679	0.7%
Pacific Islander Alone	90	0.1%	120	0.1%	147	0.1%
Some Other Race Alone	14,781	15.8%	15,828	16.5%	16,412	16.7%
Two or More Races	3,906	4.2%	4,286	4.5%	4,574	4.6%
Hispanic Origin (Any Race)	48,037	51.5%	51,120	53.2%	53,635	54.5%

Data Note: Income is expressed in current dollars.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

February 22, 2018

Demographic and Income Profile

Street_Address
Area: 32.01 square miles

Prepared by Esri
Latitude: 38.2600
Longitude: -104.6210

Trends 2017-2022

Annual Rate (in percent) — Population, Households, Families, Owner HHs, Median HH Income

Legend: Area, State, USA

Population by Age

Percent — age groups: 0-4, 5-9, 10-14, 15-19, 20-24, 25-34, 35-44, 45-54, 55-64, 65-74, 75-84, 85+

Legend: 2017, 2022

2017 Household Income

- <$15K: 19.2%
- $15K - $24K: 15.5%
- $25K - $34K: 12.0%
- $35K - $49K: 15.4%
- $50K - $74K: 18.8%
- $75K - $99K: 9.4%
- $100K - $149K: 6.6%
- $150K - $199K: 1.7%
- $200K+: 1.3%

2017 Population by Race

Percent — White, Black, Am. Ind., Asian, Pacific, Other, Two+
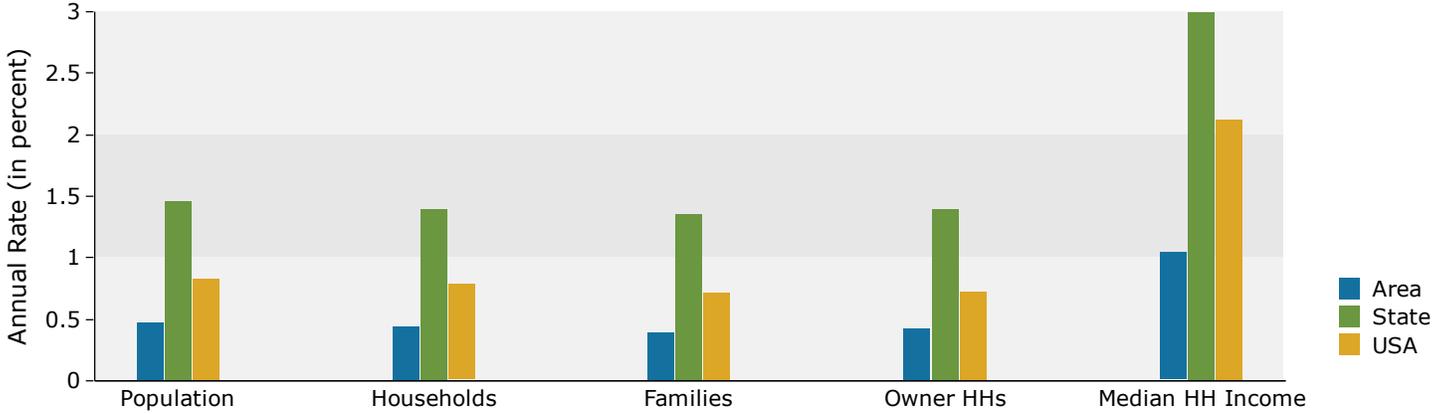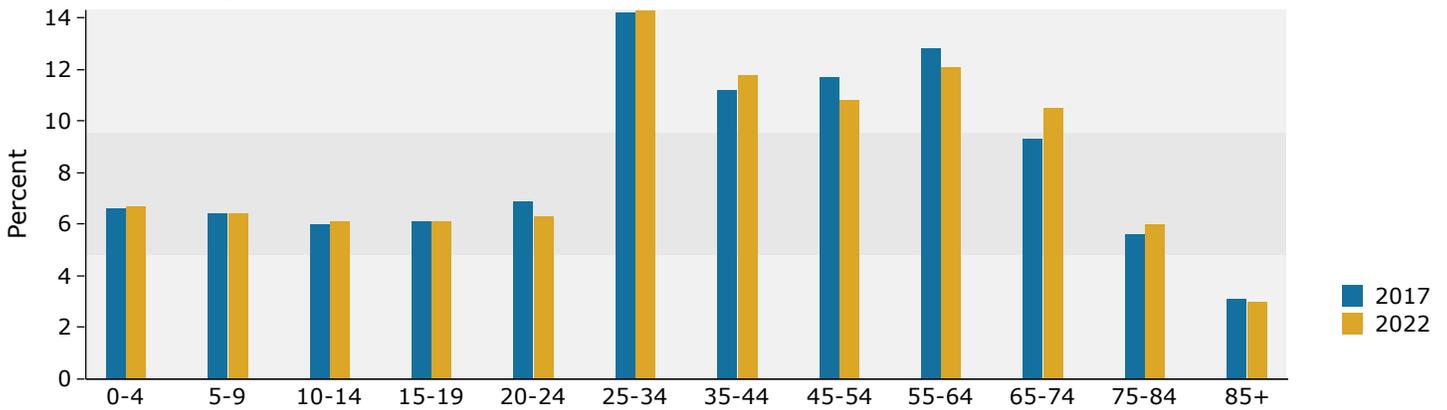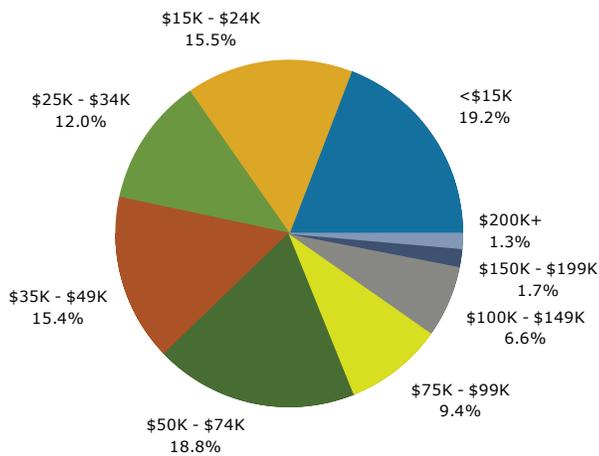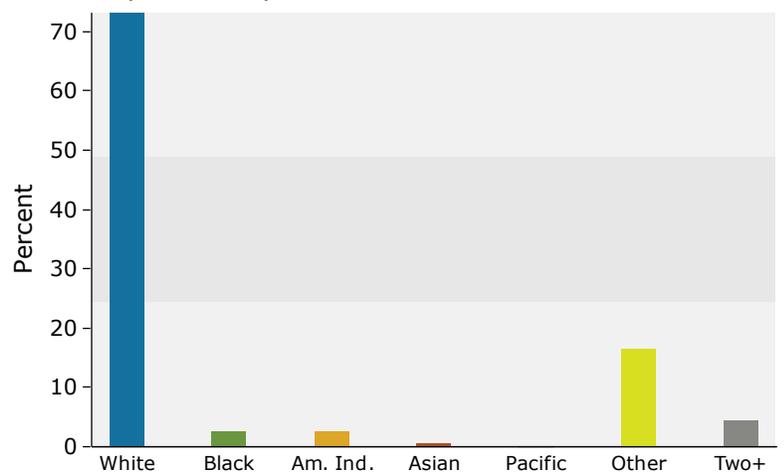
2017 Percent Hispanic Origin: 53.2%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

February 22, 2018

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Demographic and Income Profile

YMCA_LibraryBranch
Area: 48.64 square miles

Prepared by Esri
Latitude: 38.3040
Longitude: -104.6560

Summary	Census 2010	2017	2022
Population	77,723	80,612	82,993
Households	31,885	32,875	33,790
Families	19,094	19,581	20,082
Average Household Size	2.34	2.36	2.36
Owner Occupied Housing Units	19,001	18,411	18,919
Renter Occupied Housing Units	12,884	14,464	14,871
Median Age	37.6	38.3	38.5

Trends: 2017 - 2022 Annual Rate	Area	State	National
Population	0.58%	1.46%	0.83%
Households	0.55%	1.40%	0.79%
Families	0.51%	1.36%	0.71%
Owner HHs	0.55%	1.40%	0.72%
Median Household Income	1.38%	3.00%	2.12%

Households by Income	2017 Number	2017 Percent	2022 Number	2022 Percent
<$15,000	5,819	17.7%	5,975	17.7%
$15,000 - $24,999	4,629	14.1%	4,469	13.2%
$25,000 - $34,999	3,880	11.8%	3,666	10.8%
$35,000 - $49,999	4,960	15.1%	4,550	13.5%
$50,000 - $74,999	6,400	19.5%	6,180	18.3%
$75,000 - $99,999	3,454	10.5%	3,912	11.6%
$100,000 - $149,999	2,484	7.6%	3,386	10.0%
$150,000 - $199,999	738	2.2%	1,005	3.0%
$200,000+	511	1.6%	647	1.9%
Median Household Income	$40,195		$43,049	
Average Household Income	$53,646		$60,857	
Per Capita Income	$22,687		$25,588	

Population by Age	Census 2010 Number	Census 2010 Percent	2017 Number	2017 Percent	2022 Number	2022 Percent
0 - 4	5,415	7.0%	5,314	6.6%	5,492	6.6%
5 - 9	5,147	6.6%	5,085	6.3%	5,245	6.3%
10 - 14	4,836	6.2%	4,843	6.0%	5,046	6.1%
15 - 19	5,216	6.7%	4,852	6.0%	5,021	6.0%
20 - 24	5,562	7.2%	5,524	6.9%	5,233	6.3%
25 - 34	10,259	13.2%	11,486	14.2%	11,818	14.2%
35 - 44	9,277	11.9%	9,398	11.7%	10,044	12.1%
45 - 54	10,398	13.4%	9,518	11.8%	9,176	11.1%
55 - 64	9,402	12.1%	10,102	12.5%	9,837	11.9%
65 - 74	5,799	7.5%	7,690	9.5%	8,762	10.6%
75 - 84	4,405	5.7%	4,428	5.5%	4,998	6.0%
85+	2,005	2.6%	2,370	2.9%	2,321	2.8%

Race and Ethnicity	Census 2010 Number	Census 2010 Percent	2017 Number	2017 Percent	2022 Number	2022 Percent
White Alone	60,032	77.2%	61,250	76.0%	62,456	75.3%
Black Alone	1,809	2.3%	1,987	2.5%	2,122	2.6%
American Indian Alone	1,790	2.3%	1,956	2.4%	2,109	2.5%
Asian Alone	649	0.8%	761	0.9%	859	1.0%
Pacific Islander Alone	88	0.1%	120	0.1%	149	0.2%
Some Other Race Alone	10,333	13.3%	11,175	13.9%	11,680	14.1%
Two or More Races	3,022	3.9%	3,361	4.2%	3,619	4.4%
Hispanic Origin (Any Race)	34,583	44.5%	37,209	46.2%	39,370	47.4%

Data Note: Income is expressed in current dollars.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

Demographic and Income Profile

YMCA_LibraryBranch
Area: 48.64 square miles

Trends 2017-2022

Legend: Area (blue), State (green), USA (yellow)

Y-axis: Annual Rate (in percent)
Categories: Population, Households, Families, Owner HHs, Median HH Income

Population by Age

Legend: 2017 (blue), 2022 (yellow)

Y-axis: Percent
Age groups: 0-4, 5-9, 10-14, 15-19, 20-24, 25-34, 35-44, 45-54, 55-64, 65-74, 75-84, 85+

2017 Household Income

- <$15K: 17.7%
- $15K - $24K: 14.1%
- $25K - $34K: 11.8%
- $35K - $49K: 15.1%
- $50K - $74K: 19.5%
- $75K - $99K: 10.5%
- $100K - $149K: 7.6%
- $150K - $199K: 2.2%
- $200K+: 1.6%

2017 Population by Race

Y-axis: Percent
Categories: White, Black, Am. Ind., Asian, Pacific, Other, Two+

2017 Percent Hispanic Origin: 46.2%

February 22, 2018
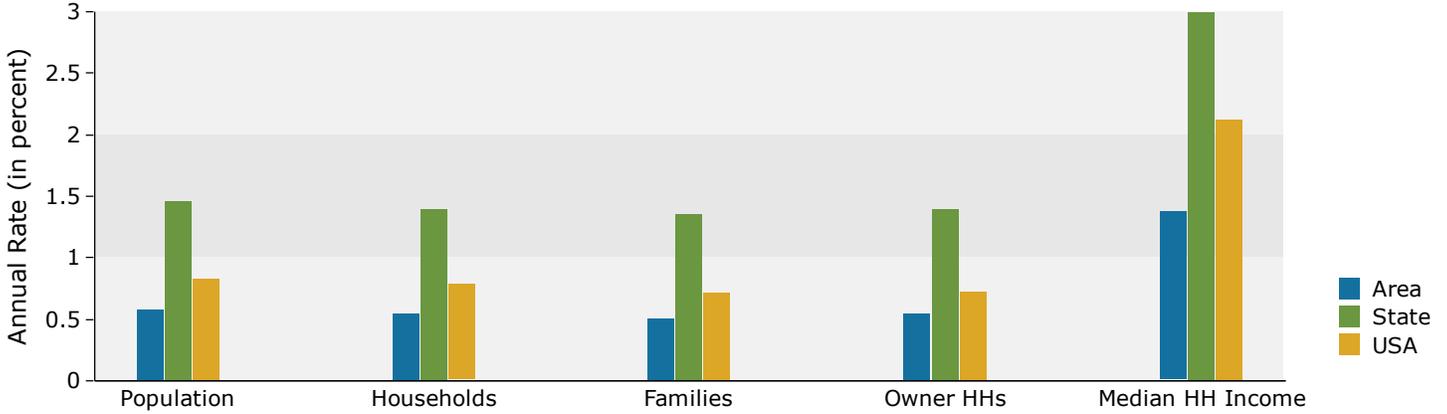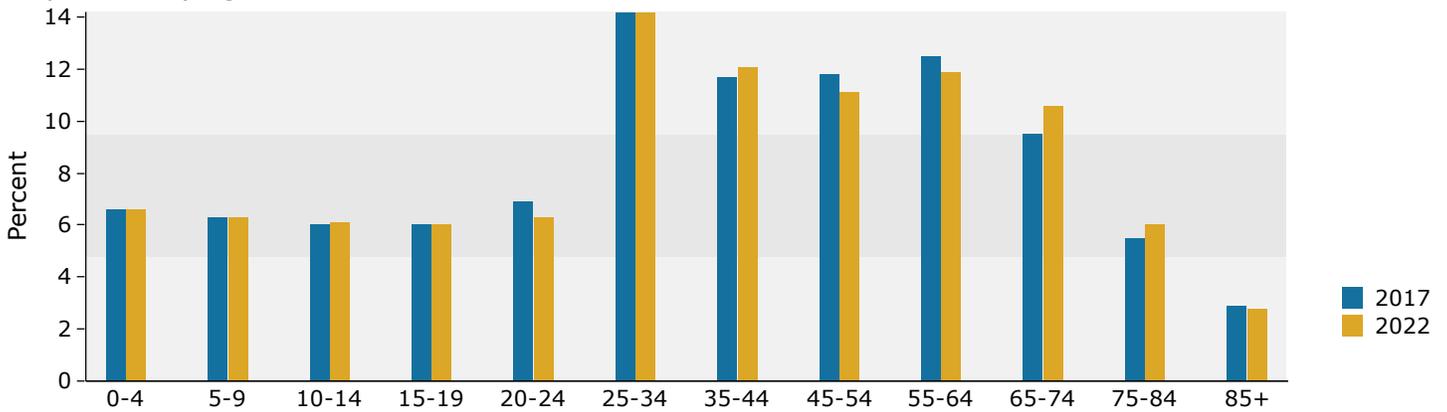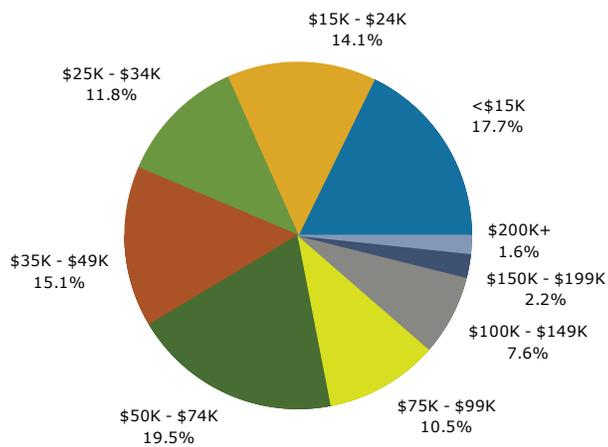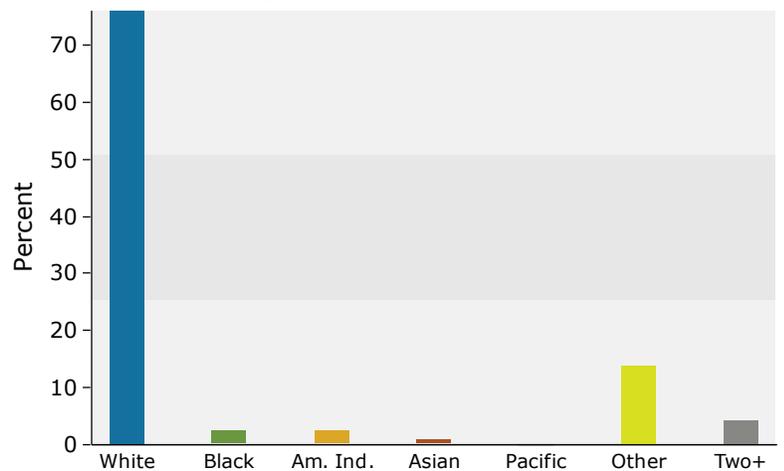
Demographic and Income Profile

GiodoneMesaLibraryTradeArea
Area: 28.82 square miles

Prepared by Esri
Latitude: 38.2490
Longitude: -104.5160

Summary	Census 2010	2017	2022
Population	18,128	18,634	19,056
Households	6,843	6,992	7,134
Families	4,872	4,962	5,055
Average Household Size	2.64	2.65	2.66
Owner Occupied Housing Units	4,823	4,712	4,815
Renter Occupied Housing Units	2,020	2,279	2,319
Median Age	38.6	39.3	39.7

Trends: 2017 - 2022 Annual Rate	Area	State	National
Population	0.45%	1.46%	0.83%
Households	0.40%	1.40%	0.79%
Families	0.37%	1.36%	0.71%
Owner HHs	0.43%	1.40%	0.72%
Median Household Income	1.82%	3.00%	2.12%

Households by Income		2017		2022	
		Number	Percent	Number	Percent
<$15,000		984	14.1%	995	13.9%
$15,000 - $24,999		970	13.9%	930	13.0%
$25,000 - $34,999		728	10.4%	678	9.5%
$35,000 - $49,999		1,055	15.1%	965	13.5%
$50,000 - $74,999		1,372	19.6%	1,303	18.3%
$75,000 - $99,999		871	12.5%	944	13.2%
$100,000 - $149,999		693	9.9%	901	12.6%
$150,000 - $199,999		183	2.6%	245	3.4%
$200,000+		136	1.9%	172	2.4%
Median Household Income		$45,663		$49,969	
Average Household Income		$59,501		$67,546	
Per Capita Income		$22,505		$25,469	

Population by Age	Census 2010		2017		2022	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	1,276	7.0%	1,237	6.6%	1,265	6.6%
5 - 9	1,309	7.2%	1,294	6.9%	1,276	6.7%
10 - 14	1,300	7.2%	1,310	7.0%	1,352	7.1%
15 - 19	1,394	7.7%	1,230	6.6%	1,262	6.6%
20 - 24	1,076	5.9%	1,128	6.1%	1,026	5.4%
25 - 34	2,020	11.1%	2,267	12.2%	2,326	12.2%
35 - 44	2,029	11.2%	1,974	10.6%	2,154	11.3%
45 - 54	2,733	15.1%	2,331	12.5%	2,140	11.2%
55 - 64	2,382	13.1%	2,639	14.2%	2,541	13.3%
65 - 74	1,450	8.0%	1,872	10.0%	2,189	11.5%
75 - 84	912	5.0%	1,030	5.5%	1,173	6.2%
85+	246	1.4%	322	1.7%	352	1.8%

| Race and Ethnicity	Census 2010		2017		2022	
	Number	Percent	Number	Percent	Number	Percent
White Alone	13,944	76.9%	14,145	75.9%	14,365	75.4%
Black Alone	180	1.0%	189	1.0%	201	1.1%
American Indian Alone	386	2.1%	413	2.2%	440	2.3%
Asian Alone	66	0.4%	76	0.4%	84	0.4%
Pacific Islander Alone	16	0.1%	22	0.1%	29	0.2%
Some Other Race Alone	2,932	16.2%	3,125	16.8%	3,227	16.9%
Two or More Races	604	3.3%	664	3.6%	710	3.7%
Hispanic Origin (Any Race)	9,093	50.2%	9,633	51.7%	10,072	52.9%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022.

February 22, 2018

Demographic and Income Profile

GiodoneMesaLibraryTradeArea
Area: 28.82 square miles

Prepared by Esri
Latitude: 38.2490
Longitude: -104.5160

Trends 2017-2022

Annual Rate (in percent) by category: Population, Households, Families, Owner HHs, Median HH Income. Series: Area, State, USA.

Population by Age

Percent by age group (0-4, 5-9, 10-14, 15-19, 20-24, 25-34, 35-44, 45-54, 55-64, 65-74, 75-84, 85+). Series: 2017, 2022.

2017 Household Income

- $15K - $24K: 13.9%
- $25K - $34K: 10.4%
- <$15K: 14.1%
- $35K - $49K: 15.1%
- $200K+: 1.9%
- $150K - $199K: 2.6%
- $100K - $149K: 9.9%
- $50K - $74K: 19.6%
- $75K - $99K: 12.5%

2017 Population by Race

Percent by race: White, Black, Am. Ind., Asian, Pacific, Other, Two+.
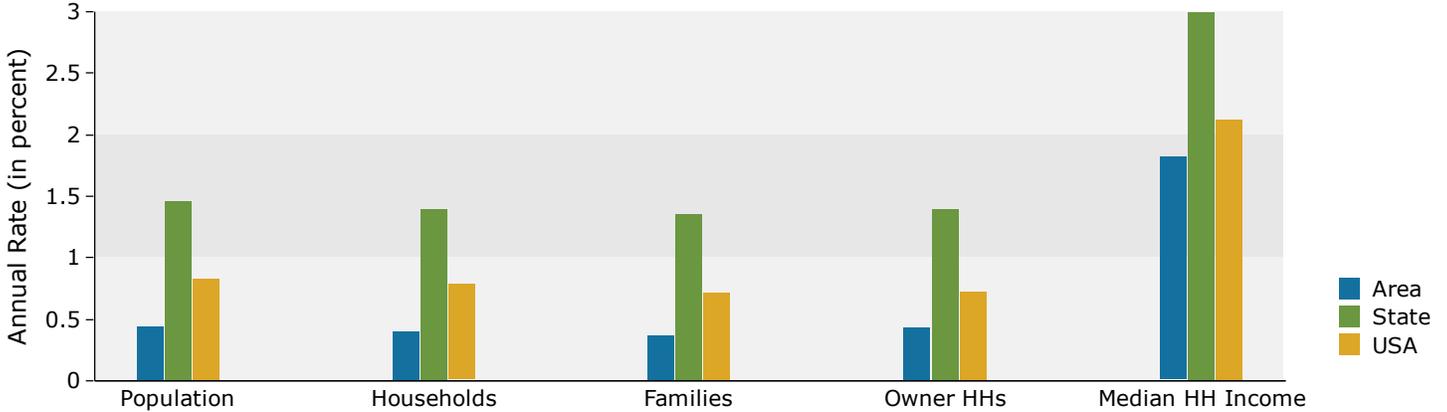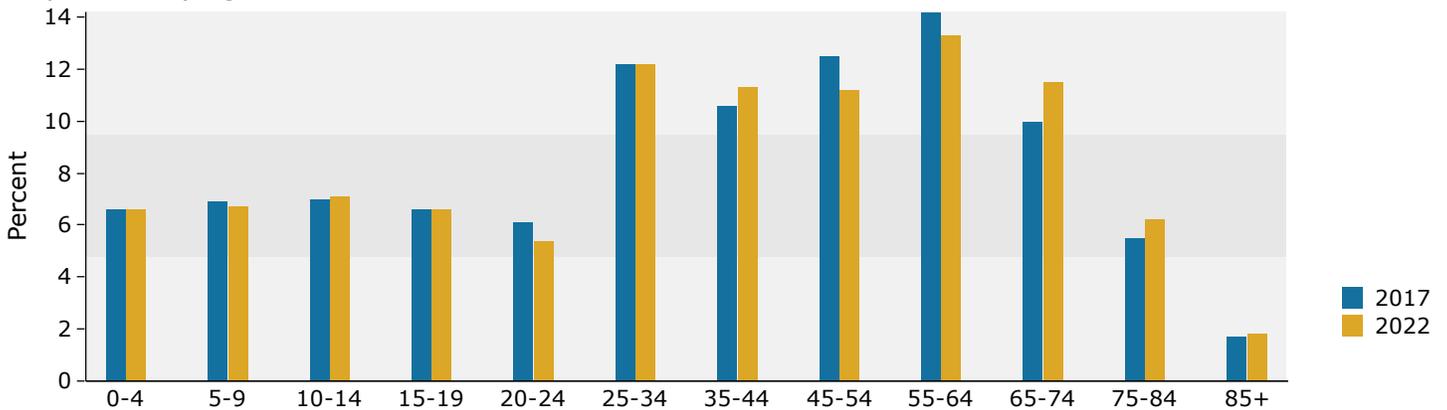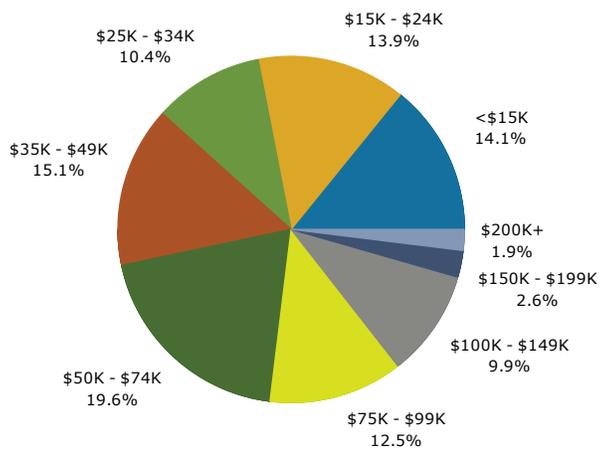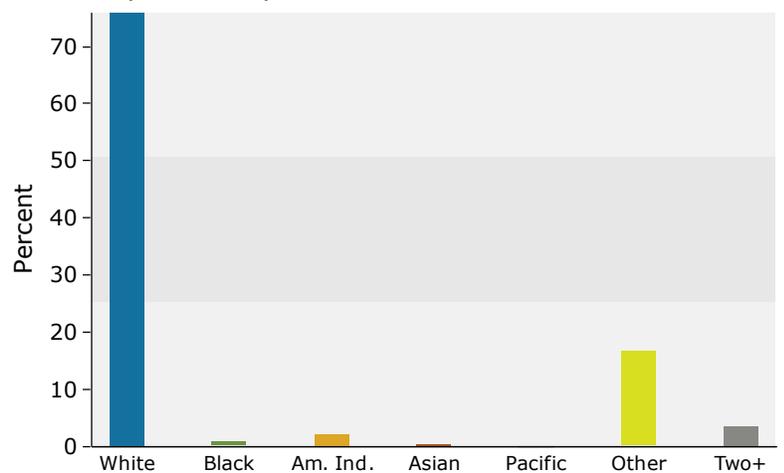
2017 Percent Hispanic Origin: 51.7%

Pueblo Library District System Map
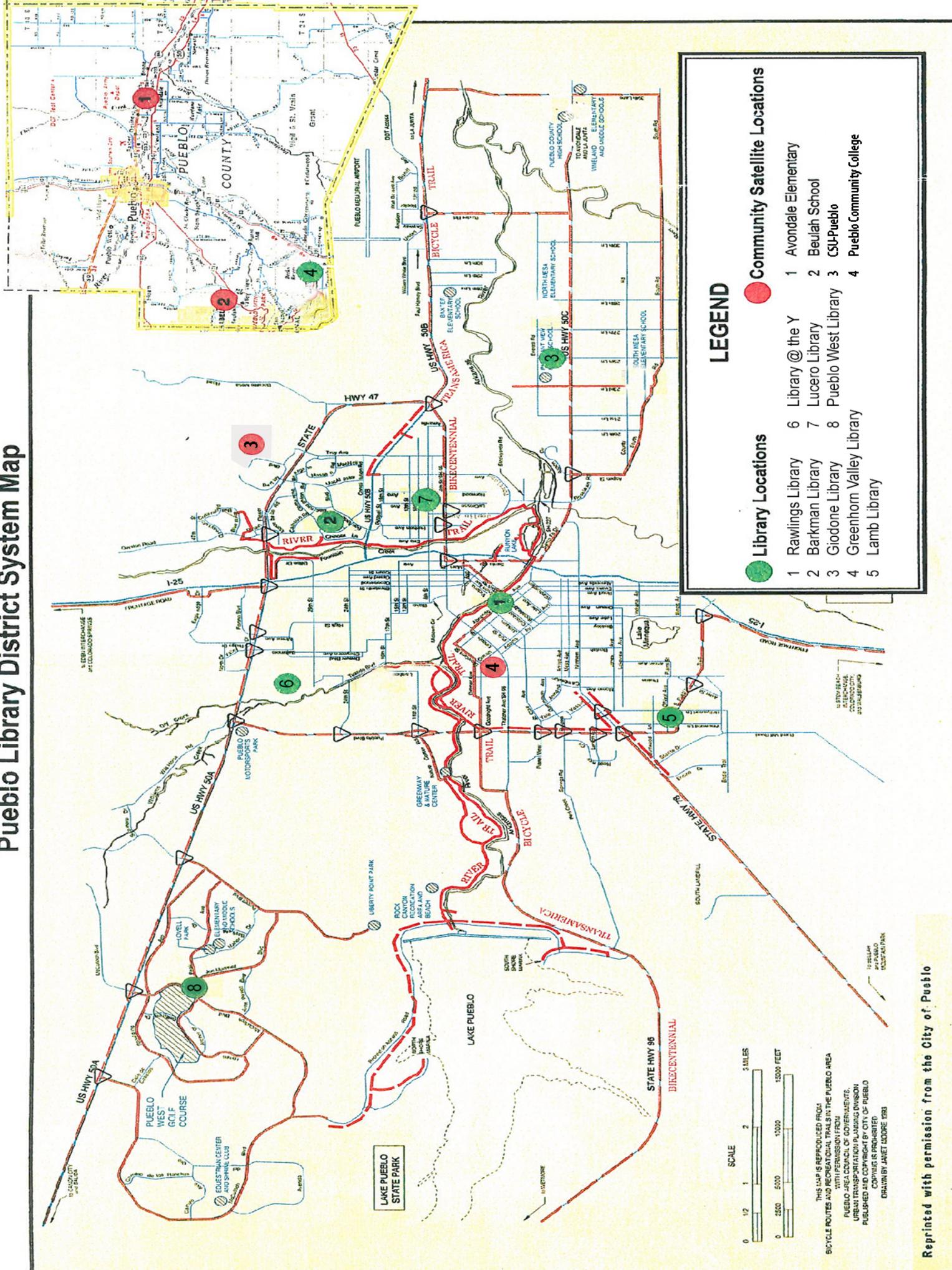
LEGEND

Library Locations

1. Rawlings Library
2. Barkman Library
3. Giodone Library
4. Greenhorn Valley Library
5. Lamb Library
6. Library @ the Y
7. Lucero Library
8. Pueblo West Library

Community Satellite Locations

1. Avondale Elementary
2. Beulah School
3. CSU-Pueblo
4. Pueblo Community College

LAKE PUEBLO STATE PARK

SCALE

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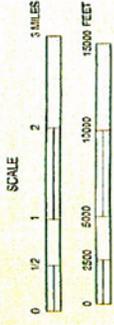
THIS MAP IS REPRODUCED FROM
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URBAN TRANSPORTATION PLANNING DIVISION
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2018 Annual Plan

PUEBLO CITY-COUNTY
LIBRARY
Ideas · Imagination · Information

The Pueblo City-County Library District (PCCLD) recently was nominated for the prestigious 2018 National Medal for Museum and Library Service. This follows PCCLD's receipt of the *Library Journal*'s renowned Star Library award in 2016, which places the local public library among the top three percent of all public libraries in the United States. These types of recognitions affirm the dedication to planning, accountability, and service by those who are intimately involved in the work of the district plus strong support for the institution from the community. Such work continues with this presentation of the PCCLD 2018 Annual Plan.

PCCLD's current strategic plan (http://www.pueblolibrary.org/sites/default/files/2015_strategicplan.pdf) helps set the current path forward for libraries locally in calling for special attention to these six areas:

- Create young readers
- Strengthen community partnerships
- Bridge the digital divide
- Data-driven planning
- Serve the whole family at all stages of life
- Lifelong learning begins with staff.

These areas of focus offer guidance for this 2018 annual planning document. The PCCLD team also continues to endeavor to achieve designated key results, including seeking to increase use of digital services and traditional collections plus ensuring more customers visit district libraries to read, study, learn, and participate in library-sponsored cultural and educational events and activities. Delivery on these are important measures of the organization's vitality and success. PCCLD's progress in its mission to provide the best possible public library service for the community relates directly to these strategic areas of focus and institutional key results. PCCLD will strive in 2018 to implement specific objectives in support of the stated areas of strategic focus and key results.

The aspirations outlined below in this plan are intended to do this. They are the end product of a planning process involving participation by PCCLD trustees, managers and administrators, and employees. The planning exercise integrated contributions from vital PCCLD partners, such as the Friends of the Library and the Pueblo Library Foundation.   This 2018 Annual Plan incorporates specific objectives identified as priorities at a special work session of PCCLD stakeholders conducted on September 6, 2017, including these consensus items: maintaining a capital contingency fund, providing funding to replace district servers and maintain current computer software, accommodating a robust programming budget, ensuring replacement of the Lamb Library roof, improving Sunday staff coverage processes, replacing the Barkman Library book drop, and filling expanded staffing needs for the Books In the Park program. Finally, this plan takes into consideration current PCCLD's financial circumstances and revenue projections for 2018.

Objectives representing new initiatives for 2018 are delineated in the following pages along with those identified with notable bearing on financial resources. 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 positive direction for the district in moving forward to fulfill its mission to provide the best possible public library service to the community.

I. Complete a process to select the best, lowest-cost providers for PCCLD wide-area network telecommunications and Internet services for all library locations to ensure high quality digital services.

Action Steps
1. Issue a Request for Proposal (RFP) for desired services.
2. Ensure alignment with federal E-rate funding requirements.
3. Award contract(s) to best, lowest-cost vendor proposal(s).
4. Implement services and assess outcomes.

II. Conclude the update work on the employee policy manual to help make sure that PCCLD provides a winning workplace.

Action Steps
1. Update policies including employee input and vetting by human resources and legal experts.
2. Review policies with PCCLD Trustees and seek approval.
3. Inform and educate employees on updated policies.

III. Conduct an RFP process for PCCLD courier services so that collection materials and supplies are well delivered among all library locations in a cost effective manner.

Action Steps
1. Assess courier service needs.
2. Develop and publish RFP to solicit interest from potential qualified vendors.
3. Review proposals received from qualified proposers.
4. Award service contract, implement, and assess outcomes.

IV. Constitute an exercise for redesigning PCCLD website navigation for a great library customer online experience.

Action Steps
1. Assign a committee of internal stakeholders to research and make recommendations on current site navigation features.
2. Report findings and recommendations.
3. Assess and initiate actions considered to be in the best interest of the institution.

V. Consummate work to adopt a PCCLD core values statement.

   Action Steps
   1. Identify a committee of internal stakeholders to serve as committee members for this work.
   2. Review prior work on district cultural beliefs and values.
   3. Work with stakeholders to collect information on commonly shared institutional values and draft a statement for review.
   4. Develop and implement a communication plan for incorporating the values statement at PCCLD.

VI. Continue to ensure the long-term fiscal well-being of the institution in consideration of results of assets valuation (Objective XXVIII), space planning projects (Objective XVIII), and the PCCLD ten-year financial forecast.

   Action Steps
   1. Determine long-term PCCLD financial requirements aligned with strategic goals.
   2. Analyze impact on PCCLD financial resources of the Colorado State Constitution's Gallagher Amendment, local library mill levy, and other revenue sources.
   3. Work with Board of Trustees to develop a project action plan.
   4. Implement agreed-upon strategy in concert with community stakeholders.
   5. Assess outcomes.

VII. Convene a study of PCCLD hours of service to ensure optimal access to library resources in consideration of budgetary constraints.

   Action Steps
   1. Assign a committee to do research and make recommendations.
   2. Report on committee findings.
   3. Initiate action(s) considered to be in the best interest of the institution.

VIII. Develop a program to ensure optimal space utilization of the Rawlings Library and possible needs such as potential expansion of the Lucero Library and/or a new library on Pueblo's growing north side.

   Action Steps
   1. Draft an RFP for desired services by qualified professionals and award contract to best, lowest-cost proposal.

2. Work with the selected firm and local stakeholders to determine desired space plans and costs at Rawlings Library to include increasing support for local history and archives, literacy tutoring, group study, learning by doing.

3. Assess opportunities and costs for expansion of the Lucero on Pueblo's east side.

4. Assess opportunities and costs for an additional library on Pueblo's north side.

5. Write an action plan aligned with PCCLD fiscal resources.

IX. Employ a qualified firm to perform security services for PCCLD to help support safe conditions for individuals at the library.

Action Steps

1. Act on the results of the 2017 PCCLD RFP for security services.

2. Contract with firm and implement desired services.

3. Assess outcomes of the new service and make adjustments, as required.

X. Enact a solution to increase visibility among local citizens pointing search engine results to PCCLD events and collection holdings in order to increase use.

Action Steps

1. Work with on a pilot project to increase discoverability of PCCLD materials, events, programs, databases and services in local web searches via standard Internet search engines.

2. Gauge results and determine future steps.

XI. Enhance summer programming with an end of summer parade celebration and expanded Books in the Park program.

Action Steps

1. Provide budgetary and staffing resources to engage desired services.

2. Work with stakeholders on any recommended changes.

3. Execute modifications and evaluate.

XII. Ensure early childhood literacy computers are updated and well maintained to help ensure a positive learning experience for the library's youngest customers.

Action Steps

1. Provide funding to replace and/or maintain PCCLD early childhood literacy computers.

2. Procure replacement devices and contract with provider for support services for all devices.

3. Appraise the program.

XIII. Evaluate internal processes to best leverage PCCLD's access to E-rate funds.

   Action Steps

   1. Review current E-rate consultant contract and the marketplace for these services.

   2. Prepare E-rate RFP for consulting services.

   3. Compare consultant service responses with internal capacity for carrying out these activities.

   4. Employ appropriate resources to apply for future E-rate funding.

XIV. Execute a project aligned with industry standards to improve archives administration and collection management functions and provide web access to archival finding aids to increase digital and reference access to PCCLD archival collections.

   Action Steps

   1. Complete a contract to procure an application for management of archival documents.

   2. Ensure proper training support for the archive curation team.

   3. Implement the project in alignment with industry standards to provide web access to PCCLD archives, manuscripts, and digital objects.

XV. Facilitate participation of Pueblo County middle schools and high schools through a formal process to increase usage of library resources aligned with the new ConnectEd initiative.

   Action Steps

   1. Constitute PCCLD team deliver services.

   2. Develop expected goals and outcomes.

   3. Coordinate faculty continuing education.

   4. Issue ConnectEd accounts to school faculty.

XVI. Film a new PCCLD video to better support library promotion and development activities.

Action Steps
1. Survey all library staff for stories about the library.
2. Select staff stories that highlight the library's mission and conduct in-person interviews with those staff to further flesh out the stories.
3. Interview selected staff on camera.
4. Review video and write a script.
5. Edit video according to script.

XVII.   Finish the Integrated Library System RFP process begun in 2017 to support customer service and staff efficiencies.

Action Steps
1. Review responses to RFP.
2. Determine leading respondent.
3. Negotiate contract agreement.
4. Implement service and appraise outcome.

XVIII.   Guarantee library information technology needs are met by replacing worn hardware and software with necessary new back-up servers, security cameras, and Microsoft Software Assurance.

Action Steps
1. Select and procure recommended equipment and software.
2. Develop implementation plans and carryout.
3. Evaluate results.

XIX.   Implement new banking services in concert with new vendor to obtain best financial services for the district.

Action Steps
1. Complete contract with selected vendor.
2. Commence services.
3. Assess and adjust, as required.
4. Review purchase card and credit card merchant services.

XX.   Improve employee benefits with the addition of health benefit for part-time library staff.

1. Scan marketplace for desirable opportunities.

2. Vet options with employees and administration.

3. Implement and assess outcomes.

XXI. Increase circulation by implementing a temporary, one-time fine forgiveness (amnesty program).

Action Steps
1. Analyze the financial impact.
2. Consider the impact of returned materials to the collection.
3. Determine a timeline for the project.

XXII. Keep PCCLD supervisors up-to-date on best management practices by providing a series of training classes.

Action Steps

1. Research supervisory management training opportunities.

2. Review options, adopt calendar of classes, and provide training.

3. Appraise outcomes.

XXIII. Modernize and improve selected hardware systems to include Special Collections microform reader/printers, public copier/printer coin acceptors, Community Relations copier/printer, and self-check stations.

Action Steps

1. Investigate best procurement options.

2. Conduct RFP processes, as appropriate.

3. Enact selected services and evaluate.

XXIV. Offer current customer self-services by upgrading public meeting rooms and events software management applications.

Action Steps

1. Work with software vendor on implementation timeline.

2. Educate staff on new processes.

3. Migrate from old system to new.

4. Assess new system performance and adjust, as needed.

XXV. Overhaul selected facilities infrastructure to include Rawlings Library exhaust dampers and parking lot lights; Lamb Library air conditioner, roof, and basement lighting; a staff work van; the Barkman Library book drop and parking lot seal coating; and the Pueblo West Library parking lot lights.

> Actions Steps
> 1. Investigate best procurement options.
> 2. Conduct RFP processes, as appropriate.
> 2. Install selected products and services, and evaluate.

XXVI. Pilot the Career Online High School program aligned with the state and national grant guidelines in support of lifelong learning for community members.

> Actions Steps
> 1. Work with the State Library on current grant-funded program.
> 2. Consider outcomes and desirability for continuing project.
> 3. Implement recommended steps.

XXVII. Plan to automate vendor payment processes for collection materials in order to improve efficiency and reduce opportunity for clerical error.

> Actions Steps
> 1. Review and document current procedures.
> 2. Communicate needs to PCCLD ILS and accounting software vendors.
> 3. Develop technical data exchange protocols.
> 4. Test data interchange and resolve discrepancies.
> 5. Implement and assess outcomes.

XXVIII. Produce a PCCLD repository of organizational knowledge to improve institutional achievement.

> Action Steps
> 1. Research the Digital Curation Centre's Curation Lifecycle Model and select areas of focus for PCCLD.
> 2. Convene a team of PCCLD experts and stakeholders to work on the project.
> 3. Develop project mission, milestones and timeline.
> 4. Launch the repository.

XXIX. Review results of the PCCLD Performance Evaluation Review Committee recommendations and consider changes to current program, including PERA review of the Pay for Performance program.

    <u>Action Steps</u>
1. Conclude work of Performance Evaluation Review Committee.
2. Review committee recommendations.
3. Adopt recommendations aligned with PCCLD mission, policies, objectives, and resources.
4. Assess outcomes.

XXX. Update the library capital replacement plan to ensure long-term funding is sufficient to maintain attractive, well-maintained facilities and equipment throughout the district.

    <u>Action Steps</u>
1. Employ a firm to review and update the inventory of capital assets, including the replacement value of these assets and their life expectancy.
2. Update existing capital replacement plan.
3. Consider funding requirements to support the plan.
4. Implement funding strategies in line with Board of Trustees expectations.

XXXI. Upgrade PCCLD's accounting applications to secure strong financial program.

    <u>Action Steps</u>
1. Survey marketplace to determine best solution for PCCLD.
2. Adopt timeline for migration to new software.
3. Implement and assess outcomes.

XXXII. Wind up development of custom planning documents reflective of the unique neighborhoods served by each library outlet.

    <u>Action Steps</u>
1. Continue work with each location manager to develop individual plans.
2. Action steps to include community surveys, focus groups, demographic analysis, resources audit, and library trends consideration.
3. Write plans for each branch.

XXXIII.   Work with the Board of Trustees to select a financial auditor for PCCLD offering the best, lowest-cost service to provide the annual financial audit for the institution.

      Action Steps

1. Develop a RFP soliciting qualified audit firms.
2. Issue RFP, receive, and evaluate responses.
3. Contract with firm to commence with audit of 2018 PCCLD financials.

XXXIV.   Wrap up work on Information Technology policies to ensure best IT practices.

      Action Steps

1. Review policies from other similar institutions.
2. Write updated policies for PCCLD.
3. Solicit approval from the Board of Trustees.
4. Communicate outcomes to PCCLD stakeholders.

2018 Annual Plan Costs

STRATEGIC AREAS OF FOCUS:

(1) *Create young readers*
(2) *Strengthen community partnerships*
(3) *Bridge the digital divide*
(4) *Data-driven planning*
(5) *Serve the whole family at all stages of life*
(6) *Lifelong learning begins with staff*

* Total costs reflect 2018 capital spending or a comparison of 2018 general fund budget with 2017 estimated actual costs.

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	Objective	Total cost*	Costs
I	Complete a process to select the best, lowest-cost providers for PCCLD wide-area network telecommunications and Internet services for all library locations to ensure high quality digital services.	**$239,500**	Budgeted in General Fund
II	Conclude the update work on the employee policy manual to help make sure that PCCLD provides a winning workplace.		Budgeted PCCLD staff time
III	Conduct an RFP process for PCCLD courier services so that collection materials and supplies are well delivered among all library locations in a cost effective manner.	**$66,040**	Budgeted in General Fund
IV	Constitute an exercise for redesigning PCCLD website navigation for a great library customer online experience.		Budgeted PCCLD staff time
V	Consummate work to adopt a PCCLD core values statement.		Budgeted PCCLD staff time

VI	Continue to ensure the long-term fiscal well-being of the institution in consideration of results of assets valuation (Objective XXVIII), space planning projects (Objective XVIII), and the PCCLD ten-year financial forecast.	$45,000	Professional contract services for asset valuation and space planning projects
VII	Convene a study of PCCLD hours of service to ensure optimal access to library resources in consideration of budgetary constraints.		Budgeted PCCLD staff time
VIII	Develop a program to ensure optimal space utilization of the Rawlings Library and possible needs such as potential expansion of the Lucero Library and/or a new library on Pueblo's growing north side.		See Objective VI above
IX	Employ a qualified firm to perform security services for PCCLD to help support safe conditions for individuals at the library.	$129,158	Budgeted Security Services
X	Enact a solution to increase visibility among local citizens pointing search engine results to PCCLD events and collection holdings in order to increase use.	$3,500	*Discover Local* software and budgeted PCCLD staff time
XI	Enhance summer programming with an end of summer parade celebration and expanded Books in the Park program.		Budgeted Youth Services & Community Relations program costs

XII	Ensure early childhood literacy computers are updated and well maintained to help ensure a positive learning experience for the library's youngest customers.	**$6,600**	Budgeted PCCLD IT staff time and software upgrades and warranties
XIII	Evaluate internal processes to best leverage PCCLD's access to E-rate funds.	**$4,500**	Budgeted PCCLD IT & Finance staff time
XIV	Execute a project aligned with industry standards to improve archives administration and collection management functions and provide web access to archival finding aids to increase digital and reference access to PCCLD archival collections.	**$4,500**	*Archive Space* software and budgeted PCCLD staff time
XV	Facilitate participation of Pueblo County middle schools and high schools through a formal process to increase usage of library resources aligned with the new ConnectEd initiative.		Budgeted PCCLD staff time
XVI	Film a new PCCLD video to better support library promotion and development activities.		Budgeted PCCLD Community Relations staff time
XVII	Finish the Integrated Library System RFP process begun in 2017 to support customer service and staff efficiencies.		Potential budgetary impact in 2019 as a result of the RFP process

XVIII	Guarantee library information technology needs are met by replacing worn hardware and software with necessary new back-up servers, security cameras, and Microsoft Software Assurance.	**$99,000**	Budgeted costs in General and Capital Project Funds
XIX	Implement new banking services in concert with new vendor to obtain best financial services for the district.		Budgeted PCCLD finance staff time
XX	Improve employee benefits with the addition of health benefit for part-time library staff.	**$3,000**	Telehealth and a discount dental plan added for regular part-tme (12-29 hrs/wk) staff in 2018
XXI	Increase circulation by implementing a temporary, one-time fine forgiveness (amnesty program).	**$2,500**	Estimated reduction in fines and fees
XXII	Keep PCCLD supervisors up-to-date on best management practices by providing a series of training classes.	**$6,000**	Planned manager development training
XXIII	Modernize and improve selected hardware systems to include Special Collections microform reader/printers, public copier/printer coin acceptors, Community Relations copier/printer, and self-check stations.	**$136,000**	Budgeted costs in General & Capital Project Funds
XXIV	Offer current customer self-services by upgrading public meeting rooms and events software management applications.		Budgeted PCCLD staff time; software is complementary upgrade

XXV	Overhaul selected facilities infrastructure to include Rawlings Library exhaust dampers and parking lot lights; Lamb Library air conditioner, roof, and basement lighting; a staff work van; the Barkman Library book drop and parking lot seal coating; and the Pueblo West Library parking lot lights.	**$157,200**	Budgeted costs in General & Capital Project Funds
XXVI	Pilot the Career Online High School program aligned with the state and national grant guidelines in support of lifelong learning for community members.	**$10,500**	Budgeted costs for licenses and programs
XXVII	Plan to automate vendor payment processes for collection materials in order to improve efficiency and reduce opportunity for clerical error.		Budgeted PCCLD staff time; integration costs unknown at this time
XXVIII	Produce a PCCLD repository of organizational knowledge to improve institutional achievement.		Budgeted PCCLD staff time
XXIX	Review results of the PCCLD Performance Evaluation Review Committee recommendations and consider changes to current program, including PERA review of the Pay for Performance program.	**$6,900**	Budgeted PCCLD staff time and estimated consultant fees
XXX	Update the library capital replacement plan to ensure long-term funding is sufficient to maintain attractive, well-maintained facilities and equipment throughout the district.		Budgeted PCCLD staff time; see also Objective VI

XXXI	Upgrade PCCLD's accounting applications to secure strong financial program.	**$6,000**	Budgeted Sage 100 software upgrade
XXXII	Wind up development of custom planning documents reflective of the unique neighborhoods served by each library outlet.		Budgeted PCCLD staff time
XXXIII	Work with the Board of Trustees to select a financial auditor for PCCLD offering the best, lowest-cost service to provide the annual financial audit for the institution.		Budgeted PCCLD staff time; budgetary impact in 2019
XXXIV	Wrap up work on Information Technology policies to ensure best IT practices.		Budgeted PCCLD staff time
		$925,898	

LIBRARY REPLACEMENT PLAN

2018 Update
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<u>Background</u>

The Board of Trustees of the Pueblo City-County Library District adopted the first Library Replacement Plan by resolution on June 22, 1999. The plan was fully funded by the designation of General Fund Equity in the amount of $1,400,000 as the Library Replacement Plan. The one-time contribution to the Plan fully funded future replacements of buildings & improvements, information technology equipment, furniture, fixtures and equipment up to the required balances as of June 1999.

The Plan is updated each budget year with additions and anticipated expenditures from the Plan included in the annual budget. If funds are available, the required annual Plan contribution will be made each budget year.

The following is a brief explanation of the <u>Purpose of a Replacement Plan</u>, <u>The Replacement Plan</u>, and <u>Plan for 2018</u>.

<u>Purpose of a Replacement Plan</u>

A potentially major expenditure that cannot be funded in the annual operating budget is the replacement of facilities and equipment. We can reliably estimate useful lives of facilities and equipment but we cannot predict when actual replacement is necessary. Planning for replacement of building improvements and equipment is therefore necessary along with providing adequate funding.

However, replacement of each item included in the plan must be evaluated based upon need rather than its schedule for replacement. The concept of scheduling the replacement is simply a planning tool. Some replacements will be necessary before scheduled; conversely some replacements scheduled may be delayed for a variety of reasons, including remaining usefulness and perhaps other demands for the funds deemed higher in priority.

The purpose of the Library Replacement Plan is to calculate in detail the proper amount that should be maintained as a Reserve for Replacements, or what we call the Library Replacement Plan.

The Replacement Plan

A replacement plan requires detailed information for the major components of library facilities and equipment, including replacement cost, useful life and present age. The funds necessary to replace those components over time can then be determined along with the annual contributions to the plan. For the purpose of this illustration, ten years of the library replacement plan is provided. The plan extends closer to twenty years for tactical planning and forecasting purposes.

The replacement plan concept was first introduced in the Budget Message dated October 15, 1998 accompanying the 1999 Annual Budget. The overall Library Replacement Plan is the combination of three specific plans, Buildings and Improvements, Information Technology and Furniture, Fixtures & Equipment (FF&E) described as follows:

❑ Buildings and Improvements Replacement Plan – This plan identifies the major components of library buildings, including mechanical systems such as electrical, lighting, fire alarms, heating and air conditioning, plumbing, landscaping, parking, roofing, elevators and carpeting. Almost one hundred major components were identified in the initial Plan by location, estimated replacement cost, expected life and present age.

❑ Information Technology Replacement Plan – Major components of equipment were identified including servers, network, telephone, workstations and check-in-out stations, scanners, security gates and all other IT equipment costing over $5,000 per item. Estimated replacement cost, expected life and present age were completed by major component.

❑ Furniture, Fixtures, and Equipment Replacement Plan (FF&E) – The major components in the FF&E replacement plan are furniture, shelving, and vehicles. Estimated replacement cost, expected life and present age were completed by these categories.

<u>Plan for 2018</u>

For the 2018 Budget, several items are scheduled for replacement/purchase:

➢ Buildings and Improvements: Parking lot lights at the Rawlings and Pueblo West Libraries; HVAC units at the Lamb Library; parking lot upgrades at the Barkman Library; Space Planning and Re-imagining Design project for the Rawlings Library; outdoor construction for the Greenhorn Valley Library.

➢ Information Technology: District back-up server and grant eligible network upgrades; microfilm readers; copiers for patron use; library self-checkout kiosk software upgrades; Microsoft Assurance software.

➢ FFE: Replacement of a passenger van and a photocopier are planned in 2018.

This entire plan is updated and re-evaluated on an annual basis, with attention paid to economic factors and the availability of funding through transfer from the General Fund. In 2018 there is a scheduled transfer of $575,000 from the General Fund to the Library Replacement Plan. Transfers can been seen within the framework of the 10-year financial plan later in this section.

#	Component	Location	Replacement Cost	Useful Life	Age at 6/30/2018	2018	2019	2020	2021	2022
1	HVAC Controls	Rawlings	145,000	25	1					
2	Lighting Systems Controls	Rawlings	85,000	25	1					
3	Parking Lot Lighting	Rawlings	25,000	15	0	25,000				
4	Parking Lot Lighting	Pueblo West	25,000	15	0	25,000				
5	HVAC	Rawlings	150,000	26	14				75,000	
6	Cooling Tower	Rawlings	100,000	25	20					
7	Chiller	Rawlings	250,000	25	20					
8	AHU1,2	Rawlings	300,000	25	20					300,000
9	Plumbing	Rawlings	307,500	26	14					
10	Roofing	Rawlings	165,000	25	14					
11	Pavement/Concrete	Rawlings	259,250	26	14					220,000
12	Landscaping	Rawlings	180,000	25	14		10,000	10,000	10,000	10,000
13	Electrical Systems	Barkman	10,000	25	12					
14	Electrical Systems	Lamb	10,000	25	18					
15	Electrical Systems	Pueblo West	25,000	25	8					25,000
16	Electrical Systems	New libraries	30,000	25	3					
17	Lighting Systems	Barkman	46,000	25	12					
18	Lighting Systems	Lamb	80,800	25	18					
19	Lighting Systems	Pueblo West	90,000	25	8					
20	Lighting Systems	New libraries	90,000	25	4					
21	Boiler	Lamb	30,000	20	8					
22	Boiler	Pueblo West	40,000	20	9					40,000
23	HVAC	Barkman	35,000	15	15					
24	HVAC	Lamb	60,000	15	18	60,000				
25	HVAC	Pueblo West	120,000	15	8					
26	HVAC	New libraries	105,000	15	3					
27	Landscaping-trees	Barkman	12,300	25	12					3,000
28	Landscaping-trees	Lamb	24,000	25	18					6,000
29	Landscaping-trees	Pueblo West	25,000	25	8					
30	Landscaping-trees	New libraries	30,000	25	3					
31	Sprinkler systems	Barkman	7,000	20	12					
32	Sprinkler systems	Lamb	7,000	20	17			7,000		
33	Sprinkler systems	Pueblo West	17,500	20	8					
34	Sprinkler systems	New libraries	21,000	20	3					
35	Asphalt - Parking	Barkman	5,500	10	12	13,000				
36	Asphalt - Parking	Lamb	8,000	10	18			8,000		
37	Asphalt - Parking	Pueblo West	15,000	10	8					15,000
38	Asphalt - Parking	New libraries	20,000	10	3					
39	Concrete - Walks	Barkman	10,000	20	12					
40	Concrete - Walks	Lamb	7,000	20	18		7,000			
41	Concrete - Walks	Pueblo West	18,000	20	8	9,000				
42	Concrete - Walks	New libraries	21,000	20	3					
43	Plumbing - Piping	Barkman	18,000	32	12					
44	Plumbing - Piping	Lamb	18,000	32	18					
45	Plumbing - Piping	Pueblo West	45,000	32	8					
46	Plumbing - Piping	New libraries	54,000	32	3					
47	Plumbing - Fixtures	Barkman	3,000	20	12					
48	Plumbing - Fixtures	Lamb	3,000	20	18					
49	Plumbing - Fixtures	Pueblo West	7,500	20	8					
50	Plumbing - Fixtures	New libraries	9,000	20	3					
51	Roofing - Tile	Barkman	50,000	30	26			50,000		
52	Roofing - Built-up	Lamb	25,000	20	1					
53	Roofing - Metal	Pueblo West	62,500	30	1					
54	Roofing - Composite	New libraries	60,000	30	3					
55	Floor covering	Rawlings	310,000	10	11				50,000	
56	Floor Covering	Barkman	63,000	10	12					
57	Floor Covering	Lamb	63,000	10	18		30,000			
58	Floor Covering	Pueblo West	150,000	10	8					
59	Floor Covering	New libraries	90,000	10	3					
60	Contingency					10,000				
			4,042,850			142,000	47,000	75,000	135,000	619,000

Pueblo City-County Library District

<mark>Buildings & Improvements Replacement Plan: 2018-2027</mark>

#	Component	Location	Replacement Cost	Useful Life	Age at 6/30/2018	2023	2024	2025	2026	2027
1	HVAC Controls	Rawlings	145,000	25	1					
2	Lighting Systems Controls	Rawlings	85,000	25	1					
3	Parking Lot Lighting	Rawlings	25,000	15	0					
4	Parking Lot Lighting	Pueblo West	25,000	15	0					
5	HVAC	Rawlings	150,000	26	14				75,000	
6	Cooling Tower	Rawlings	100,000	25	20	100,000				
7	Chiller	Rawlings	250,000	25	20	250,000				
8	AHU1,2	Rawlings	300,000	25	20					
9	Plumbing	Rawlings	307,500	26	14					
10	Roofing	Rawlings	165,000	25	14					
11	Pavement/Concrete	Rawlings	259,250	26	14					
12	Landscaping	Rawlings	180,000	25	14	10,000	10,000	10,000	10,000	10,000
13	Electrical Systems	Barkman	10,000	25	12		10,000			
14	Electrical Systems	Lamb	10,000	25	18					
15	Electrical Systems	Pueblo West	25,000	25	8					
16	Electrical Systems	New libraries	30,000	25	3					
17	Lighting Systems	Barkman	46,000	25	12					
18	Lighting Systems	Lamb	80,800	25	18					
19	Lighting Systems	Pueblo West	90,000	25	8					
20	Lighting Systems	New libraries	90,000	25	4					
21	Boiler	Lamb	30,000	20	8				30,000	
22	Boiler	Pueblo West	40,000	20	9					
23	HVAC	Barkman	35,000	15	15		35,000			
24	HVAC	Lamb	60,000	15	18					
25	HVAC	Pueblo West	120,000	15	8		120,000			
26	HVAC	New libraries	105,000	15	3					
27	Landscaping-trees	Barkman	12,300	25	12					3,000
28	Landscaping-trees	Lamb	24,000	25	18					6,000
29	Landscaping-trees	Pueblo West	25,000	25	8					
30	Landscaping-trees	New libraries	30,000	25	3					
31	Sprinkler systems	Barkman	7,000	20	12	7,000				
32	Sprinkler systems	Lamb	7,000	20	17					
33	Sprinkler systems	Pueblo West	17,500	20	8					
34	Sprinkler systems	New libraries	21,000	20	3					
35	Asphalt - Parking	Barkman	5,500	10	12			5,500		
36	Asphalt - Parking	Lamb	8,000	10	18					
37	Asphalt - Parking	Pueblo West	15,000	10	8					
38	Asphalt - Parking	New libraries	20,000	10	3			20,000		
39	Concrete - Walks	Barkman	10,000	20	12				10,000	
40	Concrete - Walks	Lamb	7,000	20	18					
41	Concrete - Walks	Pueblo West	18,000	20	8					
42	Concrete - Walks	New libraries	21,000	20	3					
43	Plumbing - Piping	Barkman	18,000	32	12					
44	Plumbing - Piping	Lamb	18,000	32	18					
45	Plumbing - Piping	Pueblo West	45,000	32	8					
46	Plumbing - Piping	New libraries	54,000	32	3					
47	Plumbing - Fixtures	Barkman	3,000	20	12		3,000			
48	Plumbing - Fixtures	Lamb	3,000	20	18					
49	Plumbing - Fixtures	Pueblo West	7,500	20	8					
50	Plumbing - Fixtures	New libraries	9,000	20	3					
51	Roofing - Tile	Barkman	50,000	30	26					
52	Roofing - Built-up	Lamb	25,000	20	1					
53	Roofing - Metal	Pueblo West	62,500	30	1					
54	Roofing - Composite	New libraries	60,000	30	3					
55	Floor covering	Rawlings	310,000	10	11					150,000
56	Floor Covering	Barkman	63,000	10	12			30,000		
57	Floor Covering	Lamb	63,000	10	18		30,000			
58	Floor Covering	Pueblo West	150,000	10	8					
59	Floor Covering	New libraries	90,000	10	3			90,000		
60	Contingency									
			4,042,850			367,000	208,000	155,500	125,000	169,000

#	Category			Replacement Cost	Useful Life	Age at 6.30.18	Estimated Remaining Life	2018	2019	2020	2021	2022
	Pueblo City-County Library District											
1	**Servers**											
	Security cameras			70,000	5	6	-1		10,000	10,000	10,000	10,000
	Servers (Windows)			100,000	4	10	-6	25,000	40,000	20,000	20,000	20,000
		Total Servers		100,000								
2	**Desktop PC's**											
	Staff			70,000	5	4	1		5,000	5,000	5,000	5,000
	Public			100,000	5	5	0		100,000			
	Digitization, ADA, Microfilm			75,000	7	15	-8	60,000	15,000	15,000	15,000	5,000
		Total Desktop PC's		245,000								
3	**Telecommunications**											
	Network (E-Rate)			100,000	7	10	-3	90,000				
	Telephone			70,000	7	8	-1		10,000	10,000	10,000	10,000
	Sirsi Voice Automation			15,000	10	5	5					
	Public address system - Ryals			20,000	20	15	5					
		Total Telecom		205,000								
4	**RFID**											
	Self-check stations			98,850	7	4	3			98,851		
	Inventory hardware/software			9,767	7	4	3			9,767		
	Staff readers			28,335	7	4	3			28,335		
	Credit/Debit units			35,882	7	4	3			35,882		
	Security Gates			62,703	10	4	6					
	AMH sorting equipment			471,474	15	4	11					
		Total RFID		707,011								
5	**Printers/Scanners/Copiers**											
	Printers (Staff)			19,000	5	7	-2	25,000	4,000	4,000	4,000	4,000
	Printers (Public)			12,000	5	7	-2	10,000	2,000	2,000	2,000	2,000
	Copiers	(all locations)		50,000	6	5	1		5,000	5,000	5,000	5,000
		Total Printers/Scanners		81,000								
6	**UPS's**											
	Rawlings			10,000	7	6	1		10,000			
	Rawlings (Computer Room)			23,000	7	2	5					
	Pueblo West			5,000	7	2	5					
		Total UPS		38,000								
7	**Audio-Visual Equipment**											
	Rawlings - Ryals			20,000	7	5	2				20,000	
	Ralings - Infozone			80,000	7	4	3					80,000
	Rawlings - Thurston			5,000	7	10	-3					
	Rawlings - Bret Kelly A&B			15,000	7	5	2				15,000	
	Pueblo West - King A&B			25,000	7	10	-3					
	Pueblo West - GBLT			5,000	7	8	-1					
	Barkman			7,500	7	4	3					7,500
	Giodone			7,500	7	4	3					
	Greenhorn Valley			7,500	7	4	3					
	Lamb			7,500	7	10	-3					
	Lucero			7,500	7	4	3					
		Total AV Equipment		187,500								
8	**Software**											
	ILS System/Components			250,000	10	11	-1	41,100				
	Accounting/HR System			60,000	10	8	2			60,000		
	Microsoft Licenses			5,000	1	4	-3	66,000	5,000	5,000	5,000	5,000
		Total Software		315,000								
		Total IT		1,878,511				317,100	206,000	308,835	111,000	153,500

	Pueblo City-County Library District									
	IT Replacement Plan: 2018-2027				Estimated					
			Replacement	Useful	Age at	Remaining					
#	Category		Cost	Life	6.30.18	Life	2023	2024	2025	2026	2027
1	**Servers**										
	Security cameras		70,000	5	6	-1	10,000	10,000	10,000	10,000	10,000
	Servers (Windows)		100,000	4	10	-6	20,000	20,000	20,000	20,000	20,000
		Total Servers	100,000								
2	**Desktop PC's**										
	Staff		70,000	5	4	1	5,000	5,000	5,000	5,000	5,000
	Public		100,000	5	5	0	10,000	10,000	10,000	10,000	10,000
	Digitization, ADA, Microfilm		75,000	7	15	-8	5,000	5,000	5,000	5,000	5,000
		Total Desktop PC's	245,000								
3	**Telecommunications**										
	Network (E-Rate)		100,000	7	10	-3			100,000		
	Telephone		70,000	7	8	-1	10,000	20,000	10,000	10,000	10,000
	Sirsi Voice Automation		15,000	10	5	5					
	Public address system - Ryals		20,000	20	15	5		20,000			
		Total Telecom	205,000								
4	**RFID**										
	Self-check stations		98,850	7	4	3					98,851
	Inventory hardware/software		9,767	7	4	3					9,767
	Staff readers		28,335	7	4	3					28,335
	Credit/Debit units		35,882	7	4	3					35,882
	Security Gates		62,703	10	4	6	62,703				
	AMH sorting equipment		471,474	15	4	11					
		Total RFID	707,011								
5	**Printers/Scanners/Copiers**										
	Printers (Staff)		19,000	5	7	-2	4,000	4,000	4,000	4,000	4,000
	Printers (Public)		12,000	5	7	-2	2,000	2,000	2,000	2,000	2,000
	Copiers (all locations)		50,000	6	5	1	5,000	5,000	5,000	5,000	5,000
		Total Printers/Scanners	81,000								
6	**UPS's**										
	Rawlings		10,000	7	6	1				10,000	
	Rawlings (Computer Room)		23,000	7	2	5	23,000				
	Pueblo West		5,000	7	2	5	5,000				
		Total UPS	38,000								
7	**Audio-Visual Equipment**										
	Rawlings - Ryals		20,000	7	5	2					
	Ralings - Infozone		80,000	7	4	3					
	Rawlings - Thurston		5,000	7	10	-3		5,000			
	Rawlings - Bret Kelly A&B		15,000	7	5	2					
	Pueblo West - King A&B		25,000	7	10	-3		25,000			
	Pueblo West - GBLT		5,000	7	8	-1			5,000		
	Barkman		7,500	7	4	3					
	Giodone		7,500	7	4	3	7,500				
	Greenhorn Valley		7,500	7	4	3	7,500				
	Lamb		7,500	7	10	-3		7,500			
	Lucero		7,500	7	4	3	7,500				
		Total AV Equipment	187,500								
8	**Software**										
	ILS System/Components		250,000	10	11	-1			250,000		
	Accounting/HR System		60,000	10	8	2					
	Microsoft Licenses		5,000	1	4	-3	5,000	5,000	5,000	5,000	5,000
		Total Software	315,000								
		Total IT	1,878,511				189,203	143,500	431,000	86,000	248,835

#	Component			Replacement Cost	Useful Life	Age at 6/30/18	Est. Remaining Life	2018	2019	2020	2021	2022
	Pueblo City-County Library District											
	<mark>FF&E Replacement Plan: 2018-2027</mark>											
	Furniture & Fixtures:											
1	Rawlings			400,000	21	15	6					
2	Barkman			20,000	21	13	8					
3	Lamb			20,000	21	18	3				20,000	
4	Pueblo West			267,000	21	9	12					
5	Library @ the Y			7,500	21	7	14					
6	Lucero			20,000	21	4	17					
7	Giodone			20,000	21	4	17					
8	Greenhorn Valley			20,000	21	4	17					
	Shelving:											
1	Rawlings			200,000	35	15	20					
2	Barkman			30,000	35	13	22					
3	Lamb			30,000	35	18	17					
4	Pueblo West			128,000	35	9	26					
5	Library @ the Y			20,000	35	7	28					
6	Lucero			30,000	35	4	31					
7	Giodone			30,000	35	4	31					
8	Greenhorn Valley			30,000	35	4	31					
	Vehicles:											
5	Trailer			5,000	15	19	(4)					
10	Tractor			15,000	15	5	10					
11	Mazda Van			25,000	10	18	(8)	25,000				
12	Ford Pickup			45,000	12	12	-			45,000		
13	Ford Van			32,000	12	9	3					32,000
14	Chevy Van			30,000	10	7	3					
				1,394,500				25,000	-	45,000	20,000	32,000

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#	Component			Replacement Cost	Useful Life	Age at 6/30/18	Est. Remaining Life	2023	2024	2025	2026	2027
Pueblo City-County Library District												
<mark>FF&E Replacement Plan: 2018-2027</mark>												
	Furniture & Fixtures:											
1	Rawlings			400,000	21	15	6	200,000				
2	Barkman			20,000	21	13	8			20,000		
3	Lamb			20,000	21	18	3					
4	Pueblo West			267,000	21	9	12					
5	Library @ the Y			7,500	21	7	14					
6	Lucero			20,000	21	4	17					
7	Giodone			20,000	21	4	17					
8	Greenhorn Valley			20,000	21	4	17					
	Shelving:											
1	Rawlings			200,000	35	15	20				100,000	
2	Barkman			30,000	35	13	22					
3	Lamb			30,000	35	18	17					
4	Pueblo West			128,000	35	9	26					
5	Library @ the Y			20,000	35	7	28					
6	Lucero			30,000	35	4	31					
7	Giodone			30,000	35	4	31					
8	Greenhorn Valley			30,000	35	4	31					
	Vehicles:											
5	Trailer			5,000	15	19	(4)					
10	Tractor			15,000	15	5	10					15,000
11	Mazda Van			25,000	10	18	(8)					
12	Ford Pickup			45,000	12	12	-					
13	Ford Van			32,000	12	9	3					
14	Chevy Van			30,000	10	7	3		30,000			
				1,394,500				200,000	30,000	20,000	100,000	15,000

Summary of Capital Asset Acquisition & Improvements

	Location	Cost	Total
BUILDING & IMPROVEMENTS			
Scheduled Items for 2018 (see schedule page B-22)		142,000	
Space Planning & Re-imagining Project	Rawlings	25,000	
Exterior Copper Panels	Rawlings	29,000	
Exhaust Dampers	Rawlings	4,200	
Outdoor Construction	Greenhorn	6,000	
Exhibit Upgrades	Infozone Museum	5,000	
Window Upgrades	Infozone Museum	15,000	
Memorial Museum Kiosk	Infozone Museum	35,000	
TOTAL			**261,200**
INFORMATION TECHNOLOGY			
Scheduled Items for 2018 (see schedule page B-24)		317,100	
TOTAL			**317,100**
FURNITURE, FIXTURES & EQUIPMENT			
Scheduled Items for 2018 (see schedule page B-26)			**25,000**
GRAND TOTAL 2018 LIBRARY REPLACEMENT PLAN SPENDING			**603,300**

10-YEAR FINANCIAL PROJECTIONS

This document is a forecast of the total financial picture of Pueblo City-County Library District. It includes revenue and expense for the General, Capital Project and Special Revenue Funds, updated annually when the current year budget is prepared, and updated again at the close of the year when actual current year figures are available. This document is used throughout the year to analyze debt obligations, determine when certain projects might best be implemented, project when our mill levy may have to be adjusted, and generally ascertain how long our current revenue and expense patterns will continue to support our objectives without necessitating additional tax monies.

Several sources of information are used to formulate the assumptions that follow. Internal information such as the Library Replacement Plan, Strategic Plan, and statistics gathered and analyzed to determine growth and usage patterns; external information such as demographic forecasting to determine property tax trends and analysis of economic growth; and determinations by staff of current and future needs and plans.

The spread sheet is divided into three parts: General Fund revenues and expenditures; Capital Project Fund summary; Special Revenue Fund summary. There is also a brief section at the end of the spread sheet which shows a summary of revenue, expense and fund balance for the combined funds. The General Fund and the Capital Project Fund are the only funds currently being used by the District for financial accounting of general District operations. The Special Revenue Fund accounts for contributions from the Chamberlain Fund, a local community foundation endowment. The District also maintains a small Trust Fund for an employee committee, but this fund is not intrinsic to the fiscal operations of the District.

The following assumptions explain in more detail the methodology used to compile this spread sheet.

General statistical information on the spread sheet structure

➢ The General Fund expenses represent five functional expenditure categories: Personnel, Materials, Facilities, Operating and Information Technology. Past year's figures are audited numbers, current year's figures are estimated, and the numbers for 2018 are the most current budgeted figures. Ensuing years' figures are based on solid figures when known, such as debt service repayment figures, or estimated percentage increase calculated from historical data.

➢ The percentage increases for each year are shown in the column immediately to the right of each year. An analysis was done of prior years' actual percentage increases in order to project more accurately.

➢ The Capital Project Fund is funded primarily through transfer of monies from the General Fund. Those transfers are clearly reflected on the spread sheet in those years that the financial position of the District allows those transfers to be made.

➢ A combined fund section can be found below the detail of the governmental funds, showing all District funds combined. This section shows the most comprehensive financial picture for the District.

➢ The Fund Balance shows a positive position through the ten years shown on the spread sheet, with every year maintaining at least 20% of operating revenues in fund balance at the end of the year. The District typically saves over $200,000 every year in Revenues over Expenditures, due to vacancy savings and careful spending to achieve savings in other areas. Each percentage point in the fund balance calculation equates to approximately $100,000, so we are confident that we will remain well within the policy limit of 20% as we move forward.

GENERAL FUND EXPENDITURES:

PERSONNEL

• Salaries have been adjusted to reflect a 2% increase in 2018, which includes an average 2.5% annual increase in wages allocated based on the pay for performance plan currently in place. Moderate increases, as well as vacancy savings, are projected in ensuing years

• All other line items related to Personnel expenditures reflect specific changes based on expected outcomes. Workers compensation costs include budgeted deductible expenditures. Health plan costs are budgeted to decrease based on current census, plan design and a new medical plan carrier. Employee relations and training are areas in which prior budget cuts are being restored. The net annual increase in this entire section remains constant at 2% increase per year after 2018.

MATERIALS

• In 2009, the Board of Trustees directed that the materials should be budgeted at a minimum of 15% of the total operating budget, in order to maintain a healthy collection of materials. The annual increases across the years for this line adhere to that philosophy, and reflect a fairly constant increase of 3% after 2019 to maintain that minimum.

FACILITIES

• Lease/purchase of buildings is the debt service payment for the refinancing of the current debt, and new financing for three new library buildings which were completed and opened in 2014. Repayment of the debt service began in 2012. The term of the original COP debt has increased by one year to accommodate the final payment kept in reserve on our balance sheet. The final payment on the new COP issue will be made in 2032.

- The rent line is for property leased for storage, and additional space which the library subleases to the Friends of the Library, in which they operate a used book store. The lease was renewed in 2017 at a 15% annual increase, and is projected to maintain market levels beyond 2017.

- Friends of the Library expenditures are included in this section, and reflect the expenditure of funds allocated for specific purposes by the Friends.   An equal amount is budgeted in revenues as a contribution by the Friends of the Library.   In 2018, this line item holds steady, as this category is based on sales by Books Again, a retail bookstore operated by the Friends of the Library.

- Other line items, such as building maintenance, utilities, insurance reflect increases from 1 – 21%, reflective of costs to maintain library facilities and equipment.

OPERATING

- Included here are ongoing expenses for supplies, couriers, contracts, county treasurer's fees, and administrative costs. Other than county treasurer's fees, which are driven by property tax receipts, all of these items are discretionary to the extent that costs can be controlled more readily than some other expenses.   Several line items in this area include increases as a result of rising costs: Contract Services increased 18%; Marketing and Public Relations climb 3%; Office Supplies and Postage decreased 3%. Insurance increased 1%. As a category overall, a 10% increase is budgeted.

INFORMATION TECHNOLOGY

- This category holds all expenses related to technology, including supplies, licensing contracts, hardware repair and telecommunications. As in other areas, prior spending cuts are being restored.   Budgeted expenditures for 2018 increased 7%.

TOTAL PROJECTED EXPENDITURES

- Total General Fund expenditures increased 4% for the 2018 budget year mainly because additional property tax revenue expected in 2018 allowed us to restore prior year budget cuts.   The district remains focused on streamlining internal operations to net operational saving where possible. Ensuing years see 2% increases in total expenditures.

GENERAL FUND REVENUES:

- The assessed valuation figures for 2018 increased 3% over prior year. In 2019, we forecast a very conservative 3% increase a non-assessment year and then 5% in assessment years beginning with 2020. A significant TIF project comes off of our calculations in 2020, increasing our revenue from property tax. In addition, a solar array is also anticipated in 2020, which will add to the state assessed property tax.

- The mill levy remains at the 5.25 legal limit, as approved by the voters in 1995. The additional mill levy for abatements and refunds is a state-approved method to recoup taxes uncollected in previous years by assessing an additional mill levy. The additional amounts carried forward are very conservative, at .038 mills. Increases for additional commercial ventures in the county are also included where known – details of those additions can be found in the Long Range Plan summary at the end of this narrative.

- Specific ownership tax is figured at the same annual increases/decreases as is property tax. Calculation of our specific ownership tax revenue is done by the Treasurer's Office every January, and is based on a percentage of property tax.

- Contracts and grants are budgeted at a decrease of 33% in 2018, due primarily to projected activity for 2018. A number of grants received in 2017 are nonrecurring. This line item maintains a steady 3% increase annually thereafter.

- Interest income from investments drops off by a projected 43% in 2018, as the fund balance (investable funds) declines somewhat. This area also includes property tax interest. Until interest rates begin to recover from the recession, projections will be very conservative.

- Income from overdue fees reflects a 2% decrease, as reflected in previous year collections. Changes were made in 2017 to implement additional automatic renewals which may have an adverse impact on collection of overdue fees.

- Other revenues including fines, copier fees, and miscellaneous sales show a steady increase of 7% annually.

TOTAL PROJECTED REVENUES

- Increases in total revenues are forecast at 1% for 2018 and between 3-5% annually beginning in 2019, depending upon known taxing factors and the impact of valuation years for property tax.

CAPITAL PROJECT FUND

- The second section of the 10-year financial projection schedule reflects activity in the Capital Project Fund. The operating transfers from the General Fund are indicated for 2018. These annual operating transfers fund the Library Replacement Plan, detailed previously in this section.

- Projected revenue in 2018 includes anticipated reimbursement from a FCC program to provide funds for broadband access to schools and libraries, known as the USAC E-Rate program. An interest income figure is based on investment of the fund balance at current rates. No other revenue is anticipated for 2018, although the 10-year financial projection anticipates occasional support from the Rawlings Foundation for the InfoZone museum located on the 4th floor. Corresponding expenses are also projected.

- Expenditures in 2018 reflect completion of additional InfoZone upgrades, as well as IT and building improvement and capital asset acquisitions. Ensuing years often include upkeep monies to continue enhancements to that area on the fourth floor of the Rawlings Library, commensurate with projected income from the Rawlings Foundation.

- The Library Replacement Plan detailed listing, located on previous pages of this section, reflects itemized expenditures which are included in the Projected Expenditures for the Capital Project Fund in 2018.   Replacement of computing hardware and software, as well as some building and facility improvements, are reflected for an anticipated cost of $548,300.

SPECIAL REVENUE FUND

- The third section reflects the activity in the Special Revenue Fund.   The budgeted revenue for 2018 indicates anticipated contributions from the Chamberlain Fund and a commensurate contribution to the Pueblo Library Foundation.   A small amount of interest is budgeted as well.

COMBINED FUNDS

- Finally, at the bottom of the fourth section, a summarization of the General, Capital and Special Revenue Funds can be seen, along with the total ending fund balance. This is the total fund balance, including restricted and non-restricted funds.   The metrics listed beneath that fund balance include:

- o Fund Balance as a percentage of total fund balance.   The District has a fund balance policy that requires an amount of not less than 20% of total expenditures be maintained in fund balance every year.   This metric is calculated in the annual budget process to ensure compliance.

- o Materials as a % of total operating expenditures.   Per board recommendation, this number should be at least 15%.

- o Debt service % of total revenue.   The Debt Policy requires that debt will not exceed 10% of the total revenue in any given year.

These metrics are provided to inform the reader that Pueblo City-County Library District is in compliance with fiscal policies and procedures.   At the time of publishing, the 2017 audit report is not completed—2017 information is estimated.

	A	G	H	I	J	K	L	M	N
1									
2		2016		2017		2018		2019	
3	**GENERAL FUND:**	(Audit)		(Estimated)		(Budget)		(Projected)	
4	Beginning Fund balance	2,549,587	-12%	2,543,319	0%	2,630,543	3%	2,093,465	-20%
5	**Revenues:**								
6	Property tax revenue	8,730,171	2%	8,793,357	1%	9,049,954	3%	9,289,037	3%
7	Specific ownership tax	752,678	5%	696,571	-7%	714,946	3%	743,123	4%
8	Other	560,988	6%	684,864	22%	497,150	-27%	498,207	0%
9	**TOTAL REVENUE**	**10,043,837**	**2%**	**10,174,792**	**1%**	**10,262,050**	**1%**	**10,530,367**	**3%**
10									
11	**Expenditures:**			-					
12	Salaries, personnel	3,987,054	1%	4,049,430	2%	4,123,371	2%	4,205,838	2%
13	Payroll tax (PERA, Medicare, 40l(k))	587,900	0%	639,698	9%	626,412	-2%	638,773	2%
14	Employee benefits: insurance, misc.	495,658	1%	551,304	11%	502,402	-9%	517,078	3%
15	Employee relations & training	82,193	-8%	79,154	-4%	102,850	30%	104,430	2%
16	Materials (books, AV, periodicals,...)	1,145,093	-3%	1,072,648	-6%	1,227,969	14%	1,252,528	2%
17	Processing, bindery expenses	171,993	-25%	162,925	-5%	166,950	2%	171,959	3%
18	Programs	185,262	29%	163,613	-12%	169,571	4%	174,658	3%
19	Operating leases	25,100	3%	29,172	16%	29,112	0%	30,276	4%
20	Lease purchase (COPS)	812,650	0%	809,000	0%	809,700	0%	810,700	0%
21	Utilities, bldg & vehicle mtce, repair	879,789	-2%	880,445	0%	978,358	11%	1,017,556	4%
22	Friends expenditures	29,742	112%	30,000	1%	30,000	0%	31,200	4%
23	Contract services	485,003	6%	394,278	-19%	465,383	18%	479,344	3%
24	County treasurer's fees	130,980	2%	132,260	1%	135,749	3%	139,475	3%
25	Public relations	72,668	30%	56,917	-22%	61,580	8%	63,427	3%
26	Insurance	66,451	-3%	72,190	9%	72,765	1%	74,220	2%
27	Office supplies, postage, misc.	174,927	-6%	170,830	-2%	165,856	-3%	170,832	3%
28	Information technology	517,640	9%	518,704	0%	556,100	7%	572,783	3%
29	**TOTAL EXPENDITURES**	**9,850,105**	**1%**	**9,812,568**	**0%**	**10,224,128**	**4%**	**10,455,078**	**2%**
30									
31	*Transfer to Capital Project Fund*	(200,000)	-	(275,000)		(575,000)		(350,000)	
32	*Transfer in from Special Rev Fund*								
33	**Ending Fund balance**	**2,543,319**	**0%**	**2,630,543**	**3%**	**2,093,465**	**-20%**	**1,818,754**	**-13%**
34	**CAPITAL PROJECT FUND:**								
35	Beginning Fund balance	1,615,256		1,717,800		1,783,093		1,809,793	
36	Total Projected Revenues	42,435		204,572		55,000		86,288	
37	Total Projected Expenditures	139,891		414,279		603,300		350,000	
38	*Transfer in from General Fund*	200,000	-	275,000		575,000		350,000	
39	**Ending Fund balance**	**1,717,800**	**6%**	**1,783,093**	**4%**	**1,809,793**	**1%**	**1,896,081**	**5%**
40	**SPECIAL REVENUE FUND:**								
41	Beginning Fund balance	502		1,390		420		440	
42	Total Projected Revenues	6,388		4,030		5,020		5,000	
43	Total Projected Expenditures	5,500		5,000		5,000		5,000	
44	*Transfer out to General Fund*			-		-		-	
45	**Ending Fund balance**	**1,390**		**420**		**440**		**440**	
46	**TOTAL COMBINED FUNDS**								
47	Beginning Fund balance	4,165,345		4,262,508		4,414,055		3,903,698	
48	Total Projected Revenues	10,092,660		10,383,394		10,322,070		10,621,655	
49	Total Projected Expenditures	9,995,496		10,231,847		10,832,428		10,810,078	
50									
51	**ENDING COMBINED FUND BALANCE**	**4,262,509**	**2%**	**4,414,056**	**4%**	**3,903,698**	**-12%**	**3,715,275**	**-5%**
52	Restrictions against Fund Balance	1,116,030		1,108,122		1,120,489		1,127,417	
53	Unrestricted Fund Balance:	3,146,479		3,305,934		2,783,209		2,587,858	
54	**Unrestricted FB % of Oper Exp**	32%		34%		27%		25%	
55	**Materials as % of Oper Exp**	15%		14%		15%		15%	
56	**Debt as % of Total Revenue**	8%		8%		8%		8%	

	A	O	P	Q	R	S	T	U	V
1									
2		2020		2021		2022		2023	
3	**GENERAL FUND:**	(Projected)		(Projected)		(Projected)		(Projected)	
4	Beginning Fund balance	1,818,754	-13%	1,777,689	-2%	1,958,281	10%	2,439,405	25%
5	**Revenues:**								
6	Property tax revenue	9,734,981	5%	10,027,031	3%	10,528,382	5%	10,844,234	3%
7	Specific ownership tax	778,798	5%	802,162	3%	842,271	5%	867,539	3%
8	Other	506,720	2%	517,816	2%	531,401	3%	548,195	3%
9	**TOTAL REVENUE**	**11,020,499**	5%	**11,347,009**	3%	**11,902,054**	5%	**12,259,968**	3%
10									
11	**Expenditures:**								
12	Salaries, personnel	4,289,955	2%	4,375,754	2%	4,463,269	2%	4,552,535	2%
13	Payroll tax (PERA, Medicare, 40l(k))	651,348	2%	664,175	2%	667,259	0%	680,604	2%
14	Employee benefits: insurance, misc.	532,186	3%	547,740	3%	563,752	3%	580,236	3%
15	Employee relations & training	106,041	2%	106,918	1%	107,821	1%	108,752	1%
16	Materials (books, AV, periodicals,...)	1,292,579	3%	1,331,356	3%	1,371,297	3%	1,412,436	3%
17	Processing, bindery expenses	177,117	3%	182,431	3%	187,904	3%	193,541	3%
18	Programs	179,898	3%	185,295	3%	190,854	3%	196,579	3%
19	Operating leases	31,487	4%	32,746	4%	34,056	4%	35,418	4%
20	Lease purchase (COPS)	813,325	0%	813,025	0%	812,275	0%	811,075	0%
21	Utilities, bldg & vehicle mtce, repair	1,058,326	4%	1,100,729	4%	1,144,833	4%	1,190,704	4%
22	Friends expenditures	32,448	4%	33,746	4%	35,096	4%	36,500	4%
23	Contract services	493,725	3%	508,537	3%	523,793	3%	539,506	3%
24	County treasurer's fees	146,171	5%	150,556	3%	158,084	5%	162,826	3%
25	Public relations	65,330	3%	67,290	3%	69,309	3%	71,388	3%
26	Insurance	75,704	2%	77,218	2%	78,762	2%	80,337	2%
27	Office supplies, postage, misc.	175,957	3%	181,235	3%	186,672	3%	192,273	3%
28	Information technology	589,966	3%	607,665	3%	625,895	3%	644,672	3%
29	**TOTAL EXPENDITURES**	**10,711,564**	2%	**10,966,418**	2%	**11,220,930**	2%	**11,489,381**	2%
30									
31	*Transfer to Capital Project Fund*	(350,000)		(200,000)		(200,000)		(500,000)	
32	*Transfer in from Special Rev Fund*								
33	**Ending Fund balance**	**1,777,689**	-2%	**1,958,281**	10%	**2,439,405**	25%	**2,709,991**	11%
34	**CAPITAL PROJECT FUND:**								
35	Beginning Fund balance	1,896,081		2,008,146		2,136,749		2,363,980	
36	Total Projected Revenues	62,065		88,073		64,231		91,276	
37	Total Projected Expenditures	300,000		159,470		37,000		385,703	
38	*Transfer in from General Fund*	350,000		200,000		200,000		500,000	
39	**Ending Fund balance**	**2,008,146**	6%	**2,136,749**	6%	**2,363,980**	11%	**2,569,553**	9%
40	**SPECIAL REVENUE FUND:**								
41	Beginning Fund balance	440		440		440		440	
42	Total Projected Revenues	5,000		5,000		5,000		5,000	
43	Total Projected Expenditures	5,000		5,000		5,000		5,000	
44	*Transfer out to General Fund*	-		-		-		-	
45	**Ending Fund balance**	**440**		**440**		**440**		**440**	
46	**TOTAL COMBINED FUNDS**								
47	Beginning Fund balance	3,715,275		3,786,275		4,095,470		4,803,824	
48	Total Projected Revenues	11,087,564		11,440,082		11,971,285		12,356,244	
49	Total Projected Expenditures	11,016,564		11,130,888		11,262,930		11,880,084	
50									
51	**ENDING COMBINED FUND BALANCE**	**3,786,275**	2%	**4,095,470**	8%	**4,803,824**	17%	**5,279,984**	10%
52	Restrictions against Fund Balance	1,135,112		1,142,758		1,150,393		1,158,446	
53	Unrestricted Fund Balance:	2,651,163		2,952,712		3,653,431		4,121,538	
54	**Unrestricted FB % of Oper Exp**	25%		27%		33%		36%	
55	**Materials as % of Oper Exp**	15%		15%		15%		15%	
56	**Debt as % of Total Revenue**	7%		7%		7%		7%	

	A	W	X	Y	Z	AA	AB	AC	AD
1									
2		2024		2025		2026		2027	
3	**GENERAL FUND:**	(Projected)		(Projected)		(Projected)		(Projected)	
4	Beginning Fund balance	2,709,991	11%	3,302,795	22%	3,998,987	21%	5,049,049	26%
5	**Revenues:**								
6	Property tax revenue	11,386,445	5%	11,728,039	3%	12,314,440	5%	12,683,873	3%
7	Specific ownership tax	910,916	5%	938,243	3%	985,155	5%	1,014,710	3%
8	Other	563,612	3%	582,461	3%	602,786	3%	626,855	4%
9	**TOTAL REVENUE**	**12,860,973**	**5%**	**13,248,743**	**3%**	**13,902,381**	**5%**	**14,325,438**	**3%**
10									
11	**Expenditures:**								
12	Salaries, personnel	4,643,585	2%	4,736,457	2%	4,831,186	2%	4,927,810	2%
13	Payroll tax (PERA, Medicare, 40l(k))	694,216	2%	708,100	2%	722,262	2%	736,708	2%
14	Employee benefits: insurance, misc.	597,206	3%	614,676	3%	632,661	3%	651,177	3%
15	Employee relations & training	109,710	1%	110,697	1%	111,713	1%	112,760	1%
16	Materials (books, AV, periodicals,...)	1,454,809	3%	1,498,453	3%	1,543,407	3%	1,589,709	3%
17	Processing, bindery expenses	199,347	3%	205,327	3%	211,487	3%	217,832	3%
18	Programs	202,477	3%	208,551	3%	214,807	3%	221,252	3%
19	Operating leases	36,835	4%	38,308	4%	39,840	4%	41,434	4%
20	Lease purchase (COPS)	809,425	0%	808,775	0%	812,000	0%	808,250	0%
21	Utilities, bldg & vehicle mtce, repair	1,238,414	4%	1,288,036	4%	1,339,647	4%	1,393,328	4%
22	Friends expenditures	37,960	4%	39,478	4%	41,057	4%	42,699	4%
23	Contract services	555,692	3%	572,362	3%	589,533	3%	607,219	3%
24	County treasurer's fees	170,968	5%	176,097	3%	184,902	5%	190,449	3%
25	Public relations	73,530	3%	75,736	3%	78,008	3%	80,348	3%
26	Insurance	81,944	2%	83,583	2%	85,255	2%	86,960	2%
27	Office supplies, postage, misc.	198,041	3%	203,982	3%	210,101	3%	216,404	3%
28	Information technology	664,012	3%	683,933	3%	704,451	3%	725,584	3%
29	**TOTAL EXPENDITURES**	**11,768,169**	**2%**	**12,052,551**	**2%**	**12,352,319**	**2%**	**12,649,923**	**2%**
30									
31	*Transfer to Capital Project Fund*	(500,000)		(500,000)		(500,000)		(500,000)	
32	*Transfer in from Special Rev Fund*								
33	**Ending Fund balance**	**3,302,795**	**22%**	**3,998,987**	**21%**	**5,049,049**	**26%**	**6,224,563**	**23%**
34	**CAPITAL PROJECT FUND:**								
35	Beginning Fund balance	2,569,553		2,488,201		2,520,516		3,051,201	
36	Total Projected Revenues	68,126		92,394		67,685		97,461	
37	Total Projected Expenditures	649,478		560,079		37,000		244,835	
38	*Transfer in from General Fund*	500,000		500,000		500,000		500,000	
39	**Ending Fund balance**	**2,488,201**	**-3%**	**2,520,516**	**1%**	**3,051,201**	**21%**	**3,403,827**	**12%**
40	**SPECIAL REVENUE FUND:**								
41	Beginning Fund balance	440		440		440		440	
42	Total Projected Revenues	5,000		5,000		5,000		5,000	
43	Total Projected Expenditures	5,000		5,000		5,000		5,000	
44	*Transfer out to General Fund*	-		-		-		-	
45	**Ending Fund balance**	**440**		**440**		**440**		**440**	
46	**TOTAL COMBINED FUNDS**								
47	Beginning Fund balance	5,279,984		5,791,435		6,519,942		8,100,690	
48	Total Projected Revenues	12,934,099		13,346,137		13,975,066		14,427,899	
49	Total Projected Expenditures	12,422,647		12,617,630		12,394,319		12,899,758	
50									
51	**ENDING COMBINED FUND BALANCE**	**5,791,435**	**10%**	**6,519,942**	**13%**	**8,100,690**	**24%**	**9,628,830**	**19%**
52	Restrictions against Fund Balance	1,166,810		1,175,342		1,184,335		1,193,263	
53	Unrestricted Fund Balance:	4,624,625		5,344,600		6,916,355		8,435,567	
54	**Unrestricted FB % of Oper Exp**	39%		44%		56%		67%	
55	**Materials as % of Oper Exp**	15%		15%		15%		15%	
56	**Debt as % of Total Revenue**	6%		6%		6%		6%	

Pueblo City-County Library District
Long-Range Plan

Part 1

PCCLD GENERAL FUND PROJECTIONS	2016 Audit	2017 Estimated	2018 Budget	2019 Projected	2020 Projected	2021 Projected
TOTAL REVENUES	10,043,837	10,174,792	10,262,050	10,530,367	11,020,499	11,347,009
TOTAL PERSONNEL	5,152,804	5,319,586	5,355,035	5,466,119	5,579,531	5,694,588
TOTAL MATERIALS	1,502,348	1,399,186	1,564,490	1,599,145	1,649,594	1,699,082
TOTAL FACILITIES	1,813,733	1,820,807	1,919,935	1,963,952	2,011,290	2,057,464
TOTAL OPERATING	863,577	754,285	828,568	853,079	881,183	907,618
TOTAL INFO. TECHNOLOGY	517,640	518,704	556,100	572,783	589,966	607,665
TOTAL EXPENDITURES	9,850,102	9,812,568	10,224,128	10,455,078	10,711,564	10,966,418
Revenue over(under) expenditures	193,735	362,224	37,922	75,289	308,935	380,592
End of Year Fund Balance	4,661,119	4,414,056	3,903,699	4,414,834	4,485,835	4,495,030

ANTICIPATED MILESTONES/EVENTS:

Solar Project added	1.1.2020

Part 2

PCCLD GENERAL FUND PROJECTIONS	2022 Projected	2023 Audit	2024 Projected	2025 Projected	2026 Projected	2027 Projected
TOTAL REVENUES	11,902,054	12,259,968	12,860,973	13,248,743	13,902,381	14,325,438
TOTAL PERSONNEL	5,802,101	5,922,126	6,044,717	6,169,930	6,297,823	6,428,455
TOTAL MATERIALS	1,750,054	1,802,556	1,856,633	1,912,332	1,969,702	2,028,793
TOTAL FACILITIES	2,105,021	2,154,033	2,204,577	2,258,180	2,317,799	2,372,671
TOTAL OPERATING	937,858	965,993	998,230	1,028,177	1,062,544	1,094,420
TOTAL INFO. TECHNOLOGY	625,895	644,672	664,012	683,933	704,451	725,584
TOTAL EXPENDITURES	11,220,930	11,489,381	11,768,169	12,052,551	12,352,319	12,649,923
Revenue over(under) expenditures	681,123	770,586	1,092,804	1,196,192	1,550,062	1,675,514
End of Year Fund Balance	5,203,384	6,279,543	6,790,995	7,519,502	9,100,249	10,628,390

ANTICIPATED MILESTONES/EVENTS:

St. Charles Industrial Park TIF completed	4.10.2023

PUEBLO CITY-COUNTY LIBRARY DISTRICT
COMBINED GENERAL, CAPITAL PROJECT SPECIAL REVENUE FUNDS
2018 BUDGET
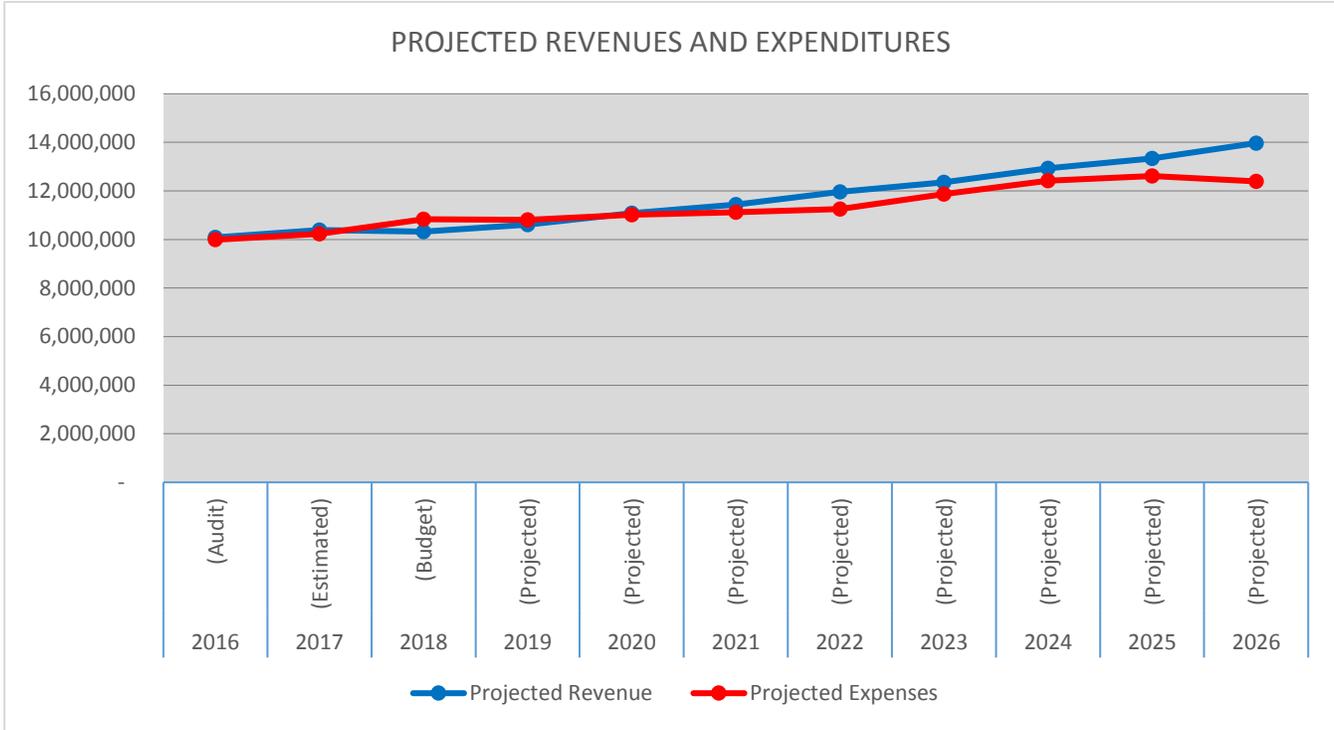
This graph illustrates the relationship between annual revenues and expenditures.
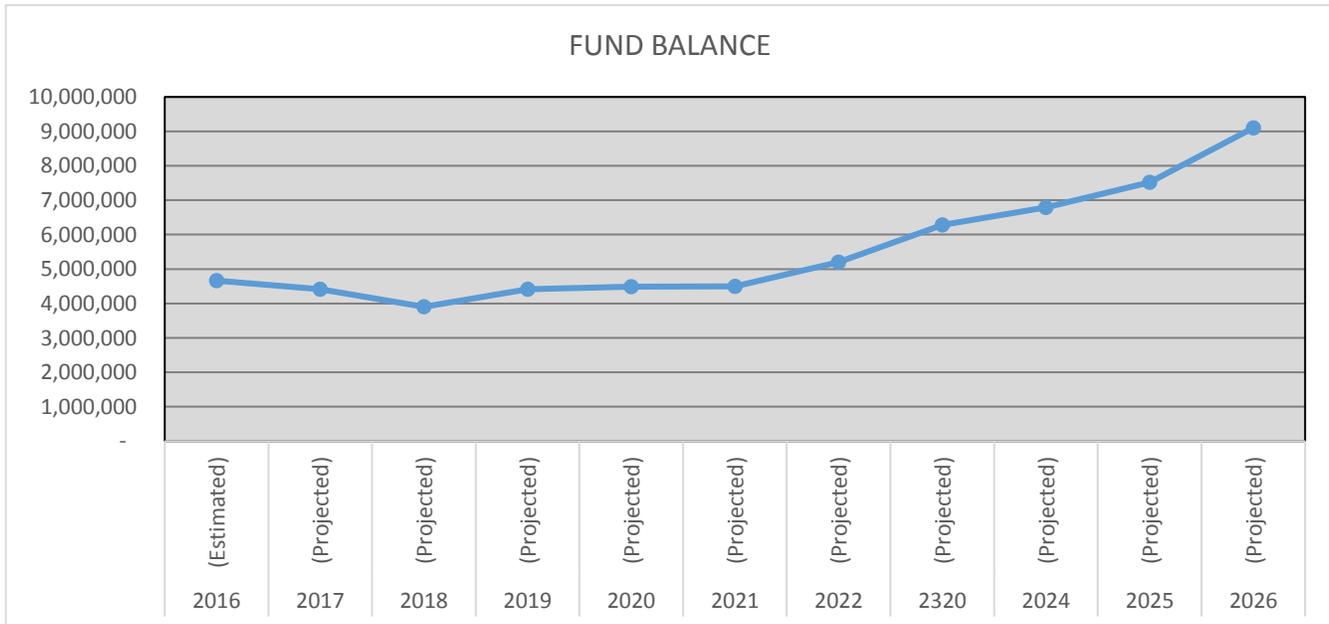
This graph depicts fund balance over the 10-year projection period.

SUMMARY / REVENUES

The following pages include summaries of the General Fund, the Capital Project Fund and the Special Revenue Fund, as well as a combined spread sheet showing totals in the funds. These are the only budgeted funds of the Pueblo City-County Library District for budget year 2018. The General Fund holds all of the operating revenue and expense, including debt service, Friends of the Library contributions and expenses, and miscellaneous gift revenue. The Capital Project Fund reflects Library Replacement plan expenses, InfoZone News Museum expenses, and major building projects. The Special Revenue Fund reflects activity in the Chamberlain Fund, from which the Pueblo City-County Library District receives funds annually. For 2018, there are no major building projects or renovations. An InfoZone update project is ongoing, and capital projects include replacement of information technology systems and other building and facility improvements.

An annual transfer from the General Fund into the Capital Project Fund is budgeted at $575,000 in 2018. Transfers are planned 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 contributions from foundations and grantors.

Forthcoming will be the copies of the resolutions adopting the budget and the annual plan, appropriating funds for the budget, and the resolution to set the mill levy. Certification of the mill levy sent to the county will also be included.

Pueblo City-County Library District receives the major amount of its funding from property tax generated in Pueblo County. The boundaries of the County and the Library District are contiguous, so no other property taxes are received. Approximately 88% of the revenues for the District are derived from property tax. The remainder is received through specific ownership tax, interest on investments, overdue fees, photocopy fees, contracts, grants, miscellaneous revenue, and contributions from the Friends of the Library and the Pueblo Library Foundation.

The maximum mill levy for Pueblo City-County Library District is 5.25 mills. This mill levy was approved by voters in 1995, and the District has not returned to the voters in the ensuing 22 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 2018, the amount of additional mill levy that was certified was .038 mills, generating $65,711 in revenue, the amount of taxes abated or refunded in 2017. The amount of refunds and abatements in 2018 increased $12,481 compared with 2017. The total mill levy certified to the county for collection of taxes in 2018 is 5.288.

PUEBLO CITY-COUNTY LIBRARY DISTRICT
FUND BALANCE SUMMARY

GENERAL FUND	2016 AUDITED	2017 ESTIMATED	2017 BUDGET	2018 BUDGET
BALANCE, Beginning of Year	**2,549,587**	**2,543,319**	**2,349,587**	**2,630,543**
REVENUES	10,043,837	10,174,792	9,968,136	10,262,050
TOTAL BALANCE	12,593,424	12,718,111	12,317,723	12,892,593
EXPENDITURES	9,850,105	9,812,568	9,968,136	10,224,128
TRANSFER IN/OUT-CAPITAL PROJECT	(200,000)	(275,000)	(275,000)	(575,000)
TRANSFER IN/OUT-SPECIAL REVENUE	-	-	5,000	-
BALANCE, End of Year	**2,543,319**	**2,630,543**	**2,079,587**	**2,093,465**

CAPITAL PROJECT FUND	2016 AUDITED	2017 ESTIMATED	2017 BUDGET	2018 BUDGET
BALANCE, Beginning of Year	**1,615,256**	**1,717,800**	**1,699,775**	**1,783,093**
REVENUES	42,435	204,572	39,500	55,000
TOTAL BALANCE	1,657,691	1,922,372	1,739,275	1,838,093
EXPENDITURES	139,891	414,279	338,718	603,300
TRANSFER IN/OUT GENERAL FUND	200,000	275,000	275,000	575,000
BALANCE, End of Year	**1,717,800**	**1,783,093**	**1,675,557**	**1,809,793**

SPECIAL REVENUE FUND	2016 AUDITED	2017 ESTIMATED	2017 BUDGET	2018 BUDGET
BALANCE, Beginning of Year	**502**	**1,390**	**1,014**	**420**
REVENUES	6,388	4,030	5,010	5,020
TOTAL BALANCE	6,890	5,420	6,024	5,440
EXPENDITURES	5,500	5,000	-	5,000
TRANSFER IN/OUT	-	-	(5,000)	-
BALANCE, End of Year	**1,390**	**420**	**1,024**	**440**

	2016 AUDITED	2017 ESTIMATED	2017 BUDGET	2018 BUDGET
COMBINED FUND BALANCE, End of Year	**4,262,509**	**4,414,056**	**3,756,167**	**3,903,698**
BALANCE, Restricted *	1,110,218	1,108,122	1,113,393	1,120,489
BALANCE, Available	3,152,291	3,305,934	2,642,774	2,783,209
ANNUAL USE OF RESERVES	6,268	(87,224)	270,000	537,078

* RESTRICTED FUNDS

	2016	2017	2017	2018
Emergency reserve	295,503	294,377	299,044	306,724
Reserve requirement for COPs	813,325	813,325	813,325	813,325
Special Revenue Fund	1,390	420	1,024	440
TOTAL RESTRICTED:	1,110,218	1,108,122	1,113,393	1,120,489

MILL LEVY CALCULATIONS
BUDGET 2018

	2018 BUDGET		Formula	2017 BUDGET	
A	1,760,979,468	Total Gross Assessed Valuation		1,720,213,127	Total Gross Assessed Valuation
B	47,852,886	TIF reductions		47,546,122	TIF reductions
C	1,713,126,582	Total Net Assessed valuation	A - B	1,672,667,005	Total Net Assessed valuation
D	5.250	Voter approved mill levy limit		5.250	Voter approved mill levy limit
E	8,993,915	Total Revenue	C X D X .001	8,781,502	Total Revenue
F	65,711	Abatements, refunds		53,230	Abatements, refunds
G	0.038	Millage for abatements, refunds	F / C X 1000	0.032	Millage for abatements, refunds
H	5.288	Adjusted mill levy	D + G	5.282	Adjusted mill levy
I	9,059,013	Adjusted total revenue	H X C X .001	8,835,027	Adjusted total revenue
J	**9,049,954**	Budgeted revenue @ 99.9%	I X 99.9%	**8,817,357**	Budgeted revenue @ 99.8%

$	*253,046*	Revenue reduction impact of TIF	B X D X .001	*$ 251,139*	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 2018 of 5.288.
The total dollar amount increase over the prior year is $212,413.
For the last three years, the actual collections have been an average of 99.9%,
due to abatements and refunds as well as delinquencies.

5-YEAR GENERAL FUND REVENUE & EXPENSE HISTORY

Exec
_____
County Tax Entity Code

DOLA LGID/SID _____
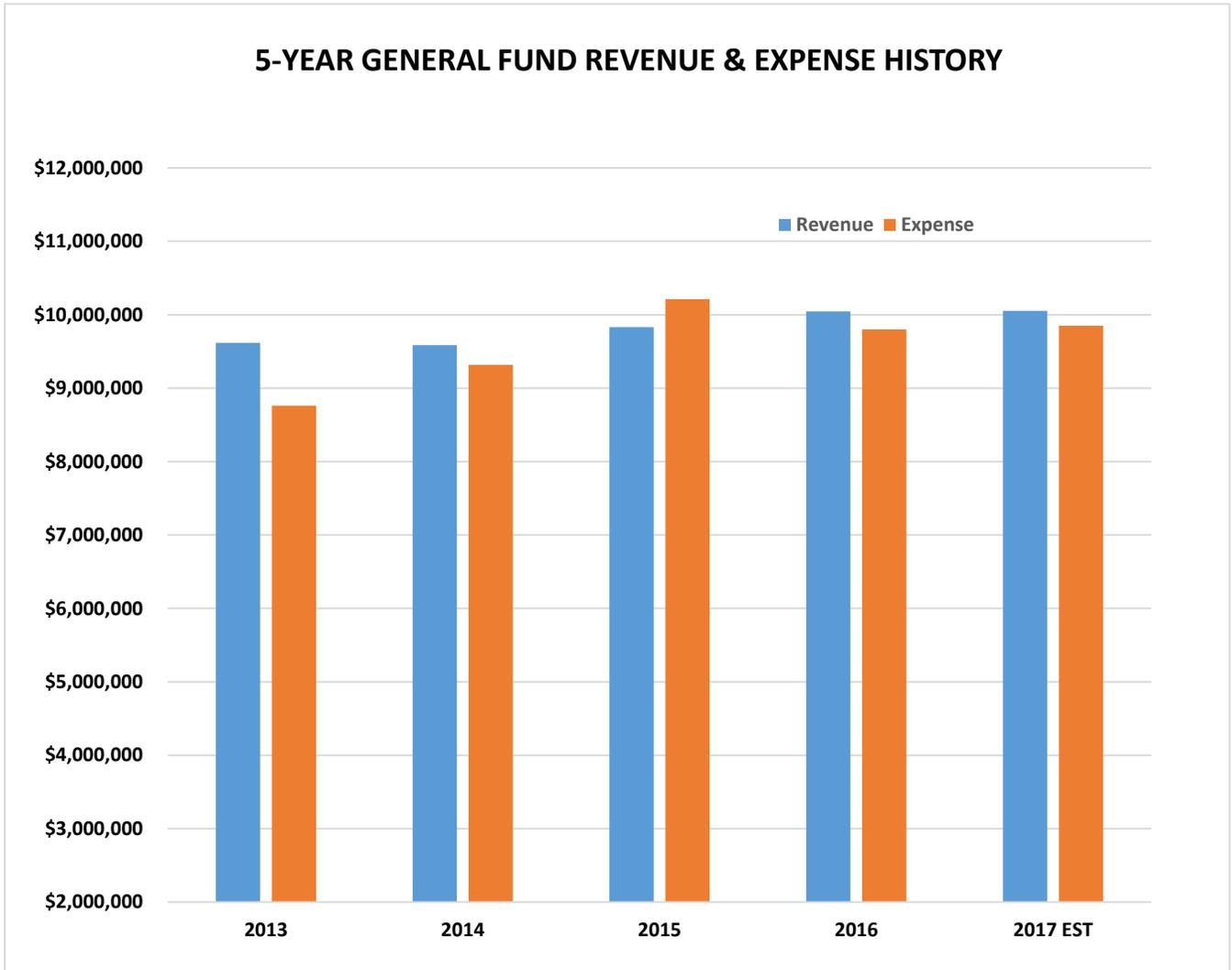
CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments

TO: County Commissioners[1] of _____ Pueblo County _____ , Colorado.

On behalf of the _____ Pueblo City-County Library District _____ ,
(taxing entity)[A]

the _____ Board of Trustees _____
(governing body)[B]

of the _____ Pueblo City-County Library District _____
(local government)[C]

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS assessed valuation of:

$ _____ 1,760,979,468 _____
(GROSS[D] assessed valuation, Line 2 of the Certification of Valuation Form DLG 57[E])

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area[F] the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of:

$ _____ 1,713,126,582 _____
(NET[G] assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)
USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED BY ASSESSOR NO LATER THAN DECEMBER 10

Submitted: _____ 12/15/2017 _____ for budget/fiscal year _____ 2018 _____ .
(no later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY[2]		REVENUE[2]
1. General Operating Expenses[H]	5.25 mills		$ 8,993,915
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction[I]	< > mills		$ < >
SUBTOTAL FOR GENERAL OPERATING:	5.25 **mills**		**$** 8,993,915
3. General Obligation Bonds and Interest[J]	mills		$
4. Contractual Obligations[K]	mills		$
5. Capital Expenditures[L]	mills		$
6. Refunds/Abatements[M]	0.038 mills		$ 65,711
7. Other[N] (specify):	mills		$
	mills		$
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	5.288 **mills**		**$** 9,059,013

Contact person: (print) _____ Jon Walker

Daytime phone: (719) 562-5625

Signed: _____
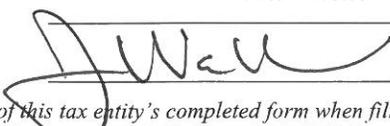
Title: Executive Director

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

[1] If the *taxing entity's* boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.
[2] Levies must be rounded to three decimal places and revenue must be calculated from the total *NET assessed valuation* (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).

PUEBLO CITY-COUNTY LIBRARY DISTRICT
RESOLUTION TO ADOPT ANNUAL PLAN

A resolution adopting an Annual Plan for the Pueblo City-County Library District for the calendar year beginning on the first day of January, 2018, and ending on the last day of December, 2018.

WHEREAS, the Board of Trustees of the Pueblo City-County Library District has appointed the Executive Director of the Pueblo City-County Library District to manage the Pueblo City-County Library District, and;

WHEREAS, the Executive Director has submitted a proposed Pueblo City-County Library District 2018 Annual Plan to the Board of Trustees, and;

WHEREAS, upon due and proper notice, said proposed Annual Plan was open for inspection by the public, a public hearing was held on November 16, 2017, and interested citizens were given the opportunity to make comments or suggestions to the proposed Annual Plan, and;

WHEREAS, the Board of Trustees voted to adopt the proposed 2018 Annual Plan at a public meeting held on December 14, 2017.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES FOR THE PUEBLO CITY-COUNTY LIBRARY DISTRICT that the 2018 Annual Plan of the Pueblo City-County Library District is hereby approved and adopted.

ADOPTED, this 14th day of December 2017.
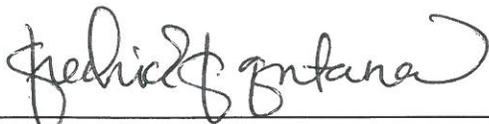
Fredrick Quintana, President

ATTEST:

Jane Carlsen, Secretary

PUEBLO CITY-COUNTY LIBRARY DISTRICT
RESOLUTION TO ADOPT ANNUAL BUDGET

A resolution summarizing expenditures and revenues for each fund and adopting an annual budget for the Pueblo City-County Library District for the calendar year beginning on the first day of January, 2018 and ending on the last day of December, 2018.

WHEREAS, the Board of Trustees of the Pueblo City-County Library District has appointed the Executive Director of the Pueblo City-County Library District to prepare and submit a proposed budget to this governing body at the proper time, and;

WHEREAS, the Executive Director has submitted a proposed budget to the Board of Trustees on October 15, 2017, for its consideration, and;

WHEREAS, upon due and proper notice, published in accordance with the law, said proposed budget was open for inspection by the public at a designated place, as well as being posted on the PCCLD web site, a public hearing was held on November 16, 2017, and interested taxpayers were given the opportunity to file or register any objections to the proposed budget, and;

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES FOR THE PUEBLO CITY-COUNTY LIBRARY DISTRICT:

Section 1. That the budget as submitted, amended, and summarized by fund, hereby is approved and adopted as the budget of the Pueblo City-County Library District for the year stated above.

Section 2. That the budget hereby approved and adopted shall be signed by the President and Secretary of the Board of Trustees and made a part of the public records of the Pueblo City-County Library District.

ADOPTED, this 14th day of December 2017.

_____
Fredrick Quintana, President

ATTEST:

_____
Jane Carlsen, Secretary

PUEBLO CITY-COUNTY LIBRARY DISTRICT
RESOLUTION TO APPROPRIATE SUMS OF MONEY

A resolution appropriating sums of money to the various funds, in the amounts and for the purposes as set forth below, for the Pueblo City-County Library District for the 2018 budget year:

WHEREAS, the Board of Trustees has adopted the annual budget in accordance with the Colorado Local Government Budget Law, on December 14, 2017, and:

WHEREAS, the Board of Trustees has made provisions therein for revenues in an amount equal to or greater than the total proposed expenditures as set forth in said budget, and:

WHEREAS, it is not only required by law, but it is also necessary to appropriate the revenues provided in the budget to and for the purposes described below, so as not to impair the operations of the District.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PUEBLO CITY-COUNTY LIBRARY DISTRICT:

Section 1. That the following sums are hereby appropriated from the revenue of each fund, to each fund, for the stated purpose:

General Fund	$ 10,262,050
Capital Project Fund	55,000
Special Revenue Fund	5,020
Reserve/Fund balance	306,274
TOTAL	**$ 10,628,344**

ADOPTED, this 14th day of December 2017.
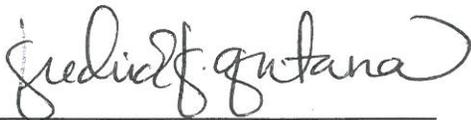
_____
Fredrick Quintana, President

ATTEST:

_____
Jane Carlsen, Secretary
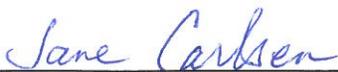
PUEBLO CITY-COUNTY LIBRARY DISTRICT
RESOLUTION TO SET MILL LEVY

A resolution levying general property taxes for the year 2017, to help defray the costs of providing library services to the Pueblo City-County Library District for the 2018 budget year.

WHEREAS, the Board of Trustees of the Pueblo City-County Library District has adopted the annual budget in accordance with the Local Government Budget Law on December 14, 2017, and;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is $9,059,013, and;

WHEREAS, the 2017 net assessed valuation for the Pueblo City-County Library District as certified by the County Assessor on November 30, 2017 is $1,760,979,468.

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PUEBLO CITY-COUNTY LIBRARY DISTRICT:

Section 1. That for the purpose of meeting all general operating expenses of the Pueblo City-County Library District during the 2018 budget year, there is hereby levied a tax of 5.288 mills upon each dollar of the total valuation for assessment of all taxable property within Pueblo County for the year 2017.

Section 2. That the Chief Financial Officer is hereby authorized and directed to immediately certify to the County Commissioners of Pueblo County, Colorado, the mill levy for the Pueblo City-County Library District as determined above.

ADOPTED, this 14th day of December, 2017.

_____
Fredrick Quintana, President
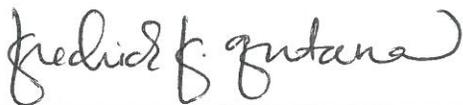
ATTEST:

_____
Jane Carlsen, Secretary

GENERAL FUND

*Please note that all of the comparative percentage statistics referenced in this narrative compare the 2018 Budget to the 2017 **Estimated Actual**, except in those instances where a Budget-to-Budget comparison is clearly noted.*

<u>REVENUES</u>

<u>*PROPERTY TAX:*</u> The assessed valuation figures for 2018 reflect an increase of 3.0%, with a monetary increase of $256,597 in property tax. Property tax revenue is budgeted at slightly less than 100% collections, 99.9%, since delinquencies, abatements and refunds will generally reduce the amount received. Property tax revenues are now 88% of the total revenue budget for the District.

<u>*SPECIFIC OWNERSHIP TAX:*</u> Specific ownership tax revenue from Pueblo County is currently projected to increase somewhat next year. This line item constitutes approximately 7% of the total revenue budget.

<u>*CONTRACTS, GRANTS:*</u> This category reflects a decrease from prior year mainly due to specific grants not expected in 2018. Most recurring grant receipts are budgeted at or slightly above 2017 levels. This budget reflects grants and contracts that will come directly to PCCLD. The Pueblo Library Foundation, a component unit of the District, was created in 2012 and receives the majority of grants and contributions.

<u>*INTEREST*</u>*:*   Interest rates continue to remain at basis point levels. We have budgeted conservatively based on current collections. This line also includes earnings on property tax held by Pueblo County. We receive those earnings as part of our monthly distribution of taxes.

<u>*FINES, FEES:*</u> In part due to automatic renewals and related changes, budgeted fines and fees are lower than budgeted for previous years.   With the help of Unique

Management Services, we continue to maintain collections activities for smaller debts, from $10 to $25. Fines and fees has decreased by 2% from prior estimated projections.

PHOTOCOPIER & INTERNET COPY FEES: Budgeted revenue for copier fees slightly exceed the prior year budget but are under the current year estimate.

MISCELLANEOUS: A decrease from current year estimates of 28% is projected, again based on current activity.

MILL LEVY - TAX RATE: The current mill levy projected for 2018 is 5.288. The law allows an adjustment to the voter-approved mill levy rate in order to collect on amounts withheld in previous years for abatements and refunds of taxes; that amount, 0.038, is included in the total mill levy for 2018.

The total general fund revenue for 2018 reflects a 0.9% increase over the 2017 estimated actual.

EXPENDITURES

PEOPLE TO PROVIDE SERVICES*:* This section has increased by 0.6% over the 2017 estimated figures. All personnel costs are included in this section—salaries, PERA, employee benefits, employee training, etc.

Salaries and wages increase from the 2017 estimated actual by 2% due to salary increases, added or upgraded positions, and a minimum wage increase. The total FTE (Full-Time Equivalent) count for the District is increasing by 1.40 for 2018 after final adjustments and other organizational changes. It allows for a 2.5% adjustment to salaries, as determined by the salary compensation pay plan.   There are budgeted increases for merit pay and to extend the Books in the Park Program slightly each week.

PERA rates hold steady at 2017 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. The 2018 budgeted expenditure for PERA closely compares with the PERA amount budgeted for 2017. The 2017 estimate for PERA includes a one-time payment of PERA withholding paid for amounts in arrears—this is not budgeted for 2018.

Workers compensation insurance holds steady in comparison with current year estimates based on claim history and deductible costs in recent years.

Employee insurance includes premiums paid by the District for employee health, dental and life insurance. A 10% decrease is forecast in 2018 for this coverage mostly based on a change in medical insurance carrier.

State unemployment compensation is calculated directly from the salary line at 0.3%.

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

Employee relations includes those items that are employee related, but do not really fall into the benefits or training category. This area includes recruiting expense, volunteer appreciation, tuition reimbursement funding to provide an incentive for staff pursuing a degree, and the employee assistance program. This budget is increased 9% for 2018 reflecting inclusion of activities that support employee recognition and health and wellness.

Employee training increases in 2018 by 40%, reflecting a return to a broader training program as was customary in prior years before cuts were initiated in 2017. We will continue to utilize training specific to libraries and special districts and to find efficiencies and reduce costs. This budget continues to provide opportunities for staff and board members to attend educational events and workshops—although on a more defined basis. The amount of this training budget is 1.83% of the total salaries budget.

MATERIALS AND SERVICES: This section of the budget has increased 12% from the 2017 estimated actual expenditures. A focused effort was made to maintain the 2018 materials amount at exactly 15% of budgeted operational costs. This section includes all of the collections—books, audio visual (AV) materials, periodicals, on-line subscriptions, and digital materials (including circulating tablets)—purchased for public use. It also includes programs, and the costs to order, receive and process the materials.

Books, periodicals, AV and digital material exceed estimates for 2017. This is largely due to the overall budgeted expenses and consistent with the priority to keep this entire category at 15% of operating budget.

Library programs reflects an 4% increase from the prior year, indicating a return to a program budget more reflective of prior years before cuts were initiated in 2017. The desire to be efficient with dollars spent on programs that are currently presented throughout the District remains a goal. As noted above, the 2017 programs budget was reduced resulting in the Friends' contribution representing a critical funding source in 2017. The Friends of the Pueblo Library District contributed $34,500 in 2017 to fund programs District-wide. Additional Friends contributions totaling $23,050 supported the

Summer Reading Club, the Read Out Loud program and the All Pueblo Reads project. In 2018, it is anticipated that the Friends will contribute just over $50,000 in total. This generous donation amounts to 30% of the 2018 budgeted spending on programs.

Bindery/processing supplies/services is slated to increase by 2% from 2017.

FACILITIES TO PROVIDE SERVICES: This section shows a 5% increase over estimated expense for 2017. This increase is due to the upturn in property and liability insurance costs, greater investment in buildings repair and maintenance and increasing utilities costs.

Utilities increases by 21% over 2017 estimated expenditures based on current expenses and projections.

Vehicle expense is budgeted at the 2017 level, based on current expenses and projections.

Building repair and maintenance holds those items that are needed to properly maintain the buildings in the District - janitorial, trash removal, carpet cleaning, supplies, etc. - as well as minor maintenance projects. The 1% increase projected in 2018 is reflective of the current year expenses and anticipated projects in 2018.

Rent includes only the lease for the facility occupied primarily by the Friends of the Library, and most of this amount is offset by revenue received in Contracts & Grants. A part of this building is still occupied by PCCLD for storage, so the amount Friends reimburse to us is not the total rent paid. The rent holds steady due to a 5-year contractual agreement currently in place.

Lease/Purchase of buildings reflects the annual payments for debt service on the 2012 Certificates of Participation (COPs). The 2007 COPs were refunded in 2012, and additional funds secured to complete the new construction of 3 library facilities: the Patrick A. Lucero Library, the Tom & Anne Marie Giodone Library, and the Greenhorn Valley Library. The total amount borrowed, and the project costs, were budgeted in the Capital

Project Fund. All three facilities opened in 2014, and a detailed debt service page, which determines the exact budget amount every year, can be found later in this document.

Insurance shows an increase of 1%. This estimate is in line with an industry-wide average increase.

Friends of the Library expenditures hold steady in comparison with 2017 estimates based on decisions about their grant allocations to the District in 2018. Friends' contributions are also recorded in other line items.

OPERATING: This section reflects expenses for general operations of the District. The 10% increase from prior year is due primarily to increases in courier services and community relations, professional memberships and contract expenditures. Finding efficiencies whenever possible while still meeting current needs of all the libraries remains a focus for the District.

Contractual library services increase by 18% over 2017 estimates. Most of the increase is due to the addition of security coordination services and asset valuation work that is planned for 2018.

County treasurer's fees are the charges assessed by the County Treasurer to collect our property and specific ownership taxes, and those fees have increased by 3%, in direct correlation to the Property Tax revenue. These fees are 1.5% of the tax amount.

Community relations has increased from the 2017 budget reflecting a sub-category of this line item which includes a contribution to the Pueblo Library Foundation. Efficiencies initiated in 2017 in marketing remain in place in 2018.

Professional memberships increase by 13%, restoring chamber of commerce memberships in the 2018 budget—those memberships were previously cut from the 2017 budget.

Office supplies, equipment are flat in comparison with 2017 estimates, based on more focused spending plans for all libraries and departments. The District continues to benefit from procurement efficiencies that were initiated in 2017.

Photocopiers reflects a change in comparison to the 2017 budget. It is the intent of the District to explore procurement of a new copier for Community Relations in 2018. This budget line item typically supports lease and maintenance of this special equipment. Other costs such as toner, paper, and maintenance have been budgeted within proper categories of the 2018 budget. Six months of expenses for the current copier is budgeted.

Courier service increases 16% as compared to the 2017 estimate to reflect increased costs for books and materials transfers and other courier services.

Postage and freight decreases 3% in comparison with the 2017 estimate. However, the budget in 2018 increases over the 2017 budget to reflect the upward movement of costs and improved classification of expenditures District-wide. We expect 2018 spending to be slightly under 2017 estimates.

INFORMATION TECHNOLOGY: This section shows an overall increase of 7% from estimated expenditures for current year.

Telecommunications shows a 1% increase from 2017 estimated actual based on current year expenses. It's important to note that the E-Rate reimbursement—revenue anticipated in 2017—is $173,000, which is a significant offset to this expense.

Hardware repair & maintenance shows a 123% increase based on 2018 planned expenditures. This increase stems from the addition of District camera repair and maintenance and additional maintenance costs for a new copier for Community Relations.

Technology supplies has decreased by 15% based on anticipated spending in 2018.

Technology maintenance, licenses, support includes all contractual services expense related to Technology–network maintenance, consulting and support agreements,

licenses, etc. This line has increased by 12% to reflect an increase in licenses and agreements.

The total increase in expenditures in this budget in comparison with 2017 estimated actual expenditures is 4%.

FUND BALANCE

The ending fund balance forecast in the 2018 general fund budget is $2,093,465, a decrease of $537,078 in comparison with the estimated 2017 General Fund balance. This includes the transfer of $575,000 from the General Fund to the Capital Project fund planned in the 2018 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 $306,274 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 $2,783,209.

PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND

	Actual Prev.year 2016	Estimated Curr.year 2017	Budget 2017	Budget 2018	Increase (Decrease)	%
REVENUES						
Property tax	8,730,171	8,793,357	8,817,357	9,049,954	256,597	3%
Specific ownership tax	752,678	696,571	696,571	714,946	18,375	3%
Contracts, Grants, Gifts	349,744	490,680	275,908	330,350	(160,330)	-33%
Interest	34,966	49,252	16,300	28,300	(20,952)	-43%
Fines, Fees	108,789	71,831	96,000	70,500	(1,331)	-2%
Photocopier & Internet Copy Fees	61,664	64,792	60,000	62,000	(2,792)	-4%
Miscellaneous	5,821	8,309	6,000	6,000	(2,309)	-28%
TOTAL REVENUES	**10,043,837**	**10,174,792**	**9,968,136**	**10,262,050**	**87,258**	**0.9%**
EXPENDITURES						
PERSONNEL						
Salaries	3,987,054	4,049,430	4,093,627	4,123,371	73,941	2%
PERA	532,006	580,981	557,572	566,623	(14,358)	-2%
Workers compensation	23,113	26,529	26,529	27,230	701	3%
Employee insurance	461,058	514,985	493,462	462,802	(52,183)	-10%
Unemployment compensation	11,487	9,790	12,281	12,370	2,580	26%
Medicare trust	55,894	58,717	59,357	59,789	1,072	2%
Employee relations	29,937	25,200	25,200	27,550	2,350	9%
Employee training	52,256	53,954	58,061	75,300	21,346	40%
TOTAL PERSONNEL	**5,152,804**	**5,319,586**	**5,326,090**	**5,355,035**	**35,449**	**0.7%**
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,145,093	1,072,648	1,196,000	1,227,969	155,321	14%
Bindery/processing supplies/services	171,993	162,925	152,853	166,950	4,025	2%
Library programs	185,262	163,613	129,400	169,571	5,958	4%
TOTAL MATERIALS	**1,502,348**	**1,399,186**	**1,478,253**	**1,564,490**	**165,304**	**12%**
FACILITIES						
Utilities	483,393	444,432	550,453	536,179	91,747	21%
Vehicle maintenance	5,892	6,512	6,400	6,400	(112)	-2%
Building repair & maintenance	390,504	429,501	408,179	435,779	6,278	1%
Rent	25,100	29,172	29,172	29,112	(60)	0%
Lease/purchase of buildings	812,650	809,000	809,000	809,700	700	0%
Insurance	66,451	72,190	72,029	72,765	575	1%
Friends expenditures	29,742	30,000	30,000	30,000	-	0%
TOTAL FACILITIES	**1,813,733**	**1,820,807**	**1,905,234**	**1,919,935**	**99,128**	**5%**
OPERATING						
Contract Services	485,003	394,278	379,086	465,383	71,105	18%
County Treasurer's fees	130,980	132,260	132,260	135,749	3,489	3%
Community relations	56,983	50,182	40,000	54,000	3,818	8%
Professional memberships	15,685	6,735	6,490	7,580	845	13%
Office supplies, equipment	56,298	51,174	61,633	51,065	(109)	0%
Photocopiers	29,147	26,686	27,501	13,751	(12,935)	-48%
Courier service	62,490	56,857	62,660	66,040	9,183	16%
Postage & freight	26,992	36,113	25,000	35,000	(1,113)	-3%
TOTAL OPERATING	**863,577**	**754,285**	**734,630**	**828,568**	**74,283**	**10%**
INFORMATION TECHNOLOGY						
Telecommunications	241,535	237,247	249,715	239,500	2,253	1%
Hardware repair & maintenance	8,225	10,553	12,500	23,500	12,947	123%
Technology Supplies	30,819	42,004	32,812	35,700	(6,304)	-15%
Technology mtce, licenses, support	237,062	228,900	228,900	257,400	28,500	12%
TOTAL INFORMATION TECHNOLOGY	**517,640**	**518,704**	**523,929**	**556,100**	**37,396**	**7%**
TOTAL EXPENDITURES	**9,850,105**	**9,812,568**	**9,968,136**	**10,224,128**	**411,560**	**4%**

PUEBLO CITY-COUNTY LIBRARY DISTRICT
GENERAL FUND

	Actual Prev.year 2016	Estimated Curr.year 2017	Budget 2017	Budget 2018	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	8,730,171	8,793,357	8,817,357	9,049,954	256,597	3%
All other sources	1,313,666	1,381,435	1,150,779	1,212,096	(169,339)	-12%
TOTAL REVENUES	**10,043,837**	**10,174,792**	**9,968,136**	**10,262,050**	**87,258**	**1%**
EXPENDITURES						
PERSONNEL	5,152,804	5,319,586	5,326,090	5,355,035	35,449	1%
MATERIALS & SERVICES	1,502,348	1,399,186	1,478,253	1,564,490	165,304	12%
FACILITIES	1,813,733	1,820,807	1,905,234	1,919,935	99,128	5%
OPERATIONS	863,577	754,285	734,630	828,568	74,283	10%
INFORMATION TECHNOLOGY	517,640	518,704	523,929	556,100	37,396	
TOTAL EXPENDITURES	**9,850,105**	**9,812,568**	**9,968,136**	**10,224,128**	**411,560**	**4%**
Beginning fund balance	**2,549,587**	**2,543,319**	**2,349,587**	**2,630,543**	**87,224**	**3%**
Transfer in/out Capital Project Fund	(200,000)	(275,000)	(275,000)	(575,000)	(300,000)	
Transfer in/out Special Revenue Fund	-	-	5,000	-	(5,000)	
EXCESS Revenues - Expenditures (Reserve increase)	193,732	362,224	-	37,922	(324,302)	**-90%**
NET (ending fund balance)	**2,543,319**	**2,630,543**	**2,079,587**	**2,093,465**	**(537,078)**	**-20%**

NET ASSESSED VALUATION - $ *1,713,126,582*

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

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2018 BUDGET

GENERAL FUND BUDGET - REVENUES

7%   2%   3%

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

88%

GENERAL FUND BUDGET - EXPENDITURES

6%

8%

19%

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

52%

15%
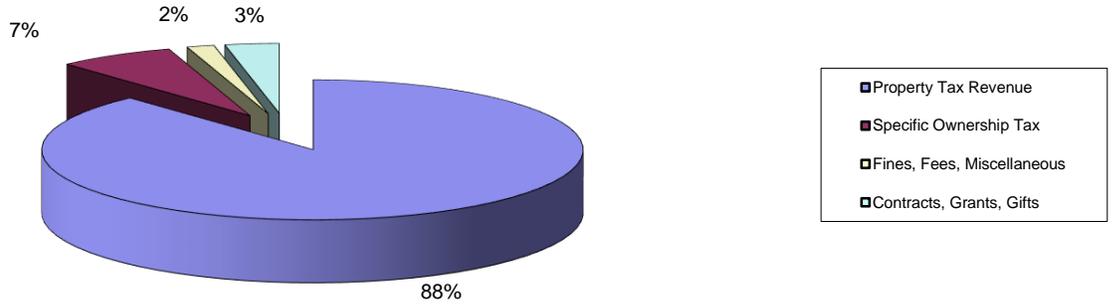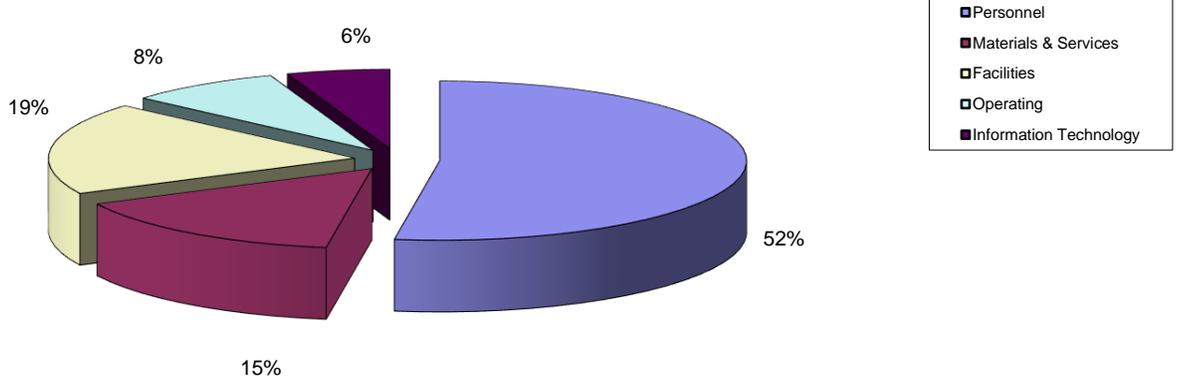
CAPITAL PROJECT FUND

The Capital Project fund encompasses four primary functions:

•   Library Replacement Plan, established to provide funding for the planned replacement of library infrastructure and capital assets,

•   Acquisition of Capital Assets, to reflect capital assets purchased or improved during a fiscal year which are not accounted for in the Library Replacement Plan,

•   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: A $45,000 gift is anticipated for the InfoZone News Museum.

MISCELLANEOUS REVENUE: No revenue is budgeted for 2018.

INTEREST EARNINGS: This category is budgeted at $10,000 for interest earned on cash holdings.

EXPENDITURES

New building projects: No expenditures are budgeted for 2018.

InfoZone expenses: $55,000 is budgeted for 2018 for InfoZone exhibit upgrades.

Capital Asset Acquisitions. Several Library Replacement Plan items are included here, including a passenger van, parking lot lights at the Rawlings and Pueblo West libraries, a new roof and air conditioning units at the Lamb library, a backup server, microfilm readers and network upgrades among other planned spending.

Total capital fund spending in 2018 is projected at $603,300.

OTHER FINANCING SOURCES/USES

TRANSFER IN FROM THE GENERAL FUND: In 2018 there is a budgeted transfer of $575,000 to the Capital Fund, for ongoing funding of the Library Replacement Plan.

FUND BALANCE

The fund balance forecast in the 2018 Capital Project fund budget is $1,809,793. This indicates that the budgeted income and additional funds transferred from the General Fund to the Capital Fund for the Library Replacement Plan in 2018 exceed the planned Capital Fund expenditures. Fund balance is expected to increase $26,700 in 2018.

The total combined fund balance, comprised of both the General Fund, Capital Project Fund and the restricted Special Revenue Fund, is projected to be $3,903,698 at the end of 2018. Of this total fund balance, $306,274 is restricted for the TABOR 3% reserve requirement, and $813,325 is restricted in the Debt Service Reserve Fund, and $440 is the ending fund balance in the Special Revenue Fund, leaving a remaining combined fund balance of $2,783,209 which is unrestricted.

BUDGETARY IMPACT OF CAPITAL EXPENDITURES

Capital Expenditures completed in 2018 are ongoing activities outlined and funded by the Library Capital Replacement Plan maintained in the Capital Project Fund. The ongoing impact on the operating, or General Fund, now and in the coming years includes planned annual transfers from the General Fund to the Capital Project Fund for the purpose of maintaining the library's Capital Replacement.

The capital expenditures budgeted for 2018 were determined based on the overall library replacement plan cutting across the 10-year financial projection for the district. Further, the 2017 anticipated surplus of $362,000 within the General Fund allowed for increased asset acquisition and improvements while maintaining compliance with the district's fund balance policy. The $575,000 transfer from the General Fund to the Capital Fund budgeted for 2018 represents a 109% increase over the 2017 transfer. Likewise, the budgeted Capital Fund expenditures for 2018 reflect a 78% increase in budgeted expenditures over prior year.

Among the budgeted items, most represent spending for facilities and information technology assets and improvements—$206,200 and $317,100 respectively. A budgeted expenditure to complete phase 1 of a "re-imagining" interior design project for the Rawlings main library, the 110,000 square foot flagship location for the library district, is also included. Future years' spending will represent significant multi-year asset improvements for this project. Fundraising will commence. A passenger van and print center photocopier are also budgeted for 2018.

PUEBLO CITY-COUNTY LIBRARY DISTRICT
CAPITAL PROJECT FUND

	Actual Prev.year 2016	Estimated Curr.year 2017	Budget 2017	Budget 2018	Increase (Decrease)
REVENUES					
Contributions, gifts	4,333	16,000	-	45,000	29,000
Grants	-	-	-	-	-
Friends of PCCLD contributions	-	-	-	-	-
Contributions from Pueblo Library Foundati	-	-	-	-	-
Miscellaneous revenue	28,875	169,922	35,000	-	(169,922)
Interest earnings	9,227	18,650	4,500	10,000	(8,650)
TOTAL REVENUES	**42,435**	**204,572**	**39,500**	**55,000**	**(149,572)**
EXPENDITURES					
InfoZone expenses	23,104	6,000	24,218	55,000	49,000
TOTAL INFOZONE EXPENSE	**23,104**	**6,000**	**24,218**	**55,000**	**49,000**
Capital Asset Acquisitions [Replacement Plan]					
Information Technology	26,728	141,217	163,500	292,100	150,883
Furniture, Fixtures, Equipment	39,819	-	-	50,000	50,000
Building Improvements	50,240	267,062	151,000	206,200	(60,862)
TOTAL CAPITAL ASSET EXPENSE	**116,787**	**408,279**	**314,500**	**548,300**	**140,021**
					-
TOTAL EXPENDITURES	**139,891**	**414,279**	**338,718**	**603,300**	**189,021**

PUEBLO CITY-COUNTY LIBRARY DISTRICT
CAPITAL PROJECT FUND

SUMMARY	Actual Prev.year 2016	Estimated Curr.year 2017	Budget 2017	Budget 2018	Increase (Decrease)
REVENUES					
Contributions, grants, gifts	4,333	16,000	-	45,000	29,000
Miscellaneous revenue	28,875	169,922	35,000	-	(169,922)
Interest earnings	9,227	18,650	4,500	10,000	(8,650)
TOTAL REVENUES	**42,435**	**204,572**	**39,500**	**55,000**	**(149,572)**
EXPENDITURES					
InfoZone Expenditures	23,104	6,000	24,218	55,000	49,000
Capital Asset Expenditures	116,787	408,279	314,500	548,300	140,021
TOTAL EXPENDITURES	**139,891**	**414,279**	**338,718**	**603,300**	**189,021**
Beginning fund balance	**1,615,256**	**1,717,800**	**1,699,775**	**1,783,093**	**65,293**
Other Financing Sources					
Proceeds from bond issue	-	-	-	-	-
Premium	-	-	-	-	-
Discount	-	-	-	-	-
Payments to escrow 2007 COPS	-	-	-	-	-
Transfer in from General Fund [Replac.Pln]	200,000	275,000	275,000	575,000	300,000
Transfer out to General Fund	-	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(97,456)	(209,707)	(299,218)	(548,300)	(338,593)
NET (ending fund balance)	**1,717,800**	**1,783,093**	**1,675,557**	**1,809,793**	**26,700**

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

SPECIAL REVENUE FUND

<u>REVENUES</u>

The District has only one Special Revenue Fund, categorized as such because it has regular, identified income to be used specifically for library purposes. The Chamberlain Foundation, a private philanthropic non-profit, was established in 1979. It brings in approximately $600,000 in annual income from donations and interest earnings, and provides grants back to the community. Pueblo City-County Library District is an annual recipient of donations, received quarterly from the Southern Colorado Community Foundation, which manages the Chamberlain Foundation fund.

<u>EXPENSES</u>

The distributions received by the District are held in a segregated account at Colotrust, a local government liquid asset trust, and are used to fund purchases of library materials and equipment. The 2018 budget reflects a $5,000 contribution to the Pueblo Library Foundation for the purpose indicated above.

<u>FUND BALANCE</u>

At the end of 2018, the fund balance is anticipated to be $440.

PUEBLO CITY-COUNTY LIBRARY DISTRICT
SPECIAL REVENUE FUND
BUDGET 2018

	Actual Prev.year 2016	Estimated Curr.year 2017	Budget 2017	Budget 2018	Increase (Decrease)
REVENUES					
Interest earnings	24	30	10	20	(10)
Distributions from Chamberlain Fund	6,364	4,000	5,000	5,000	1,000
TOTAL REVENUES	**6,388**	**4,030**	**5,010**	**5,020**	**(1,378)**
EXPENDITURES					
Contributions	5500	5000	-	5000	-
Miscellaneous	-	-	-	-	-
TOTAL EXPENDITURES	**5,500**	**5,000**	**-**	**5,000**	**-**
Beginning fund balance	**502**	**1,390**	**1,014**	**420**	**(970)**
Other Financing Sources					
Transfer out to General Fund	-	-	(5,000)	-	-
EXCESS Revenues - Expenditures (Reserve increase)	888	(970)	5,010	20	(1,378)
NET (ending fund balance)	**1,390**	**420**	**1,024**	**440**	**(2,348)**

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

PUEBLO CITY-COUNTY LIBRARY DISTRICT
PERCENTAGE COMPARISON ANALYSIS
GENERAL FUND/CAPITAL PROJECT/SPECIAL REVENUE FUND
2018 BUDGET

	General Fund	General Fund Budget Percentages	Capital Project Fund	Special Revenue Fund	Total Combined Funds	% of Total PCCLD budget
REVENUES						
Property tax	9,049,954	88%	-	-	9,049,954	87.68%
All other	1,212,096	12%	55,000	5,020	1,272,116	12.32%
TOTAL REVENUES	**10,262,050**	**100%**	**55,000**	**5,020**	**10,322,070**	**100.00%**
EXPENDITURES						
Personnel	5,355,035	52%	-	-	5,355,035	49.44%
Materials & Services	1,564,490	15%	-	-	1,564,490	14.44%
Facilities	1,919,935	19%	55,000	-	1,974,935	18.23%
Operations	828,568	8%	256,200	5,000	1,089,768	10.06%
Information Technology	556,100	5%	292,100	-	848,200	7.83%
TOTAL EXPENDITURES	**10,224,128**	**100%**	**603,300**	**5,000**	**10,832,428**	**100.00%**
Beginning Fund Balance	2,630,543		1,783,093	420	4,414,056	
Excess: Revenues over Expenditures	37,922		(548,300)	20	(510,358)	
Transfers In/Out	(575,000)		575,000	-	-	
Ending Fund Balance	**2,093,465**		**1,809,793**	**440**	**3,903,698**	
Fund balance as a % of operating expense					**38%**	

BREAKDOWN OF ENDING FUND BALANCE   ***

*** Reserves and unrestricted funds	
3% emergency reserve	306,724
Reserve requirement for COPs	813,325
Special Revenue Fund	440
Unrestricted fund balance	**2,783,209**

This sheet shows the three funds - General Fund, Capital Project & Special Revenue

Fund - combined for revenues, expenditures and fund balance.

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2018 BUDGET

COMBINED FUND BUDGET - REVENUES

All other funding sources
5%

Specific Ownership Tax
7%

Property Tax Revenue
88%

COMBINED FUND BUDGET - EXPENDITURES

Operations
10%

Information Technology
8%

Personnel
49%

Facilities
18%

Materials & Services
15%
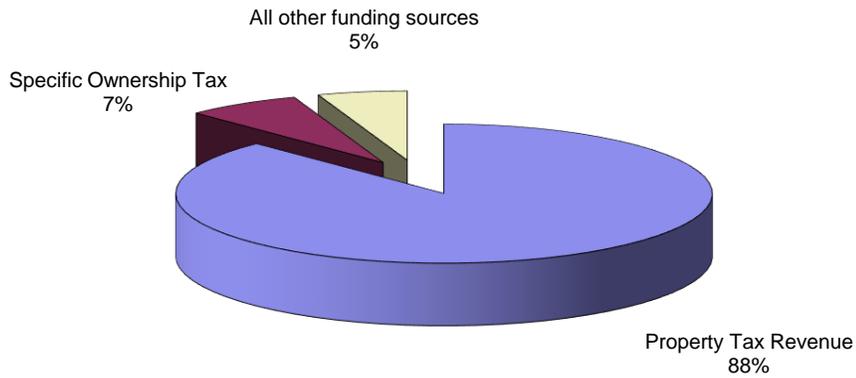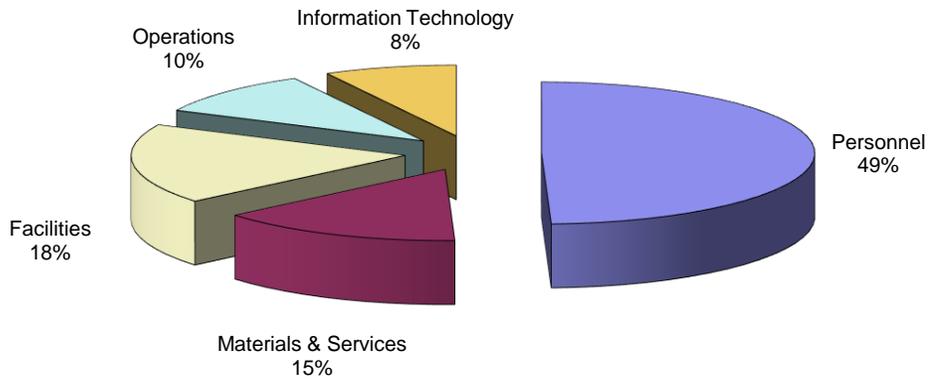
DEBT AND LEASE OBLIGATIONS

Certificates of Participation

On October 10, 2007, $6,000,000 in Certificates of Participation were issued, with American National Bank serving as Trustee. The debt service was scheduled for twenty-five years, culminating on November 15, 2031. The average coupon rate is 5.18%.

This issue was used to renovate and expand the Pueblo West Library from 5,000 square feet to 28,000 square feet. The building opened to the public in the spring of 2009. The architect for the project was Humphries Poli, and the construction firm was H.W. Houston.

On September 27, 2012, Pueblo City-County Library District issued $11,410,000 in COPs, to refund the original $6,000,000 debt and procure an additional $5,410,000 to construct three new library buildings through the county. The average coupon rate for the new issues is 3.281%, a significant savings over the previous rate. Savings garnered through the refinance part of this transaction was estimated to be nearly $900,000. UMB is serving as Trustee.

The new libraries are all similarly designed, 7,500 square feet facilities, located in Colorado City, St. Charles Mesa, and the East Side neighborhood. Land was donated in Colorado City, purchased on the St. Charles Mesa, and the East Side property was purchased with a portion of the funding provided by the City of Pueblo. The architect for the project is OZ Architecture; construction firm is H.W. Houston. All three libraries were opened to the public in November and December of 2014.

Lease Obligations

The District currently has one operating lease for rental space which is used for District storage of furniture, and a portion of which is leased back to the Friends of Pueblo City-County Library District for use as a used book store.

No equipment leases remain in the District. Photocopy equipment was purchased in 2011 for most public and staff areas; some photocopy equipment in the Community Relations Department is operating on month-to-month rental agreements.

Debt Limits

The District currently has no general obligation debt. Schedules and information included herein apply to Certificates of Participation, which are not voted debt, but rather lease-purchase obligations includable within the general operating mill levy. There are no statutory regulations concerning COP debt. The Board of Trustees of the District approved a Debt Management policy in 2012, which is included in the policy section of this document.

The District has no immediate or projected plans to issue general obligation debt. The COP debt schedule is included herein.

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%			

LIBRARIES IN PUEBLO COUNTY

Public library service is provided to Pueblo City and County residents through one system, the Pueblo City-County Library District. All towns and unincorporated geographical areas within this 2,414 square mile area are served by the main library, six stand-alone branches, one library located within the YMCA facility, two satellite libraries located within schools. In 2017, the library district began offering satellite services on the campuses of Colorado State University-Pueblo and Pueblo Community College.

Support departments are housed in the main facility, Robert Hoag Rawlings Library, and include the Offices of the Executive Director and the Chief Operating Officer, Finance, Human Resources, Community Relations and Development, Information Technology, Technical Services and Collection Development, and Facilities.

The Community Relations and Development department provides the "public face" of the District, acts as a liaison to newspaper and media outlets, facilitates or assists in District-wide program events, oversees fundraising and grants, and manages the website.

The Facilities department oversees facility maintenance for all of the buildings and vehicles in the District.

The Finance Department is responsible for accounts payable and receivable, purchasing, cash management, deposits, investments, annual budget and audit, fixed assets and inventory, as well as processing of bi-weekly, in-house payroll.

Human Resources is responsible for recruiting, hiring and managing the employee work experience, as well as overseeing the process of compensation, employee benefits, training, and maintaining the employee policy handbook. The volunteer program also falls under the purview of the HR Director, in addition to employee safety protocols.

Information Technology does all of the ordering, maintaining and upgrading of public and staff computer, phone and network systems throughout the District.

Technical Services and Collection Development is responsible for the selection, ordering, receiving, withdrawing, cataloging, processing and

distribution of all of the collection materials for the libraries, in addition to maintaining the library catalog. Interlibrary loan, digital services and the collection selection functions also come under the purview of Technical Services.

Public locations for provision of library service include:

- Robert Hoag Rawlings Library. This is our main facility, occupying nearly 110,000 square feet in the epicenter of the City of Pueblo. This building underwent a major renovation and addition in 2002-2003.

- The Special Collections and Museum Services Department is located within the Rawlings Library. This serves to preserve and interpret community archives and artifacts and provide educational programs and exhibitions that enhance the Pueblo City-County Library District. Special collections is located on the 3rd floor, and includes a vault containing artifacts of historical significance, including a Western History collection. This area also contains the Doris Kester Nonprofit Resource Center, a robust Genealogical collection, and an on-line local obituary resource. The News Museum (InfoZone) is located on the 4th floor, and underwent an extensive renovation which was completed in 2012.

- Barkman Library. At approximately 7,100 square feet, this is the smallest of the stand-alone branches of Pueblo City-County Library District.

- Tom & Anne Marie Giodone Library is one of the three new library facilities that were designed and constructed simultaneously, and opened to the public in late 2014. The Giodone Library is located on the St. Charles Mesa, and is a full-service library encompassing 7,500 square feet. The basic footprint of all three new libraries is the same, the differences in exterior finish reflect the location. This building reflects the agricultural community in which it resides.

- Greenhorn Valley Library is located on a 4-acre parcel of land in Colorado City. The land was donated to the library by the Colorado City Metropolitan District. This library has a stone exterior, illustrative of the mountainous geography of the area.

- Lamb Library. Located on the south side of Pueblo, this library is 10,000 square feet.

- Patrick A. Lucero Library is located in the East Side Neighborhood, and is the busiest of the three new libraries. It has a brick exterior, reflecting the construction of older buildings and businesses in the area.

- Pueblo West Library is located in the community of Pueblo West. Finished in 2009, this 28,000 square foot facility replaced a much smaller 5,000 square foot building which was bursting at the seams. The original building was included as a meeting room complex in the design of the expansion. This building received LEED Gold certification for environmental design and sustainability.

- Library @ the Y. This small, 1000 square foot library outlet is located in the new YMCA facility which opened in 2009.

The following pages include budgets, budgetary data and general information about the Individual libraries and departments of Pueblo City-County Library District. Goals, accomplishments and performance measures are also included.

Performance information has also been provided for all of the libraries. Metrics include: the value of volunteer hours, average turn-over rate of materials (how many times each item is checked out in a year), program attendance per 1,000 served, and per capita statistics for library visits, circulation and operating expenditures. Job-specific metrics are included for support departments.

These metrics represent a direct correlation to the Key Results established in 2013, which guide the District in operations. These Key Results are: 1. The number of library books and other materials checked out, 2. The quantity of customers visiting PCCLD libraries, 3. The size of attendance at library programs and events, and 4. The volume of use of library digital services. The performance measures that specifically reflect these metrics are library visit, circulation, program attendance, and computer usage.

By December 31, 2017, the library district posted another successful year following its two highest years (2015-2016) in the area of key results measures:

1. Circulation at the end of the year was 2,530,790.

2. Library Visits totaled 1,363,081 by year end. With a population of 166,475 at the end of 2017, this equated to 8.2 visits per capita.

3. Program attendance remained strong in the last year. At the end of the year we reached 269,034 in attendance, reflecting an increase of 12.5% over prior year.

4. Finally, digital use in 2017 totaled 594,983, a decrease of 9.1% from 2016.

The outcomes achieved throughout the 2017 year illustrate the power and enthusiasm generated through the Annual Plan goals set for the year. When the District focused on these Key Results and worked as a unit to achieve them, the outcome was truly remarkable. Having made these great strides in 2016 and 2017, we will continue to work enthusiastically toward continuing this work into the future. To further reinforce our great progress, PCCLD was named a Star Library in 2016 and 2017 by the Star Library Journal—a prestigious designation given to 265 libraries out of about 9,000 nationwide based on the above identified key results measures.

Employees are encouraged to set goals individually, in their roles for the Pueblo City-County Library District, to align with the four Key Results goals of the District as a whole. Whether it is front-line public service staff or support services team members who work behind the scenes to provide the infrastructure to maintain operations, everyone has an important part to play that can be tied directly to the Key Results.

For the public service departments, individual annual work output statistics are noted, and for comparative purposes the column to the far right shows the total District average or calculated amount of the services identified. Those numbers reflect the most recently completed year–2017.

For the support service departments, individual annual work output statistics are unique for the role they play in the District. All of those work outputs contribute to the Key Results for the District, by providing that underpinning that provides a solid platform upon which the public service employees can provide service. For example, without the proper training of staff, provided by Human Resources, the public service staff would not be as well qualified to provide excellent customer service, thereby increasing visits, circulation, program attendance and digital services to our customers. Technical Services strives to provide the most appropriate and timely materials for staff, also impacting Key Results. All of the other support service departments also work

diligently in their distinct areas of responsibility to contribute to the Key Results. It is truly a team effort.

The following pages reflect a wide array of efforts put forth by all personnel of Pueblo City-County Library District to meet and exceed the Key Results.

COMMUNITY RELATIONS, DEVELOPMENT and STRATEGIC INITIATIVES

The Community Relations Department promotes the library in a positive way through a variety of programming and marketing opportunities. This department produces a monthly newsletter, facilitates a wide variety of community contests and programs, manages fundraising and grant-writing efforts, promotes the library by partnering with community businesses and groups, maintains the District website, and manages over one dozen programs, including the All Pueblo Reads and Chautauqua programs, to encourage and enhance literary events. In 2015 this department also assumed oversight of strategic initiatives.

2018 GOALS & OBJECTIVES

> ➢ Redesign PCCLD's website to improve online customer service
> ➢ Produce a PCCLD repository of organizational knowledge to improve institutional achievement
> ➢ Enhance summer programming with an end of summer parade celebration and expanded Books in the Park program
> ➢ Upgrade public meeting rooms and events software management applications

2017 ACCOMPLISHMENTS

> ➢ Adopted measures for organization success aligned with the Public Library Association's Project Outcome recommendations
> ➢ Identified funding support to sustain current level of library cultural and educational programming impact the Friends of the Library and an NEA Big Read Grant
> ➢ Improved tracking of library event and program attendance and participation
> ➢ Completed 2017 All Pueblo Reads program with participation totaling more than 40,000

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017
Community outreach/presentations	15	18	3
Published monthly newsletters	21,220	21,939	21,175
Participants in All Pueblo Reads program	39,513	40,365	40,203

Efficiency measures			
Cost per item for publication for newsletters	$3.42	$3.27	$3.37
Cost per participant in All Pueblo Reads	$2.61	$2.68	$2.65

COMMUNITY RELATIONS
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Miscellaneous Sales	1,547	4,618	-	1,595	1,595	-
Grants & Gifts	-	2,800	-	-	-	-
Participant Fees	25,835	14,711	10,000	15,000	5,000	50%
TOTAL REVENUES	$ 27,382	$ 22,129	$ 10,000	$ 16,595	$ 6,595	66%
EXPENDITURES						
PERSONNEL						
Salaries	244,887	253,464	249,337	256,073	6,736	3%
PERA	30,619	32,799	34,159	35,082	923	3%
Workers Compensation	1,238	1,372	1,372	1,443	71	5%
Employee benefits	27,914	25,574	30,042	29,206	(836)	-3%
Unemployment Compensation	709	734	770	775	5	1%
Medicare Trust	3,425	3,550	3,615	3,713	98	3%
Employee Training	2,936	51	1,000	2,900	1,900	190%
TOTAL PERSONNEL	$ 311,727	$ 317,545	$ 320,295	$ 329,192	$ 8,897	3%
MATERIALS						
Library Programs	70,149	47,505	43,500	55,000	11,500	26%
TOTAL MATERIALS	$ 70,149	$ 47,505	$ 43,500	$ 55,000	$ 11,500	26%
OPERATIONS						
Contract Services & Dues	13,395	16,000	19,000	14,250	(4,750)	-25%
Community Relations	56,983	50,577	40,000	54,000	14,000	35%
Library supplies	38,023	33,088	36,501	22,751	(13,750)	-38%
TOTAL OPERATIONS	$ 108,401	$ 99,665	$ 95,501	$ 91,001	$ (4,500)	-5%
TOTAL EXPENDITURES	$ 490,277	$ 464,715	$ 459,296	$ 475,193	$ 15,897	3%
PERCENTAGE OF TOTAL BUDGET	4.98%	4.70%	4.61%	4.65%		

FACILTIES

The Facilities Department is responsible for the maintenance and upkeep of all buildings and grounds within the District. Contractual agreements with outside vendors provide basic services for janitorial, trash removal, systems maintenance, and regular operational functions. This department is responsible for the oversight and management of those functions, as well as immediate response to requests for individual, specific facility-related assistance. Meeting room set-up, equipment removal or replacement, minor assembly of equipment, painting, furniture construction, and repairs are a small sampling of these duties.

2018 GOALS & OBJECTIVES

- Facility infrastructure upgrades including Rawlings Library exhaust dampers and parking lot lights; Lamb Library air conditioner, roof, and basement lighting; a staff work van; the Barkman Library book drop and parking lot seal coating; and the Pueblo West Library parking lot lights.
- Update operational procedures to enhance safety and efficiency
- Complete continuing professional education for department employees
- Organize and improve facility workshop operations
- Vehicle replacement

2017 ACCOMPLISHMENTS

- Facility maintenance and upgrades for main and branch library locations including lighting upgrades, repairs to stairs and exterior wall at main library, HVAC upgrades, roof replacement at two largest library locations, flooring changes and upgrades, automatic public entrance doors, exterior painting of metal exterior features at main library
- Completed request for proposals process and selected a new custodial company
- Completed installation of public art project at the Lucero Library branch
- Successfully managed the large work projects that resulted from numerous weather-related insurance claims
- Recruited and on boarded two new department employees
- Department employees completed continuing professional education

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017
Number of work orders	4,907	5,686	8,371

Efficiency measures			
Number of annual work orders per employee	892	1,034	1,522
Total cost per work order	$48.31	$41.32	$33.78

FACILITIES
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
EXPENDITURES						
PERSONNEL						
Salaries	232,164	265,911	260,913	274,516	13,603	5%
PERA	29,106	34,528	35,745	37,609	1,864	5%
Workers Compensation	1,214	1,436	1,436	1,546	110	8%
Employee benefits	31,806	34,634	32,263	39,688	7,425	23%
Unemployment Compensation	674	772	708	714	6	1%
Medicare Trust	3,262	3,734	3,783	3,980	197	5%
Employee Training	153	-	500	1,000	500	100%
TOTAL PERSONNEL	$ 298,379	$ 341,015	$ 335,348	$ 359,053	$ 23,705	7%
FACILITIES						
Vehicle Maintenance	5,892	7,297	6,400	6,400	-	0%
Insurance	4,007	4,147	4,147	4,015	(132)	-3%
TOTAL FACILITIES	$ 9,899	$ 11,444	$ 10,547	$ 10,415	$ (132)	-1%
OPERATIONS						
Contract Services & Dues	-	6,131	-	8,000	8,000	-
Library supplies	197	182	400	400	-	0%
Furniture, Fixtures & Equipment	-	585	-	2,500	2,500	-
TOTAL OPERATIONS	$ 197	$ 6,897	$ 400	$ 10,900	$ 10,500	2625%
INFORMATION TECHNOLOGY						
Telecommunications	2,308	2,061	2,928	-	(2,928)	-100%
TOTAL INFORMATION TECHNOLOGY	$ 2,308	$ 2,061	$ 2,928	$ -	$ (2,928)	-100%
TOTAL EXPENDITURES	$ 310,783	$ 361,418	$ 349,223	$ 380,368	$ 31,145	9%
PERCENTAGE OF TOTAL BUDGET	3.16%	3.66%	3.50%	3.72%		

FINANCE

All of the District's financial operations, including payroll, accounts payable and receivable, purchasing, auditing, budgeting, banking, cash management, fixed asset control, investing, and internal auditing are managed through this office.

2018 GOALS & OBJECTIVES

- ➢ Continue to ensure the long-term fiscal well-being of the institution in consideration of results of assets valuation, space planning projects, and the ten-year financial forecast
- ➢ Evaluate internal processes to best leverage access to E-rate funds—a program which provides discounts of up to 90 percent to help eligible schools and libraries in the United States obtain affordable telecommunications and internet access.
- ➢ Implement new banking services in concert with new vendor to obtain best financial services for the district
- ➢ Update the library capital replacement plan to ensure long-term funding is sufficient to maintain attractive, well-maintained facilities and equipment throughout the district
- ➢ Upgrade accounting applications to secure strong financial program
- ➢ Work with the Board of Trustees to select a financial auditor offering the best quality, lowest-cost service to provide the annual financial audit for the institution

2017 ACCOMPLISHMENTS

- ➢ Supported the commitment to fund the pay-for-performance program and employee health benefits subsidy
- ➢ Lowered office supply costs in 2017 via improved procurement efficiencies and conservation
- ➢ Reorganized the finance teams to focus resources on capital assets
- ➢ Rebid contracts for insurance broker services and banking services with appointment of a new broker for employee benefits and existing broker for corporate liability insurance
- ➢ Work with Human Resources to accomplish 2017 goals for organization development and the effective management of staff resources
- ➢ Successfully implemented a new payroll/HRIS platform

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017
Number of invoices/total payments	8,206	8,553	7,547
Number of electronic fund transfers (payroll)	3,531	3,868	3,874
Number of purchase orders processed	1,055	1,178	1,055
Number of employees	137	146	149
Number of fixed assets maintained	910	927	930

Efficiency measures			
Cost to process an invoice	$2.84	$2.93	1.60
Cost to process a purchase order	$25.70	$26.46	$26.65
Cost to maintain payroll per employee	$247.79	$204.93	$145.84
Cost to maintain fixed assets	$3.11	$3.23	$5.45

FINANCE
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Grants & Gifts	-	350	-	-	-	-
TOTAL REVENUES	$ -	$ 350	$ -	$ -	$ -	-
EXPENDITURES						
PERSONNEL						
Salaries	188,595	201,163	194,726	207,252	12,526	6%
PERA	24,528	76,110	26,677	29,393	2,716	10%
Workers Compensation	963	1,072	1,072	1,168	96	9%
Employee benefits	15,603	15,948	33,853	37,702	3,849	11%
Unemployment Compensation	540	586	598	603	5	1%
Medicare Trust	2,613	2,812	2,824	3,005	181	6%
Employee Training	1,778	2,333	2,000	4,500	2,500	125%
TOTAL PERSONNEL	$ 234,621	$ 300,024	$ 261,750	$ 283,623	$ 21,873	8%
OPERATIONS						
Contract Services & Dues	97,505	98,691	90,271	111,360	21,089	23%
Library supplies	3,306	4,096	3,000	4,690	1,690	56%
TOTAL OPERATIONS	$ 100,811	$ 102,787	$ 93,271	$ 116,050	$ 22,779	24%
TOTAL EXPENDITURES	$ 335,432	$ 402,811	$ 355,021	$ 399,673	$ 44,652	13%
PERCENTAGE OF TOTAL BUDGET	3.41%	4.08%	3.56%	3.91%		

HUMAN RESOURCES

Human Resources is responsible for recruiting, hiring and managing the employee work experience, as well as overseeing the process of procuring employee benefits and maintaining the employee policy handbook. Compensation, training and career tracking processes also come under the purview of Human Resources.

2018 GOALS & OBJECTIVES

➢ Chair and review results of Performance Evaluation Review Committee
➢ Facilitate PERA (Public Employee Retirement Association) review of Pay for Performance and Merit Pay Program
➢ Update of Employee Guidelines Manual – policies and procedures
➢ Improve employee benefits with the addition of health benefit for part-time library staff
➢ Keep PCCLD supervisors up-to-date on best management practices by providing a series of training classes

2017 ACCOMPLISHMENTS

➢ Recruited, placed, and on-boarded 13 full time staff, 20 part time staff, 2 temporary staff, and 6 substitutes. Effected 13 promotions, 3 transfers for staff, and processed 24 terminations
➢ Assisted with HRIS system bid process and led/point person for implementation with Paylocity and training for staff members, included Web Pay configuration and Module, Web Time configuration and Module, time and attendance module, performance management module, recruiting module, and ACA module
➢ Led SDA training with Target Solutions and ensured that PCCLD received program liability credit
➢ Partnered with executive leadership committee and steering committee and community relations to develop and implement the first year of a new employee recognition program – WIZ
➢ Led Health and Safety Committee to focus on reducing Worker's Compensation insurance costs and promoting a safe workplace overall. Implemented portal posts to get employees more involved.

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017
Number of Jobs Filled	39	33	41
Number of attendees at training classes	1,767	2,202	1,595
Number of employees enrolled in benefits	49	65	62

Efficiency measures			
Training costs per participant	$35.40	$27.60	$29.91
Cost of hiring – per hired employee	$1,043	$1,189	$1,047
Benefits administration per employee	$355.63	$344.89	$432.63

HUMAN RESOURCES
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
EXPENDITURES						
PERSONNEL						
Salaries	98,661	90,811	113,869	87,875	(25,994)	-23%
PERA	13,072	11,578	15,600	12,039	(3,561)	-23%
Workers Compensation	1,073	2,411	627	495	(132)	-21%
Employee benefits	26,781	22,567	26,783	14,787	(11,996)	-45%
Unemployment Compensation	287	335	311	313	2	1%
Medicare Trust	1,387	1,222	1,651	1,274	(377)	-23%
Employee Relations	28,812	24,200	23,200	26,050	2,850	12%
Employee Training	256	10	500	900	400	80%
TOTAL PERSONNEL	$ 170,329	$ 153,135	$ 182,541	$ 143,733	$ (38,808)	-21%
OPERATIONS						
Contract Services & Dues	28,663	31,347	28,530	31,432	2,902	10%
Library supplies	1,893	992	2,000	1,270	(730)	-37%
TOTAL OPERATIONS	$ 30,556	$ 32,339	$ 30,530	$ 32,702	$ 2,172	7%
TOTAL EXPENDITURES	$ 200,885	$ 185,474	$ 213,071	$ 176,435	$ (36,636)	-17%
PERCENTAGE OF TOTAL BUDGET	2.04%	1.88%	2.14%	1.73%		

INFORMATION TECHNOLOGY

The Information Technology department provides computer and network support to all libraries and departments in the District.

2018 GOALS & OBJECTIVES

- ➢ Upgrade WAN & ISP Services
- ➢ Review Upgrades and Support of AWE Early Childhood Literacy Computers
- ➢ New Backup and Citrix XenDesktop HA Servers
- ➢ Continue Replacing Older Security Cameras
- ➢ Update IT Policies and Procedures

2017 ACCOMPLISHMENTS

- ➢ Replaced 14 Aging Cameras Throughout the District
- ➢ Completed Phase 1 of 2 of Network Infrastructure Upgrades
- ➢ Implemented new ADA PC system at Rawlings Branch
- ➢ Upgraded AV System at Lamb Branch

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017
New computers purchased & installed	-	8	5
Total computers in District	386	394	399
Patron computer usage, number of sessions	665,913	654,905	594,982
Annual database sessions	252,838	274,043	327,829
Annual WiFi sessions	202,789	166,967	139,946

Efficiency measures			
Average cost of computers	$800	$800	$800
Average cost to install & maintain a unit	$255.98	$242.87	$238.97
Computer usage per capita	4.11	4.01	3.57
WiFi sessions per capita	1.25	1.03	0.84

INFORMATION TECHNOLOGY
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
EXPENDITURES						
PERSONNEL						
Salaries	251,984	241,846	247,058	245,016	(2,042)	-1%
PERA	33,406	32,251	33,847	33,567	(280)	-1%
Workers Compensation	1,239	1,360	1,360	1,380	20	1%
Employee benefits	30,781	23,672	32,016	21,389	(10,627)	-33%
Unemployment Compensation	740	709	770	776	6	1%
Medicare Trust	3,576	3,430	3,582	3,553	(29)	-1%
Employee Training	-	863	1,000	2,000	1,000	100%
TOTAL PERSONNEL	$ 321,725	$ 304,131	$ 319,633	$ 307,681	$ (11,952)	-4%
OPERATIONS						
Contract Services	14,500	1,589	5,000	5,000	-	0%
Library supplies	-	808	-	-	-	-
TOTAL OPERATIONS	$ 14,500	$ 2,398	$ 5,000	$ 5,000	$ -	0%
INFORMATION TECHNOLOGY						
Telecommunications	222,368	220,876	229,082	239,500	10,418	5%
Harware Repair & Maintenance	8,225	16,195	12,500	23,500	11,000	88%
Technology Supplies	30,819	40,270	32,812	35,700	2,888	9%
Technology Contract Services	237,062	221,839	228,900	257,400	28,500	12%
TOTAL INFORMATION TECHNOLOGY	$ 498,473	$ 499,179	$ 503,294	$ 556,100	$ 52,806	10%
TOTAL EXPENDITURES	$ 834,699	$ 805,708	$ 827,927	$ 868,781	$ 40,854	5%
PERCENTAGE OF TOTAL BUDGET	8.47%	8.15%	8.31%	8.50%		

TECHNICAL SERVICES and COLLECTION DEVELOPMENT

Technical Services includes the following responsibilities: Cataloging and Processing, Collection Development, Interlibrary Loan, and the Mailroom. Its primary responsibility is to ensure customer information needs are met by selecting, ordering, receiving, and distributing all physical and electronic collections materials, in addition to maintaining the library catalog and ILS.

2018 GOALS & OBJECTIVES

- Launch QuickRead Book program to increase circulation
- Complete the RFP process for an ILS.
- Enhance the district's nonfiction collection to make it comparable to peer libraries.
- Provide support for the one time fine forgiveness amnesty program.

2017 ACCOMPLISHMENTS

- Launched the Quickview DVD program which increased circulation throughout the district.
- Created a Connect Ed partnership with PSAS as well as created a mini branch at Pueblo Community College.
- Began using Ingram as one of our primary print vendors based on enhanced customer service.

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017
Books ordered, received & processed	23,203	23,209	24,203
AV ordered, received & processed	25,544	19,010	18,032
Total materials budget (includes e-materials)	$1,181,284	$1,143,835	1,130,169
Efficiency measures			
Average cost per item	$24.23	$27.09	$26.76
Cost to order, receive & process an item	$ 15.20	$16.00	$15.95

TECHNICAL SERVICES
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Grants & Gifts	-	1,629	-	-	-	-
TOTAL REVENUES	$ -	$ 1,629	$ -	$ -	$ -	-
EXPENDITURES						
PERSONNEL						
Salaries	379,939	377,302	376,481	355,203	(21,278)	-6%
PERA	48,439	48,591	51,578	48,663	(2,915)	-6%
Workers Compensation	1,841	2,072	2,072	2,001	(71)	-3%
Employee benefits	71,697	66,657	74,186	56,595	(17,591)	-24%
Unemployment Compensation	1,069	1,115	1,145	1,153	8	1%
Medicare Trust	5,167	5,156	5,459	5,150	(309)	-6%
Employee Training	5,042	64	1,000	3,000	2,000	200%
TOTAL PERSONNEL	$ 513,194	$ 500,958	$ 511,921	$ 471,765	$ (40,156)	-8%
MATERIALS						
Books	287,417	295,341	299,000	299,000	-	0%
Audio/Visual Materials	413,846	414,960	453,000	463,000	10,000	2%
Digital Materials	408,242	386,438	405,000	426,969	21,969	5%
Periodical Materials	35,588	33,430	39,000	39,000	-	0%
Bindery & Processing	171,993	168,405	152,853	166,950	14,097	9%
TOTAL MATERIALS	$ 1,317,086	$ 1,298,574	$ 1,348,853	$ 1,394,919	$ 46,066	3%
OPERATIONS						
Contract Services & Dues	45,315	56,204	57,847	62,647	4,800	8%
Library supplies	2,720	3,825	2,000	1,600	(400)	-20%
TOTAL OPERATIONS	$ 48,034	$ 60,028	$ 59,847	$ 64,247	$ 4,400	7%
TOTAL EXPENDITURES	$ 1,878,314	$ 1,859,560	$ 1,920,621	$ 1,930,931	$ 10,310	1%
PERCENTAGE OF TOTAL BUDGET	19.07%	18.81%	19.27%	18.89%		

ROBERT HOAG RAWLINGS LIBRARY

Rawlings Library is the main library, located in Mesa Junction, overlooking the City of Pueblo. It underwent a major renovation from 2002 – 2003, expanding to its current size of nearly 109,000 square feet. Rawlings is a full-service library, with all of the district's support departments located within. The InfoZone Museum is located on the 4th floor, along with a beautiful public meeting room that is used extensively by staff and public. Three other meeting rooms are located on the 1st floor, with a staff computer training room and executive conference room on the 3rd floor.

The departments at Rawlings operate as separately identified public service outlets, and include Circulation, Reference & Readers Advisory, Special Collections & Museum Services, and Youth Services. Statistics for those departments are all combined here in the Rawlings performance measures in order to gain a perspective of activities occurring in this one location. They are also presented within the individual department profile.

2018 GOALS & OBJECTIVES

- ➢ Develop and implement a new security service plan to employ qualified security staff to help support safe conditions for individuals in the library in 2018.
- ➢ Execute an archival storage system and finding aids to increase digital collections access that meets industry standards.
- ➢ Support professional development of the PCCLD management team by providing a supervisory training series and a library location managers' strategic planning series.

2017 ACCOMPLISHMENTS

- ➢ Digital workshops were developed and held at the Rawlings Library monthly, attracting staff attendance from across the district and resulting in increased level of staff skills using e-resources.
- ➢ Rawlings Library partnered with outside social welfare organizations to gather resource information and training for library staff; work on planning a RRA Resource Center was initiated.
- ➢ Rawlings Library Departments collaborated to provide Whole Family Programming by forming a monthly Rawlings Managers meeting resulting in increased collaboration; whole family programming was established for large events including: Read Out Loud, Idea-Con, Summer Reading Program, and All Pueblo Reads.

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017	DISTRICT
Turn-over rate	6.03	8.34	6.04	7.39
Total operating expenditures per capita	$50.24	$51.06	$52.06	$31.12
Library visits per capita	9.98	7.90	7.28	8.19
Circulation per capita	22.81	19.51	18.52	15.20
Program attendance per 1,000 served	2115.33	2195.00	2421.48	1616.06
Computer sessions per capita	5.05	4.31	3.71	3.57
Value of Volunteer Hours	$154,294	$164,122	$201,075	$292,680

ROBERT HOAG RAWLINGS LIBRARY
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	21,747	11,618	26,184	12,020	(14,164)	-54%
Replacement Materials	8,965	9,071	7,326	8,565	1,239	17%
Photocopier Fees	-	(0)	1,707	-	(1,707)	-100%
Miscellaneous Sales	2,172	1,253	-	-	-	-
Grants & Gifts	10,107	7,604	-	-	-	-
Meeting room fees	1,731	3,194	1,000	1,500	500	50%
TOTAL REVENUES	$ 44,722	$ 32,740	$ 36,217	$ 22,085	$ (14,132)	-39%
EXPENDITURES						
PERSONNEL						
Salaries	171,075	179,947	183,099	165,677	(17,422)	-10%
PERA	26,644	24,516	24,400	13,419	(10,981)	-45%
Workers Compensation	877	1,008	1,008	933	(75)	-7%
Employee benefits	14,389	11,365	16,396	5,373	(11,023)	-67%
Unemployment Compensation	585	535	546	549	3	1%
Medicare Trust	2,832	2,637	2,655	2,402	(253)	-10%
Employee Training	21,317	33,629	36,261	35,000	(1,261)	-3%
TOTAL PERSONNEL	$ 237,720	$ 253,638	$ 264,365	$ 223,353	$ (41,012)	-16%
MATERIALS						
Library Programs	-	-	-	3,500	3,500	-
TOTAL MATERIALS	$ -	$ -	$ -	$ 3,500	$ 3,500	-
FACILITIES						
Utilities	318,182	312,286	364,997	351,700	(13,297)	-4%
Building Maintenance	227,933	242,941	205,470	223,110	17,640	9%
Insurance	28,695	31,603	31,525	32,544	1,019	3%
TOTAL FACILITIES	$ 574,810	$ 586,830	$ 601,992	$ 607,354	$ 5,362	1%
OPERATIONS						
Contract Services	101,368	64,545	53,561	93,109	39,548	74%
Library supplies	364	768	900	500	(400)	-44%
TOTAL OPERATIONS	$ 101,732	$ 65,313	$ 54,461	$ 93,609	$ 39,148	72%
INFORMATION TECHNOLOGY						
Telecommunications	9,852	8,470	10,188	-	(10,188)	-100%
TOTAL INFORMATION TECHNOLOGY	$ 9,852	$ 8,470	$ 10,188	$ -	$ (10,188)	-100%
TOTAL EXPENDITURES	$ 924,114	$ 914,251	$ 931,006	$ 927,816	$ (3,190)	0%
PERCENTAGE OF TOTAL BUDGET	9.38%	9.25%	9.34%	9.07%		

CIRCULATION

The Circulation Department is located on the first floor of the Rawlings Library. At the end of 2012, a renovation was begun which eliminated the large accounts desk, and the four self-check units were replaced with six fully contained self-service units where customers can check out their own materials and pay any outstanding fines or fees. Staff can still handle cash transactions, such as paper checks, but the self-service units have been well received and are transacting most of the cash payments formerly handled by staff. All of the returned materials are now checked in and sorted by an Automated Materials Handling system. Patrons are pleased with the efficiency and speed of this system, and it has dramatically cut down on repetitive motions formerly required of staff.

2018 GOALS & OBJECTIVES

➢ Create consistency with policies and procedures by updating and evaluating training modules and circulation documents.

➢ Develop stronger team culture by creating team identity and unity within the department.

➢ Create uniformity by implementing *When To Work* schedules.

2017 ACCOMPLISHMENTS

➢ Developed a new customer resolution process to provide more timely and effective service.

➢ Created new communication practices to build consistency in practices and procedures.

THIS DEPARTMENT IS LOCATED IN THE RAWLINGS LIBRARY, AND PERFORMANCE MEASUREMENT INFORMATION IS PRESENTED IN AGGREGATE IN THE RAWLINGS SECTION. HOWEVER, IT IS IMPORTANT THAT WE RECOGNIZE CURRENT YEAR ACCOMPLISHMENTS AS WELL AS GOALS & OBJECTIVES FOR THE COMING YEAR FOR EACH DEPARTMENT, SO THAT INFORMATION IS PROVIDED HERE.

CIRCULATION
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Online Fines	4,085	2,561	4,303	2,310	(1,993)	-46%
Online Replacement Materials	1,928	2,156	1,704	1,842	138	8%
TOTAL REVENUES	$ 6,013	$ 4,717	$ 6,007	$ 4,152	$ (1,855)	-31%
EXPENDITURES						
PERSONNEL						
Salaries	205,222	212,050	209,646	219,081	9,435	5%
PERA	26,782	28,171	27,522	30,014	2,492	9%
Workers Compensation	1,019	1,154	1,154	1,234	80	7%
Employee benefits	6,280	7,894	11,917	15,264	3,347	28%
Unemployment Compensation	599	622	634	638	4	1%
Medicare Trust	2,807	3,007	3,040	3,177	137	5%
TOTAL PERSONNEL	$ 242,709	$ 252,898	$ 253,913	$ 269,408	$ 15,495	6%
OPERATIONS						
Library supplies	2,050	1,122	1,250	1,318	68	5%
TOTAL OPERATIONS	$ 2,050	$ 1,122	$ 1,250	$ 1,318	$ 68	5%
TOTAL EXPENDITURES	$ 244,759	$ 254,019	$ 255,163	$ 270,726	$ 15,563	6%
PERCENTAGE OF TOTAL BUDGET	2.48%	2.57%	2.56%	2.65%		

REFERENCE AND READERS ADVISORY

This department occupies most of the second floor of the Rawlings Library and includes adult fiction, adult non-fiction, reference, media (DVDs, CDs, books on tape, etc.), periodicals, and the Nuestra Biblioteca Hispanic literature collection.

2018 GOALS & OBJECTIVES

- ➢ Improve services to transitional groups (emerging & aging adults, homeless, ex-offenders).
- ➢ Develop department mission statement and continue rebranding process.
- ➢ Spark the user experience with revitalized customer service and creative programming.
- ➢ Actively collaborate with Youth Services and Special Collections.

2017 ACCOMPLISHMENTS

- ➢ Developed new community partnerships and hosted monthly meetings to connect individuals with organizations and services across the county. Hosted a community resource fair with over 200 participants.
- ➢ Awarded $30,000 grant from the Colorado State Library and launched Colorado Online High School program.
- ➢ Almost doubled RRA program attendance from 7724 in 2016 to 14,828 in 2017!
- ➢ Improved the customer service experience by implementing a second service desk and cross- training all employees to provide customer service in RRA and the Teen Zone.
- ➢ Implemented district-wide staff database training and Open Lab Computer Classes.

THIS DEPARTMENT IS LOCATED IN THE RAWLINGS LIBRARY, AND PERFORMANCE MEASUREMENT INFORMATION IS PRESENTED IN AGGREGATE IN THE RAWLINGS SECTION. HOWEVER, IT'S IMPORTANT THAT WE RECOGNIZE CURRENT YEAR ACCOMPLISHMENTS AS WELL AS GOALS & OBJECTIVES FOR THE COMING YEAR FOR EACH DEPARTMENT, SO THAT INFORMATION IS PROVIDED HERE.

REFERENCE/READER'S ADVISORY
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Photocopier Fees	16,913	16,722	17,318	16,964	(354)	-2%
Miscellaneous Sales	-	91	-	-	-	-
Grants & Gifts	-	9,375	-	-	-	-
Participant fees	-	140	-	-	-	-
TOTAL REVENUES	$ 16,913	$ 26,328	$ 17,318	$ 16,964	$ (354)	-2%
EXPENDITURES						
PERSONNEL						
Salaries	352,244	390,743	379,360	407,851	28,491	8%
PERA	46,203	51,147	49,957	55,876	5,919	12%
Workers Compensation	2,224	2,088	2,088	2,298	210	10%
Employee benefits	37,151	49,356	38,228	40,631	2,403	6%
Unemployment Compensation	1,027	1,113	1,072	1,080	8	1%
Medicare Trust	4,970	5,482	5,501	5,914	413	8%
TOTAL PERSONNEL	$ 443,818	$ 499,929	$ 476,206	$ 513,650	$ 37,444	8%
MATERIALS						
Library Programs	16,248	37,780	7,500	8,860	1,360	18%
TOTAL MATERIALS	$ 16,248	$ 37,780	$ 7,500	$ 8,860	$ 1,360	18%
OPERATIONS						
Library supplies	5,731	5,341	7,500	5,300	(2,200)	-29%
TOTAL OPERATIONS	$ 5,731	$ 5,341	$ 7,500	$ 5,300	$ (2,200)	-29%
TOTAL EXPENDITURES	$ 465,797	$ 543,050	$ 491,206	$ 527,810	$ 36,604	7%
PERCENTAGE OF TOTAL BUDGET	4.73%	5.49%	4.93%	5.16%		

SPECIAL COLLECTIONS AND MUSEUM SERVICES

The Special Collections Department and the InfoZone News Museum were merged into one service unit in 2010. Special Collections, located on the 3rd floor, includes research materials and programs for Western History and local archival data, Genealogy, Non-Profit Resource Center and assistive technology.

The mission of the InfoZone is to provide broader knowledge of news and information. The museum focuses on journalism, the First Amendment, historic news and current events that affect our world. The museum serves to promote the joy of reading and writing, to preserve and interpret the archives and artifacts of The Pueblo Chieftain and provide educational programs and exhibitions that enhance the Pueblo City-County Library District.

2018 GOALS & OBJECTIVES

- ➢ Implement new archival management software and create archival finding aids.
- ➢ Support digital use by adding 2,000 digital objects to the digital collections
- ➢ Host five high-quality exhibits in the InfoZone and develop exhibits for the branches and 3rd Floor of Rawlings to support increased museum visits.
- ➢ Create community partnerships to support collaborative programming and increase SCMS program attendance and improve tracking of program attendance

2017 ACCOMPLISHMENTS

- ➢ The InfoZone installed new exhibits in the InfoZone Museum and hosted seven high-quality traveling exhibits.
- ➢ The InfoZone had 53,433 visitors in 2017, increasing visits over 5% from 50,581 in 2016.
- ➢ 1,146 items were added to the digital collections and 16,000 pages were added to the Colorado Historic Newspaper Collection increasing digital collections use.
- ➢ The SCMS had 8,144 participants in department programs including the annual Latino/a Book Festival.

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017
Number of exhibitions (InfoZone)	7	7	7
Cost of exhibitions & programs	$22,577	$23,345	$16,604
Museum visits	49,429	50,581	53,433
Program attendance	8,748	8,030	8,959

SPECIAL COLLECTIONS
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Photocopier Fees	1,755	1,893	3,360	1,781	(1,579)	-47%
Miscellaneous Sales	(7)	195	-	-	-	-
Grants & Gifts	-	4,750	-	500	500	-
TOTAL REVENUES	$ 1,747	$ 6,837	$ 3,360	$ 2,281	$ (1,079)	-32%
EXPENDITURES						
PERSONNEL						
Salaries	220,722	214,350	216,626	199,616	(17,010)	-8%
PERA	26,765	25,825	28,695	27,347	(1,348)	-5%
Workers Compensation	1,069	1,192	1,192	1,124	(68)	-6%
Employee benefits	32,170	25,214	34,363	27,456	(6,907)	-20%
Unemployment Compensation	603	563	664	669	5	1%
Medicare Trust	3,004	2,754	3,141	2,894	(247)	-8%
TOTAL PERSONNEL	$ 284,333	$ 269,899	$ 284,681	$ 259,106	$ (25,575)	-9%
MATERIALS						
Library Programs	2,749	3,983	2,000	4,700	2,700	135%
TOTAL MATERIALS	$ 2,749	$ 3,983	$ 2,000	$ 4,700	$ 2,700	135%
OPERATIONS						
Contract Services & Dues	46,092	52,386	5,600	47,867	42,267	755%
Library supplies	8,381	6,568	9,000	7,000	(2,000)	-22%
TOTAL OPERATIONS	$ 54,472	$ 58,954	$ 14,600	$ 54,867	$ 40,267	276%
TOTAL EXPENDITURES	$ 341,555	$ 332,836	$ 301,281	$ 318,673	$ 17,392	6%
PERCENTAGE OF TOTAL BUDGET	3.47%	3.37%	3.02%	3.12%		

INFOZONE NEWS MUSEUM
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Miscellaneous Sales	2,014	2,340	2,907	2,140	(767)	-26%
Grants & Gifts	11,159	17,912	-	-	-	-
TOTAL REVENUES	$ 13,173	$ 20,253	$ 2,907	$ 2,140	$ (767)	-26%
EXPENDITURES						
PERSONNEL						
Salaries	46,731	53,838	49,697	69,334	19,637	40%
PERA	5,805	8,219	6,592	9,499	2,907	44%
Workers Compensation	233	274	273	391	118	43%
Employee benefits	9,156	9,072	8,442	4,302	(4,140)	-49%
Unemployment Compensation	129	189	145	146	1	1%
Medicare Trust	623	880	721	1,005	284	39%
TOTAL PERSONNEL	$ 62,676	$ 72,471	$ 65,870	$ 84,677	$ 18,807	29%
MATERIALS						
Library Programs	9,064	8,536	6,900	4,700	(2,200)	-32%
TOTAL MATERIALS	$ 9,064	$ 8,536	$ 6,900	$ 4,700	$ (2,200)	-32%
OPERATIONS						
Contract Services & Dues	11,582	4,084	9,000	6,000	(3,000)	-33%
Library supplies	1,341	3,467	3,047	3,047	-	0%
TOTAL OPERATIONS	$ 12,923	$ 7,551	$ 12,047	$ 9,047	$ (3,000)	-25%
TOTAL EXPENDITURES	$ 84,663	$ 88,558	$ 84,817	$ 98,424	$ 13,607	16%
PERCENTAGE OF TOTAL BUDGET	0.86%	0.90%	0.85%	0.96%		

YOUTH SERVICES

The Youth Services department is located on the first floor of the Rawlings Library, and provides materials and programming for children and young adults. In addition to the regular book collection, this department also carries a full range of media including DVDs, talking books, CDs, video games, and even puppets available for check out. A cozy story-telling room holds a multitude of events and programs throughout the year. Although the Teen Central area is located on the 2nd floor, programs and activities are all coordinated through the Youth Services department.

2018 GOALS & OBJECTIVES

- ➢ Evaluate and enhance the Youth Services and Teen Zone spaces.
- ➢ Connect to new audiences through strategic outreach.
- ➢ Strengthen connections to the schools.
- ➢ Redesign Teen and Tween Summer Reading program to increase participation.

2017 ACCOMPLISHMENTS

- ➢ Visited Pueblo Community Health Center weekly from February through August, reaching a total of 458 people. Gave away 200 Early Literacy kits with information and free books for families.
- ➢ Developed fruitful partnerships with local groups serving low-income families, including Migrant Education, Seasonal Head Start, the Pueblo Resource Board, and the Department of Corrections.
- ➢ Composed survey to assess the needs of homeschool patrons. Hosted Homeschool Resource Fair. Collaborated with branch and department staff to develop Homeschool Hub on the PCCLD website to help homeschool family's access PCCLD resources.
- ➢ Developed three-track model for family Summer Reading program, resulting in an 18% increase in program attendance.

THIS DEPARTMENT IS LOCATED IN THE RAWLINGS LIBRARY, AND PERFORMANCE MEASUREMENT INFORMATION IS PRESENTED IN AGGREGATE IN THE RAWLINGS SECTION. HOWEVER, IT'S IMPORTANT THAT WE RECOGNIZE CURRENT YEAR ACCOMPLISHMENTS AS WELL AS GOALS & OBJECTIVES FOR THE COMING YEAR FOR EACH DEPARTMENT, SO THAT INFORMATION IS PROVIDED HERE.

YOUTH SERVICES
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Photocopier Fees	5,211	5,427	4,059	5,224	1,165	29%
Miscellaneous Sales	-	12	-	-	-	-
Grants & Gifts	-	5,396	-	-	-	-
TOTAL REVENUES	$ 5,211	$ 10,836	$ 4,059	$ 5,224	$ 1,165	29%
EXPENDITURES						
PERSONNEL						
Salaries	276,143	284,679	278,363	280,956	2,593	1%
PERA	35,556	36,712	36,661	38,491	1,830	5%
Workers Compensation	1,360	1,532	1,532	1,583	51	3%
Employee benefits	27,025	46,330	30,891	36,504	5,613	18%
Unemployment Compensation	790	810	845	852	7	1%
Medicare Trust	3,818	3,905	4,036	4,074	38	1%
TOTAL PERSONNEL	$ 344,692	$ 373,969	$ 352,328	$ 362,460	$ 10,132	3%
MATERIALS						
Library Programs	71,930	56,703	59,500	69,650	10,150	17%
TOTAL MATERIALS	$ 71,930	$ 56,703	$ 59,500	$ 69,650	$ 10,150	17%
OPERATIONS						
Library supplies	1,202	858	750	900	150	20%
TOTAL OPERATIONS	$ 1,202	$ 858	$ 750	$ 900	$ 150	20%
TOTAL EXPENDITURES	$ 417,824	$ 431,530	$ 412,578	$ 433,010	$ 20,432	5%
PERCENTAGE OF TOTAL BUDGET	4.24%	4.37%	4.14%	4.24%		

BARKMAN LIBRARY

Located adjacent to a lovely park in the Belmont area, the Barkman Library is the smallest of the Pueblo City-County Library District stand-alone facilities, at approximately 7,000 square feet. Within that relatively small footprint, however, is a full-service library facility including a meeting room, computer workstations, a full complement of library materials, and study/learning areas for customers of all ages and interests. Barkman was opened in 1990, remodeled in 2004 and again in 2013, and celebrated 20 years of successful public service in 2010.

2018 GOALS & OBJECTIVES

- ➢ Provide a new Book Return bin, increasing staff and patron safety by repositioning it next to the parking lot for drive up returns.
- ➢ Install a sink in the Barkman Meeting Room enabling staff to provide a more varied programing selection to patrons that will be able to impact Key Results and increase programming attendance.
- ➢ Enlarge the Large Print collection to offer a more varied selection and increase circulation of large print materials.

2017 ACCOMPLISHMENTS

- ➢ All Barkman staff have attended outside, local, web based and in-house training sessions. Webinars have been used to benefit both professional and personal growth and providing more varied learning opportunities to staff.
- ➢ Created a weekly Crafty Needles group, offered more craft programs and worked with other PCCLD library staff to provide program variety increasing program attendance from 15,552 in 2016 to 21,437 in 2017.
- ➢ Barkman aligned the Storytime Program start times to create continuity between the Storytime for Tots and the Preschool Storytime. The Librarian conducted outreach in the form of "Storytimes on the Fly" to patrons inside the library building, and we have created a fledgling but growing dedicated Storytime attendees.

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017	DISTRICT
Turn-over rate	6.17	10.70	8.93	7.39
Total operating expenditures per capita	$37.29	$34.90	$31.56	$31.12
Library visits per capita	13.88	13.34	12.29	8.19
Circulation per capita	26.93	24.17	23.55	15.20
Program attendance per 1,000 served	1408.11	1150.00	1555.19	1616.06
Computer sessions per capita	7.45	6.67	6.34	3.57
Value of Volunteer Hours	$14,271	$5,264	$2,006	$292,680

BARKMAN LIBRARY
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	6,720	3,355	7,044	3,771	(3,273)	-46%
Replacement Materials	1,937	1,370	1,253	1,850	597	48%
Photocopier Fees	11,289	11,777	9,881	11,309	1,428	14%
Miscellaneous Sales	1,101	624	526	645	119	23%
Grants & Gifts	-	1,401	-	-	-	-
TOTAL REVENUES	$ 21,046	$ 18,527	$ 18,704	$ 17,575	$ (1,129)	-6%
EXPENDITURES						
PERSONNEL						
Salaries	213,646	205,564	181,245	188,077	6,832	4%
PERA	28,179	27,424	23,749	25,767	2,018	9%
Workers Compensation	1,399	997	997	1,060	63	6%
Employee benefits	19,277	18,052	18,705	18,089	(616)	-3%
Unemployment Compensation	620	612	559	563	4	1%
Medicare Trust	2,996	2,908	2,628	2,727	99	4%
TOTAL PERSONNEL	$ 266,117	$ 255,558	$ 227,883	$ 236,283	$ 8,400	4%
MATERIALS						
Library Programs	1,309	1,556	1,000	1,535	535	54%
TOTAL MATERIALS	$ 1,309	$ 1,556	$ 1,000	$ 1,535	$ 535	54%
FACILITIES						
Utilities	19,155	17,940	23,289	19,700	(3,589)	-15%
Building Maintenance	20,255	18,467	26,790	24,240	(2,550)	-10%
Insurance	2,929	3,218	3,218	3,322	104	3%
TOTAL FACILITIES	$ 42,340	$ 39,625	$ 53,297	$ 47,262	$ (6,035)	-11%
OPERATIONS						
Contract Services	8,618	9,486	14,536	10,296	(4,240)	-29%
Library supplies	4,755	2,653	2,800	2,214	(586)	-21%
TOTAL OPERATIONS	$ 13,372	$ 12,139	$ 17,336	$ 12,510	$ (4,826)	-28%
INFORMATION TECHNOLOGY						
Telecommunications	332	349	344	-	(344)	-100%
TOTAL INFORMATION TECHNOLOGY	$ 332	$ 349	$ 344	$ -	$ (344)	-100%
TOTAL EXPENDITURES	$ 323,470	$ 309,228	$ 299,860	$ 297,590	$ (2,270)	-1%
PERCENTAGE OF TOTAL BUDGET	3.28%	3.13%	3.01%	2.91%		

GIODONE LIBRARY

This is one of three new libraries that opened to the public in the last weeks of 2014. All three have the same footprint and design at 7,500 square feet, although the exteriors reflect the neighborhoods in which they have been built. They all contain the components which define a full-size library – materials, meeting rooms, computer access, programs, and a full staff to provide excellent customer service. This facility is located on the St. Charles Mesa, adjacent to Highway 50, a major highway wending its way through the Arkansas Valley farming communities east of the City of Pueblo. Dotted with farms, residential areas and commercial sites, this community is vital to the agricultural sustainability of both the local area and the state of Colorado. As with the other libraries opened in 2014, the performance measures listed reflect well-thought-out goals and accomplishments as follows:

2018 GOALS & OBJECTIVES

- ➤ Increase Key Results
- ➤ The Giodone staff gains knowledge in their job, understanding of their community, and appreciation of their peers.
- ➤ The Giodone customers gain knowledge and skill, familial and community connections, and enjoyment through participation in programming and checking out of materials.

2017 ACCOMPLISHMENTS

- ➤ Increased Program Attendance by 27.4% by utilizing the creativity of Giodone staff, engaging our customers in dialogue and responding to their suggestions, and sharing programs produced by other staff in the district.
- ➤ Increased Circulation by 15.8% by increasing the frequency of displays at Giodone, and re-organizing the satellite collection at Avondale by AR levels.
- ➤ The Visits were close to last year's, they went down by -0.4%. Giodone staff assisted the district by answering calls as part of the call center, and our calls went up 25.6%. Giodone staff regularly attended district-wide trainings, and monthly webinars to improve their job skills.

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017	DISTRICT
Turn-over rate	5.71	5.54	8.12	7.39
Total operating expenditures per capita	$21.62	$23.29	$21.22	$31.12
Library visits per capita	5.07	4.99	4.79	8.19
Circulation per capita	6.32	5.63	6.29	15.20
Program attendance per 1,000 served	840.20	918.08	1127.26	1616.06
Computer sessions per capita	2.71	2.59	2.32	3.57
Value of Volunteer Hours	$1,752	$963	$12,950	$292,680

TOM & ANN MARIE GIODONE LIBRARY
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	2,043	1,298	966	1,138	172	18%
Replacement Materials	498	546	1,176	476	(700)	-60%
Photocopier Fees	2,868	3,130	2,362	2,933	571	24%
Miscellaneous Sales	406	324	435	212	(223)	-51%
Grants & Gifts	-	4,025	-	-	-	-
TOTAL REVENUES	$ 5,815	$ 9,324	$ 4,939	$ 4,759	$ (180)	-4%
EXPENDITURES						
PERSONNEL						
Salaries	125,335	134,428	152,894	153,986	1,092	1%
PERA	15,515	17,160	20,101	21,096	995	5%
Workers Compensation	674	841	841	868	27	3%
Employee benefits	20,917	24,862	23,089	24,917	1,828	8%
Unemployment Compensation	363	368	419	422	3	1%
Medicare Trust	1,738	1,859	2,217	2,234	17	1%
TOTAL PERSONNEL	$ 164,542	$ 179,518	$ 199,561	$ 203,523	$ 3,962	2%
MATERIALS						
Library Programs	3,117	1,182	1,000	2,950	1,950	195%
TOTAL MATERIALS	$ 3,117	$ 1,182	$ 1,000	$ 2,950	$ 1,950	195%
FACILITIES						
Utilities	16,752	17,786	19,381	19,381	-	0%
Building Maintenance	17,840	22,990	21,732	24,582	2,850	13%
Lease/Purchase of Buildings	101,211	99,591	99,591	100,011	420	0%
Insurance	2,929	3,218	3,218	3,322	104	3%
TOTAL FACILITIES	$ 138,731	$ 143,585	$ 143,922	$ 147,296	$ 3,374	2%
OPERATIONS						
Library supplies	2,188	1,605	2,800	850	(1,950)	-70%
TOTAL OPERATIONS	$ 2,188	$ 1,605	$ 2,800	$ 850	$ (1,950)	-70%
TOTAL EXPENDITURES	$ 308,579	$ 325,890	$ 347,283	$ 354,619	$ 7,336	2%
PERCENTAGE OF TOTAL BUDGET	3.13%	3.30%	3.48%	3.47%		

GREENHORN VALLEY LIBRARY

This 7,500 square foot library is another of the three new facilities. This library is located in the southern-most part of the District, in Colorado City. Stunning views of Greenhorn Mountain and the mountain community surround this facility. As with the other two libraries, Greenhorn Valley is also designated as a full-service library, with access to print and digital materials of all kinds, computer access, a community meeting room, reading and study areas, and a staff with excellent customer service and knowledge to greet the residents of this community. 2018 goals and 2017 accomplishments are included below.

2018 GOALS & OBJECTIVES

- ➢ Lifelong learning begins with staff: All staff members will establish 1-2 professional development goals with 4 members to attend CLiC, 1 to attend webinar on Working with Homelessness, and 1 to attend Marble Computing webinar.
- ➢ Increase community partnerships to include outreach presentations to organizations, schools, presence at community events and greater participation with the homeschool community.
- ➢ Increase key results to surpass 2017 results by improving/increasing display areas, increasing promotion of programs, increase outreach, and develop a monthly DIY workshop series.

2017 ACCOMPLISHMENTS

- ➢ Increased circulations by 3.1% and meeting room use by 5% in 2017.
- ➢ Met with homeschool families to identify needs resulting in providing regular meeting room space and development of STEM learning kits for checkout.
- ➢ Initiated a Local History Interest Group that meets at the library on a regular basis, have partnered with local organizations and PCCLD Special Collections Department to provide resources and programs.
- ➢ Secured additional donor funding for the Outdoor Learning Commons capital project.

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017	DISTRICT
Turn-over rate	4.66	4.08	3.57	7.39
Total operating expenditures per capita	$58.34	$58.64	$56.04	$31.12
Library visits per capita	10.72	9.56	9.10	8.19
Circulation per capita	12.75	10.91	10.83	15.20
Program attendance per 1,000 served	1584.11	1822.00	1098.23	1616.06
Computer sessions per capita	3.98	3.71	3.34	3.57
Value of Volunteer Hours	$3,797	$1,721	$302	$292,680

GREENHORN VALLEY LIBRARY
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	2,055	846	1,998	1,160	(838)	-42%
Replacement Materials	655	417	1,176	626	(550)	-47%
Photocopier Fees	1,569	1,366	2,362	1,604	(758)	-32%
Miscellaneous Sales	108	74	435	62	(373)	-86%
Grants & Gifts	3,009	7,050	-	-	-	-
TOTAL REVENUES	$ 7,396	$ 9,753	$ 5,971	$ 3,452	$ (2,519)	-42%
EXPENDITURES						
PERSONNEL						
Salaries	132,038	127,563	147,920	149,266	1,346	1%
PERA	17,019	16,676	19,443	20,449	1,006	5%
Workers Compensation	1,160	814	814	841	27	3%
Employee benefits	13,040	20,494	17,721	28,171	10,450	59%
Unemployment Compensation	377	356	410	413	3	1%
Medicare Trust	1,825	1,739	2,145	2,164	19	1%
TOTAL PERSONNEL	$ 165,459	$ 167,642	$ 188,453	$ 201,304	$ 12,851	7%
MATERIALS						
Library Programs	1,965	1,182	1,000	1,906	906	91%
TOTAL MATERIALS	$ 1,965	$ 1,182	$ 1,000	$ 1,906	$ 906	91%
FACILITIES						
Utilities	16,323	13,511	18,374	15,000	(3,374)	-18%
Building Maintenance	14,819	23,067	22,432	23,382	950	4%
Lease/Purchase of Buildings	114,705	112,869	112,869	113,345	476	0%
Insurance	2,929	3,218	3,218	3,322	104	3%
TOTAL FACILITIES	$ 148,776	$ 152,665	$ 156,893	$ 155,049	$ (1,844)	-1%
OPERATIONS						
Library supplies	2,412	1,651	5,226	1,230	(3,996)	-76%
TOTAL OPERATIONS	$ 2,412	$ 1,651	$ 5,226	$ 1,230	$ (3,996)	-76%
INFORMATION TECHNOLOGY						
Telecommunications	1,544	1,230	1,735	-	(1,735)	-100%
TOTAL INFORMATION TECHNOLOGY	$ 1,544	$ 1,230	$ 1,735	$ -	$ (1,735)	-100%
TOTAL EXPENDITURES	$ 320,155	$ 324,369	$ 353,307	$ 359,489	$ 6,182	2%
PERCENTAGE OF TOTAL BUDGET	3.25%	3.28%	3.54%	3.52%		

LAMB LIBRARY

The Lamb Library serves the south side of Pueblo from its location in a residential neighborhood on Pueblo Boulevard and O'Neil Street. At 10,000 square feet, it provides a community meeting room in a basement level, and a full range of library services on the main ground floor. This facility was expanded and remodeled in 2000, and remodeled again in 2013. The library provides a comprehensive children's area, computer workstations, DVDs, CDs, books, periodicals, and a full range of programs with wide appeal to all age groups.

2018 GOALS & OBJECTIVES

➢ Develop and implement strategies to promote the library's mission through outreach activities within the Pueblo Community.

➢ Identify staff training opportunities to promote a knowledgeable workforce and assist library patrons with library use.

➢ Work with Library District Departments (Technical Services, Community Relations, IT, etc) to increase library usage as reflected with PCCLD's Key Results: Circulation, Digital Use, Program Attendance, and Library Visits.

2017 ACCOMPLISHMENTS

➢ Raised Program attendance numbers by 54% and computer use by 6% over 2016 numbers.

➢ Increased the number of outreach events and programs to promote library usage and program attendance.

➢ Worked with Facilities and Information Technology departments to complete major improvements to the Lamb Library's infrastructure including roof replacement, HVAC replacement, lighting replacement, and Meeting Room A/V equipment replacement.

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017	DISTRICT
Turn-over rate	5.53	9.33	8.69	7.39
Total operating expenditures per capita	$39.31	$38.99	$34.28	$31.12
Library visits per capita	13.21	11.80	10.89	8.19
Circulation per capita	27.35	27.36	27.08	15.20
Program attendance per 1,000 served	1728.35	1008.00	1522.70	1616.06
Computer sessions per capita	7.67	6.22	6.35	3.57
Value of Volunteer Hours	$14,732	$9,205	$12,802	$292,680

LAMB LIBRARY
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	7,259	4,018	7,416	4,076	(3,340)	-45%
Replacement Materials	2,324	1,551	1,205	2,220	1,015	84%
Photocopier Fees	10,237	11,599	7,323	10,277	2,954	40%
Miscellaneous Sales	1,125	927	526	504	(22)	-4%
Grants & Gifts	13	1,319	-	-	-	-
TOTAL REVENUES	$ 20,958	$ 19,414	$ 16,470	$ 17,077	$ 607	4%
EXPENDITURES						
PERSONNEL						
Salaries	174,341	182,407	183,528	185,149	1,621	1%
PERA	21,892	23,815	24,042	25,365	1,323	6%
Workers Compensation	897	1,010	1,010	1,043	33	3%
Employee benefits	22,109	21,059	21,223	15,890	(5,333)	-25%
Unemployment Compensation	496	530	558	562	4	1%
Medicare Trust	2,396	2,554	2,661	2,685	24	1%
TOTAL PERSONNEL	$ 222,131	$ 231,374	$ 233,022	$ 230,694	$ (2,328)	-1%
MATERIALS						
Library Programs	1,017	1,013	1,000	1,000	-	0%
TOTAL MATERIALS	$ 1,017	$ 1,013	$ 1,000	$ 1,000	$ -	0%
FACILITIES						
Utilities	23,595	24,550	33,457	30,644	(2,813)	-8%
Building Maintenance	21,932	33,891	38,625	38,575	(50)	0%
Insurance	2,891	3,176	3,176	3,278	102	3%
TOTAL FACILITIES	$ 48,418	$ 61,617	$ 75,258	$ 72,497	$ (2,761)	-4%
OPERATIONS						
Contract Services	-	62	-	-	-	-
Library supplies	1,640	2,126	2,800	2,550	(250)	-9%
TOTAL OPERATIONS	$ 1,640	$ 2,188	$ 2,800	$ 2,550	$ (250)	-9%
INFORMATION TECHNOLOGY						
Telecommunications	1,834	1,929	1,886	-	(1,886)	-100%
TOTAL INFORMATION TECHNOLOGY	$ 1,834	$ 1,929	$ 1,886	$ -	$ (1,886)	-100%
TOTAL EXPENDITURES	$ 275,039	$ 298,122	$ 313,966	$ 306,741	$ (7,225)	-2%
PERCENTAGE OF TOTAL BUDGET	2.79%	3.02%	3.15%	3.00%		

PATRICK LUCERO LIBRARY

This library, one of the three facilities opened in December 2014, is located in the historic East Side neighborhood of Pueblo. This neighborhood has been clamoring for a library for some time, and the residents have been very enthusiastic as they watched this community center materialize. Staffing at all three facilities was accomplished through closure of nearby satellite libraries and reassigning staff, as well as redistributing staff from throughout the District and hiring some new positions. The Books a la Cart program is managed through this branch.

2018 GOALS & OBJECTIVES

➢ Offer more opportunities for staff training
➢ Building Community Partnerships beginning with Risley Middle School
➢ Currently on committee to explore options for new security

2017 ACCOMPLISHMENTS

➢ Acquired Grant for Afterschool Nutrition Program and offering ESL classes
➢ Participated in Committee to hire new Janitorial Company CBM
➢ Partnered with Children's Literacy Center to offer tutoring at Lucero

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017	DISTRICT
Turn-over rate	10.73	10.67	8.61	7.39
Total operating expenditures per capita	$31.91	$28.55	$33.68	$31.12
Library visits per capita	12.98	11.77	10.61	8.19
Circulation per capita	13.01	9.61	8.66	15.20
Program attendance per 1,000 served	1345.33	1191.00	1254.56	1616.06
Computer sessions per capita	7.54	3.12	2.95	3.57
Value of Volunteer Hours	$13,333	$6,375	$18,473	$292,680

PATRICK LUCERO LIBRARY
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	1,928	909	960	1,076	116	12%
Replacement Materials	637	330	1,176	609	(567)	-48%
Photocopier Fees	2,251	2,547	2,362	2,302	(60)	-3%
Miscellaneous Sales	492	204	438	234	(204)	-47%
Grants & Gifts	6,053	6,528	-	200	200	-
TOTAL REVENUES	$ 11,362	$ 10,518	$ 4,936	$ 4,421	$ (515)	-10%
EXPENDITURES						
PERSONNEL						
Salaries	202,012	203,120	214,537	223,625	9,088	4%
PERA	27,258	27,626	28,212	30,637	2,425	9%
Workers Compensation	1,101	1,181	1,181	1,260	79	7%
Employee benefits	5,367	5,776	5,984	5,505	(479)	-8%
Unemployment Compensation	600	606	685	690	5	1%
Medicare Trust	2,888	2,925	3,111	3,243	132	4%
TOTAL PERSONNEL	$ 239,227	$ 241,234	$ 253,710	$ 264,960	$ 11,250	4%
MATERIALS						
Library Programs	5,479	5,051	4,500	13,170	8,670	193%
TOTAL MATERIALS	$ 5,479	$ 5,051	$ 4,500	$ 13,170	$ 8,670	193%
FACILITIES						
Utilities	3,581	6,280	5,083	18,709	13,626	268%
Building Maintenance	26,196	29,006	21,382	20,532	(850)	-4%
Lease/Purchase of Buildings	121,453	119,509	119,509	120,013	504	0%
Insurance	2,929	3,218	3,218	3,321	103	3%
TOTAL FACILITIES	$ 154,159	$ 158,013	$ 149,192	$ 162,575	$ 13,383	9%
OPERATIONS						
Contract Services & Dues	60,184	28,236	28,981	30,192	1,211	4%
Library supplies	2,740	1,394	3,973	3,022	(951)	-24%
TOTAL OPERATIONS	$ 62,923	$ 29,629	$ 32,954	$ 33,214	$ 260	1%
TOTAL EXPENDITURES	$ 461,788	$ 433,927	$ 440,356	$ 473,919	$ 33,563	8%
PERCENTAGE OF TOTAL BUDGET	4.69%	4.39%	4.42%	4.64%		

LIBRARY @ the Y

This small outreach operation is located within the YMCA building located on Pueblo Boulevard. A commitment to provide a library presence within this building had been part of the original plan for the new YMCA facility, so an agreement was drawn up between PCCLD and the YMCA to provide 1,000 square feet of space in which to house a small library. Beginning in 2016, this library came under the purview of the Circulation department. The facility will also maintain a collection of popular materials for adults, as well as a computer center.

2018 GOALS & OBJECTIVES

➢ Increase circulation by developing procedures and practices to keep the physical collection focused on community interests.

➢ Develop and execute focused small scale programs appropriate for the size and staffing of the branch.

➢ Continue work on building community relationship by actively engaging with the YMCA departments and executing programming together.

2017 ACCOMPLISHMENTS

➢ Provided patrons with more varied displays that focused on community interests.

➢ Partnered with the YMCA to execute youth programming and increase library attendance.

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017	DISTRICT
Turn-over rate	5.76	6.16	8.64	7.39
Total operating expenditures per capita	$20.52	$26.74	$15.63	$31.12
Library visits per capita	12.91	12.84	10.71	8.19
Circulation per capita	7.28	6.94	6.76	15.20
Program attendance per 1,000 served	1105.31	1008.00	891.12	1616.06
Computer sessions per capita	5.10	3.65	2.75	3.57
Value of Volunteer Hours	$0	$0	$25	$292,680

LIBRARY @ THE Y
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	466	137	486	253	(233)	-48%
Replacement Materials	106	173	161	101	(60)	-37%
Photocopier Fees	345	554	54	353	299	554%
Miscellaneous Sales	167	52	87	138	51	59%
Grants & Gifts	-	-	-	-	-	-
TOTAL REVENUES	$ 1,084	$ 916	$ 788	$ 845	$ 57	7%
EXPENDITURES						
PERSONNEL						
Salaries	40,509	28,494	26,984	29,176	2,192	8%
PERA	5,095	3,956	3,500	3,997	497	14%
Workers Compensation	206	149	149	164	15	10%
Employee benefits	3,250	-	-	-	-	-
Unemployment Compensation	112	89	128	129	1	1%
Medicare Trust	539	419	391	423	32	8%
TOTAL PERSONNEL	$ 49,711	$ 33,105	$ 31,152	$ 33,889	$ 2,737	9%
MATERIALS						
Library Programs	-	-	-	-	-	-
TOTAL MATERIALS	$ -	$ -	$ -	$ -	$ -	-
FACILITIES						
Utilities	2,104	3,507	2,805	2,805	-	0%
Building Maintenance	5,381	5,850	4,680	4,700	20	0%
Insurance	54	60	60	62	2	3%
TOTAL FACILITIES	$ 7,539	$ 9,417	$ 7,545	$ 7,567	$ 22	0%
OPERATIONS						
Library supplies	159	520	529	294	(235)	-44%
TOTAL OPERATIONS	$ 159	$ 520	$ 529	$ 294	$ (235)	-44%
TOTAL EXPENDITURES	$ 57,408	$ 43,042	$ 39,226	$ 41,750	$ 2,524	6%
PERCENTAGE OF TOTAL BUDGET	0.58%	0.44%	0.39%	0.41%		

PUEBLO WEST LIBRARY

Pueblo West Library was formerly the White Library, located in the fast-growing Pueblo West community, and at 5,000 sq. ft., its circulation and programming had outgrown its limited space. A major renovation was financed through Certificates of Participating funding, and the new 28,000 square foot building opened to the public in 2009. The original building footprint now functions as the meeting room complex. This building received LEED Gold certification for environmental design and sustainability.

2018 GOALS & OBJECTIVES

➢ Increase annual program attendance by 10% by creating ongoing program offerings and applying for grants to meet programming goals.
➢ Improve customer service by consistently staffing the lobby desk from 3-5 p.m. daily and updating or adding library signage.
➢ Increase circulation by 5-10% through merchandising of materials.
➢ Increase digital use by 5-10% by promoting apps and databases at programs.

2017 ACCOMPLISHMENTS

➢ Created & staffed lobby desk to reduce security incidents and improve customer service.
➢ Increased attendance at the Celtic and Medieval Faire, Pueblo West Library's signature annual event, by 74%.
➢ Created three new ongoing programs for seniors: Tech Talk, Chair Yoga and Coffee & Coloring.
➢ Created seven, in-house use science kits for homeschoolers, tween programs and patrons with a grant from the Pueblo West Women's League.
➢ Created ongoing tween & teen Coder Dojo maker program.
➢ Created a sewing maker space with a Friends of the Library grant.

PERFORMANCE MEASURES

Work output statistics	2015	2016	2017	DISTRICT
Turn-over rate	5.78	6.91	6.66	7.39
Total operating expenditures per capita	$32.41	$33.13	$30.22	$31.12
Library visits per capita	7.74	8.40	7.50	8.19
Circulation per capita	12.08	10.81	10.70	15.20
Program attendance per 1,000 served	812.56	840.00	835.15	1616.06
Computer sessions per capita	3.22	2.82	2.28	3.57
Value of Volunteer Hours	$28,317	$41,607	$45,047	$292,680

PUEBLO WEST LIBRARY
2018 BUDGET

	2016 ACTUAL	2017 ESTIMATED	2017 BUDGET	2018 BUDGET	BUDGET VARIANCE	% INC/DEC
REVENUES						
Fines	7,609	3,880	10,644	4,196	(6,448)	-61%
Replacement Materials	1,791	1,880	1,822	1,711	(111)	-6%
Photocopier Fees	9,227	9,283	9,212	9,253	41	0%
Miscellaneous Sales	821	629	646	470	(176)	-27%
Grants & Gifts	-	1,820	-	-	-	-
TOTAL REVENUES	$ 19,447	$ 17,491	$ 22,324	$ 15,630	$ (6,694)	-30%
EXPENDITURES						
PERSONNEL						
Salaries	244,335	218,269	238,157	233,101	(5,056)	-2%
PERA	36,931	23,009	31,173	31,935	762	2%
Workers Compensation	1,190	1,311	1,311	1,313	2	0%
Employee benefits	23,397	20,511	14,666	19,642	4,976	34%
Unemployment Compensation	698	619	740	745	5	1%
Medicare Trust	3,372	3,026	3,453	3,380	(73)	-2%
TOTAL PERSONNEL	$ 309,922	$ 266,745	$ 289,500	$ 290,116	$ 616	0%
MATERIALS						
Library Programs	2,234	2,686	1,500	2,600	1,100	73%
TOTAL MATERIALS	$ 2,234	$ 2,686	$ 1,500	$ 2,600	$ 1,100	73%
FACILITIES						
Utilities	83,702	76,433	83,067	78,240	(4,827)	-6%
Building Maintenance	56,148	42,968	67,068	76,658	9,590	14%
Lease/Purachse of Buildings	475,281	477,031	477,031	476,331	(700)	0%
Insurance	4,992	5,484	5,484	5,662	178	3%
TOTAL FACILITIES	$ 620,123	$ 601,916	$ 632,650	$ 636,891	$ 4,241	1%
OPERATIONS						
Contract Services	5,821	5,789	8,000	6,864	(1,136)	-14%
Library supplies	3,226	1,661	2,658	1,880	(778)	-29%
TOTAL OPERATIONS	$ 9,047	$ 7,450	$ 10,658	$ 8,744	$ (1,914)	-18%
INFORMATION TECHNOLOGY						
Telecommunications	2,218	2,590	2,319	-	(2,319)	-100%
TOTAL INFORMATION TECHNOLOGY	$ 2,218	$ 2,590	$ 2,319	$ -	$ (2,319)	-100%
TOTAL EXPENDITURES	$ 943,544	$ 881,387	$ 936,627	$ 938,351	$ 1,724	0%
PERCENTAGE OF TOTAL BUDGET	9.58%	8.92%	9.40%	9.18%		

PUEBLO CITY-COUNTY LIBRARY DISTRICT
2018 BUDGET EXPENDITURE PERCENTAGES
BY DEPARTMENT

BARKMAN
3%

Patrick Lucero
5%

Giodone
3%

Greenhorn Valley
4%

LAMB
3%

LIBRARY @ the Y
0.41%

PUEBLO WEST
9%

CIRCULATION
3%

SPECIAL COLLECTIONS &
MUSEUM SERVICES
4%

RAWLINGS
9%

REFERENCE & READERS
ADVISORY
5%

YOUTH SERVICES
4%

COMMUNITY RELATIONS
5%

ADMINISTRATION
6%

FACILITIES
4%

FINANCE
4%

HUMAN RESOURCES
2%

INFORMATION
TECHNOLOGY 8%

TECHNICAL SERVICES
& LIBRARY COLLECTION 19%
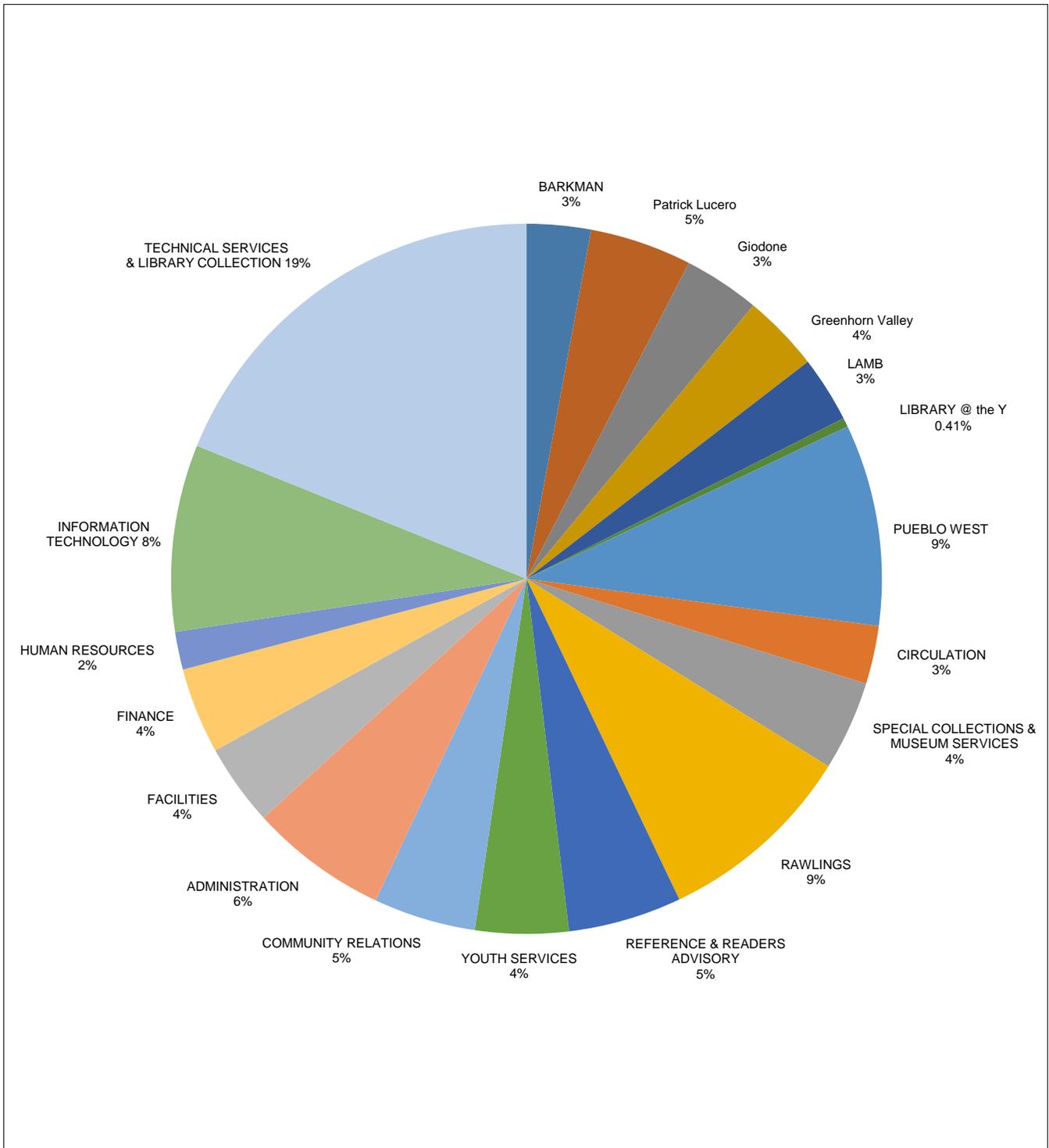
LOCATIONS

ADMINISTRATION
Executive Director: Jon Walker
100E. Abriendo Avenue
Pueblo, CO 81004
(719) 562-5625

FINANCE, CFO: Sherri Baca, CPA
PUBLIC SERVICES, COO: Sara Rose
COMMUNITY RELATIONS, DEVELOPMENT & STRATEGIC INITIATIVES, Director: Midori Clark
USER SERVICES and COLLECTION DEVELOPMENT, Director: Jill Deulen
INFORMATION TECHNOLOGY, Director: Charles Hutchins

Robert Hoag Rawlings Library
100 E. Abriendo Avenue
Pueblo, CO 81004
(719) 562-5600

Barkman
Manager: Alicia Griebel
1300 Jerry Murphy Road
Pueblo, CO 81001
(719) 562-5600

Giodone
Manager: Kayci Barnett
24655 E. US Hwy 50
Pueblo, CO 81006
(719) 562-5600

Greenhorn Valley
Manager: Joanna Stankiewicz
4801 Cibola Road
Colorado City, CO 81019
(719) 562-5600

Lamb
Manager: Andrew Bregar
2525 S. Pueblo Blvd.
Pueblo, CO 81005
(719) 562-5600

Library @ the Y
Manager: Andrew Bregar
3200 Spaulding Avenue
Pueblo, CO 81008
(719) 562-5600

Lucero
Manager: Diann Logie
1315 E. 7th Street
Pueblo, CO 81001
(719) 562-5600

Pueblo West
Manager: Heather Wilder
298 S. Joe Martinez Blvd.
Pueblo West, CO 81007
(719) 562-5600

PERSONNEL/STAFFING STATISTICS

LOCATION	CLASSIFICATION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	
Support Services:						
Director	Managerial	1.000	1.000	1.000	1.000	
	Professional	1.000	-	-	-	
	Para-professional	1.000	1.000	1.000	1.000	
Total		3.000	2.000	2.000	2.000	
Public Services	Managerial	2.000	2.000	2.000	1.000	*Discontinued Rawlings Manager Position*
	Clerical	0.500	0.500	0.500	-	*Discontinued Part-time Admin*
	Clerical, substitutes	-	-	-	1.100	*Added two part-time float positions*
Total		2.500	2.500	2.500	2.100	
Community Relations	Managerial	1.000	1.000	1.000	1.000	
	Professional	2.000	1.000	1.000	1.000	
	Clerical	2.750	3.500	3.500	3.500	
Total		5.750	5.500	5.500	5.500	
Facilities	Managerial	1.000	1.000	1.000	1.000	
	Para-professional	1.500	2.500	3.500	3.500	
	Clerical	3.000	2.000	2.000	2.500	*Added part-time Day Porter*
		5.500	5.500	6.500	7.000	
Finance	Managerial	1.000	1.000	1.000	1.000	
	Professional	1.000	1.000	1.750	2.000	*Added Payroll Specialist Position*
	Para-professional	1.500	1.500	0.750	0.750	
Total		3.500	3.500	3.500	3.750	
Human Resources	Managerial	1.000	1.000	1.000	1.000	
	Para-professional	0.500	1.250	1.250	0.500	*Reorganized HR Staffing*
Total		1.500	2.250	2.250	1.500	
Information Technology	Managerial	1.000	1.000	1.000	1.000	
	Professional	2.000	2.000	2.000	2.000	
	Para-professional	1.500	1.500	1.500	1.500	
TOTAL		4.500	4.500	4.500	4.500	
Technical Services	Managerial	1.000	1.000	1.000	1.000	
	Professional	3.000	3.000	3.000	2.500	*Reduction of hours*
	Clerical	4.600	4.600	4.600	4.600	
TOTAL		8.600	8.600	8.600	8.100	
TOTAL SUPPORT		34.850	34.350	35.350	34.450	

PERSONNEL/STAFFING STATISTICS

LOCATION	CLASSIFICATION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	
Public Services:						
Rawlings Library						
Circulation	Managerial	1.000	1.000	1.000	1.000	
	Clerical	5.300	5.100	5.100	5.200	*Addition of hours*
TOTAL		6.300	6.100	6.100	6.200	
InfoZone	Managerial	0.500	0.500	0.500	0.500	
	Professional	0.500	0.600	0.600	1.200	*Reclassified Spec Collections Employee*
	Clerical	-	-	-	-	
TOTAL		1.000	1.100	1.100	1.700	
Reference, RA	Managerial	1.000	1.000	1.000	1.000	
	Professional	2.000	4.000	4.000	4.500	*Added part-time librarian*
	Para-professional	3.180	2.000	2.000	2.000	
	Clerical	3.400	3.250	3.250	3.250	
TOTAL		9.580	10.250	10.250	10.750	
Special Collections	Managerial	0.500	0.500	0.500	0.500	
	Professional	2.000	2.000	2.000	2.000	
	Para-professional	0.500	1.000	1.000	0.500	*Reclassified Employee to InfoZone*
	Clerical	2.100	1.550	1.550	1.550	
TOTAL		5.100	5.050	5.050	4.550	
Youth Services	Managerial	1.000	1.000	1.000	1.000	
	Professional	2.000	2.000	2.000	2.000	
	Para-professional	2.000	2.000	2.000	2.000	
	Clerical	3.400	2.500	2.500	2.500	
TOTAL		8.400	7.500	7.500	7.500	
Total Rawlings		30.380	30.000	30.000	30.700	
Barkman Library	Managerial	1.000	1.000	1.000	1.000	
	Professional	0.500	0.500	0.500	0.500	
	Para-professional	-	0.500	0.500	1.000	*Position reclassified from Clerical*
	Clerical	4.000	3.400	3.450	3.150	*Position reclassified to Para-Professional*
TOTAL		5.500	5.400	5.450	5.650	
Lucero Library	Managerial	1.000	1.000	1.000	1.000	
	Professional	0.500	1.000	1.000	1.000	
	Para-professional	1.000	1.500	1.500	1.500	
	Clerical	2.000	2.500	2.500	2.700	*Addition of hours*
TOTAL		4.500	6.000	6.000	6.200	

PERSONNEL/STAFFING STATISTICS

LOCATION	CLASSIFICATION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 BUDGET
Greenhorn Valley	Managerial	1.000	1.000	1.000	1.000
	Professional	0.500	0.380	0.380	0.380
	Para-professional	1.000	1.000	1.000	1.000
	Clerical	2.000	1.800	1.800	1.800
TOTAL		4.500	4.180	4.180	4.180
Lamb Library	Managerial	1.000	1.000	1.000	1.000
	Professional	0.500	1.000	1.000	1.000
	Para-professional	1.000	0.500	0.500	0.500
	Clerical	3.100	3.100	3.100	3.100
TOTAL		5.600	5.600	5.600	5.600
Pueblo West	Managerial	1.000	1.000	1.000	1.000
	Professional	1.500	1.500	1.500	1.500
	Para-professional	0.500	1.000	1.000	1.000
	Clerical	4.800	3.900	3.900	3.900
TOTAL		7.800	7.400	7.400	7.400
Giodone Library	Managerial	1.000	1.000	1.000	1.000
	Professional	0.500	0.500	0.500	0.500
	Para-professional	1.000	1.000	1.000	1.000
	Clerical	2.000	1.800	1.800	1.800
TOTAL		4.500	4.300	4.300	4.300
YMCA	Para-professional	-	-	-	-
	Clerical	1.500	1.000	1.000	1.000
TOTAL		1.500	1.000	1.000	1.000
Total Public Service		64.280	63.880	63.930	65.030
GRAND TOTAL		**99.130**	**98.230**	**99.280**	**99.480**

FINANCIAL POLICIES

Pueblo City-County Library District maintains a comprehensive list of policies and procedures, approved by the Board of Trustees, which govern the operations of the District. These policies are reviewed periodically to ensure applicability and accuracy of content. The policies cover all aspects of the operations of the District, including Governance, Employee Guidelines, Customer Service, Finance, and Information Technology.

The following policies, included in the Finance section of the policy manual, are included herein.

FINANCIAL MANAGEMENT

04.01.18   Audits

As required by the Colorado Revised Statutes, Local Government Audit Law, 29-1-601 through 29-1-608, and Library Law, 24-90-109, the Board of Trustees of the Pueblo City-County Library District shall ensure that an annual audit of the financial affairs and transactions of all funds and activities of the District be conducted for each fiscal year, and that the results of the audit be distributed as described in these statutes.

Audit shall be completed and the audit report submitted by the auditor to the Pueblo City-County Library District Board of Trustees no later than the June board meeting.

An ad-hoc audit committee of the board, comprised of three members of the Board of Trustees, working with the Chief Financial Officer (CFO), will initiate a formal Request for Proposal (RFP) process every five years, at a minimum, to acquire the services of an auditor. The committee will evaluate submitted proposals, conduct interviews if necessary, and select a certified public accountant or partnership of certified public accountants based upon the lowest and best bid.

The Board of Trustees shall annually approve the selection of a certified public accountant or partnership of certified public accounts, based on the recommendation of the Audit Committee.

FINANCIAL MANAGEMENT

04.01.02   Annual Budget

The annual budget is the financial plan for the operation of the library. It provides the framework for both expenditures and revenues for the year and translates into financial terms the priorities of the library. The annual budget will follow all statutory requirements as stipulated in the Colorado Local Government Budget Law, Section 29-1-101 et seq., C.R.S. It will be compiled to include recommended GAAP (Generally Accepted Accounting Principles) and GASB (Governmental Accounting Standards Board) standards for budget preparation and presentation.

The budget will be an integral part of the annual planning process and will be included in the annual plan. The annual plan and budget are approved by the Board of Trustees.

The budget shall be presented in a summary format which is intended to be understandable by a general audience. The budget format shall itemize expenditures of the library by fund. It shall describe the expenditure and show the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year.

The development, presentation, and administration of the annual budget is the responsibility of the Executive Director who is assisted by the Chief Financial Officer.

The Board of Trustees may make budget transfers by resolution, following statutory guidelines, after proper notice of public hearing to amend the annual budget.

The fiscal year for PCCLD is January 1 through December 31.
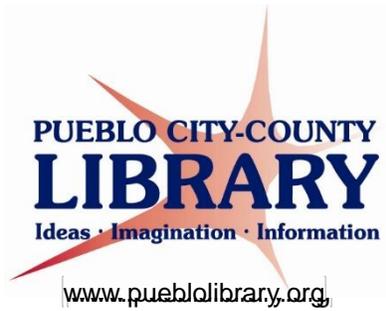
FINANCIAL MANAGEMENT

04.01.08   Cash Management and Banking

It is the policy of PCCLD to ensure safe and secure handling of monies through an efficient cash management program. Funds will be held only by banks which insure funds through the Federal Deposit Insurance Corporation (FDIC) or are organized as a Government Investment Pool as defined in the Colorado State Statutes (C.R.S. 24-75-701).

The Executive Director and Chief Financial Officer are designated as authorized signers for bank accounts. One signature is required for check signing and related operational transactional responsibilities. Two signatures are required for the opening and closing of accounts. Facsimile signature for signing of checks is acceptable.

Electronic funds transfer, direct deposit, wire transfers and automated clearing house transactions will be used whenever feasible and available. These transactions can be initiated by one individual with an authorized password and/or PIN number to insure appropriate authorization.

All bank statements will be reconciled monthly by the Chief Financial Officer and approved by the Executive Director. All checks written that have not cleared the bank for six months after the date of issuance shall be investigated. Upon completion of the investigation, remaining outstanding checks shall be submitted through the Colorado Unclaimed Property Act.

Cash receipts will be accounted for using procedures and documentation developed by the Finance Office. It is the Library's policy insofar as possible to deposit all cash receipts daily after reconciliation. Transmittal of cash to the banking institution will be contracted to an armored car service.

The District accepts payments in cash, checks, electronic transfer and credit/debit cards. Individuals issuing checks which are returned for insufficient funds or any other reason may be submitted to collections and assessed a charge of $20.

Cash and salary advances to employees and cashing of employee personal checks are not allowed.

FINANCIAL MANAGEMEN

04.01.15   Procurement and Credit Card Use

PCCLD procurement cards will be provided to the Executive Director and Chief Financial Officer for use in purchasing small items (less than $5,000) and for travel-related expenses. The Executive Director or CFO will authorize issuance of procurement cards to other staff members, and determine credit limits on those cards based on the needs of the Library District.

 Procurement cards may only be used for official library business.   Procurement cards are not to be used for personal use.   Procurement cards must be surrendered upon termination of employment or at the request of the Executive Director or CFO. Loss of a procurement card must be reported immediately to the credit card bank and to the Finance Office.

All procurement card holders are responsible for reconciling the monthly procurement card statement and submitting the statement, a summary sheet of expenses, and receipts for every purchase to the Finance Office. Any late charges or finance charges which accrue on a card holder's account, due to the card holder's failure to submit the documentation to the Finance Office in a timely manner, will be the sole responsibility of the card holder.   All procurement card statements must be approved by the Executive Director or his designee; the procurement card statement for the Executive Director must be approved by the President of the Board of Trustees.

Use of the PCCLD procurement card entitles the purchaser to seek tax-exemption on normally taxable purchases, when accompanied by a tax exempt form. Card holder may be responsible for sales tax charges on the billing statement.

Use of personal credit cards is discouraged. However, if no alternative is available, reimbursement will be processed for authorized purchases made on a personal credit card with proper documentation. Sales taxes paid may not be reimbursed, but will be evaluated based on circumstances, such as taxes paid for travel expense. When using personal credit cards, any benefits or risks to the employee must not result in any additional cost to the library.

FINANCIAL MANAGEMENT

04.01.09   Debt Management

The Debt Management Policy sets forth comprehensive guidelines for the financing of capital expenditures. It is the objective of the policy that (1) the District obtain financing only when necessary to fund capital projects, (2) the process for identifying the timing and amount of debt or other financing be as efficient as possible and (3) the most favorable interest and other costs be obtained.

Colorado Revised Statute 24-90-112.5, (Library Law) defines legal authority and regulations for issuance of bonds by a Library District, and those regulations will guide the issuance of debt.

The District will calculate debt service as a percent of annual revenue. The total of all debt service carried by the District is not to exceed 10% based on the most current ratio available of debt service over annual revenue at the issue date of the debt.
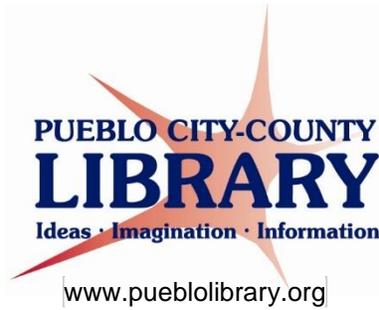
FINANCIAL MANAGEMENT

04.01.20   Disaster Recovery

It is the policy of Pueblo City-County Library District to develop, test and maintain a disaster recovery plan formulated to continue basic business operations during and immediately after disruptive events. Recognizing that disruptions to business operations may come from a variety of causes such as natural or manmade disasters, terrorism, and technology failures, it is incumbent upon the District to recognize and plan for the expedient recovery of all operational systems in order to minimize the impact of any type of disaster.

A comprehensive disaster recovery plan will identify a Crisis Management Team, activation procedures, staff roles and skills, resources, and the ongoing maintenance responsibilities of the plan. Training of staff is essential and ongoing to maintain emergency preparedness knowledge of practices and procedures for evacuation and recovery.

Pueblo City-County Library District is committed to the implementation of a disaster recovery plan which will address the needs of its employees, its patrons, and the community it serves in the event of a disaster.
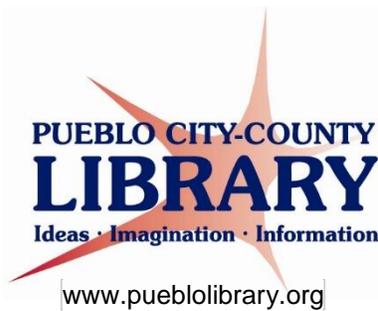
FINANCIAL MANAGEMENT

04.01.04   Expense Reimbursement

It is the policy of PCCLD to reimburse expenses incurred by employees while performing their assigned duties. Expenses that will be reimbursed include approved travel during business hours and approved travel out-of-town. Approved travel out of the county may include lodging and meals and incidental expenses.

The PCCLD Board has adopted an "Accountable Plan" for the reimbursement of approved business related travel in order to minimize and simplify record keeping for both the district and its employees. An accountable plan is defined in the Internal Revenue Code, and requires that certain conditions be met, including: (1) the expense must be business related; (2) the employee must substantiate the expense; and (3) the employee must return any amounts received in excess of substantiated amounts.

A significant benefit of using an accountable plan for expense reimbursement is the elimination of all reporting to the IRS. However, records must still be kept by the employee and submitted along with reimbursement requests to the Finance Department pursuant to the IRS guideline to substantiate the expense.

It is the Library's intent to follow IRS travel guidelines; however, the Library reserves the right to adjust or reduce reimbursement amounts based on funding availability.

APPROVED IN-DISTRICT TRAVEL
Business related approved travel is reimbursed on a per-mile rate established during the budget approval cycle. Mileage is reimbursed on a monthly basis upon submitting the Reimbursement Form. Mileage distances as calculated by the Google web-based mapping and direction program may be used as verification of distance.

Additional mileage claimed for reimbursement must be documented by the employee. Odometer readings are considered substantiation by the IRS. Approved in-district travel is reimbursed monthly upon submittal of the Reimbursement Form and approved by each employee's department supervisor. Documentation must include the business purpose of the travel.

Under no circumstance is travel from home to work a reimbursable expense.

APPROVED OUT-OF-DISTRICT TRAVEL
Mileage is reimbursed using a fixed mileage rate approved annually along with the operating budget. Arrangements for airfare required for meeting and conference attendance should be coordinated with the office of the Executive Director, Associate Director, or Chief Financial Officer.

APPROVED OUT-OF-DISTRICT EXPENSES - not overnight
Meals and incidental expenses for approved travel out-of-district but not overnight are reimbursable.

APPROVED OUT-OF-DISTRICT EXPENSES - overnight
Out-of-district expenses are reimbursed or prepaid using the per diem method in order to standardize record keeping by both employee and the District. The per diem rates used are prepared by the General Services Administration and are published in the Federal Travel Regulations and by the Internal Revenue Service.

Per diem reimbursement for overnight out-of-district approved travel includes two amounts: (1) an amount intended to cover accommodations; and (2) an amount to cover meals and incidental expenses (M&IE). Per diem allowances can cover hotel and meals and incidental expenses combined, or can cover meals and incidental expenses only.

The amount reimbursed for overnight out-of-district M&IE will follow IRS guidelines in calculating travel days (75% of standard per diem) and deductions for meals which are included in the registration fees. Incidental expenses include laundry, dry cleaning, and tips. Telephone calls, cab fares, parking, luggage handling fees, and tolls are not included in incidental expenses and must be accounted for separately.

PER DIEM METHOD FOR MEALS AND INCIDENTAL EXPENSES ONLY
It is the policy of PCCLD to reimburse business-related approved travel using a combination of methods: Hotel and related costs will be reimbursed based upon actual costs incurred and substantiated; meals and incidentals will be reimbursed or prepaid based on the per diem method.

Whether per diem is prepaid or reimbursed, an accounting of expenses incurred must be submitted. This can either be individual receipts, or a daily record of the meals/expenses including date, purpose, meal, and amount paid. (Example: Monday, August 10 – CAL Conference - Breakfast - $7.50) Reimbursement will not exceed receipts or recorded amount. If per diem was prepaid, expenses must be submitted detailing charges and any excess returned to Finance. Per IRS regulation, any amounts not substantiated and not returned will be considered compensation and added to the employee's W-2.

No expenses exceeding the published per diem rate for M&IE will be reimbursed.

OTHER MISCELLANEOUS EXPENSES
Petty cash is available at Rawlings and each branch to cover small expenses required in the conduct of daily business. Petty cash reimbursement procedures are addressed in a separate policy. Expenses that are not covered as travel or petty cash expenses are reimbursable on a case-by-case basis upon request to an employee's supervisor with proper documentation. Reimbursement in these cases is expected to be infrequent, and only upon approval prior to expenditure except in the case of emergency.

APPROVALS
Reimbursement claims for expenses require the following approvals:

In-district	Department supervisor
Out-of-district travel/expenses	Department supervisor and Associate or Executive Director
Other miscellaneous expenses	Department supervisor

See Also: 04.01.07 *Petty Cash*
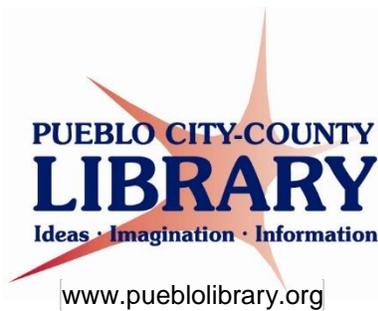
FINANCIAL MANAGEMENT

04.01.05   Management of Fixed Assets

Fixed Assets represent land, buildings, vehicles, materials, and equipment owned by the District and acquired by purchase or donation. Individual items costing more than $5,000.00 are accounted for in the General Fixed Asset Group of Accounts in the financial records of the District. Materials such as books and audio-visual materials of lasting value will be recorded in aggregate at year-end for inclusion in the General Fixed Asset Group. In accordance with Section 29-1-506 of the Colorado Revised Statutes entitled, Local Government Accounting Law, an annual inventory of such assets is required each year.

29-1-506. Continuing inventory. (1) The governing body of each local government shall make or cause to be made an annual inventory of property, both real and personal, belonging to such political subdivision; except that an inventory shall be required only with respect to items of property having an original cost that equals or exceeds an amount established by the governing body of each local government, unless such items having a value of less than the amount established by such governing body are required to be inventoried by directive of the state auditor. In no event shall the amount established by the governing body of any local government pursuant to this subsection (1) exceed the amount specified in rules promulgated by the state controller pursuant to section 24-30-202, C.R.S., regarding inventory accounts for items of state property.   (Currently $5,000.00)

Inventory tags will be assigned and accounted for by the Finance Office upon the purchase of any asset costing more than $1,000.00 which is expected to last more than one year. The tags will identify the location of each asset. Movement of a tagged fixed asset item must be reported to Finance immediately upon relocation. The Finance Office will maintain a Continuing Property Record of all fixed assets which will include description, location, cost, vendor, and property tag number. The listing of fixed assets will be reconciled annually to the general ledger, and any differences reconciled and adjusted.

Estimated useful lives of each asset for the purposes of depreciation are as follows: Buildings – 40 years; Furniture and Fixtures – 10 years; Vehicles – 4 years; Computer Equipment – 4 years; Other Equipment – 5 years; Materials – 5 years. Depreciation of fixed assets will occur annually based on this schedule, and adjustments will be made to the General Fixed Asset Group.

APPROVALS

Purchases of fixed assets must be approved according to the procurement policy of the District. The following table summarizes the approvals required for individual items. The following table summarizes the approvals required for individual items costing more than $1,000.00 and expected to last more than one year.

CATEGORY OF PURCHASE	APPROVAL REQUIRED
Facilities related, including buildings and building components, equipment, and furniture	Facilities Superintendent
Copiers, computers, software, and audio-visual and communication equipment	Information Technology Manager
Office equipment not included above	Chief Financial Officer
Any of the above items costing over $5,000	Executive Director
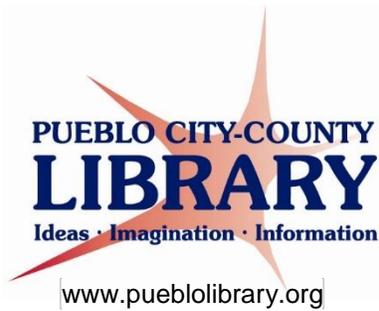
FINANCIAL MANAGEMENT

04.01.06   Disposal of Fixed Assets

A disposition of fixed assets represents the physical removal of an asset from custody or accountability. In accordance with Colorado State Statutes (CRS 24-90-109), any asset with a value of over $1,000 can be disposed of in one of four different ways: donated, scrapped, sold, or traded. If the asset is conveyed to a state agency or political subdivision of the state, the determination can be made by the Executive Director or the Chief Financial Officer. The conveyance of an asset to any outside business or commercial entity must be approved by the Board of Trustees. Unless offered to the public at large, a fixed asset cannot be sold or donated to a private party or employee.

In January of every year, a disposal of property request form will be submitted to the Board of Trustees so that a broad determination can be made to donate or discard weeded collection materials, which are considered to be fixed assets in the aggregate, as well as to dispose of miscellaneous surplus furniture and equipment.

Computer equipment, when obsolete and not subject to donation or sale, will be sent to a computer recycling firm for disposal, according to legislation prohibiting the wholesale dumping of such equipment. Upon disposal of fixed assets, adjustments will be made to record the reduction of assets and accumulated depreciation in the financial records.
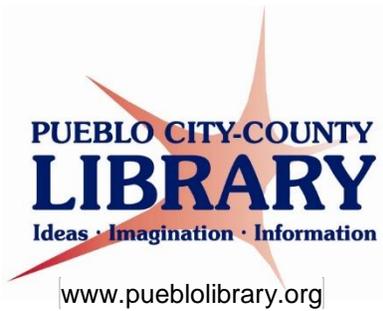
FINANCIAL MANAGEMENT

04.01.01   Fund Balance

The fund balance is the amount of monetary funds, or net assets, available when calculated in accordance with generally accepted accounting principles (GAAP). At the end of every fiscal year, the net amount of revenues less expenditures is added to or subtracted from the beginning fund balance. The fund balance is the amount of cash and investments available to the District.

The fund balance can be segregated into amounts that are reserved for specific purposes, designated for anticipated events, or unreserved and available for general operating uses. It is the practice and intent of the Pueblo City-County Library District to ensure a minimum unreserved fund balance of slightly more than two months of regular general fund operating expenditures at the end of every fiscal year. This is equivalent to 20% of the annual general fund operating expenditures.

During the course of the fiscal year, the fund balance may be used to pay immediate operating costs; however, fund balances used for such purpose should be replenished as soon as possible.

FINANCIAL MANAGEMENT

04.01.10   Investments

It is the policy of PCCLD that whenever there is a cash balance in any fund eligible for investment, those monies shall be invested temporarily by the library's Chief Financial Officer to the best advantage of the library in such securities and/or depositories as are permitted by law, as defined in C.R.S. 24-75-601.

The Chief Financial Officer is designated as investment officer for the library and is responsible for all investment decisions and investment activities. Two signatures will be required to establish and/or close accounts: the investment officer and the Executive Director.

The investment officer will be guided by the "Prudent Investor Rule" which states that investments shall be made with judgment and care under circumstances then prevailing, not for speculation but for investment, considering the probable safety of their capital as well as the probable income to be derived. The guiding principles for investments are safety, liquidity and yield, in that order.

The investment officer, acting within the guidelines of library policy and state law and exercising due diligence, shall not be held personally responsible for specific investment transactions. The investment officer will be held responsible for maintaining a balanced investment portfolio, insuring sufficient liquidity of investments so that library operations can be maintained consistently.

All deposit-type securities (e.g., certificates of deposit) shall be collateralized as required by Public Deposit Protection Act for any amount exceeding FDIC or FSLIC coverage. Money market instruments such as SEC registered money market mutual funds qualified under C.R.S. 24-75-601 and state pools under C.R.S. 24-75-701 shall be collateralized as required by law.

Short-term investment maturities for all funds shall be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures (payroll, bond payments) as well as considering sizeable blocks of anticipated revenue (property taxes, state and federal transfer payments).

No long-term investments shall exceed 5 years without approval by the PCCLD Board of Trustees.

See Also: 04.01.08 *Cash Management and Banking*
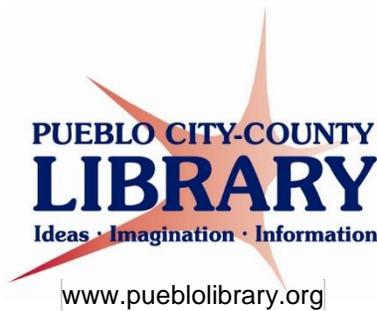
FINANCIAL MANAGEMENT

04.01.07   Petty Cash

The purpose of petty cash is to provide money for making small purchases which are needed immediately. It may also be used to purchase small items from a business that does not maintain a charge account for the library.   All purchases should be authorized by a department supervisor.   Petty cash purchases/reimbursements may not **exceed the sum of $20.00.** Receipts are required, along with a signed petty cash receipt form, to obtain reimbursement.   Petty cash funds will be maintained at the Rawlings Public Library and the branch libraries. Department supervisors are responsible for the oversight of petty cash funds at their facilities, and must authorize the request for reimbursement of petty cash.

See Also: 04.01.03 *Purchases*
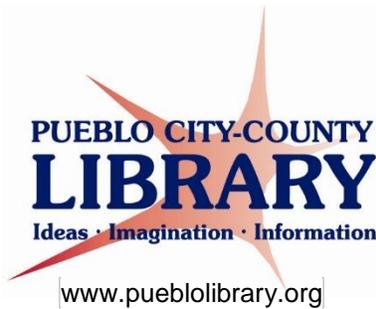
FINANCIAL MANAGEMENT

04.01.03   Purchases

It is the policy of PCCLD to ensure a responsible method of procurement accountability, maintain budgetary control, and secure quality goods and services at the best possible cost.

Responsibilities and approvals for standard purchases are highlighted in the chart below. Purchases can not be split in order to avoid the approval process.

Limits	Documentation required	Approval level
Under $200	Petty cash request ($20 maximum) Telephone orders Credit card/Procurement card purchase Bids not required	Department Supervisor
$200 - $999	Purchase requisition only Bids not required	Department Supervisor
$1,000 - $4,999	Purchase order 3 telephone, fax, catalog or written bids	Department Supervisor
$5,000 - $24,999	Purchase order 3 written bids	Executive Director
$25,000 and above	Purchase order Formal Request for Proposal	Board of Trustees
Travel out of Colorado	Travel Expense request	Department Supervisor and Associate or Executive Director
Travel out of Pueblo County, but within Colorado	Travel Expense request	Department Supervisor and Associate or Executive Director

Exceptions:

Cooperative Purchase Programs – PCCLD is eligible to purchase various commodities under the Colorado State Purchasing Program, US Communities, and other collaborative purchasing agreements which have already bid for the best prices. These can be used without acquiring bids.

Sole Source Purchases – When only one vendor is capable of meeting all specifications and purchase requirements, purchases may be made on the basis of prices established by negotiations. All sole source purchases must be approved by the Executive Director and brought to the attention of the full Board of Trustees.

<u>Selection by Vendor</u> – Books and other library materials, supplies, and services may be bid by vendor rather than item by item. The Executive Director will approve vendor selection based on written proposals that include terms and discounts. This method may also be used to select professional/personal services for legal and consulting services, architectural, engineering, etc, negotiated on the basis of demonstrated competence and qualifications at fees not in excess of market rates.

<u>Emergency Purchases</u> – In the event of an unforeseen emergency which necessitates purchases be made immediately, portions of this policy can be foregone as long as the policy is adhered to as closely as conditions permit.

Code of Ethics

No employee of the district, or member of the employee's immediate family, or firm owned by same, will be allowed to sell to the district goods or services of any kind without the prior written consent of the Board of Trustees for expenditures of over $500.00. It is the responsibility of the Executive Director to bring these matters to the attention of the full Board of Trustees. Goods or services costing $500.00 or less can be approved by the Executive Director or designee.

No member of the Board of Trustees, or member of the Board of Trustees' immediate family, or firm owned by same, will be allowed to sell to the district goods or services of any kind, at any cost, without the prior written consent of the Board of Trustees. Members of the Board of Trustees will follow all rules of conduct as outlined in C.R.S. (Colorado Revised Statutes) Title 24; Article 18.

[Excerpt: Subsection C.R.S. 24-18-108.5: "Rules of conduct for members of boards and commissions. (1) Proof beyond a reasonable doubt of commission of any act enumerated in this section is proof that the actor has breached his fiduciary duty. (2) A member of a board, commission, council or committee who receives no compensation other than a per diem allowance or necessary and reasonable expenses shall not perform an official act which may have a direct economic benefit on a business or other undertaking in which such member has a direct or substantial financial interest."]

No employee or trustee of the district shall accept a fee, gift, or other valuable item or service for personal use from any person or group of persons when such gift or other valuable item or service is given in the hope or expectation of receiving preferential treatment over others wishing to do business with PCCLD.
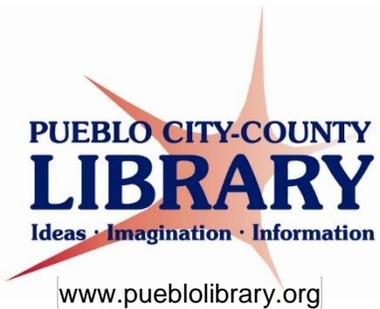
FINANCIAL MANAGEMENT

04.01.19   Resolution Adopting the Colorado Statewide Records Retention Schedule for the Pueblo City-County Library District

WHEREAS, The Pueblo City-County Library District Board of Trustees recognizes a need for a comprehensive records retention schedule for the District's non-permanent records and the retention of those records that have long-term administrative, fiscal and historical value; and

WHEREAS, The Colorado State Archives has developed a state-wide record retention schedule in cooperation with the Colorado Attorney General's Office and the State Auditor's Office for agencies to use and follow;

NOW, THEREFORE, BE IT RESOLVED That the Pueblo City-County Library District Board of Trustees hereby adopts the 2010 Statewide Retention Schedule and all subsequent revisions, and authorizes the Chief Financial Officer to submit the request form to be used as legal authority for the destruction and preservation of District records to the Colorado State Archives on behalf of the District.

Passed and Adopted by the Board of Trustees of the Pueblo City-County Library District this 22nd day of July 2010.

GLOSSARY

Acronyms

ADA
Americans with Disabilities Act

ALA
American Library Association

ALTA
American Library Trustee Association

BTOP
Broadband Technology Opportunity
Program

CAL
Colorado Association of Libraries

CGFOA
Colorado Gov't. Finance Officers Ass'n.

CLiC
Colorado Library Consortium

COPs
Certificates of Participation

CRS
Colorado Revised Statutes

DLG
Division of Local Government

ESL
English as a Second Language

FDIC
Federal Deposit Insurance Corporation

GFOA
Government Finance Officers Association

ILL/ILO
Interlibrary Loan Office

ILS
Integrated Library System

IRS
Internal Revenue Service

M&IE
Meals and Incidental Expenses

MLIS
Masters of Library and Information Science

MLS
Master of Library Science Degree

MPLA
Mountain States Employers Council

MSEC
Mountain States Employers Council

OCLC
On-Line Computer Library Center

OPAC
Online Public access catalog

PACOG
Pueblo Area Council of Governments

PCCLD
Pueblo City-County Library District

PEDCO
Pueblo Economic Development Corporation

PDPA
Public Deposit Protection Act

PLA
Public Library Association

RFID
Radio Frequency Identifier

RFP
Request for Proposal

SDA
Special District Association

TDD
Telephone Device for the Deaf

Definitions

Abatement – A complete or partial cancellation of a levy imposed by a government.

Accrual Basis – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Ad Valorem – Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the mill levy (tax) rate.

Administrative Services – Expense incurred for the general administration of the Arapahoe Library District. This includes operating expenses for Finance, Human Resources, Community Relations, and the office of the Director.

Amortization – The reduction of debt by regular payment of principal and interest sufficient to retire the debt by maturity.

Amortization Schedule – A schedule of debt service payments separating the portions of payment attributable to principal and interest.

Annualize – Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation – A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

Asset – Resources owned or held by a government which have monetary value.

Attrition – A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Audit – A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities. The auditor obtains this evidential matter through inspection, observation, inquiries and confirmations with third parties.

Authorized Positions – Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Undesignated) Fund Balance – This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balance Sheet - The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with GAAP (Generally Accepted Accounting Principles).

Base Budget – Cost of continuing the existing levels of service in the current budget year.

Basis of Accounting – A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

Basis Point – Equal to 1/100 of one percent. If interest rates rise from 7.50 percent to 7.75, the difference is referred to as an increase of 25 basis points.

Bond – A long term IOU or promise to pay. It is a promise to repay a specified amount of money (the face amounts of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

General Obligation (G.O.) Bond – This type of bond is backed by the full faith, credit and taxing power of the government.

Revenue Bond – This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

Bond Refinancing – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget – A plan of financial activity for a specific period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

Budget Message – A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message and recommendations regarding the financial policy for the coming period.

Budgetary Basis – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budget Calendar – The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budgetary Control – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

Capital Improvements – Expenditures related to the acquisition, expansion or rehabilitation of an element of government's physical plant; sometimes referred to as infrastructure.

Capital Improvement Program (CIP) – A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Outlay – Fixed assets which have a value of $500 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Reserve – An account used to segregate a portion of the government's equity to be used for future capital program expenditures.

Cash Basis – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CGFOA - Colorado Government Finance Officers Associations. Colorado chapter of the Government Finance Officers Association (see GFOA).

CGFO – Certified Government Finance Officer. Certification program offered and administered through the CGFOA.

Compensated Absences – Absences, such as vacation, illness and holidays, for which it is expected employees will be paid. The term does not encompass severance or termination pay, post-retirement benefits, deferred compensation or other long-term fringe benefits, such as group insurance and long-term disability pay.

Component Units – Legally separate organizations for which the elected officials of the primary government are financially accountable.

Comprehensive Annual Financial Report (CAFR) – An annual financial report of the government's fiscal condition, which includes a minimum of three parts: 1) Introductory section providing background on the government, 2) Financial section including the combined general purpose financial statements and notes, and 3) Statistical section comprising 15 or more tables of non-audited information composed of 10-year trend data on revenues, expenditures and tax collections.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation)

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-living Adjustment (COLA) – An increase in salaries to offset the adverse effect of inflation on compensation.

Debt Service – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Deficit – The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single account period.

Department – The basic organizational unit of government which is functionally unique in its delivery of services.

Disbursement – The expenditure of monies from an account.

Employee (or Fringe) Benefits – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

Enterprise Fund – Proprietary fund type used to report an activity for which a fee is charged or contributions are received from external users for goods or services.

Expenditure – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Facilities to Provide Service – Building, vehicle and equipment operating costs, including facility maintenance & repair, insurance, utilities, leases, and capital outlay expenses.

Fiscal Policy – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

Fixed Assets – Assets of long-term character that are intended to continue to be held or used, such as land, building machinery, furniture, and other equipment.

Full Faith and Credit – A pledge of government's taxing power to repay debt obligations

Full-time Equivalent Position (FTE) – A position converted to the decimal equivalent of a full-time position based on 2080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Fund – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance – The excess of the assets of a fund over its liabilities, reserves, and carryover.

GAAP – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

GASB – Governmental Accounting Standards Board. The authoritative accounting and financial reporting standard-setting body for government entities.

GFOA – Government Finance Officers Association. A national group whose membership includes government finance officers through the USA and Canada. Formed to network ideas and strategies for best governmental accounting strategies. Provides input and limited funding to the GASB.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grants – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Hourly – Employees who are paid on a per-hour basis, and receive limited benefits.

Indirect cost – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure – The physical assets of a government (e.g., streets, water, sewer, public building, and parks).

Inter-fund Transfers – The movement of monies between funds of the same government entity.

Levy – To impose taxes for the support of government activities.

Line-item Budget – A budget prepared along departmental lines that focuses on what is to be bought.

Long-term Debt – Debt with a maturity of more than one year after the date of issuance.

Lump-sum Appropriation – An appropriation made for a stated purpose, or for a named department without specifying further the amounts that may be spent for a specific activities or for particular objects of expenditure.

Materials and Services – Books, non-print materials, subscriptions and digital materials which compose the library collections, program supplies and expense necessary to provide services to the public; and, operating supplies necessary to conduct departmental operations.

Mill – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each $1000 assessed property valuation.

Millage – Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

Modified Accrual Basis – The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments are recognized with they become susceptible to accrual, this is when they become both "measurable" and available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

Objective – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Obligations – Amounts which a government may be legally required to meet out of its resources.

Operating Revenue – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Output Indicator – A unit of work accomplished, without reference to the resources required to do the work (e.g. number of permits issued, number of refuse collections made, or number of books checked out). Output indicators do not reflect the effectiveness or efficiency of the work performed.

Pay-as-you-go Basis – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

People to Provide Service (Personnel) – Expenditures for salaries, wages, and fringe benefits of a government's employees.

Performance Budget – A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Measure – Data collected to determine how effective or efficient a program is in achieving its objectives.

Program – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget – A budget which allocates money to the functions or activities of a government rather than to specific items or cost or to specific departments.

Program Performance Budget – A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

Program Revenue (Income) – Revenue earned by a program, including fees for services, license and permit fees, and fines.

Prospector – A consortium of public and academic libraries which share their materials through an online catalog ordering system.

Purpose – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

Reserve – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Reserved Fund Balance – Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Resolution – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue – Sources of income financing the operations of government.

Supplemental Appropriation – An additional appropriation made by the governing body after the budget year or biennium has started.

Tax Levy – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services from the recipient fund.

Turnover Rate – how many times each item is checked out in a year.

Unreserved Fund Balance – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Governmental Accounting, Auditing and Financial Reporting, Government Finance Officers
        Association, Chicago, IL, 2001.
The Best of Governmental Budgeting; A guide to Preparing Budget Documents, Government
        Finance Officers Association, Chicago, IL, 1994.