



2012

**BUDGET &
ANNUAL PLAN**

Preliminary
October 15, 2011

PUEBLO CITY-COUNTY LIBRARY DISTRICT

Finance Office
100 E. Abriendo Avenue
Pueblo, Colorado 81004

2012 ANNUAL PLAN and BUDGET

Board of Trustees

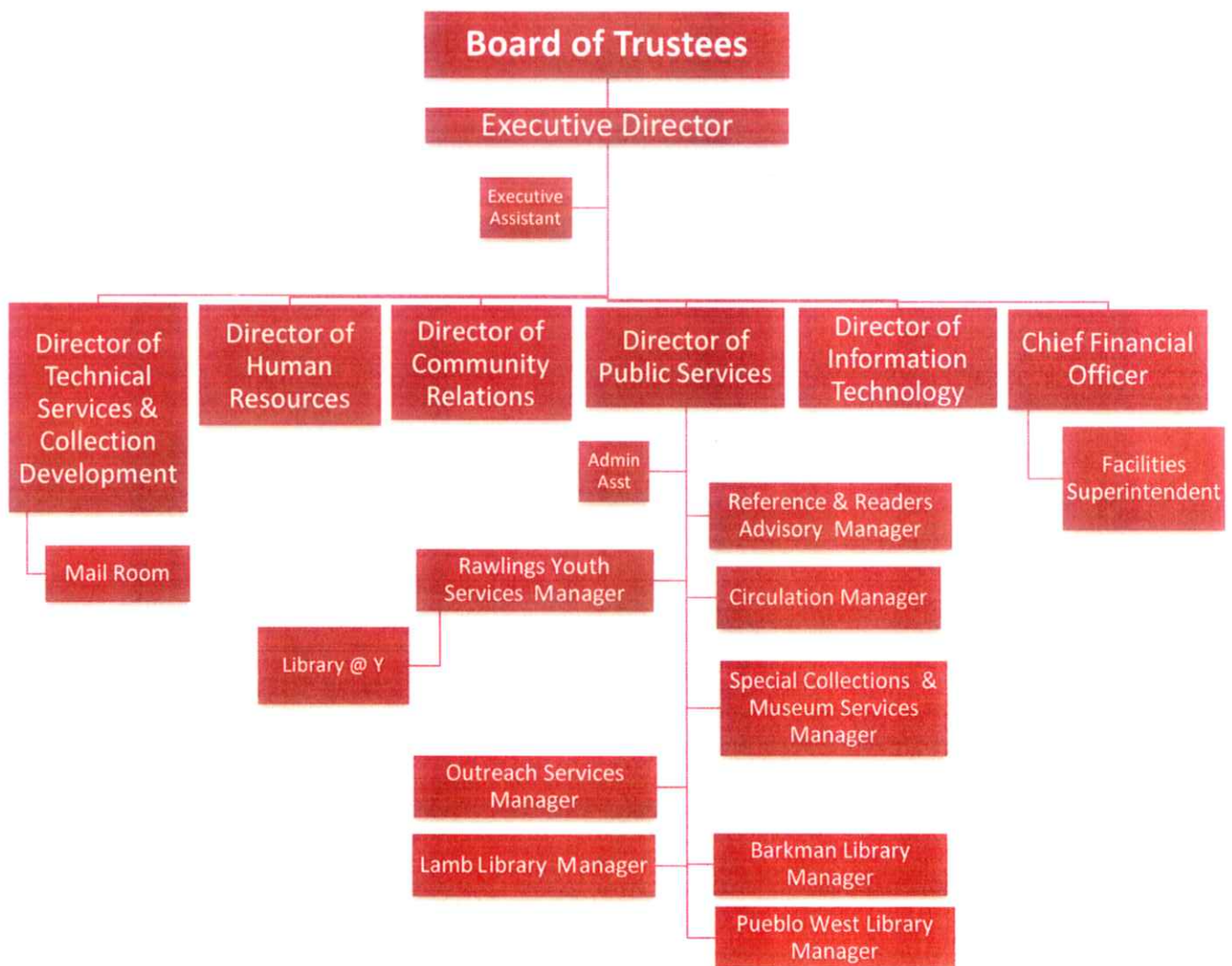
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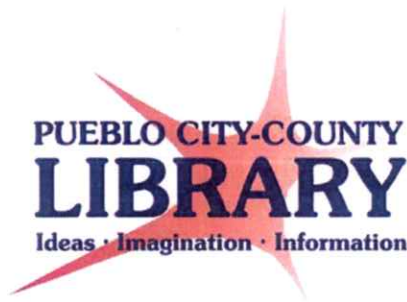
Administrative Team

Jon Walker, Executive Director
Chris Brogan, Chief Financial Officer
Midori Clark, Director of Community Relations
Charles Hutchins, Director of Information Technology
Jane Palmer, Director of Public Services
Sara Rose, Director of Human Resources
Teresa Valenti, Director of Technical Services

INTRODUCTION

02.01.06 PCCLD Organization Chart





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

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

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

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

Strategic Goal I: INCREASE USE OF LIBRARY MATERIALS

Objectives

- A. Utilize retail marketing techniques to highlight library materials in an inviting and delightful manner to attract customers and increase circulation.

Jane Palmer

▪ Action Steps

1. Engage a qualified consulting firm to provide recommendations to improve the design, layout and signage of the Rawlings Library, the Barkman Library, and the Lamb Library in order to promote use.
2. Utilize consultant recommendations as an action plan for reducing clutter, improving signage, building brand awareness, learning to offer pleasing

displays, aiding the shopper, “cross selling” and creating a positive “greeting zone” for customers.

3. Train staff in new techniques.
4. Plan and implement physical changes.

- B. Float PCCLD collections so materials move to locations based upon customer demand and use, and to extend the materials budget, reduce materials handling, improve the life of materials, become more customer centered, increase materials availability, and continuously refresh collections.

Teresa Valenti

▪ Action Steps

1. Configure and test the Integrated Library System (ILS) to support floating collections.
2. Write procedures documents, both for initial and ongoing staff training.
3. Train staff and ensure support when floating begins.
4. Develop statistical analyses for success factors, including influence on holds, impact on staff handling of materials, greater turnover rates at branch libraries, effect on courier, etc.
5. Float collections, notifying District staff and the public that the project is complete.
6. Evaluate and refine processes.

- C. Maintain materials budget at 15% of overall operating budget in order to provide funding necessary to procure the current books and other library materials people want.

Teresa Valenti

▪ Action Steps

1. Establish budgetary distributions for respective library service areas representing 15% of total operating budget, allocating according to material use and demand.
2. Continue to monitor use patterns to determine appropriate materials budget allocations, being also mindful of the new e-book initiative.

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

Teresa Valenti

▪ Action Steps

1. Implement offering of e-books from Freading and OverDrive, downloadable e-book vendors selected to meet PCCLD customers’ digital browsing needs.
2. Research new e-audiobook vendor and implement service.

3. Evaluate budgetary demands of e-content and modify overall materials budget to accommodate digital materials.
 4. Establish database committee to continuously evaluate database selection and other related e-content as necessary.
 5. Evaluate use of digital materials, including materials available only digitally, ensuring the best possible selection of all materials for the District.
- E. Implement a call center at PCCLD as the first point of contact for customers reaching the library by telephone in order to provide timely, clear, accurate, and consistent information to customers and to direct calls to appropriate departments for assistance, only when necessary, in order to allow walk-up desk attendants to focus on serving in-person customers.

Jane Palmer

▪ Action Steps

1. Study best practices of effective public library call centers.
 2. Develop program plan for PCCLD call center.
 3. Devise procedures to take best advantage of new VoIP telephone system, train staff and complete transition to call center.
- F. Maintain centralized weeding effort throughout the District to insure collections are current, relevant, and interesting to the members of our community.

Teresa Valenti

▪ Action Steps

1. Complete retrospective weeding of Pueblo West Library to finish project to thoroughly update collections for the entire District and bring all locations onto the new District-wide centralized de-selection procedures.
 2. Evaluate centralized weeding procedures, altering as necessary to assure effective and efficient de-selection of materials.
 3. Document formal procedures for maintaining weeding program and verify thorough staff training.
- G. Implement use of Radio Frequency Identification (RFID) tagging and related Automated Materials Handling (AMH) equipment in order to reduce materials handling, ease inventory maintenance, reduce staff time to process materials, and improve customer self-service.

Jon Walker

▪ Action Steps

1. Utilize 2011 consultant assessment of PCCLD's current library material circulation procedures in preparation for RFID/AMH implementation and

- develop strategy for selecting and implementing an RFID/AMH solution meeting established goals and addressing various needs of PCCLD.
 - 2. Prepare a Request for Proposal (RFP) for announcement to RFID/AMH vendors and to award a contract to the winning bidder in the first quarter of 2012.
 - 3. Acquire necessary hardware and software, and begin implementation.
 - 4. Revise procedures to take best advantage of new equipment, train staff and complete transition to new system by fourth quarter 2012.
- H. Establish procedures to facilitate periodic sampling of reference questions asked at all locations in order to more effectively monitor this metric.

Chris Brogan

▪ Action Steps

- 1. Gather information from the Colorado State Library website and other library sources to provide definitions of reference questions.
 - 2. Develop procedures and identify timelines which would most effectively and efficiently measure reference questions.
 - 3. Institute a systematic, consistent process District-wide of gathering these statistics.
- I. Switch the location of the DVDs on the 2nd floor of the Rawlings Library to make it easier for customers to request DVD assistance from staff.

Jane Palmer

▪ Action Steps

- 1. Create a plan and timeline to move these resources.
 - 2. Publicize the plan to prepare customers for this change.
 - 3. Implement the plan.
- J. Engage customers and reward staff for performing quality customer service by creating a *Thank You for Extraordinary Service* program.

Sara Rose

▪ Action Steps

- 1. Create a project plan and timeline.
 - 2. Prepare comment sheets for input from customers and distribute throughout the District.
 - 3. Publicize the project to prepare customers and inform staff of this new opportunity.
 - 4. Implement throughout the District.
- K. Improve marketing of library services and programs in order to increase the use of the library.

Midori Clark

▪ Action Steps

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

Strategic Goal II: IMPROVE INFORMATION TECHNOLOGY (IT)

Objectives

- A. Upgrade the District's Integrated Library System (ILS) to the most current general release to utilize enhancements and improve service.

Teresa Valenti

▪ Action Steps

1. Review Release Notes for changes in all module functionalities and thoroughly test all activities in upgrades.
2. Coordinate implementation of upgrade, provide District-wide training in new functionalities and procedures, and develop training documentation.
3. Provide ongoing support and training, and evaluation of work processes and procedures.
4. Schedule upgrade to coincide with catalog re-indexing project to improve functionality of the public catalog.
5. Upgrade the ILS.

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

Teresa Valenti

▪ Action Steps:

1. Re-index the OPAC during transition to most current version of the ILS.

2. Evaluate capabilities of latest version of the ILS OPAC.
3. Train staff and prepare public for new OPAC.
4. Test and implement.

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

Jane Palmer

▪ Action Steps

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

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

Chris Brogan

▪ Action Steps

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

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

Charles Hutchins

▪ Action Steps

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

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

Charles Hutchins

- Action Steps

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

- G. Continue to expand upon release of library website with addition of more self-service features and an internal staff-use website or Intranet to provide better content management, dissemination of information, and access to general library resources.

Charles Hutchins

- Action Steps

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

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

Charles Hutchins

- Action Steps

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

Strategic Goal III: EXPAND SERVICES TO THE UNDERSERVED

Objectives

- A. Plan for an Eastside Library in order to improve services to an underserved part of the community.

Jon Walker

- Action Steps

1. Determine library site.
2. Create a building program for the new library.
3. Hire an architect for conceptual and building design, and complete project cost estimates.
4. Establish a construction fund and begin fundraising.

- B. Plan for a Mesa Library in order to improve services to an underserved part of the community.

Jon Walker

▪ Action Steps

1. Determine library site.
2. Create a building program for the new library.
3. Hire an architect for conceptual and building design, and complete project cost estimates.
4. Establish a construction fund and begin fundraising.

- C. Review the ability of the current Satellite Library program to meet the needs and interests of customers in the more rural areas of the county.

Jane Palmer

▪ Action Steps

1. Collect information from stakeholders, review statistical information on current use, and consider best practices.
2. Develop plan to improve the program.
3. Implement adjustments to the Satellite Library program.

- D. Study the feasibility of additional or expanded library outreach programs to areas of need such as a mobile library technology lab, a bookmobile, automated library kiosks, and/or the expansion of Books a la Cart.

Jane Palmer

▪ Action Steps

1. Explore the merits and feasibility of each idea in the context of customer needs and expectations, best practices, and available library resources.
2. Evaluate estimated costs and benefits of each.
3. Adopt changes determined to be in the best interest of the community and the institution.

- E. Enhance the consistency, quality, and attendance for library-sponsored adult programming by centralizing under guidance of Community Relations in order to better serve targeted populations.

Midori Clark

▪ Action Steps

1. Create a programming committee chaired by the Community Relations Director that is made up of staff representatives of public service departments with the purpose of creating standards and consistency around library District programming aimed at adults.
 2. Provide regular opportunities for the adult programming committee to schedule upcoming programs and events hosted by the District.
 3. Communicate information about upcoming programs and events via the committee to respective departments and regular library marketing activities.
 4. Develop regular thematic content in order for all PCCLD libraries to have a similar focus, helping to leverage quality of programming and assisting in a marketing theme.
- F. Evaluate the Centers for New Information Technology pilot project, and modify and expand, as indicated.
- Jon Walker
- Action Steps
 1. Monitor project as implemented at the Rawlings and Barkman Libraries, and make adjustments, as warranted.
 2. Consider implementation of similar Centers at additional PCCLD locations.

Strategic Goal IV: IMPROVE FUNDING

Objectives

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

Jon Walker

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

Strategic Goal V: MAINTAIN DISTRICT ASSETS

Objectives

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

Jane Palmer

▪ Action Steps

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

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

Jane Palmer

▪ Action Steps

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

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

Chris Brogan

▪ Action Steps

1. Develop needs assessment concerning current insurance coverage for health, workers compensation, and property/liability products.
2. Compile a Request for Proposal using Government Finance Officers' Association recommended practices, sample RFP documents, and PCCLD requirements.
3. Issue RFP to insurance brokerage companies and publish on the PCCLD website.
4. Evaluate proposals.

5. Complete process and select vendor by March 8, 2012, when current contract expires.

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

Chris Brogan

▪ Action Steps

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

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

Sara Rose

▪ Action Steps

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

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

Sara Rose

▪ Action Steps

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

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

Sara Rose

▪ Action Steps

1. Conduct a comparison of other libraries for methods to determine staffing needs.

2. Analyze impact of staffing needs as a result of the implementation of the RFID system.
3. Compare department level of activity based on factors such as circulation and gate count.
4. Evaluate response time and efficiencies of support services departments to determine if staffing needs are being met.
5. Make changes as determined to be in the best interest of the institution.

H. Utilize volunteers more effectively.

Sara Rose

▪ Action Steps

1. Look to using a volunteer, AmeriCorps worker or part-time regular employee to meet staffing need for supporting volunteer services.
2. Train and implement the staffing resource.
3. Improve PCCLD website for advertisement of current volunteer opportunities.
4. Improve volunteer retention by increasing awareness and knowledge of the volunteer program within PCCLD by sharing information at staff meetings with departments and supervisors.
5. Create an annual Volunteer Report to increase awareness of the value of PCCLD volunteers.

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

Respectively submitted,



Jon Walker
Executive Director
Pueblo City-County Library District

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

GENERAL FUND	2010 AUDITED	2011 ESTIMATED	2011 BUDGET	2012 BUDGET
BALANCE, Beginning of Year	1,108,928	2,098,294	2,098,294	2,728,216
REVENUES	8,239,594	8,380,218	8,409,604	8,921,437
TOTAL BALANCE	9,348,522	10,478,512	10,507,898	11,649,653
EXPENDITURES	7,633,180	7,750,296	7,947,035	8,637,095
TRANSFER IN/OUT-CAPITAL PROJECT	(382,952)	-	-	100,000
BALANCE, End of Year	<u>2,098,294</u>	<u>2,728,216</u>	<u>2,560,863</u>	<u>2,912,558</u>
 CAPITAL PROJECT FUND	 2010 AUDITED	 2011 ESTIMATED	 2011 BUDGET	 2012 BUDGET
BALANCE, Beginning of Year	2,657,602	2,151,470	2,151,470	1,868,308
REVENUES	13,581	152,632	138,753	3,737,000
TOTAL BALANCE	2,671,183	2,304,102	2,290,223	5,605,308
EXPENDITURES	136,761	435,794	638,314	2,817,238
TRANSFER IN/OUT GENERAL FUND	-	-	-	100,000
BALANCE, End of Year	<u>2,534,422</u>	<u>1,868,308</u>	<u>1,651,909</u>	<u>2,888,070</u>
 COMBINED FUND BALANCE, End of Year	 <u>4,632,716</u>	 <u>4,596,524</u>	 <u>4,212,772</u>	 <u>5,800,628</u>
 BALANCE, Restricted *	 1,247,188	 1,251,407	 1,252,288	 1,267,643
BALANCE, Available	3,385,528	3,345,117	2,960,484	4,532,985
ANNUAL USE OF RESERVES	(989,366)	(629,922)	(462,569)	(184,342)
 * RESTRICTED FUNDS				
Emergency reserve	247,188	251,407	252,288	267,643
Reserve requirement for COPs	1,000,000	1,000,000	1,000,000	1,000,000
 TOTAL RESTRICTED:	 1,247,188	 1,251,407	 1,252,288	 1,267,643

**MILL LEVY CALCULATIONS
BUDGET 2012**

2012 BUDGET			Formula	2011 BUDGET		
A	1,559,438,638	Total Gross Assessed Valuation		1,398,822,150	Total Gross Assessed Valuation	
B	72,293,483	TIF reductions		45,846,470	TIF reductions	
C	1,487,145,155	Total Net Assessed valuation	A - B	1,352,975,680	Total Net Assessed valuation	
D	5.250	Voter approved mill levy limit		5.250	Voter approved mill levy limit	
E	7,807,512	Total Revenue	C X D X .001	7,103,122	Total Revenue	
F	26,762	Abatements, refunds		219,878	Abatements, refunds	
G	0.018	Millage for abatements, refunds	F / C X 1000	0.163	Millage for abatements, refunds	
H	5.268	Adjusted mill levy	D + G	5.413	Adjusted mill levy	
I	7,834,281	Adjusted total revenue	H X C X .001	7,323,657	Adjusted total revenue	
J	7,795,109	Budgeted revenue @ 99.5%	I X 99.5%	7,287,039	Budgeted revenue @ 99.8%	

\$	380,842	Revenue reduction impact of TIF	B X D X .001	\$	248,167	Revenue reduction impact of TIF
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This chart shows how the mill levy is calculated based on assessed valuations for both current and prior years. The voter approved mill levy is 5.25, but an increase to capture abatements and refunds from the prior year is allowable. That increase is reflected here, for a total mill levy in 2012 of 5.268. The total dollar amount increase is \$ 26,762.

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

GENERAL FUND

REVENUES

PROPERTY TAX: The assessed valuation figures for 2012 increased by almost 10%, due to the new Comanche 3 Xcel energy plant coming on the tax rolls in 2012. Abatements and refunds decreased by \$193,116 over prior year. The total increase in property tax revenue, which includes an additional mill levy for abatements and refunds, is 7%. The County has until December 10, 2011, to provide final assessed valuation figures, and this may change the property tax revenue estimate, but the change is typically minimal. Property tax revenue is budgeted at slightly less than 100% collections, 99.5%, since delinquencies, abatements and refunds will generally reduce the amount received. Property tax revenues are now 87% of the total revenue budget for the District.

SPECIFIC OWNERSHIP TAX: Based on current collections, specific ownership tax revenue from Pueblo County is projected to increase somewhat next year over estimated 2011 collections. In past years the formula used to calculate the percentage of specific ownership tax to be distributed to taxing entities has been at 10 – 12% of property tax revenue. In 2010 this percentage dropped to about 8.5%, so the calculation from that time forward for specific ownership tax has been based on that percentage. This line item constitutes approximately 7% of the total revenue budget.

CONTRACTS, GRANTS: This category reflects a decrease of 3% from prior year estimated. We had anticipated a greater e-Rate refunding than what we were able to request in 2011, so that revenue stream has been adjusted accordingly in 2012.

INTEREST: Interest revenue continued to remain at dismally low levels – hovering around .05 to .10% for most of 2011. This is not expected to improve significantly in 2012, so projections have been adjusted accordingly. The earnings in this category reflect not just earnings on direct investments, but also earnings on property tax held by Pueblo County. We received those earning as part of our monthly distribution of taxes.

FINES, FEES: This line item increases 2% over prior year estimates. As we add ways to make it easier for patrons to pay their fines (on-line payments, credit cards) and enhance our internal collection procedures, we will see this line item continue to grow as long as people keep their materials out past the due date. This line item includes overdue fines for materials, as well as fees for miscellaneous services, such as replacement library cards, microfilm fees, meeting room charges, etc. We may also see an increase in 2012 due to the larger fines for laptops, I-Pads and Nooks.

PHOTOCOPIER & INTERNET COPY FEES: An increase of 12% is projected in this line item, based on current revenue patterns as well as installation of new copy equipment in 2011 which may enhance use of these machines by the public.

MISCELLANEOUS: This is a very low revenue-producing line item, and is based on sale of small items such as book bags, pencils, book marks, etc. The sale of flash drives has been very popular, so early estimates appear to point towards an increase. This will be evaluated prior to final budget, to determine if an increase over 2011 levels is indicated. Right now the budget remains the same as 2011.

MILL LEVY - TAX RATE: The current mill levy projected for 2012 is 5.268. 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, .018, is included in the total mill levy for 2012.

The total general fund revenue for 2012 reflects a 6% increase over both the 2011 budget and the 2011 estimated revenues.

EXPENDITURES

PEOPLE TO PROVIDE SERVICES: This section has increased by 7% over the 2012 estimated figures, but is actually only 1.8% increase over the 2011 budget. All personnel costs are included in this section - salaries, PERA, employee benefits, employee training, etc.

Salaries and wages increases by 5% to allow for continuation of the merit pay program and adjustments in Outreach Services, Lamb, InfoZone, and some other areas. The total FTE (Full-Time Equivalent) count for the District increases by only .2 FTE for 2012. The 5% increase is a comparison against *estimated* 2011 budget, which shows reductions primarily from vacancy savings. We anticipate savings of nearly \$150,000 in this category in 2011.

PERA holds steady at 2011 budget rates, due to the 2010 PERA legislation, which does not mandate increases for our salary category. This line is calculated directly from the salary line, based on the 13.7% that the library pays into the program. There will also be savings in 2011 in this category, of approximately \$26,000.

Workers compensation insurance increases by 100% over estimated 2011 expenses, due to significant claims in the 3-year look-back period. PCCLD has enjoyed a remarkably low mod rate of .87%, but this rate will rise in 2012 to 1.57%.

Employee insurance includes premiums paid by the District for employee health, dental and life insurance. A modest 5% increase is forecast in 2012. This compares very favorably to higher rates for insurance renewals state-wide.

State unemployment compensation has increased by 5%. Our percentage rate increased from .002 to .003 in 2011, due to a state-wide formula for political subdivisions of the state.

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

Miscellaneous personnel includes those items that are employee related, but don't really fall into the benefits or training category. This area includes recruiting expense, volunteer appreciation, tuition reimbursement funding to provide an incentive for staff pursuing a degree, and the employee assistance program. This budget increases by 55% for 2012, primarily to meet HR objectives and provide enhanced services for staff.

Employee training also increases in 2012, by 61%. Several HR objectives are also being addressed in this line item, as well as increased opportunities for staff and board members to attend educational events and workshops. The amount of this training budget is 4.61% of the total salaries budget, which exceeds standards for this category. A training budget which equals 2% of the salaries budget is recommended by the State Library as an acceptable amount. The focus on having well-trained staff to address patron needs is emphasized in the mission statement of PCCLD.

MATERIALS AND SERVICES: This section of the budget has increased by 7% over estimated budget in order to maintain the materials at 15% of total operating budget. This section includes all of the collections - books, audio visual (AV) materials, periodicals, on-line subscriptions, and digital materials - purchased for public use. It also includes programs, and the costs to order, receive and process the materials.

Books, periodicals, AV and digital material increases by 8%. Another widely accepted standard for library collections is to maintain the collections budget at 15% of the total expenditure budget. This was established as a goal in the 2010 Annual Plan, and again meets that goal in 2012. .

Library programs reflects a slight 1% increase from prior year, maintaining the ability to continue with the popular programs that are currently presented throughout the District. The Friends of Pueblo Library District contributes \$20,500 on an annual basis for various programs. This generous donation amounts to 20% of the 2012 program budget.

Technical services supplies increases by only 1% over 2011 figures.

FACILITIES TO PROVIDE SERVICES: This section shows 39% increase over estimated expense for 2011. This increase is due almost entirely to the increase in projected debt service payments for lease/purchase of buildings.

Utilities remains just slightly over 2011 levels of expenditure based on current expenses and projections. This area will be revisited prior to final budget preparation with attention to PUC determination of requested increases by Black Hills. The solar panels on the roof at Rawlings have helped somewhat in reduction of energy bills, but they won't offset a significant increase in electric usage.

Vehicle expense is budgeted at the same level as 2011 to anticipate expenses for repair of vehicles. Even though final budget figures for this line item are often under budget, it's important to include budget funds for expenses such as tires, batteries, and repairs, which can be costly and unpredictable.

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 10% increase projected in 2012 is reflective of standard increases in costs of service, as well as the addition of a recycling program District-wide. A pilot project in the Rawlings building has gone well, and bids were issued in 2011 to determine best value for implementing this service in 2012.

Rent includes only the lease for the facility occupied by the Friends of PCCLD, and most of this amount is offset by revenue received in Contracts & Grants. The rent will increase by 2% due to contractual agreement. A 5-year lease renewal was negotiated in April of 2011, resulting in an annual reduction in increases from 3% to 2%.

Buildings & improvements reflects no budget for 2012. This line item held supplies for the repair, maintenance and new build of furniture and equipment, so has been moved to the office supplies budget for facilities to more properly classify this expense.

Lease/Purchase of buildings: This account reflects the annual payments for debt service on the Certificates of Participation. These payments are dictated by the bond documents, and any fluctuations are mandated. The 2012 payment will include a principal amount of \$180,000, in addition to the interest payment, accounting for almost half of the increase. The call date for this issue is in 2012, so with the interest rates at such low levels, we intend to refinance this issue. In addition to the base refinance, this budget calls for an additional borrowing of \$3.5 million in order to finance several capital projects: RFID, an East Side Library, and a Mesa Library. An increase in debt service payments of just over \$200,000 annually has been factored in to this line item. The total amount borrowed, and the project costs, are budgeted in the Capital Project Fund.

Insurance shows an increase of 8%. Our insurance broker proactively seeks quotes on an annual basis, which helps to keep our premiums low for general property, liability and Directors & Officers coverage. Our low claims history also helps to keep the premium cost down.

Friends expenditures are reduced by 24%, commensurate with reduced spending for grants in 2011. Corresponding grant revenue has been budgeted to provide funding for this expense. In addition to this line item, Friends contributions are also recorded in other line items. Scholarship funding of \$3,000 has been recorded in Miscellaneous Personnel, \$6,500 has been recorded in Programs for Summer Reading, \$4,000 for Youth Services' Reading Enrichment, as well as \$10,000 for the All Pueblo Reads Program, and \$5,500 is included in the Community Relations budget for printing support of the newsletter.

OPERATING: This section reflects expenses for general operations of the District. The 17% increase is due primarily to a number of district-wide objectives containing contractual needs for consulting services.

Contractual library service increases dramatically, by 32%. Most of the increase is due to consulting and contractual services for the digitization project in Special Collections, as well as services to provide an off-site call center, budgeted in Public Services. Legal fees have also increased somewhat, anticipating additional legal services that might be needed for the debt reissue and project work.

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 7%, commensurate with property tax increases. These fees are 1.5% of the tax amount.

Community relations has increased by 32% to provide a software/support contract for an electronic solution to generate e-newsletters, e-blasts about events, etc. This product would enhance communication and information throughout the District, and is addressed as an objective in the Annual Plan.

Professional memberships increase by 5% to include CAL and ALA institutional memberships.

Office supplies, equipment shows a 59% increase in 2012. For the past two years this budget has been held to the 2009 budget level, because this is a more discretionary area of the budget. In 2012, a number of requests have come in to catch up with what has gone "undone" in the past two years. Also, the line for building improvements has been transferred here in the amount of \$5,000, because it contains items more correctly classified as supplies. Finally, as in other categories, there are a number of supply items included in this line that relate directly to objectives in the Annual Plan.

Photocopiers is budgeted at a 47% decrease over 2011 Budget, reflecting the elimination of all photocopier leases except for the special equipment in Community Relations. Maintenance contracts have also been eliminated from the 2012 Budget.

Courier service stays flat, due to obtaining a more favorable courier service for the cash deposits than the company we're currently using, Garda. That contract will terminate in January 2012 and the new service with TNT will begin.

Postage and freight shows a 3% increase from 2011 levels.

INFORMATION TECHNOLOGY: This section shows an overall decrease of 3% from estimated budget for prior year. Most of the reduction comes from the elimination of T-1 lines due to the new VOIP system installed in 2011.

Telecommunications has been reduced by 9% in 2012. The T-1 communication lines were eliminated due to the installation of the VOIP telephony system.

Hardware repair & maintenance has not changed from 2011 Budget. It's felt that this budget will be sufficient for 2012.

Computer software is now budgeted in the Capital Project Fund, as it has to be recognized as a capital asset. This line still remains in the 2012 budget for comparative purposes, even though the budget amount is zero. This line will go away in the 2013 budget.

Technology supplies has remained at 2011 Budget levels.

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 a minimal 5% for 2012.

The total increase in expenditures in this budget over 2011 estimated expenses is 11%. The total projected amount for expenditures in 2012 is 8% more than the budget amount in 2011.

FUND BALANCE

The ending fund balance forecast in the 2012 budget is \$2,912,558, an increase of \$184,342 over the estimated 2011 General Fund balance. Annual contributions to the Library Replacement Plan resume in the 2012 budget, and corresponding transfers are recorded in the Capital Project Fund. These transfers are for \$100,000, and continue into future years.

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 \$267,643 as well as a requirement of the COP financing to maintain at least \$1,000,000 in fund balance. The unrestricted fund balance in Combined Funds is \$4,532,985.

**BUDGET 2012
PRELIMINARY**

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

10/12/2011

	Actual Prev.year 2010	Estimated Curr.year 2011	Budget 2011	Budget 2012	Increase (Decrease)	%
REVENUES						
Property tax	7,118,422	7,287,039	7,287,039	7,795,109	508,070	7%
Specific ownership tax	626,834	619,398	619,398	662,584	43,186	7%
Contracts, Grants, Gifts	258,022	235,820	275,820	229,075	(6,745)	-3%
Interest	42,176	28,586	28,586	19,115	(9,471)	-33%
Fines, Fees	106,945	152,145	137,931	154,724	2,579	2%
Photocopier & Internet Copy Fees	46,015	43,949	49,128	49,128	5,179	12%
Miscellaneous	41,180	13,281	11,702	11,702	(1,579)	-12%
TOTAL REVENUES	8,239,594	8,380,218	8,409,604	8,921,437	541,219	6%
EXPENDITURES						
PERSONNEL						
Salaries	3,514,400	3,420,722	3,570,263	3,591,941	171,219	5%
PERA	504,218	457,230	483,235	485,246	28,016	6%
PERA 401(k)	21,555	-	-	-	-	#DIV/0!
Workers compensation	6,457	11,988	15,799	24,000	12,012	100%
Employee insurance	327,569	392,496	392,496	412,816	20,320	5%
Unemployment compensation	6,984	10,300	10,732	10,776	476	5%
Medicare trust	44,992	47,261	51,145	51,358	4,097	9%
Miscellaneous personnel	22,061	37,526	37,526	58,187	20,661	55%
Employee training	56,389	66,590	88,786	107,285	40,695	61%
TOTAL PERSONNEL	4,504,625	4,444,113	4,649,982	4,741,609	297,496	7%
MATERIALS & SERVICES						
Books, periodicals, AV, databases	1,007,498	1,127,761	1,127,761	1,220,000	92,239	8%
Bindery/processing supplies/services	135,630	145,010	145,010	146,955	1,945	1%
Library programs	95,513	99,737	99,737	101,177	1,440	1%
TOTAL MATERIALS	1,238,641	1,372,508	1,372,508	1,468,132	95,624	7%
FACILITIES						
Utilities	368,432	363,055	363,055	366,533	3,478	1%
Vehicle maintenance	5,803	11,000	11,000	11,000	-	0%
Building repair & maintenance	229,876	233,228	233,228	257,554	24,326	10%
Rent	21,829	22,480	22,480	22,888	408	2%
Buildings & Improvements	-	4,500	4,500	-	(4,500)	-100%
Lease/purchase of buildings	311,950	311,950	311,950	705,450	393,500	126%
Insurance	55,717	55,961	58,914	60,432	4,471	8%
Friends expenditures	46,518	41,300	41,300	31,300	(10,000)	-24%
TOTAL FACILITIES	1,040,125	1,043,474	1,046,427	1,455,157	411,683	39%
OPERATING						
Contract Services	190,143	217,913	217,913	287,091	69,178	32%
County Treasurer's fees	106,729	109,306	109,306	116,927	7,621	7%
Community relations	34,190	47,200	47,200	62,200	15,000	32%
Professional memberships	8,438	10,805	10,805	11,295	490	5%
Office supplies, equipment	44,102	43,446	43,446	69,233	25,787	59%
Photocopiers	60,692	58,263	39,934	31,068	(27,195)	-47%
Courier service	33,593	36,042	36,042	36,060	18	0%
Postage & freight	25,511	29,031	25,000	30,000	969	3%
TOTAL OPERATING	503,398	552,006	529,646	643,874	91,868	17%
INFORMATION TECHNOLOGY						
Telecommunications	184,637	186,742	197,019	170,495	(16,247)	-9%
Hardware repair & maintenance	4,156	5,000	5,000	5,000	-	0%
Computer software	4,035	-	-	-	-	#DIV/0!
Technology Supplies	29,500	29,112	29,112	29,112	-	0%
Technology mtce, licenses, support	124,063	117,341	117,341	123,716	6,375	5%
TOTAL INFORMATION TECHNOLOGY	346,391	338,195	348,472	328,323	(9,872)	-3%
TOTAL EXPENDITURES	7,633,180	7,750,296	7,947,035	8,637,095	886,799	11%

**BUDGET 2012
PRELIMINARY**

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

10/12/2011

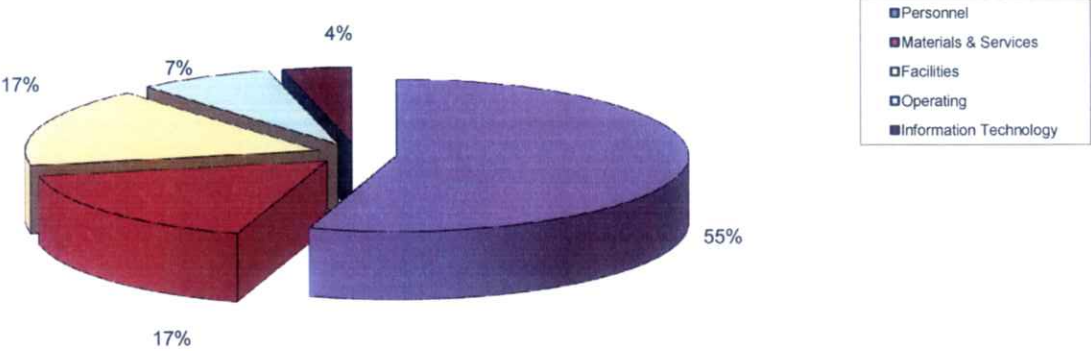
	Actual Prev.year 2010	Estimated Curr.year 2011	Budget 2011	Budget 2012	Increase (Decrease)	%
SUMMARY						
REVENUES						
Property tax revenue	7,118,422	7,287,039	7,287,039	7,795,109	508,070	7%
All other sources	1,121,172	1,093,179	1,122,565	1,126,328	33,149	3%
TOTAL REVENUES	8,239,594	8,380,218	8,409,604	8,921,437	541,219	6%
EXPENDITURES						
PERSONNEL	4,504,625	4,444,113	4,649,982	4,741,609	297,496	7%
MATERIALS & SERVICES	1,238,641	1,372,508	1,372,508	1,468,132	95,624	7%
FACILITIES	1,040,125	1,043,474	1,046,427	1,455,157	411,683	39%
OPERATIONS	503,398	552,006	529,646	643,874	91,868	17%
INFORMATION TECHNOLOGY	346,391	338,195	348,472	328,323	(9,872)	
TOTAL EXPENDITURES	7,633,180	7,750,296	7,947,035	8,637,095	886,799	11%
Beginning fund balance	1,108,928	2,098,294	2,098,294	2,728,216	629,922	30%
Transfer out to Capital Project Fund	-	-	-	100,000	100,000	
Transfer in from Capital Project Fund	382,952	-	-	-	-	
EXCESS Revenues - Expenditures (Reserve increase)	606,414	629,922	462,569	284,342	(345,580)	-55%
NET (ending fund balance)	2,098,294	2,728,216	2,560,863	2,912,558	184,342	7%

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

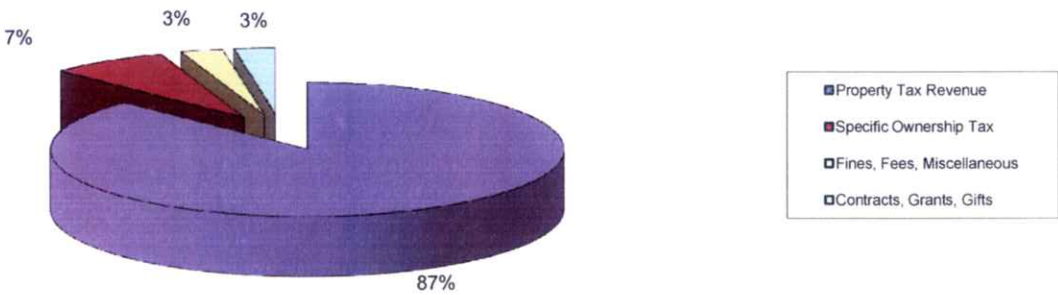
THE BUDGETARY BASIS OF ACCOUNTING USED IN THIS BUDGET IS MODIFIED ACCRUAL.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2012 BUDGET**

GENERAL FUND BUDGET - EXPENDITURES



GENERAL FUND BUDGET - REVENUES



CAPITAL PROJECT FUND

The Capital Project fund encompasses three primary functions:

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

REVENUES

CONTRIBUTIONS, GIFTS, GRANTS: This account increases by \$83,747 in the 2012 budget. Most of the budget in 2011 was for the B-TOP grant funding administered through the state library. In the 2012 budget, the amount indicated represents anticipated capital campaign fundraising in the amount of \$200,000 for the two new libraries planned in this budget, as well as a Friends' contribution of \$10,000, and an additional contribution of \$24,000 to provide audio-visual equipment in the Bret Kelly room.

PROCEEDS FROM REFUNDING DEBT: Revenues in this category are for refunding the current COP debt and issuing additional debt in the amount of \$3,500,000 to fund the construction of two new neighborhood libraries – Mesa and East Side – and to fund the major RFID project scheduled for 2012. Remaining funds may be used for renovation projects resulting from consulting for space planning at three facilities.

MISCELLANEOUS REVENUE: There is nothing budgeted in this category for 2012.

INTEREST EARNINGS: This category reflects a slight increase from the estimated 2011 budget, based on investment of bond proceeds.

EXPENDITURES

New building project: Expenses for planning and design for two new libraries are included here: St. Charles Mesa and East Side libraries. Half of the construction costs for each of these facilities is also included, with the remaining costs of construction going into the 2013 budget.

InfoZone expenses: Funding is carried over to the 2012 Budget year for completion of the remodel and renovation project in the InfoZone.

Capital Asset Acquisitions. Several Library Replacement Plan items are included here, including replacement printers, updates to software, and servers. New acquisition of Point of Sale software and hardware is also included, which will enable more efficient and accurate handling of cash at all locations. AV equipment for the Bret Kelly room is here, offset by a like amount in revenues under contributions. Implementation of Nook equipment at the branches, as well as a program for check-out of laptops and I-Pads at the branches is also included. Finally, all expenses to implement RFID are budgeted in this category.

Total capital asset needs in 2012 are projected at \$2,817,238.

OTHER FINANCING SOURCES/USES

A bond issue of \$3,500,000 is included in the Capital Project fund, projecting the amount that would be needed to accomplish the building goals identified, as well as implementation of RFID. This amount would be added to our current debt of \$6,000,000 through a refinancing process. In addition, the transfer in of \$100,000 is projected to begin rebuilding the Library Replacement Plan after two years of no transfers.

FUND BALANCE

The fund balance forecast in the 2012 Capital Project Budget is \$2,888,070, an increase of \$1,019,762 over the 2011 budgeted ending fund balance. Most of this increase is due to the additional influx of proceeds from the refinancing. The total combined fund balance, comprised of both the General Fund and the Capital Project Fund, is projected to be \$5,800,628 at the end of 2012. This is \$1,758,876 greater than we had anticipated one year ago, in the 2011 Budget process.

	Actual Prev.year 2010	Estimated Curr.year 2011	Budget 2011	Budget 2012	Increase (Decrease)
SUMMARY					
REVENUES					
Contributions, grants, gifts	-	150,253	105,253	234,000	83,747
Miscellaneous revenue	9,150	-	29,000	-	-
Interest earnings	4,431	2,379	4,500	3,000	621
TOTAL REVENUES	13,581	152,632	138,753	237,000	84,368
EXPENDITURES					
New Building Project	-	-	-	1,067,500	1,067,500
InfoZone Expenditures	21,619	50,000	167,796	175,000	-
Capital Asset Expenditures	<u>115,142</u>	<u>385,794</u>	<u>470,518</u>	<u>1,574,738</u>	<u>1,188,944</u>
TOTAL EXPENDITURES	136,761	435,794	638,314	2,817,238	2,381,444
Beginning fund balance	2,657,602	2,151,470	2,151,470	1,868,308	(283,162)
Other Financing Sources					
Proceeds from bond issue				3,500,000	3,500,000
Transfer in from General Fund [Replac.PlIn]		-	-	100,000	100,000
Transfer out to General Fund	382,952	-	-	-	-
EXCESS Revenues - Expenditures (Reserve increase)	(123,180)	(283,162)	(499,561)	(2,580,238)	(2,297,076)
NET (ending fund balance)	<u>2,151,470</u>	<u>1,868,308</u>	<u>1,651,909</u>	<u>2,888,070</u>	<u>1,019,762</u>

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

	Actual Prev.year 2010	Estimated Curr.year 2011	Budget 2011	Budget 2012	Increase (Decrease)
REVENUES					
Contributions, gifts	-	45,000	10,000	24,000	(21,000)
Grants	-	95,253	95,253	200,000	104,747
Friends of PCCLD contributions	-	10,000	-	10,000	-
Miscellaneous revenue	9,150	-	29,000	-	-
Interest earnings	4,431	2,379	4,500	3,000	621
TOTAL REVENUES	13,581	152,632	138,753	237,000	84,368
EXPENDITURES					
New Building Projects					
East Side	-	-	-	443,750	443,750
St. Charles Mesa	-	-	-	443,750	443,750
Renovation projects - existing libraries	-	-	-	100,000	100,000
Contractual expense	-	-	-	80,000	80,000
	-	-	-	-	-
TOTAL BUILDING COSTS	-	-	-	1,067,500	1,067,500
InfoZone expenses	21,619	50,000	167,796	175,000	125,000
TOTAL INFOZONE EXPENSE	21,619	50,000	167,796	175,000	125,000
Capital Asset Acquisitions [Replacement Plan]					
Information Technology	99,226	173,591	258,315	1,574,738	1,401,147
Furniture, Fixtures, Equipment	1,308	54,279	54,279	-	(54,279)
Building Improvements	14,608	157,924	157,924	-	(157,924)
TOTAL CAPITAL ASSET EXPENSE	115,142	385,794	470,518	1,574,738	1,188,944
					-
TOTAL EXPENDITURES	136,761	435,794	638,314	2,817,238	2,381,444

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

	General Fund	General Fund Budget Percentages	Capital Project Fund	Total Combined Funds	% of Total PCCLD budget
REVENUES					
Property tax	7,795,109	87.38%	-	7,795,109	61.58%
All other	1,126,328	12.62%	3,737,000	4,863,328	38.42%
TOTAL REVENUES	8,921,437	100.00%	3,737,000	12,658,437	100.00%

EXPENDITURES					
Personnel	4,741,609	54.90%	-	4,741,609	41.40%
Materials & Services	1,468,132	17.00%	-	1,468,132	12.82%
Facilities	1,455,157	16.85%	1,242,500	2,697,657	23.55%
Operations	643,874	7.45%	-	643,874	5.62%
Information Technology	328,323	3.80%	1,574,738	1,903,061	16.61%
TOTAL EXPENDITURES	8,637,095	100.00%	2,817,238	11,454,333	100.00%

Beginning Fund Balance	2,728,216		1,868,308	4,596,524
Excess: Revenues over Expenditures	284,342		919,762	1,204,104
Transfers In/Out	(100,000)		100,000	-

Ending Fund Balance	2,912,558		2,888,070	5,800,628
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Fund balance as a % of operating expense	51%
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Fund balance projected in prior year long-range plan	4,228,406
Variance from long-range plan	1,572,222

BREAKDOWN OF ENDING FUND BALANCE ***

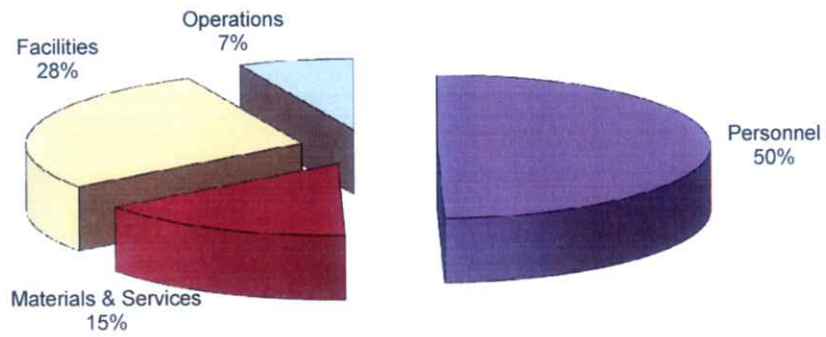
*** Reserves and unrestricted funds	
3% emergency reserve	267,643
Reserve requirement for COPs	1,000,000
Unrestricted fund balance	4,532,985

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

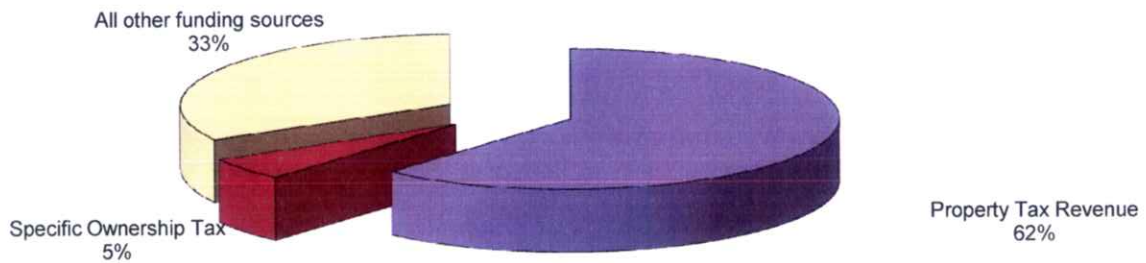
Fund - combined for revenues, expenditures and fund balance.

**PUEBLO CITY-COUNTY LIBRARY DISTRICT
2012 BUDGET**

COMBINED FUND BUDGET - EXPENDITURES



COMBINED FUND BUDGET - REVENUES



**BOND DEBT SERVICE
[LEASE PURCHASE PAYMENTS]**

Pueblo City-County Library District			2007 ISSUE: PUEBLO WEST PUBLIC LIBRARY		
Bank Qualified Certificates of Participation -- Insured					
Date	Principal	Rate	Interest	Debt Service	Debt Service
11/15/2007	0.00		0.00	0.00	0.00
5/15/2008			200,167.92	200,167.92	
11/15/2008	0.00		155,975.00	155,975.00	356,142.92
5/15/2009			155,975.00	155,975.00	
11/15/2009	0.00		155,975.00	155,975.00	311,950.00
5/15/2010			155,975.00	155,975.00	
11/15/2010	0.00		155,975.00	155,975.00	311,950.00
5/15/2011			155,975.00	155,975.00	
11/15/2011	0.00		155,975.00	155,975.00	311,950.00
5/15/2012			155,975.00	155,975.00	
11/15/2012	180,000.00	5.00%	155,975.00	335,975.00	491,950.00
5/15/2013			151,475.00	151,475.00	
11/15/2013	190,000.00	5.00%	151,475.00	341,475.00	492,950.00
5/15/2014			146,725.00	146,725.00	
11/15/2014	195,000.00	5.00%	146,725.00	341,725.00	488,450.00
5/15/2015			141,850.00	141,850.00	
11/15/2015	205,000.00	5.00%	141,850.00	346,850.00	488,700.00
5/15/2016			136,725.00	136,725.00	
11/15/2016	220,000.00	5.00%	136,725.00	356,725.00	493,450.00
5/15/2017			131,225.00	131,225.00	
11/15/2017	230,000.00	5.00%	131,225.00	361,225.00	492,450.00
5/15/2018			125,475.00	125,475.00	
11/15/2018	240,000.00	5.25%	125,475.00	365,475.00	490,950.00
5/15/2019			119,175.00	119,175.00	
11/15/2019	250,000.00	5.25%	119,175.00	369,175.00	488,350.00
5/15/2020			112,612.50	112,612.50	
11/15/2020	265,000.00	5.25%	112,612.50	377,612.50	490,225.00
5/15/2021			105,656.25	105,656.25	
11/15/2021	280,000.00	5.25%	105,656.25	385,656.25	491,312.50
5/15/2022			98,306.25	98,306.25	
11/15/2022	295,000.00	5.25%	98,306.25	393,306.25	491,612.50
5/15/2023			90,562.50	90,562.50	
11/15/2023	310,000.00	5.25%	90,562.50	400,562.50	491,125.00
5/15/2024			82,425.00	82,425.00	
11/15/2024	325,000.00	5.25%	82,425.00	407,425.00	489,850.00
5/15/2025			73,893.75	73,893.75	
11/15/2025	345,000.00	5.25%	73,893.75	418,893.75	492,787.50
5/15/2026			64,837.50	64,837.50	
11/15/2026	360,000.00	5.25%	64,837.50	424,837.50	489,675.00
5/15/2027			55,387.50	55,387.50	
11/15/2027	380,000.00	5.25%	55,387.50	435,387.50	490,775.00
5/15/2028			45,412.50	45,412.50	
11/15/2028	400,000.00	5.25%	45,412.50	445,412.50	490,825.00
5/15/2029			34,912.50	34,912.50	
11/15/2029	420,000.00	5.25%	34,912.50	454,912.50	489,825.00
5/15/2030			23,887.50	23,887.50	
11/15/2030	445,000.00	5.25%	23,887.50	468,887.50	492,775.00
5/15/2031			12,206.25	12,206.25	
11/15/2031	465,000.00	5.25%	12,206.25	477,206.25	489,412.50
Total	6,000,000.00		5,109,442.92	11,109,442.92	11,109,442.92
Average Coupon		5.18%			

LOCATIONS

ADMINISTRATION

Executive Director: Jon Walker

100 E. Abriendo Avenue
Pueblo, CO 81008
(719) 562-5625

COMMUNITY RELATIONS, Director: Midori Clark

FINANCE, CFO: Chris Brogan

HUMAN RESOURCES, Director: Sara Rose

INFORMATION TECHNOLOGY, Director: Charles Hutchins

PUBLIC SERVICES, Director: Jane Palmer

TECHNICAL SERVICES, Director: Teresa Valenti

Robert Hoag Rawlings Library

100 E. Abriendo Avenue
Pueblo, CO 81008
(719) 562-5627

Barkman

Manager: Steve Antonuccio
1300 Jerry Murphy Road
Pueblo, CO 81001
(719) 562-5680

Lamb

Manager: Diann Logie
2525 S. Pueblo Blvd.
Pueblo, CO 81005
(719) 562-5600

Library at the Y

Manager: Michael Cox
3200 Spaulding Avenue
Pueblo, CO 81008
(719) 553-0102

Pueblo West

Manager: Cindy Shimizu
298 S. Joe Martinez Blvd.
Pueblo, CO 81007
(719) 562-5660

Outreach Services

Manager: Barbara Brown
100 E. Abriendo Avenue
Pueblo, CO 81008
(719) 562-5631